DITSONG: MUSEUMS OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN

2026-2027

sport, arts & culture
Department:
Sport, Arts and Culture
REPUBLIC OF SOUTH AFRICA

DITSONG
MUSEUMS OF SOUTH AFRICA
an agency of the
Department of Sport, Arts and Culture

70 WF Nkomo Street Pretoria
South Africa 0002

www.ditsong.org.za

For submission on 31January 2026

To obtain additional copies of this document please contact:

Vir addisionele afskrifte van hierdie dokument, tree asseblief in verbinding met:

Ukuze uthole amakhophi engeziwe alo mbhalo cela ukuthintana.

DITSONG: MUSEUMS OF SOUTH AFRICA

Office of the Chief Executive Officer

Ga-Mohle Building

70 WF Nkomo Street

Pretoria

South Africa 0002

Tel: +27 12 492 5742

Web: www.ditsong.org.za

ISBN:

Title of Publication: DITSONG: Museums of South Africa Annual Performance Plan 2026-27

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

ABBREVIATIONS AND ACRONYMS

3Di	Three-dimensional
4IR	4th Industrial Revolution
ACH	Arts, Culture and Heritage
AGSA	Auditor-General of South Africa
AI	Artificial Intelligence
AOP	Annual Operational Plan
APP	Annual Performance Plan
AR	Augmented Reality
ARIC	Audit, Risk and IT Committee
Avg.	Average
B-B BEE	Broad-Based Black Economic Empowerment
BCEA	Basic Conditions of Employment Act
CCI	Cultural and Creative Industry
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COID	Compensation for Occupational Injuries and Diseases Act
COVID-19	Coronavirus disease pandemic
CPI	Consumer Price Index
CSD	Central Supplier Database

DKM	DITSONG: Kruger Museum
DITSONG	DITSONG: Museums of South Africa
DMSA	DITSONG: Museums of South Africa
DNMCH	DITSONG: National Museum of Cultural History
DNMMH	DITSONG: National Museum of Military History
DNMNH	DITSONG: National Museum of Natural History
DPM	DITSONG: Pioneer Museum
DPME	Department of Planning, Monitoring and Evaluation
DPWI	Department of Public Works and Infrastructure
DSMM	DITSONG: Sammy Marks Museum
DSAC	Department of Sport, Arts and Culture
DTMC	DITSONG: Tswaing Meteorite Crater
DWPAM	DITSONG: Willem Prinsloo Agricultural Museum
ECA	Electronic Communications Act
EIA	Environmental Impact Assessment
EEA	Employment Equity Act
ESA	Employment Services Act
GBV	Gender Based Violence
GDP	Gross Domestic Product
GGT2030	Growing Gauteng Together 2030

GIAMA	Government Immovable Asset Management Act
GNU	Government of National Unity
GRAP	Generally Recognised Accounting Practice
HDG	Historically Disadvantaged Group
HDI	Historically Disadvantaged Individual
HR	Human Resources
HRM	Human Resources Management
ICOM	International Council of Museums
HCM	Human Capital Management
ICT	Information and Communication Technology
LRA	Labour Relations Act
MoA/U	Memorandum of Agreement/Understanding
MTDP	Medium Term Development Plan
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MTBPS	Medium Term Budget Policy Statement
NDP	National Development Plan
NEMA	National Environmental Management Act
OHS	Occupational Health and Safety
PAJA	Promotion of Administrative Justice Act

PESTEL	Political, Economic, Social, Technological, Environmental, Legislative
PEPUDA	Promotion of Equality and Prevention of Unfair Discrimination Act
PRECCA	Prevention and Combating of Corrupt Activities Act
PFMA	Public Finance Management Act
PHRA	Provincial Heritage Resources Authority
PPP	Public-Private Partnership
PwD(s)	People Living with Disability/ies
Q	Quarter
SA	South Africa
SAC	Sport, Arts and Culture
SAHRA	South African Heritage Resources Agency
SCM	Supply Chain Management
SDA	Skills Development Act
SDG	Sustainable Development Goal
SDLA	Skills Development Levy Act
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SMME	Small, Medium and Micro Enterprise
SONA	State of the Nation Address
SP	Strategic Plan
TID	Technical Indicator Description

UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
VR	Virtual Reality
ZAR	Zuid-Afrikaansche Republiek

DEFINITION OF TERMS

DITSONG	DITSONG: Museums of South Africa
DMSA	DITSONG: Museums of South Africa
THE ACT	The Cultural Institutions Act, 1998 (Act No.19 of 1998)
The Institution	DITSONG: Museums of South Africa Institution
The Constitution	The Constitution of the Republic of South Africa 1996
The Council	DITSONG: Museums of South Africa Council
The Entity	DITSONG: Museums of South Africa Institution
The Organisation	DITSONG: Museums of South Africa Institution

ACCOUNTING AUTHORITY STATEMENT

I am pleased to present the DITSONG: Museums of South Africa Annual Performance Plan (APP) for the 2026/2027 financial year on behalf of the Council. This APP marks the second year of implementation of the DMSA 2025-2030 Strategic Plan under the leadership of a new Council which commenced its term in August 2025.

The DMSA is a schedule 3A public entity accountable to the Executive Authority, the Minister of Sport, Arts and Culture (DSAC), and Parliament in terms of financial and performance management as required by legislation. As the Accounting Authority, the DMSA Council has fiduciary responsibilities towards the Institution, which includes the development of a five-year strategic plan that is aligned to government imperatives and priorities.

This APP is derived from the DMSA Strategic Plan for the 2025-2030 period. In developing this Strategy, DMSA took into account the Medium-Term Development Plan (MTDP) 2025–2029, the National Development Plan (NDP) 2030, and the Department of Sport, Arts and Culture's (DSAC) Outcomes for the 2025-2030 planning period.

The following three strategic priorities of the Government of National Unity (GNU) were also considered during the formulation of the DMSA Strategic Plan (2025-2030) and this APP:

1. Drive inclusive growth and job creation.
2. Reduce poverty and tackle the high cost of living.
3. Build a capable, ethical and developmental state.

In addition to the Government planning documents and priorities outlined above, DMSA in developing this APP also took into account other government imperatives, such as increasing visibility, inclusion and accessibility of Historically Disadvantaged Groups (HDGs), as well as addressing the scourge of Gender Based Violence (GBV). Over and above their traditional roles of acquiring, preserving, researching and educating the public about their collections, museums have a responsibility to act as agents of social change, and are therefore actively involved in addressing and engaging with broader societal challenges.

This APP continues to advance the following Council priorities or strategic goals for the 2025-2030 planning period:

1. Build a stable organisation.
2. Transform business operations.

3. Mobilise and engage stakeholders.
4. Address inadequate human, financial, ICT and physical resource capacity.

The 2026/2027 APP performance indicators are geared towards achieving the following six (6) outcomes for the 2025-2030 planning period, which are linked to the four Council priorities stated above:

Outcome 1: Enhanced contribution to knowledge production through disseminated research that is inclusive and relevant.

Outcome 2: Heritage assets, preserved through relevant standards.

Outcome 3: Increased relevance, visibility, accessibility and awareness of heritage assets.

Outcome 4: Increased procurement to, and participation of, historically disadvantaged groups in the arts, culture and heritage sector.

Outcome 5: Improved organisational capacity.
Outcome 6: A compliant and responsive organisation.

For the 2026/2027 financial year, Council has mandated Management to intensify efforts in generating own revenue, mobilising resources through partnerships and pursuing fundraising initiatives to ensure the sustainability of the DMSA. Financial sustainability is crucial as it impacts on the achievement of all other performance indicators set out in this Plan. In addition, this APP emphasizes compliance to laws and policies.

As the Council of DMSA, we fully endorse this APP as a guiding document for the work and focus of DMSA for the 2026/2027 financial year and are committed to providing guidance and executing our oversight function prudently to enable a conducive environment for the achievement of the targets set for the 2026/2027 financial year. These efforts are geared towards DMSA achieving its impact of **a socially cohesive, diverse, transformed and inclusive nation**.

Mrs L. Tlhogo

CHAIRPERSON OF COUNCIL

ACCOUNTING OFFICER: STATEMENT

I am delighted to present the Annual Performance Plan (APP) of DITSONG Museums of South Africa (DMSA), for the 2026/2027 financial year. This APP is derived from the DMSA 2025-2030 Strategic Plan, now entering its second year of implementation.

The DMSA is a one-stop culture and knowledge hub, comprising eight museums, that serve as custodians of over 4.8 million heritage assets, spanning natural, cultural and military history collections. These museums produce collection-based research, and their collections are utilised for research and learning purposes by scientists, students and researchers from all over the world.

Moreover, through interactive public programmes and exhibitions, DMSA museums serve as spaces for reflection on our shared past and provide platforms for dialogue on current societal issues, including poverty and inequality, crime, gender-based violence and femicide, climate change and conflict. Aligned with this role, DMSA's mission is **to be sustainable museums that are globally recognised, accessible and relevant to all**.

In an era dominated by artificial intelligence and digital content, many museums face the challenge of remaining relevant and sustainable institutions. DMSA is no exception, hence the focus in 2025/2026 was on enhancing income generation through the implementation of revenue-generating projects and fundraising initiatives, aimed at reducing reliance on the state grant. The DMSA also sought to mobilise resources through maximising stakeholder partnerships. As a result of these partnerships, DMSA was able to install transformative and interactive permanent, temporary and travelling exhibitions at the DITSONG: National Museum of Cultural History (DNMCH) and the DITSONG: National Museum of Military History (DNMMH).

Building on the work that commenced in the previous financial year, DMSA will continue to implement the Turnaround Strategy, with a focus on income generation, fundraising and cost containment, while also establishing new strategic partnerships and maintaining existing ones. Partnerships such as the one with the South African National Museum of Military History Building and Development Trust, the National Heritage Council and the South African Indian Legion of Military Veterans have played a crucial role in assisting DMSA to achieve some of its performance targets for the previous year.

In the year 2026/2027, we will continue to increase accessibility and visibility of our museums, especially for Historically Disadvantaged Groups (HDGs) such as women, youth and people living with disabilities, through inclusive public programmes and greater procurement opportunities. Physical access will be enhanced through improvements to DMSA facilities for people living with disabilities.

Furthermore, we will continue to implement performance indicators aimed at increasing visitor numbers, visibility and brand-awareness of the DMSA brand. This will be achieved through the implementation of diverse marketing strategies, including traditional print and social media advertising, the enhancement of public programme offerings, and the development of refreshment and leisure facilities to improve the overall visitor experience.

This APP continues to place great emphasis on stabilising the DMSA through improved organisational capacity and business transformation. This will be achieved through employing interventions to enhance our organisational culture and capacity building of the current workforce through the implementation of the Workplace Skills Plan. DMSA will also contribute to capacity building in the heritage sector by offering student placements for internships and work-based experiential learning, with a particular focus on HDGs.

In addition, the Digitisation Plan will be implemented to preserve heritage assets, and to improve ease of access to images of DMSA's collections for research and learning purposes. Ultimately, these digitised images will be utilised in virtual museum initiatives.

We look forward to implementing this APP under the guidance and oversight of the new DMSA Council, whose term of office commenced in August 2025. Through their leadership and guidance, we hope that DMSA will achieve its impact of bringing about **a socially cohesive, diverse, transformed and inclusive nation.**

On behalf of the Management and Staff of DMSA, we commit to work hard to ensure that the DMSA 2026/2027 APP is implemented in accordance with DMSA policies, the laws of the Republic of South Africa and all relevant regulations and standards.

Dr M. Mohapi

ACTING CHIEF EXECUTIVE OFFICER

OFFICIAL SIGN-OFF

It is hereby confirmed that this Annual Performance Plan (APP) for DITSONG: Museums of South Africa (DMSA):

- Was developed by DMSA Management under the guidance of the DMSA Council as the delegated Accounting Authority.
- Takes into account all the relevant policies, legislation and mandates for which DMSA is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which DMSA aims to achieve during the 2026/2027 financial year.

RECOMMENDED BY:

Mr A. Sinclair — Date: 31 January 2026

DIRECTOR

DITSONG: NATIONAL MUSEUM OF MILITARY HISTORY

Dr W. Strümpher — Date: 31 January 2026

ACTING DIRECTOR

DITSONG: NATIONAL MUSEUM OF NATURAL HISTORY

Mr. F. Teichert — Date: 31 January 2026

ACTING DIRECTOR

DITSONG: NATIONAL MUSEUM OF CULTURAL HISTORY

Mr N. Hlophe Date: 31 January 2026

CHIEF FINANCIAL OFFICER

Dr M. Mohapi Date: 31 January 2026

ACTING CHIEF EXECUTIVE OFFICER

RECOMMENDED FOR APPROVAL:

Mrs L. Tlhogo Date: 31 January 2026

CHAIRPERSON OF THE COUNCIL

APPROVED BY:

Mr G. McKenzie

EXECUTIVE AUTHORITY

MINISTER OF SPORT, ARTS AND CULTURE

Date: 5 March 2026

PART A: OUR MANDATE

Informed by the instructing legislation, the Cultural Institutions Act, 1998 (Act No. 119 of 1998), national policy and international best practice, DMSA defines its mandate as follows:

- To conduct research and disseminate knowledge that is inclusive and relevant to museums and the diversity of South African society.
- To acquire and preserve heritage assets through effective collections management.
- To exhibit, display and educate the public on cultural, military, and natural heritage.
- To contribute to socio-economic transformation by providing opportunities to historically disadvantaged groups and entrepreneurs to participate, grow and develop within the sector.
- To ensure the financial sustainability of the museums by generating sufficient revenue and optimising costs.

In fulfilling its mandate, DMSA seeks to make the following impact:

A socially cohesive, diverse, transformed and inclusive nation.

The foundation of DMSA's mandate is to operate a compliant and responsive organisation, aligned with the entities' envisaged future state, given its purpose statement.

1. OUR VISION

To be sustainable museums that are globally recognised, accessible and relevant to all.

2. OUR MISSION

To acquire, preserve, research, exhibit heritage assets, and engage the public on our cultural, military and natural heritage in a sustainable, innovative and transformational manner.

3. COUNCIL PRIORITIES | STRATEGIC GOALS

In response to the constitutional and legislative mandates and policy frameworks outlined in the Five-Year Strategic Plan 2025–2030, and considering the DMSA Council priorities, DMSA's strategic goals are to:

1. Build a stable organisation.
2. Transform business operations.
3. Mobilise and engage stakeholders.
4. Address inadequate human, financial, Information and Communication Technology (ICT) and physical resource capacity.

4. DMSA'S IMPACT STATEMENT

A socially cohesive, diverse, transformed and inclusive nation.

5. OUR VALUES

In working towards the achievement of its Vision and Mission, DMSA embraces the following Values, which are aligned with the Batho Pele principles.

Table 1 DMSA Values

Our Values	The behaviour we expect
Excellence and Accountability	• We strive for excellence in all we do, including service delivery and maintaining the sustainability of DMSA as an organisation through positive organisational and corporate identity by putting people first, especially our clients and employees. • We instil a spirit of excellence among employees, motivating them to continuously improve their work performance and achieve the highest quality results at individual, team, and organisational levels. • We foster a culture of trust and accountability where all employees, both managerial and non-managerial, take ownership of their actions, individually and collectively. • We accept responsibility and accountability for our work performance and

Our Values	The behaviour we expect
	the services that museums provide to the broader South African society, in alignment with principles of good management and governance. • We acknowledge our mistakes, address issues promptly, and make necessary adjustments to improve performance and outcomes.
Professionalism and Teamwork	• We execute our duties with the utmost professionalism to continuously improve the reputation of DMSA. We continually strive towards acquiring knowledge and expertise. By growing and developing our competencies and capabilities, we endeavour to be thought leaders in the knowledge and heritage sectors. • We advance the rights of vulnerable groups and promote access to our programmes and facilities. • We are committed to working as a team and creating synergies for shared learning and improved efficiencies across all our museums. • As a team, we support each other and work tirelessly at building the reputation of DMSA as the place where cultures meet.
uBuntu / Value our People	• We recognise that each person matters. Everyone is valued and respected; their opinion and contributions are important and recognised. To count and be counted, reflects the heartbeat of DMSA.
Ethical Behaviour	• We strongly uphold DMSA's high standards of ethics in the execution of all our work in preserving, creating awareness and building knowledge about our cultural heritage. • We are committed to acting ethically and transparently in the execution of our duties and responsibilities, prioritising doing the right thing over personal gain. • We are committed to always acting with honesty and integrity to build trust among employees and between the Council and staff, fostering a positive work environment grounded in strong human relationships. • The Council's resolve and determination to fight against fraud and

Our Values	The behaviour we expect
	corruption guides decision-making on the part of both management and Council. • All organisational values pertaining to honesty, integrity, accountability and the fight against fraud and corruption are communicated to all employees, individually and collectively, on a consistent and regular basis.
Creativity and Innovation	• We are committed to working smarter and harder by fostering a culture of creativity and innovation, encouraging new ways of thinking, learning, and working. Our approach aims to improve organisational effectiveness and efficiency, particularly during challenging economic times, while combating stagnation and enhancing productivity. • We are committed to developing and maintaining an organisational culture that stimulates and promotes creativity and innovation on a continuous basis. We see this as an imperative for DMSA which currently seeks better ways of ensuring financial sustainability.

6. DMSA OUTCOMES

The six (6) OUTCOMES, listed in the Table below, are aligned with the Council's four (4) Priorities, which have been adopted as DMSA Goals. Each Goal is outcome-orientated and in line with the DMSA Mandate.

Table 2 DMSA's Six Outcomes Aligned with the Council's Four Priorities

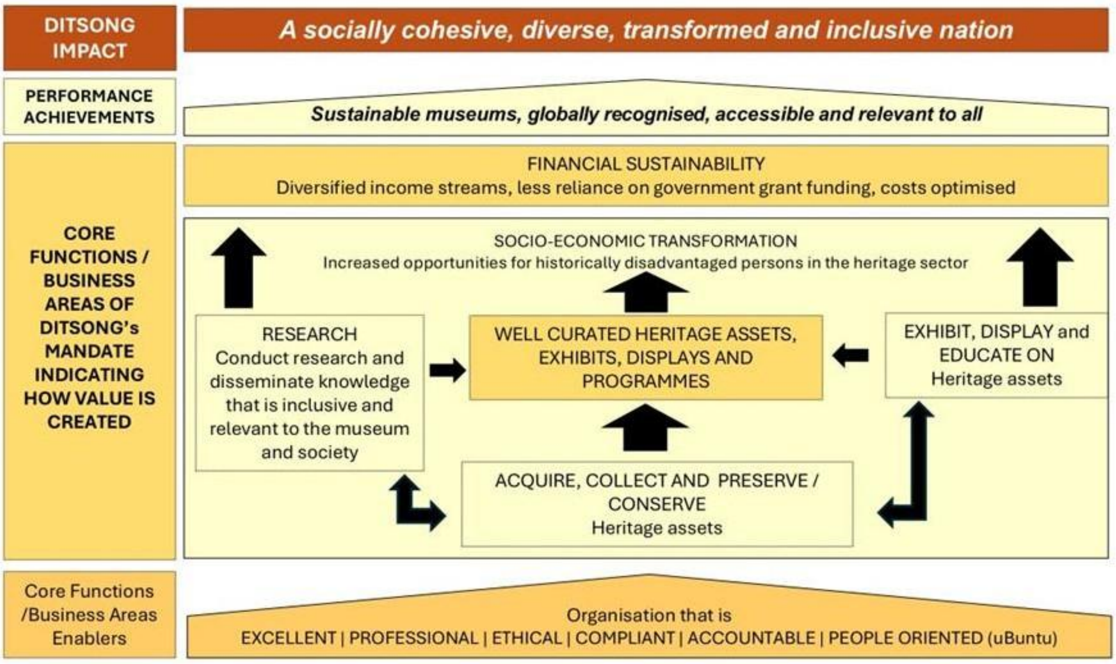
OUTCOME NUMBER	DMSA's OUTCOMES
Outcome 1	Enhanced contribution to knowledge production through disseminated research that is inclusive and relevant.
Outcome 2	Heritage assets, preserved through relevant standards.
Outcome 3	Increased relevance, visibility, accessibility and awareness of heritage assets.
Outcome 4	Increased procurement to, and participation of, historically disadvantaged groups in the arts, culture and heritage sector.
Outcome 5	Improved organisational capacity.
Outcome 6	A compliant and responsive organisation.

The six outcomes guide DMSA's delivery structure, shaping the development of outputs, performance indicators, and annual and quarterly performance metrics. These are detailed in each year's APP throughout the five-year strategic planning cycle, aligned with the political term.

7. THE DMSA BUSINESS AND OPERATING MODELS

The DMSA Business Model outlines how the entity creates value in response to the challenges set out in its mandate. The Theory of Change was applied to identify the key components of the entity, with the purpose of driving impactful change within the environment in which DMSA operates.

Figure 1 DMSA Business Model

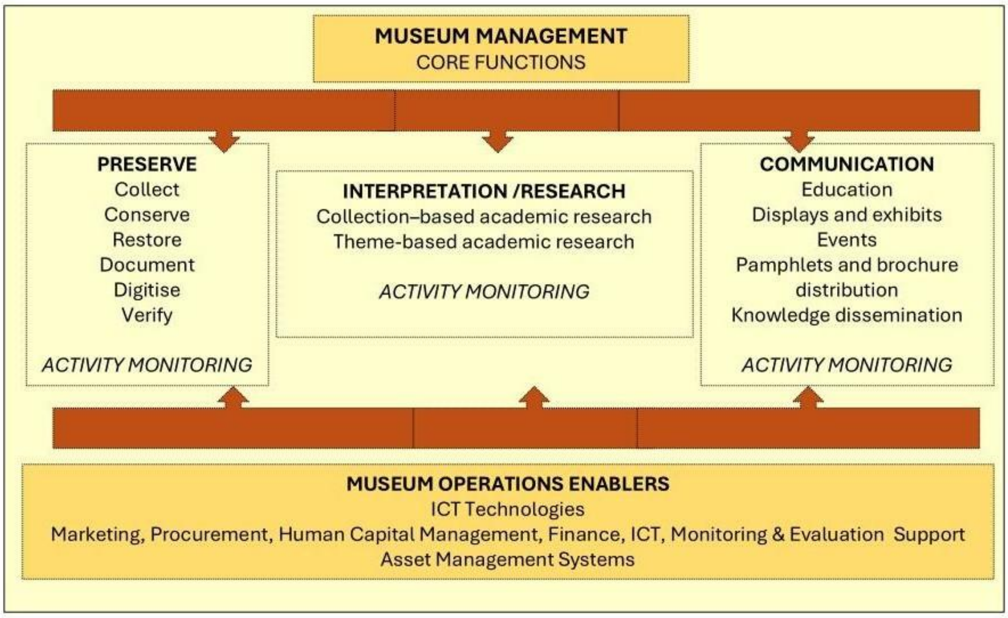


The DMSA Operating Model, by contrast, outlines how the museums function operationally to deliver value to various stakeholders. These stakeholders include communities, spheres of government, partners (international, national, and local), and sectors with which DMSA interacts, such as tourism, education, media, ethics, and arts, culture, and heritage (ACH).

The Operating Model demonstrates how the technical outcomes and outputs of Programme 2: Business Development (Core Functions) are achieved through the enablers within Programmes 1 and 3.

The diagram below illustrates the DMSA Operating Model, which is aligned with the three planning levels: the Strategic Plan, the Annual Performance Plan, and the Annual Operational Plan.

Figure 2 DMSA Operating Model



The DMSA Operating Model can be further aligned with the enterprise architecture, which integrates with the IT architecture. This Operating Model also informs the business processes within each function.

The 2025–2026 Council Priorities outlined below shaped the Strategic Plan 2025–2030 outcomes, which, in turn, informs the APP outputs, performance indicators, annual and quarterly targets, and budget allocations necessary to achieve DMSA's Outcomes and ultimately the Goals/Council Priorities.

8. UPDATES TO RELEVANT LEGISLATIVE AND POLICY MANDATES

8.1 UPDATED LEGISLATIVE MANDATES

There are no updates to DMSA's legislative mandate.

8.2 UPDATED POLICY MANDATES

There are no updates to DMSA's policy mandate.

9. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

The APP outlined below is the second year of the implementation of the DMSA Strategic Plan 2025-2030.

10. UPDATES TO RELEVANT COURT RULINGS

There are no court judgments or rulings that have a material or direct bearing on the mandate or core operations of DMSA.

PART B: OUR STRATEGIC FOCUS

11. SITUATIONAL ANALYSIS

DMSA's performance is continually influenced by the ever-changing external environment, locally, where the museums operate; nationally, through shifts in the political landscape; and globally, by evolving approaches to heritage asset management.

Each factor that may potentially affect DMSA's performance is considered within the context of its Vision. The Vision aims to address the socio-economic challenges faced by its "target market" both the public and educational institutions. This must be achieved in addition to DMSA's core functions, which are focused on preserving and promoting South Africa's heritage.

11.1 PERFORMANCE OVERVIEW 2020-2025

An important input into the DMSA Strategic Plan 2025-2030 is the entity's performance over the previous five years, offering valuable insights into both its financial and non-financial performance.

The foundation of DMSA's non-financial performance is rooted in its Vision and the way in which the *vision is translated into* action through strategic, outcome-oriented goals. Critical to this performance is not only achieving the Outcome targets set for the period but also meeting the Outputs outlined in the Annual Performance Plans and completing the Activities detailed in the Annual Operational Plans.

Underlying this is the health of DMSA's financial and human resources, both of which are essential inputs for ensuring its long-term sustainability.

11.2 EXTERNAL ENVIRONMENT ANALYSIS

The core business of DMSA is to acquire, preserve, conserve, research, exhibit and display its heritage assets, while engaging with the public on cultural, military, and natural heritage in a manner that is both sustainable and transformational.

To effectively execute its mission, DMSA's Five-Year Strategic Plan (2025–2030) has been drafted with a clear understanding of the economic environment. The evolving economic environment continuously presents both challenges and opportunities, particularly as DMSA relies on a combination of physical and increasingly more virtual visitors to contribute to its revenue stream. However, its primary source of income continues to be grants from the National Treasury.

South Africa embraced the global geopolitical and socio-economic arena fully after the political transition of 1994. There is still a long path to be travelled before satisfactory economic growth is achieved and sustained, but strategic policies have been developed by the government over the years to boost the economy, alleviate poverty and improve the quality of life for South Africans.

After the May 2024 elections, a Government of National Unity (GNU) was established. The impact of the GNU is yet to be fully determined, having recently completed its first 500?? days in office. The currency has strengthened somewhat since the establishment of the GNU, indicating that the initial local and global reaction to the GNU has been positive.

Any positive economic sentiment and impact could benefit DMSA as it continues to position itself to address its challenges effectively. Such sentiment and impact may also strengthen state revenue and support a sustained grant regime, thereby aiding DMSA, in executing its mandate.

11.2.1 MACRO SOCIO-ECONOMIC ENVIRONMENT

In developing the DMSA Five-Year Strategic Plan 2025-2030, the primary influences considered for the socio-economic environment were those of the National Treasury and the South African Reserve Bank (SARB).

National Treasury is the key funder of DMSA through its fiscal policy and grant funding regime, whilst the mandate of the SARB is to protect the value of the currency in the interest of balanced and sustainable economic growth in the Republic and in support of this, must perform its functions independently and without fear, favour or prejudice[1]. The SARB's mandate is to achieve and maintain price stability in the interest of balanced and sustainable economic growth. In addition, the SARB has a complementary mandate to oversee and maintain financial stability.

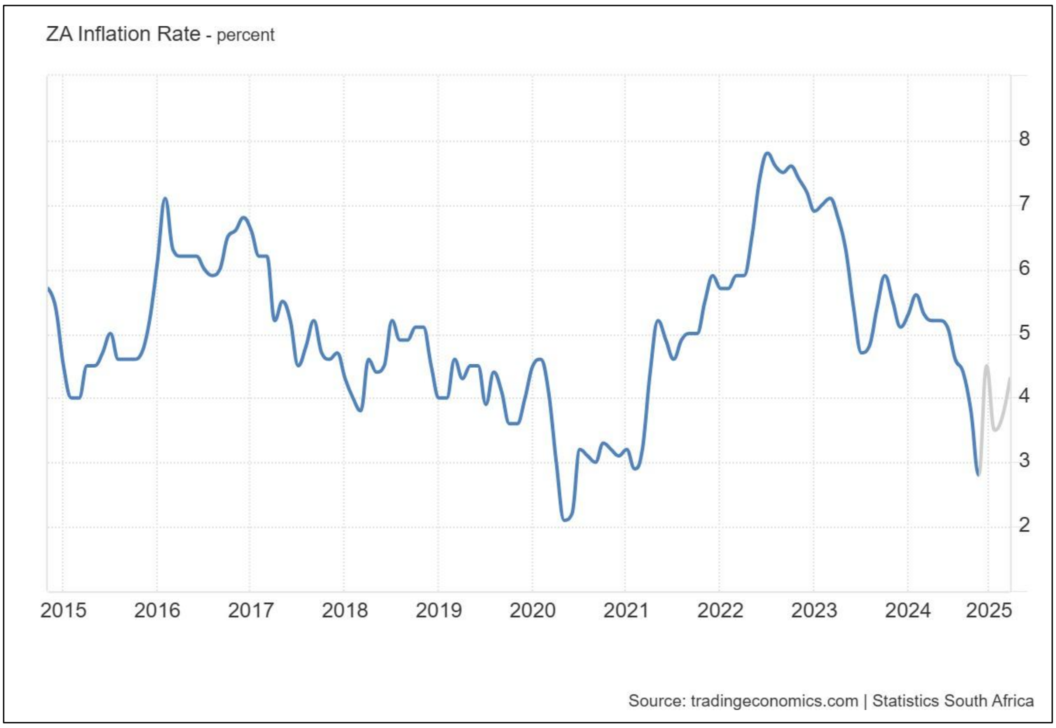
Price stability helps to protect the purchasing power and living standards of all South Africans.[2] It further provides a favourable environment for investment and job creation, while boosting the discretionary spending power of South Africans, which is important for DMSA's revenue.

[1] https://www.resbank.co.za/en/home
[2] South African Reserve Bank Monetary Policy Review, October 2024.

Consumer inflation slowed for a third consecutive month, cooling to 4,4% in August from 4,6% in July 2024.[3] Lower consumer inflation could contribute to increasing discretionary spending by the public which in turn could positively impact DMSA visitor numbers.

In an article published by Deloitte Global Economics Research Center in May 2024, it is mentioned that consumers are expected to experience much-needed relief, as annual average inflation is expected to drop further from 6% in 2023 to 5.1% in 2024, 4.6% in 2025, and 4.5% in 2026 as per the SARB latest forecasts.

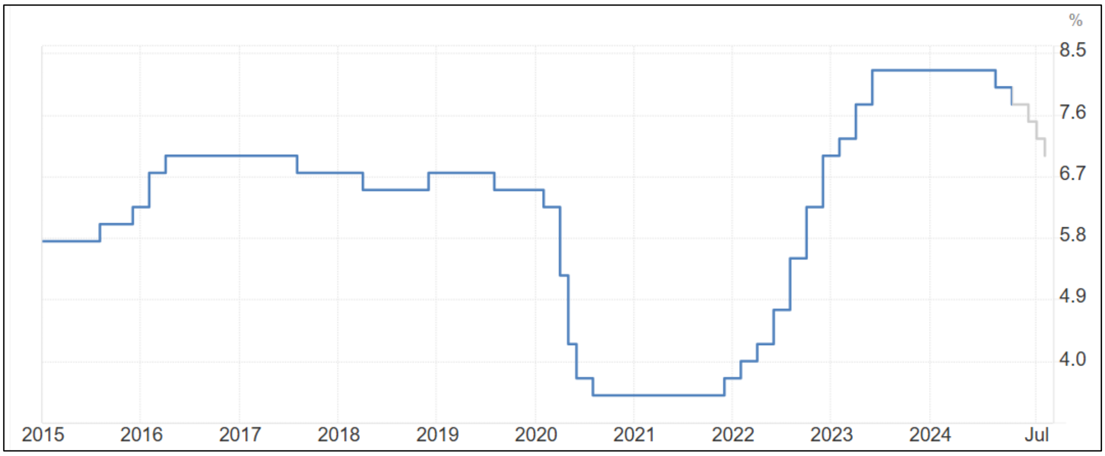
Figure 3 SA Historical and Forecast Inflation



Against this backdrop, the Monetary Policy Committee (MPC) continues to reduce the repurchase (REPO) rate, implementing three cuts in 2024, the most recent being a 25-basis-point reduction in November 2024, bringing the rate to 7.75%. Any interest rate relief for consumers in South Africa bodes well for DMSA as lower interest rates generally positively impact household disposable income.

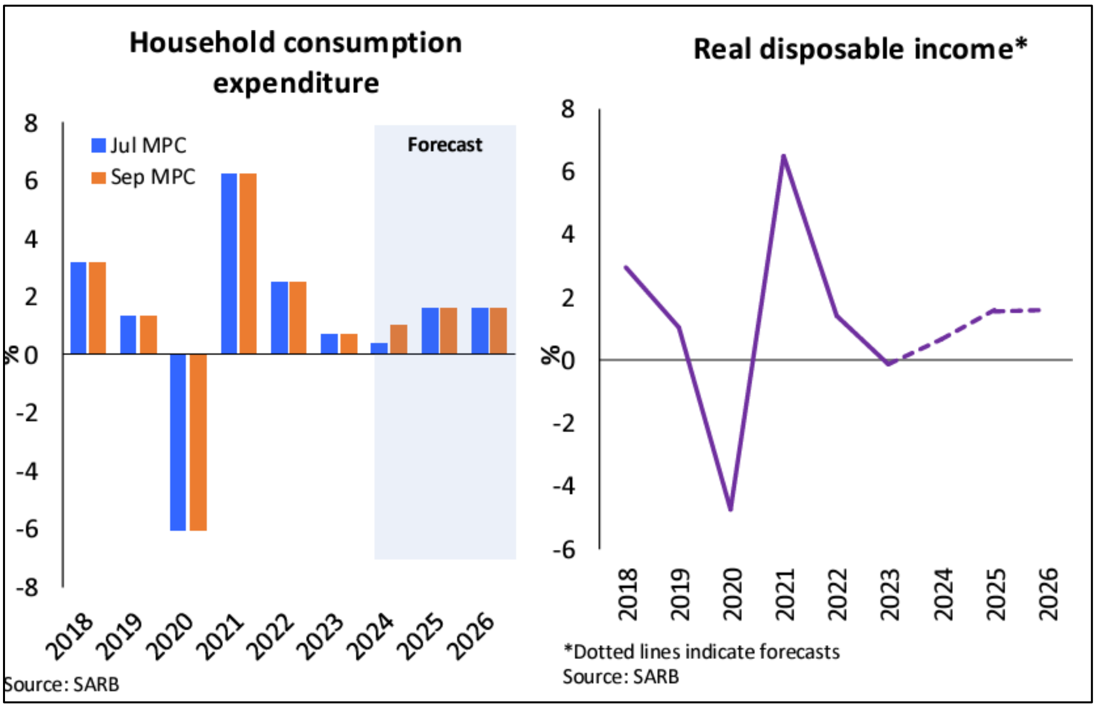
[3] Article posted on the STATSSA Website, September 18, 2024.

Figure 4 SA Historical and Forecast Interest Rates



Reports from Statistics South Africa (Stats SA) support the positive economic narrative presented by the Monetary Policy Committee in November 2024, with Stats SA reporting that household expenditure contributed to the increase of 0,4% in GDP for the Second Quarter of 2024.[4]

Figure 5 SA Historical and Forecast Household Consumption and Real Disposable Income



As major central banks, such as the United States Federal Reserve, start their rate-cutting cycle, initial small rate cuts in South Africa are also likely to continue and should support increased household

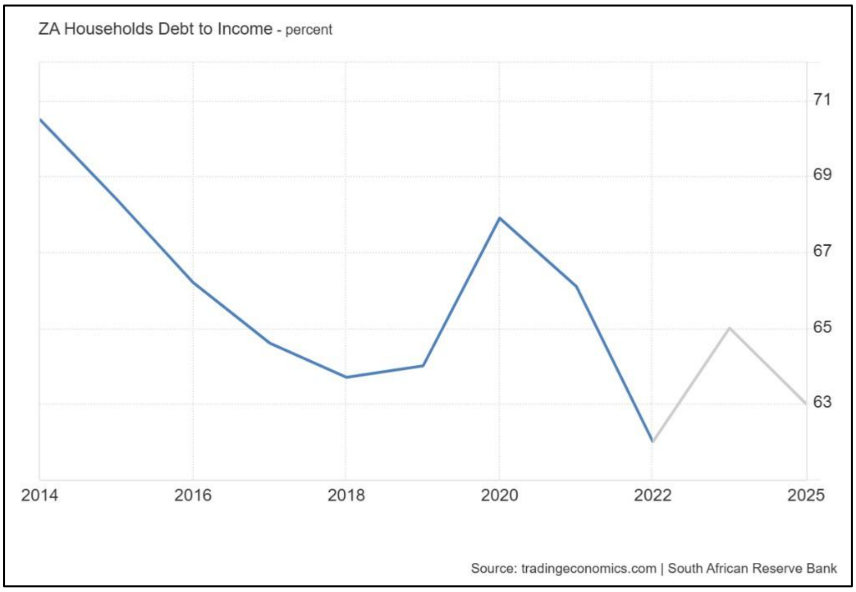
[4] SA economy grows in the second quarter, 3 September 2024.

consumption expenditure, boosting growth and consumer confidence.[5] Any relief measures for patrons and visitors to DMSA should have a stabilising and anticipated positive effect on visitor numbers and the related income, as well as on grant funding commitments. However there remains an inherent risk of unforeseen changes including the potential reduction of DMSA's grant, which cannot be entirely ruled out.

South African households' debt to income is an important metric, as it indicates the amount of disposable income available for activities other than household living expenses. According to the SARB, this percentage increased to 62.4% of gross income in 2023 from 62.0% in 2022 and by comparison to the long-term trend, household debt to income in South Africa averaged 52.8% from 1969 until 2023, reaching an all-time high of 77.6% in 2008 and a record low of 36.0% in 1969.

Although the forecast is very short-term and fluctuations are persistent, indications are that considering other economic indicators, it could be showing a downward trend. This represents a favourable condition for DMSA during its five-year planning cycle.

Figure 6 South African Debt to Income

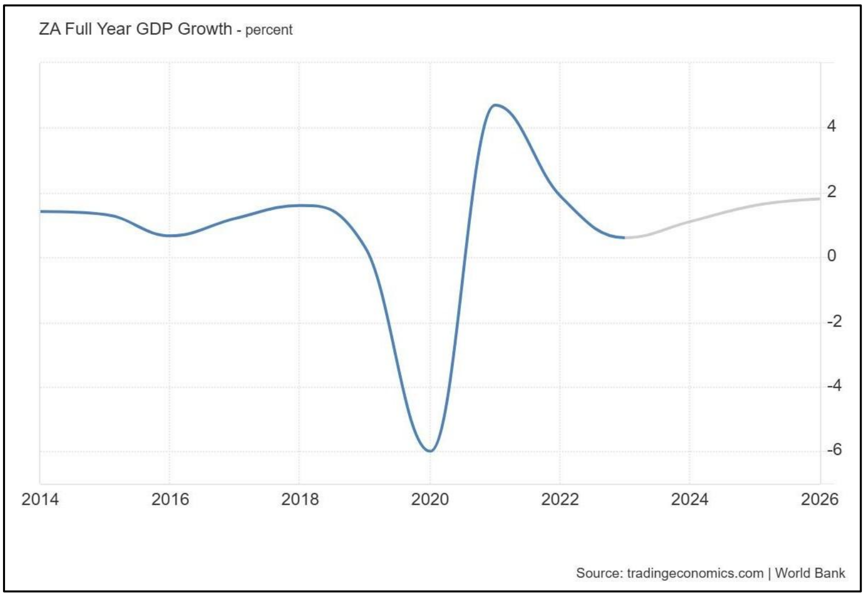


Economic growth is projected to expand by 1.1% by the end of 2024, rising to 1.8% during 2025. The upgraded forecast is premised on the much-improved electricity supply, a better-functioning logistics

[5] South Africa economic outlook, Deloitte Global 8 May 2024.

sector, lower inflation and lower interest rates. For planning purposes, GDP growth over the period 2027 to 2030 is expected to exceed 2%, with some forecasts projecting growth above 3%.

Figure 7 SA Historical and Forecast GDP Growth



The Minister of Finance, Hon. Enoch Godongwana tabled the 2024 Medium-Term Budget Policy Statement (MTBPS) on 30 October 2024, the first issued from the GNU. Key takeaway messages relevant to DMSA to consider in planning over the next five years are:

1. Inclusive economic growth lies at the heart of the GNU's work and is at the top of the national agenda. For DMSA, the Arts, Culture, and Heritage sectors present significant opportunities to contribute to and leverage this growth.
2. A stable, transparent, and predictable macroeconomic framework is essential for creating an environment where businesses and households can save, spend, invest, and grow. The National Treasury has clearly stated its commitment to developing and implementing the MTBPS to support this framework. For DMSA, this could lead to increased disposable income, potentially boosting higher visitor numbers in the future.
3. Effective infrastructure investment, to boost economic activity and enable higher growth over the medium-term. In this regard, reforms are being implemented that will create conditions to attract greater private-sector participation. Invest in the green energy by installing solar energy system as well as switching to borehole water supply in farming museums to reduce spending in utility cost. The reforms include mobilising significant private-sector financing and technical expertise to augment the limited public-sector capacity and capability through amendment of the PPP

regulations. Given the current grant funding dependence regime for DMSA, these reforms should be welcomed, as they present opportunities.

4. Fiscal sustainability is needed, hence the necessary trade-offs between what is most urgent and what must wait, given the fiscal constraints. Critical social services are to be supported and the significant fiscal and economic risks that lie ahead are considered through:

a. Stabilising government debt.

b. Focusing on maintaining higher levels of investment by directing a growing share of public spending towards capital projects.

c. Protecting critical services in the context of constrained budget resources by preserving and protecting the social wage, which supports the most vulnerable through spending on health, education, social protection, community development and employment programmes.

d. Focusing on the growth in the public-service wage bill by ensuring that public servants are compensated fairly, whilst implementing measures to contain overall costs.

Overall, National Treasury and SARB statements provide consistent, complimentary messages regarding the macro socio-economic environment, noting the risks to this outlook.

These include persistent geopolitical tensions, including the threat of escalating conflict in the Middle East, which remains a concern. Wars elsewhere, such as in South Sudan and the conflict between Ukraine and Russia, threaten regional and international stability, as well as global trade. These risks imply that emerging markets and developing countries, including South Africa, will continue to face economic challenges over the medium term.

In summary, the above-mentioned factors, namely economic growth, lower inflation, and interest rate forecasts are key drivers of DMSA’s ability to deliver on its mandate. Collectively, they point to positive prospects for the South African economy and government, which, as DMSA’s shareholder, provides its grant funding. However, it is important to note that such funding cannot be guaranteed.

11.2.2 ARTS, CULTURE AND CREATIVE INDUSTRIES LANDSCAPE

The creative sector is one of the seven national priority sectors identified and supported by the Department of Trade and Industry and Competition (DTIC). The Department of Sport, Arts and Culture regulates the Cultural and Creative Industries Sector (hereinafter CCI), which is recognised as a significant contributor to the South African economy. It promotes social cohesion by creating jobs, developing skills, enhancing the country's appeal to tourists, and encouraging the participation and support of all cultures in our society, across the various CCI activities within the sector.

Equally important is the alignment of global initiatives such as the United Nations Sustainable Development Goals which are considered the "Thematic Indicators for Culture".
An important related finding in a recent South African report on *The Economic Mapping of the Cultural and Creative Industries (CCI) in South Africa 2022*, which includes Cultural and Heritage as a key component, is the unexpected size of the CCIs in relation to the broader South African economy. Given its size, the importance of its inputs to other sectors, and its ability to provide jobs, the sector needs to be fostered and developed[6].

Of further relevance, the report notes that the SARB provides information on four types of spending relevant to the CCIs: durable goods, semi-durable goods, non-durable goods and services. The largest category of spending within these four types is recreational, entertainment and educational services. This category consists of spending by consumers at cinemas, parks, museums, and theatres, and includes subscriptions to television services and licenses, amongst spending on a range of other activities.

Since this is the largest category, it has experienced rapid growth since 1997. With the rise of television pay-streaming entertainment services, both film and audio, spending on these types of imported digital services has significantly increased.

The report notes that audience development and careful negotiation with online platforms needs to be undertaken to ensure that more South African content remains visible and is consumed via international online platforms. The reference to the increase in audience numbers and spending on digital services is a useful and relevant guide to the future operations of DMSA as it seeks to grow physical and virtual visitor numbers, improve relevance, increase awareness of its offerings locally and globally and highlight its probable underrated and understated impact on the South African economy.

As part of the heritage ecosystem, museums and natural heritage sites play an extremely important role, especially after the negative impact of the two years of the COVID-19 pandemic during 2020 and 2022. This was followed by a third year during which the South African economy worked to reignite many initiatives that had been planned before the pandemic.

[6] The Economic Mapping of the Cultural and Creative Industries in South Africa 2022, South African Cultural Observatory.

Given the macro-economic trends outlined in the previous section, some insights are required on how the CCI sectors can contribute to GDP growth, job creation and international trade, and in particular what the heritage subsector can contribute to.

The UNESCO System has defined six primary culture domains, the first of which is Cultural and Natural Heritage, which comprises four sub-domains, of which two are directly relevant to DMSA. These include *museums* (physical and virtual) and natural heritage. The other two domains, archaeological and historical places and cultural landscapes, are closely linked to the first two.

The related cultural domains, each defined by their distinct activities, align with the areas in which DMSA can and should actively engage. This is illustrated in the figure below.

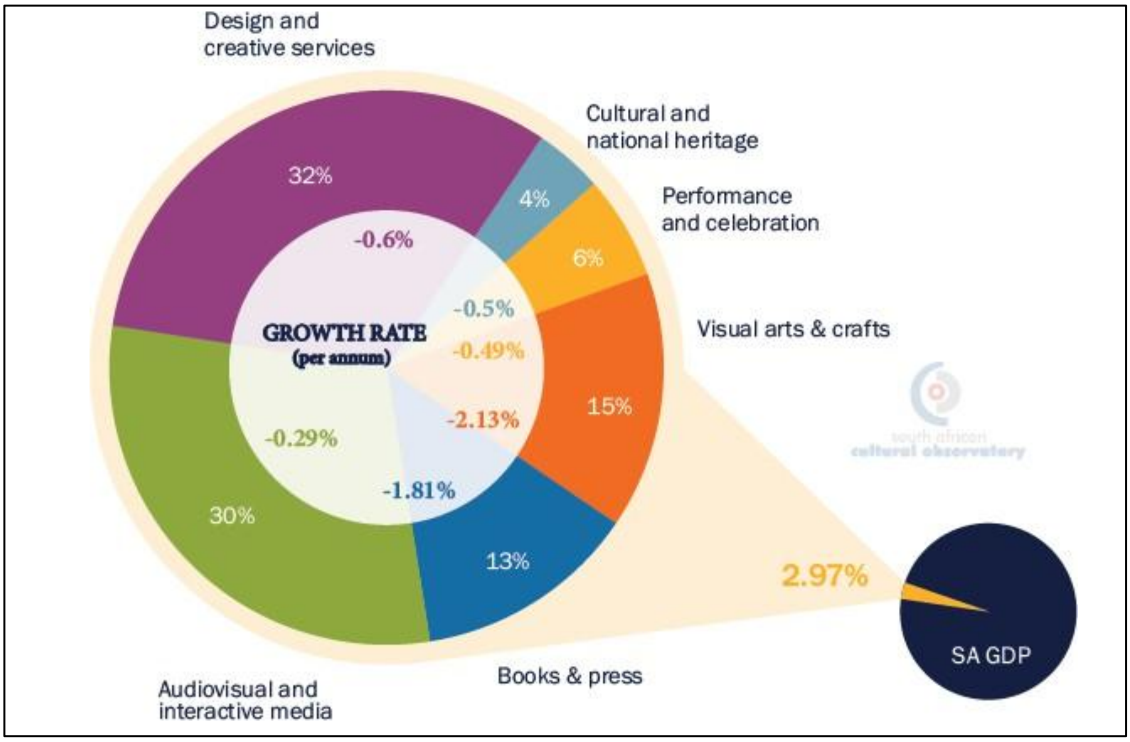
Figure 8 UNESCO System of Cultural Domains Concerning DMSA

The above domains within the CCI ecosystem contribute to what is referred to as intangible cultural heritage involving education and training, archiving and preservation, and the provision of equipment and support materials.

It can be concluded that, in the context of museums and natural heritage sites, three distinct "target markets" emerge, when considering the UNESCO System. These are the *education sector* (primary and tertiary education), the *public at large* who are interested in learning about South African heritage and *tourists*, both local and international, engaging in person or virtually.

The Capstone Report evaluates each domain's contribution to the South African economy and illustrates anticipated growth rates using 2020 prices in the following figure.

Figure 9 Cultural Domains Contributions and Expected Growth, 2020 (Capstone Report 2022)



The abovementioned domain growth rates, based on recent economic data, have likely shifted from negative to positive.

It has been reported that the CCI is a surprising contributor to the economy, especially considering that the informal segment of the sector is not even captured. The sector is considered to have a high propensity to create jobs and is an important driver of growth in other sectors.

In South Africa museums and heritage sites are relatively small contributors, but they can significantly influence other CCI domains if growth is managed in a strategically aligned way.

The Capstone Report demonstrates that the CCI Sector performance closely follows GDP trends, as illustrated in the figure below. It can therefore be concluded that the CCI sector should also track the GDP forecast. The formulation of the DMSA strategy has therefore considered this growth and could even exceed it, through leveraging other sector relationships and their specific growth trajectories. Partnerships and stakeholder relations are central to DMSA's strategy, with numerous partnering opportunities in the revenue-generating mechanisms within the tourism sector to contribute to the impact of the CCI sector on the economy.

Of utmost importance is the disposable expenditure of household consumers. As indicated in the previous section on the macroeconomic factors influencing DMSA, disposable consumer income shows very slow growth being correlated with GDP growth which is in turn influenced by both inflation and interest rates. Consideration of these factors could mean growth in income categories for DMSA in the 2,5 to 3,5% range.

Another interesting fact from the report reveals that the CCI's contribution to provincial economies is the highest in Gauteng, where DMSA heritage assets are located. This contribution amounts to 46,5%, which bodes well for DMSA.

Similarly, from an employment perspective, the sector's contribution is the highest at 32%. This suggests that DMSA's cultural assets have strong potential to increase employment, as all domains of the cultural industries work together.

The contribution to the CCI sector by DMSA, operating within the Gauteng Province, has a good chance of growing the domain, albeit small; given the forecasts of economic indicators such as inflation, interest rates and positive contributions to GDP growth forecasts and related to disposable income.

The three market segments that directly influence the Museums, and Natural Heritage Domain are the:

1. The public with an interest in heritage.
2. Primary and tertiary education learners as well as researchers.
3. Tourists, including local, inter-provincial and international visitors.

Collectively, these factors can make a significant contribution to building social cohesion, a key area through which DMSA can support the growth of the CCI sector.

This contribution is in line with the National Development Plan Vision 2030, which states the importance of building a developing economy through a transformed society and recognising inherent differences to build social cohesion that contributes to the well-being of all.

Tourism – particularly heritage tourism – is identified in the 2025-2030 Strategic Plan as a key revenue-generating opportunity. It will be activated through partnerships within both the local and international tourism sectors. By focusing on increasing visitor numbers, DMSA aims to enhance the economic value of museums in addition to their social value.

11.2.3 THE CHANGING TECHNOLOGICAL LANDSCAPE

Technological advancements such as the Internet, Software Applications (Apps), Social Media, the Fourth Industrial Revolution (4IR), Artificial Intelligence (AI), Three-dimensional (3D) Scanning, 3D Printing, Virtual Reality, Augmented Reality (AR), projection mapping, and similar technologies have altered the way museums market their offerings, plan and build exhibits, engage visitors, research and present relevant and inclusive information, and manage heritage assets under their control. New technologies are facilitating deeper engagement, supporting historical preservation, and creating a seamless visitor experience.

As societies transition from cash to cashless environments, technology can play a pivotal role in assisting museums in securing donations. This shift includes moving away from cash donations within museums to cashless donation points, enabling monthly contributions via debit orders, and facilitating crowdfunding campaigns, all of which can support revenue generation. These transformative revenue collection business operations, as well as those in support of revenue-generating tourism, are enabled through ICT. ICT enabling initiatives are important components of the DMSA Strategic Plan 2025-2030.

With the advent of AI, museums have the potential to curate personalised experiences for individuals or groups based on their unique profiles.

The technologies discussed above primarily enhance the visitor experience. Additionally, other technologies available can improve operational efficiency by automating DMSA's core and support functions. The impact of technologies focusing on aspects other than the pure visitor experience, also indirectly influences visitor experience by improving collections through increased awareness as well as improving collection management using technology.

This changing technological landscape is further characterised in South Africa by:

1. Increased Internet Penetration: As of early 2024, South Africa boasts an impressive internet penetration rate of 74.7%, with 45.34 million active internet users (reference helloyes.co.za).

2. Mobile Dominance: Mobile devices remain the primary mode of Internet access for most South Africans. For DMSA, this is important in maintaining a mobile-friendly website and/or mobile-friendly museum access and marketing campaigns.

3. Social Media Growth: The number of social media users in South Africa continues to rise, with 42.8% of the population using social media platforms as of early 2024.

4. Digital Transformation: Using technologies like 4IR, automation, 3D Scanning, AI, machine learning, and advanced robotics.

5. Improved Internet Speeds: Both mobile and fixed internet connection speeds have seen significant improvements.

As the technological landscape changes rapidly, driving the need for change in both the public and private sector, DMSA will need to embrace this technological environmental change for museum management to not only stay relevant, but to move ahead of the curve if it is to continue to deliver on its Mandate, achieve its Mission and live out its Vision.

The Council's priorities related to organisational stability, transforming business operations, addressing inadequate resources and ensuring compliance, recognise and address this need.

11.2.4 MUSEUM BEST PRACTICES AND BENCHMARKS

DMSA's mission is to acquire, preserve, research, and exhibit heritage assets. It also aims to engage the public on cultural, military, and natural heritage in a sustainable and transformative manner. This noble mission to achieve the vision of sustainable museums, accessible and relevant to all, leads the drive to determine best practices and benchmarks to guide the change journey. This enables continuous monitoring and evaluation of DMSA's progress, allowing for improvements and innovative ideas to be implemented effectively.

There are approximately 55,000 museums across the world, and a sample of the "best" museums was studied to identify some common best practices. These are listed in the table below.

Table 3 International Museums for Best Practices

The Bardo National Museum in Tunis, Tunisia	National Archaeological Museum, Athens	The Louvre, Paris
The Smithsonian Institution, Washington DC	Uffizi Gallery, Florence	American Museum of Natural History, USA
National Palace Museum, Taiwan	Hermitage Museum, St Petersburg	Museum of Modern Art, Manhattan
Guggenheim Museum Bilbao, Spain	Prado Museum, Madrid	Rijksmuseum, Amsterdam
Tokyo National Museum, Japan		

These museums serve as valuable benchmarks, offering the following key best practices for DMSA to consider adopting:

1. Relevant Exhibits: Continuously display exhibits that resonate with contemporary audiences, such as the Slavery Exhibit at the Rijksmuseum. This exhibit inspired the Royal Academy of Arts' *Entangled Pasts, 1768–Now: Art, Colonialism and Change* (2024), which featured over 100 significant works fostering debate on art's role in narratives of empire, resistance, and colonialism, shaping future perspectives (*Entangled Pasts, 1768–Now: Art, Colonialism and Change, 3 February – 28 April 2024, Main Galleries, Burlington House*). The Bardo National Museum in Tunisia was redeveloped in 2009 to appeal to cultural tourism as well as to engage the public about the cultures of the past and how they've developed to become what they have today.

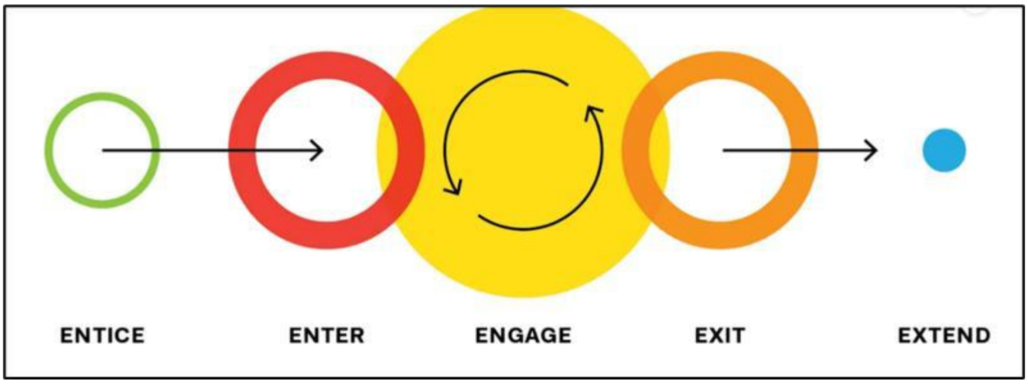
2. Effective Marketing: Employ strategies to attract local and international tourists, such as Museum cards, donation points, and other accessibility-enhancing products.

3. Scientific Artefacts: Leverage significant collections, similar to the Smithsonian Institution, where the total number of objects, works of art and specimens are estimated at nearly 157 million objects, of these 94% are scientific specimens held at the US National Museum of Natural History.

4. Digital Presence: Expand virtual accessibility such as the Bardo National Museum in Tunisia which has a virtual tour of the Museum. The American Museum of Natural History has developed an augmented reality application.

5. Innovative Exhibit Design: Employ excellent exhibit designers who incorporate models like Conifer Research's 5E's Experience Model to structure and optimise museum operations.

Figure 10 The Five E's Experience Model



6. Effective Communications: Promote prized artefacts widely, such as the Mona Lisa at the Louvre or Tokyo Museum's collection of Greco-Buddhist art, which showcases the cultural syncretism between Ancient Greek art and Buddhism. Similarly, the Uffizi Gallery extensively highlights its displays of renowned Renaissance artists.

7. Encourage Research and Interactive Learning: Develop communications around artefacts that encourage unbiased research, allowing visitors to engage interactively and form their own opinions based on what they have learned in the museum.

8. Flexible Museum Spaces: Construct and configure flexible museum floor space, during infrastructure upgrades, that can be used creatively, to entice artefacts displays to engage the public, encourage discovery and, increasingly, embrace technology.

9. Appealing to New Generations: Adapt exhibitions and themed displays to appeal to younger, tech-savvy generations who are accustomed to instant online access. Use innovative techniques, such as 3D photogrammetry, to create experiences more engaging than digital alternatives.

10. Digitised Artefacts: Provide easy access to digitised collections to preserve original artifacts by reducing physical handling. For example, the Anglo Sikh Museum offers virtual objects that can be rotated and explored in 3D, with interactive hotspots providing additional information (Museums and Heritage Advisor).

11. Mobile and Emerging Technologies: Utilise mobile applications, Bluetooth hotspots, and other emerging technologies to help visitors personalise and optimise their museum experience, focusing on exhibits and artefacts that may be of interest to them.

12. Technology-Enhanced Outreach Programmes: Leverage technology to create engaging mobile exhibits. For example, the travelling exhibition "Mummies: New Secrets from the Tombs", organised by

Chicago's Field Museum, uses medical CT scanners to "unwrap" mummies. Visitors can explore the scans on large desktop computers placed alongside the artefacts, revealing details such as clothing, hairstyles, and burial jewellery without disturbing the delicate specimens.

DMSA's Five-Year Strategic Plan, especially its core museum operations, supported by the marketing and ICT business units, has the potential to drive the transformation toward a reimagined DMSA. This approach can be enriched by leveraging the best practices of 21st-century museums, as described above.

All museums have strengths relating to the uniqueness or size of their collections, their digital presence, their endeavour for relevance, or other qualities. These unique strengths are what DMSA could benchmark itself against as it drives its mission towards realising its vision.

The debate around 21st-century museums often centres on their evolving purpose and form. While many discussions focus on technological innovations, these ideas frequently expand museums beyond their traditional roles as repositories of cultural and historical artefacts to multifunctional spaces for public engagement and economic activity. However, this debate must also address why museums should engage audiences, particularly young students, with cultural and historical objects, connecting contemporary society to its foundations in the past. The Royal Ontario Museum in Canada exemplifies this approach in its planning and operations[7].

The Royal Ontario Museum in Toronto Canada may be particularly relevant and a useful benchmark for DMSA, especially given the shared context of multicultural communities. For both nations, fostering unity in diversity and ensuring relevance are key objectives.

As quoted from a publication describing the museum states, "*The relevance of cultural heritages has yet to make its powerful presence fully known to the public through museum programmes and exhibitions. To a great degree, cultural identity and sensibility in contemporary society can be better understood through a museum's approach to its cultural materials*."
Museums, therefore, play a pivotal role in engaging diverse communities and the public at large, as the value of cultural heritage is applied to understanding the past in ways that are relevant to everyday life.

[7] Relevance of Cultural Heritage in the 21st Century Museums, Chen Shen, Royal Ontaria Museum, April 2016

11.2.5 EXTERNAL ENVIRONMENT P-E-S-T-E-L ANALYSIS

The following external environmental factors must be considered to determine their impact on DMSA's performance, Political (P), Economic (E), Social (S), Technological (T), Environmental (E), and Legal (L).

The **P-E-S-T-E-L** analysis conducted yielded the following results:

Table 4 DMSA P-E-S-T-E-L Analysis

Factor	Impact of P-E-S-T-E-L Factor	Strategic Planning Implication
Political	• Establishment of the GNU in 2024. • Possible unstable metropolitan coalitions. • Political commitments (SONA'24) to beat corruption, broadband access, infrastructure development and improved education. • Cross-cutting mandates: Tourism, Science and Technology, Environment and Agriculture, Forestry and Fisheries. • Political currency of museums and the 'colonial heritage' embedded in them. • Uncertainties about the continuance of the levels of grant funding.	• New GNU provincial and metro directives must be considered annually over the five-year period. • Establishment and maintenance of partnerships across the ACH sector, and with sectors that have cross-cutting mandates. • Strengthening governance and resilience to external shocks. • Transform the narrative of museums through exhibitions, displays and public programmes that promote inclusivity. • Maintain organisational stability • Focus on internal stability and growth prior to externally focused initiatives. • Placing priority on finding alternative revenue streams.

Factor	Impact of P-E-S-T-E-L Factor	Strategic Planning Implication
Economic	• Persistent relatively low levels of economic growth impacts government budget allocations. • Low economic growth impacts household expenditure. • Declining disposable income, because of high levels of household debt.	• Growing need for external revenue generation. • Fundraise to generate revenue. • Alternative, lower cost means of access. • Operational cost containment. • Plan for opportunities for HDIs to participate and grow within the sector. • Continuing financial prudence through continuous monitoring of indicators viz. the liquidity ratio.
Social	• Low societal understanding of the relevance and importance of museums. • High levels of crime threatening theft of museum specimens and objects. • Unemployment and therefore limited access to education. • Competitive market: malls gaining social currency, casinos – setting up exhibitions. • Perception of museums by the public as not a place of choice and a misunderstanding of the roles of museums.	• Strengthening relevance and inclusivity. • Outreach programmes. • Mobile museum exhibitions • Make museums more relevant, accessible and appealing to a diverse society, especially the youth. • Public programmes that address the social ills of society, including racism and violence against women and children. • High crime rate impacts on the budget for security and on

Factor	Impact of P-E-S-T-E-L Factor	Strategic Planning Implication
		visitor numbers. • Public transport other than minibus taxis to travel to museums is challenging. • Social media is the communication medium of choice for a large part of the population.
Technological	• Rapid increase in the use of AI. • Technological enabling of revenue collection. • Technological enabling of Heritage Tourism in SA. • Lack of appreciation of the scale of possible impact and opportunities presented by 4IR and AI for museums. • Digitalisation technology and advancement. • Availability of smartphones provides opportunities for greater access to a wider audience. • ICT infrastructure challenges. • Rapidly changing technological advancements impacting internal operating efficiencies. • Cybersecurity threats.	• Adoption of 4IR and AI modernised exhibitions. • Creation of online virtual museums. • Leveraging social media. • Heritage asset management with increased use of secure technology. • Security of heritage assets. • Adoption of ICT payment solutions.

Factor	Impact of P-E-S-T-E-L Factor	Strategic Planning Implication
Environmental	• Prevalence of infectious diseases plaguing the South African population. • Ongoing poaching and illegal harvesting of wood and medicinal plants. • Climate change/global warming resulting in abnormal weather patterns (excessive heat and moisture) impacting heritage infrastructure and assets. • Occasional flooding damaging museums and site buildings with flood water. • Organic material infection by pests. • Fire and potential arson. • Emphasis on green environment to reduce carbon emissions.	• Ensuring compliance with environmental legislation. • Development and implementation of environmental/climate change mitigation plans. • Environmental factors to be broadened beyond just the green environment, to, for example, an environment of growth and improvement. • Ensure that back up of records and data is stored safely. • Hot, dry and wet weather conditions require museums to improve their climate control systems and flood prevention measures. • Security and fire prevention systems at heritage sites.
Legislative	• Cumbersome heritage legislation hinders the maintenance and renovation of heritage buildings. • Legislation does not enable or incentivise the public and private sector to provide funds or sponsorships to government-	• Specific competence in land use planning and building construction and maintenance for heritage buildings and sites. • Legislation to enable and ease revenue collection.

Factor	Impact of P-E-S-T-E-L Factor	Strategic Planning Implication
	owned entities.	

DMSA's external environment has been analysed as part of the development of the DMSA Strategic Plan 2025-30. This includes considering macro-economic factors, and the ever-changing technological landscape, museum best practices and relevant benchmarks to integrate valuable insights. Additionally, management's perspectives on the external environment have been captured through a P-E-S-T-E-L analysis.

These external environment planning inputs were carefully considered in the strategic planning process. Each of the P-E-S-T-E-L has been considered in the risk assessment and the compilation of risks the DMSA must mitigate.

Several negative P-E-S-T-E-L factors have also been considered in the risk assessment for their potential impact or influence on achieving DMSA's Outcomes.

The DPME Revised Framework for Strategic Plans and Annual Performance Plans, along with the NDP emphasises the inclusion of women, youth, and people with disabilities. It also highlights the importance of recognising the Cross-Cutting Focus Areas and Outcomes of the MTDP.

Most women in South Africa were historically and systematically subjugated and excluded from the social, political and economic spheres. Today, most women continue to face economic exclusion, resulting in high levels of poverty, inequality and unemployment. Women's economic empowerment is central to the achievement of the constitutional vision of a gender-equal, non-sexist society. Transforming the world of work for women at DMSA and ensuring their inclusion in mainstream economic activities is a crucial priority.

High youth unemployment, coupled with growing poverty and inequality, is a critical challenge. Young people also have limited access to resources that can help them find a way out of poverty and enable them to become agents of change. Limited access to land, finance for business ventures, low levels of education and support and mentoring remain obstacles to the potential demographic dividend presented by a large young population of working age.

Persons living with disabilities often face challenges, and barriers that exclude them from accessing socio-economic opportunities. Improving the economic security of persons with disabilities and their families requires a concerted and coordinated effort by all.

The DMSA 2025–2030 Strategic Plan addresses challenges faced by women, youth, and people living with disabilities, while supporting the cross-cutting focus areas and outcomes of the MTSF through:

- **Increased economic participation opportunities** through targeted procurement outputs for women, youth, and people with disabilities, aligning with the MTSF.
- **Outreach programmes** specifically aimed at engaging women, youth, and people with disabilities.
- **Learnership opportunities** to promote skills development.
- Enhanced building accessibility to ensure inclusivity.

The following section analyses DMSA's internal environment to identify key planning inputs.

11.3 INTERNAL ENVIRONMENT ANALYSIS

In reviewing DMSA's performance over the past five-year period, 2020-2025, utilising all available performance information and the financial and non-financial reports submitted to the DMSA Council, by the Executive Management, the following analysis was conducted followed by critical consideration for the DMSA Strategic Plan 2025-30.

The sections below provide an overview of past performance and lessons learned over the four-year 2020-2024 period, using audited financial statements, annual reports and mid-term strategic reviews. In addition, deliberations by the DMSA Council and Management on the internal organisational environment and past performance considerations were reviewed which have a bearing on the formulation of the 2025-2030 Strategic Plan.

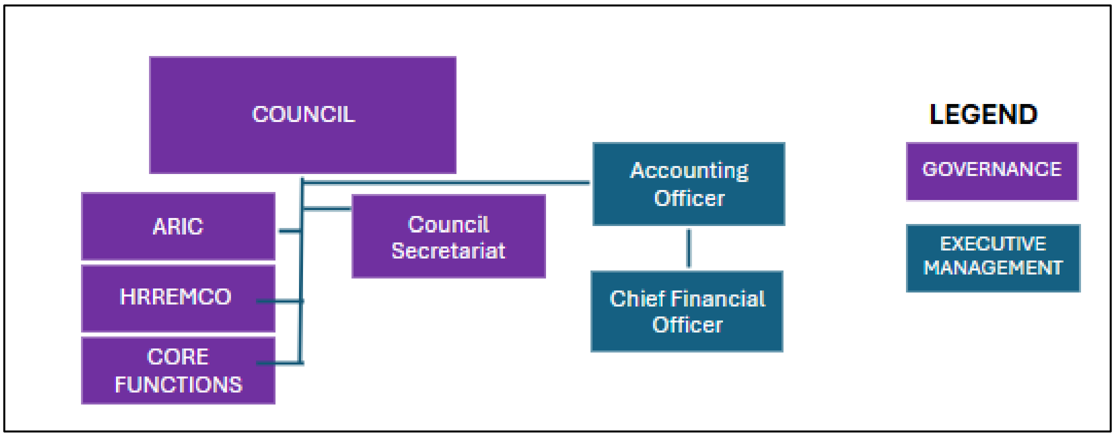
11.3.1 GOVERNANCE OVERVIEW

DMSA is governed by a Council comprising nine members and supported by its Council Committees: The Audit, Risk, and IT Committee (ARIC), led by an Independent Chairperson, the Core Functions Committee (CORE), and the Human Resources and Remuneration Committee (HRREMCO). All Council members are appointed by the Minister of Sport, Arts, and Culture. The Council Charter states how the Council exercises its duties, along with the Terms of Reference for each Committee.

The Council has adopted the King IV Code of Good Governance which plays an oversight role in guiding and ensuring the overall performance of DMSA. Over the past ten years, several strategies have emanated from the Council, namely a Turnaround Strategy, Financial Sustainability Strategy and a Fundraising Strategy.

The Council and Committees receive Quarterly Performance Reports from the Office of the CEO, containing a comprehensive review of the prior quarters' performance. These reports form the basis of the deliberations of the Council and Committees which are submitted to the DSAC.

Figure 11 DMSA Governance Structure



ARIC is responsible for implementing and monitoring the Internal Audit Plan and Risk Plan, along with related processes, and for overseeing the organisation's financial performance.

The Core Functions Committee is responsible for the functional business processes and performance of the museum operations.

The HRREMCO is responsible for human capital management processes and staff performance and remuneration, as well as the DMSA Transformation Strategy.

The Council and Committees are reputed to be fully functional.

11.3.2 FINANCIAL PERFORMANCE OVERVIEW

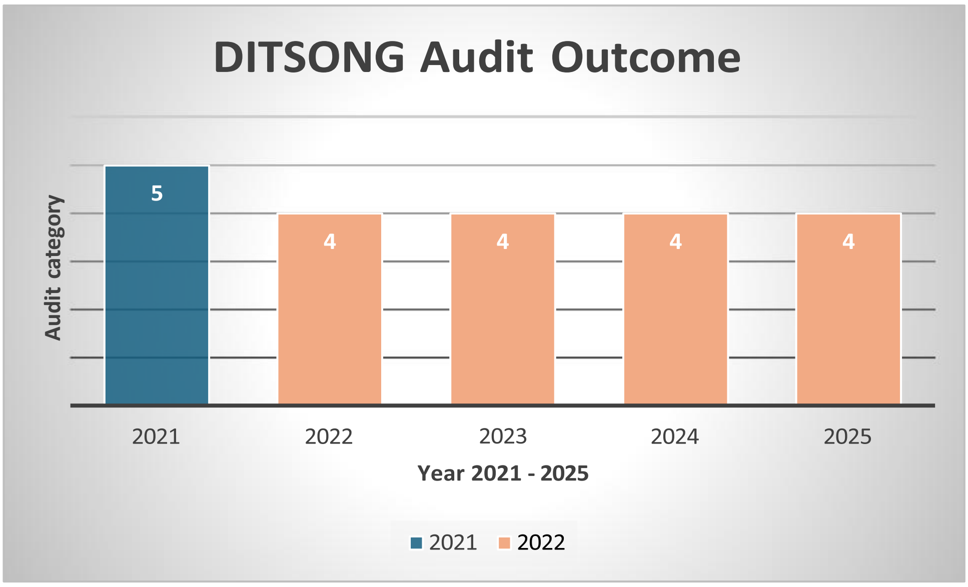
Financial sustainability is critical to DMSA's future and its ability to fulfil its mandate by achieving its impact statement through well-defined outcomes, outputs, and activities. According to the National Development Plan (2010), every public sector entity is obliged to consider two requirements: first, to build capable and sustainable organisations that actively drive development, and second, to contribute to economic growth.

In the context of DMSA, development means both the awareness and the appreciation of South Africa's heritage assets, to build a cohesive society that works together for the good of the nation.

Appreciation also means sharing and communicating knowledge about these heritage assets, educating or engaging with generations of South Africans, including ordinary citizens, learners at all levels, and researchers—as well as engaging international audiences interested in these areas.

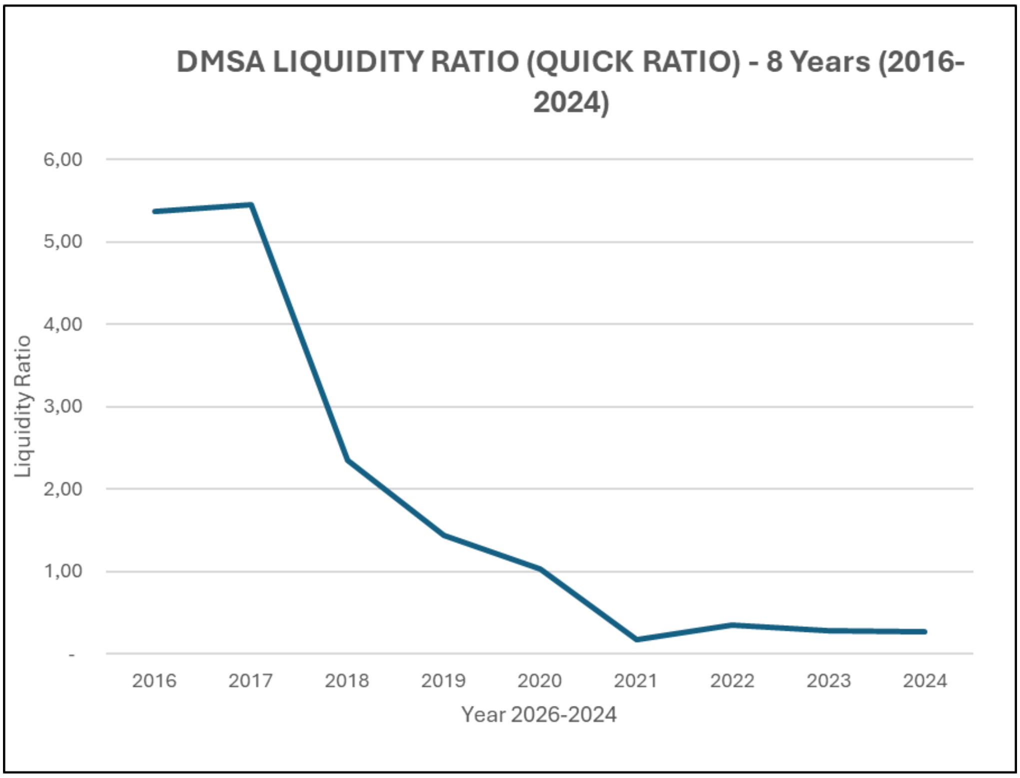
While compliance has improved at DMSA over the past decade, as illustrated in the figure below, there remains considerable room for improvements to deliver on the mandate. This includes optimising the utilisation of the grant funding and focussing on fundraising efforts to reduce the reliance on the State. However, due to other government priorities, it is unlikely that substantially more funding will be made available.

Figure 12 DMSA's External Audit Outcomes over Five Years (2020-25)



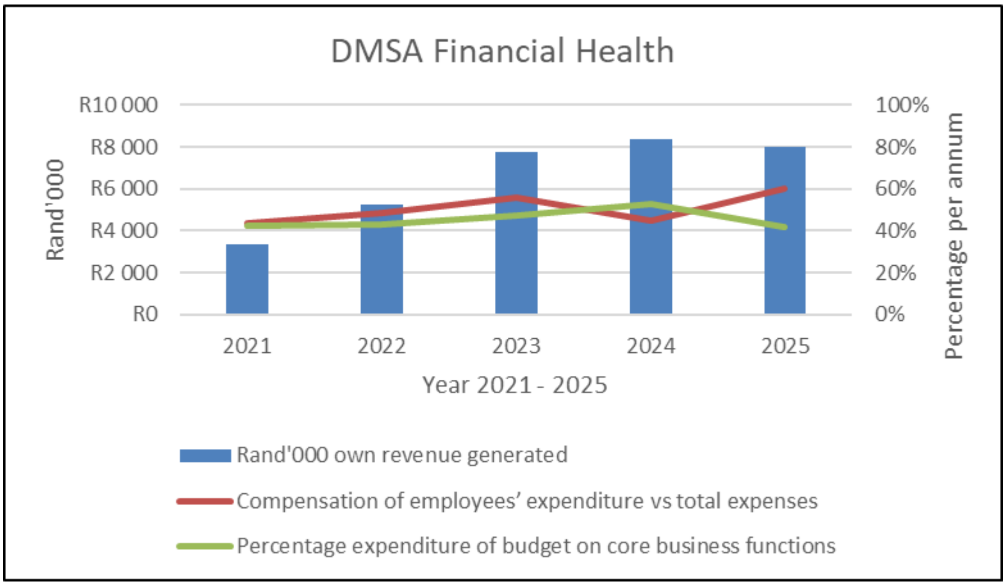
Analysis of annual balance sheet trends, indicates increasing liabilities, many of which were specifically highlighted in the DMSA Financial Turnaround Plan, issued in 2019. These liquidity problems are being addressed.

Figure 13 DMSA Liquidity Ratio Eight-year Trend Compared to Four Prior Years



The figure below illustrates the financial indicator for own revenue generation, alongside trends in employee compensation expenditure relative to total expenses and business expenditure on core functions, including the eight DMSA museums and heritage sites.

Figure 14 Own Revenue Generation, Employee Compensation and Core Functions Expenditure



The generation of own revenue is crucial, especially given the limited prospects for significant increases in government grants and ongoing concerns about potential cuts. As income is essential for supporting various aspects of DMSA's recovery, developing alternative income streams is vital to ensuring the organisation's long-term sustainability.

Figure 15 Five-Year Revenue Sources Trend for DMSA: Comparison with the Four Previous Years

	2016-20 4-YEARs	2021	2022	2023	2024	2025 (expected)	2020-5 4-YEAR
Revenue from exchange transactions	**38 764 960**	**2 173 906**	**4 882 125**	**6 360 556**	**6 436 984**	**9 115 578**	**28 969 149**
Trading revenue	24 963 401	922 131	3 088 117	↓	↓	↓	↓
Admission fees	↑	↑	↑	2 903 438	3 491 609	4 545 500	10 940 547
Rental income	↑	↑	↑	2 145 793	1 950 911	2 696 296	6 793 000
Sales curios, refreshments & festivals	↑	↑	↑	446 680	384 194	781 500	1 612 374
Other Revenue	13 801 559	1 251 775	1 794 008	864 645	610 270	1 092 282	5 612 980

Initiatives to generate new income streams must remain a strategic focus. Securing donor funding is particularly challenging when an entity is in poor financial health, as financial statements are a critical component of any funding proposal.

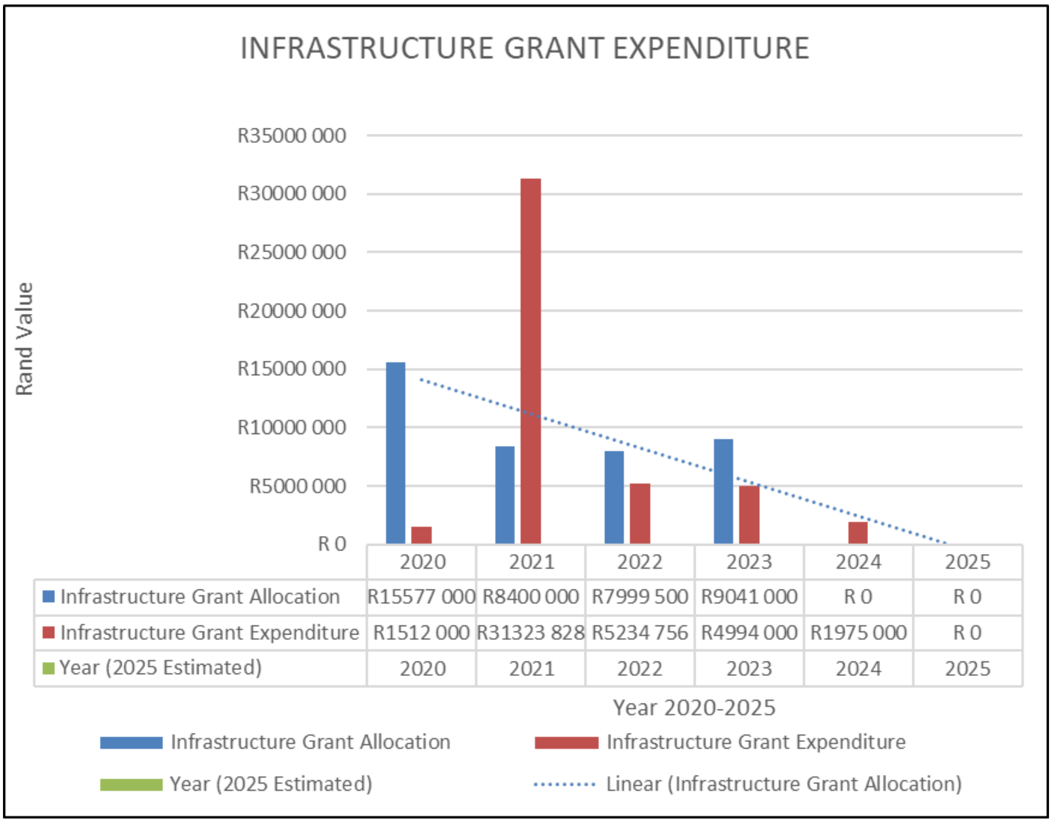
The Turnaround Plan, developed and implemented in 2019–2020 under the Council's direction, appears to have positively contributed to DMSA’s ability to sustain its museum operations during this period.

DMSA's Infrastructure Assets

Public perception of DMSA among learners, researchers, and visitors is strongly influenced by the condition of the organisation's eight museums and three additional sites under its management. As reported in the Strategic Plan 2020–2025, much of the infrastructure has deteriorated, projecting a poor public image, particularly to visitors. The responsibility for building infrastructure lies with the Department of Public Works and Infrastructure (DPWI).

Efforts have been made to secure funding for renovations and repairs, guided by previously conducted infrastructure condition reports. The table below outlines the grants provided by the National Treasury, allocated through the DSAC.

Figure 16 DMSA's Infrastructure Grants Over the Past Six Years

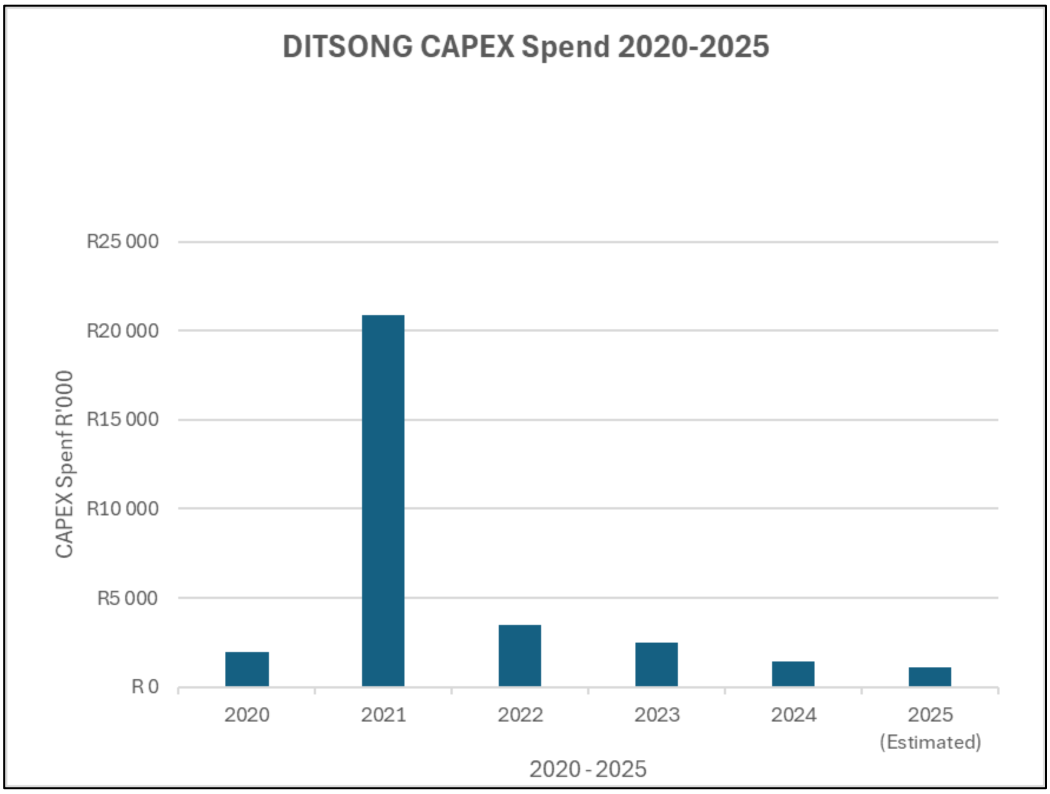


A long-term infrastructure upgrade plan, approved by the Provincial Heritage Resources Agency, is required to renovate and modernise DMSA's facilities, ensuring the delivery of services to future generations. This undertaking will likely require a substantial budget, and once funding is secured, robust project management and financial controls must be implemented. These measures will ensure that expenditures lead to significant visual and operational enhancements, ultimately improving infrastructure condition report scores.

While these assets fall under the jurisdiction of DPWI, their value and condition should be reported on. However, the lack of control over the condition of the infrastructure is a significant challenge, severely impacting DMSA's ability to deliver services effectively. In compliance with the GIAMA the entity annually prepares and submits the User Assets Management Plan to address the infrastructure maintenance backlog. The entity is seeking to invest in green energy by installing solar energy system and transitioning to borehole water at museums located outside the city, aiming to reduce utility costs. In responding to legislative requirements, the entity will undertake repairs and maintenance, including the construction of ramps to improve accessibility for people with disabilities and visual impairments. In addressing shortage of skilled and expertise personnel the entity has appointed a Project Management Company to assist with technical skills and expertise in the infrastructure unit.

The figure below illustrates the trend in DMSA's capital expenditure. Increased capital investment is necessary to address infrastructure provision and ensure adequate maintenance.

Figure 17 DMSA's Capital Expenditure Over the Past Six Years



Supply Chain Management (SCM)

The procurement of goods and services for DMSA must adhere to the requirements of the PFMA and related regulations, the Preferential Procurement Policy Framework Act (PPPFA), 2000 (Act No. 5 of 2000), and the Broad-Based Black Economic Empowerment Act (B-BBEEA), 2003 (Act No. 53 of 2003).

DMSA's SCM plays an important role in ensuring compliance through robust policies and procedures when contracting service providers. SCM's capacity has fluctuated between two and five full-time equivalents (FTEs), with the full complement being five, including secondments.

Key finance and procurement challenges affecting DMSA's performance include:

1. General budgetary constraints limiting the procurement of necessary services.
2. Insufficient budgets to conduct essential and innovative programmes to address identified issues.
3. Liquidity and cash flow constraints affecting contractual obligations.
4. Corruption in procurement processes.

These challenges have been taken into account in the development of the DMSA Strategic Plan 2025–2030 and are managed at the Strategic Outcome, Annual Output, or Operational/Project level as appropriate.

11.3.3 HUMAN RESOURCES PERFORMANCE OVERVIEW

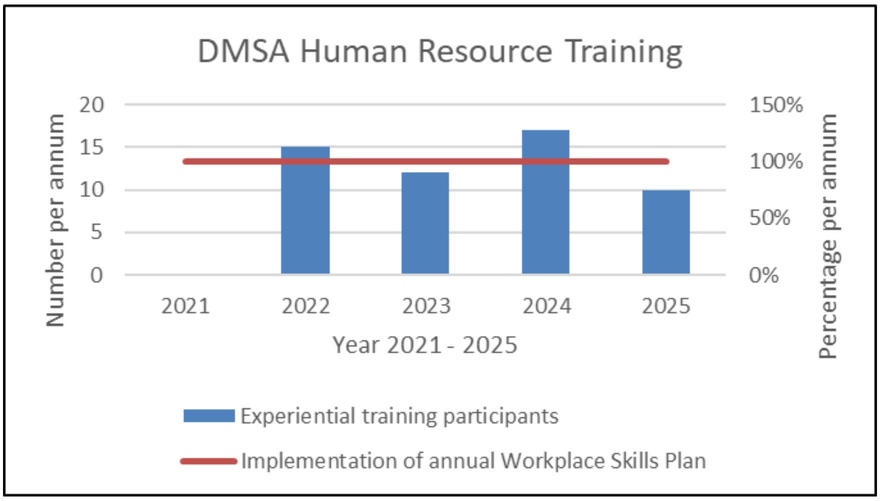
Human capital management is a critical component of the DMSA strategy. Effective human resource management is closely integrated with the various elements of the DMSA Strategic Plan.

The two outcomes identified prior to the development of the DMSA Strategic Plan 2020–2025 to enhance human capital performance were:

1. Implementation of the Workplace Skills Plan.
2. Experiential training participants.

The achievements over the past five-years are illustrated in the figure below:

Figure 18 DMSA Human Resources Outcome Performance Over Five-years



Human capital management (HCM) at DMSA is reported to comply with the requirements of the PFMA and the policies, guidelines, and regulations of the Department of Public Service and Administration.

DMSA's Human Capital Management (HCM) plays a vital role in ensuring compliance through its policies and procedures when contracting staff. Over the past five years, the HCM function has operated with a capacity of four to five staff members, with a full complement of five. An additional administrator is being considered to strengthen capacity further.

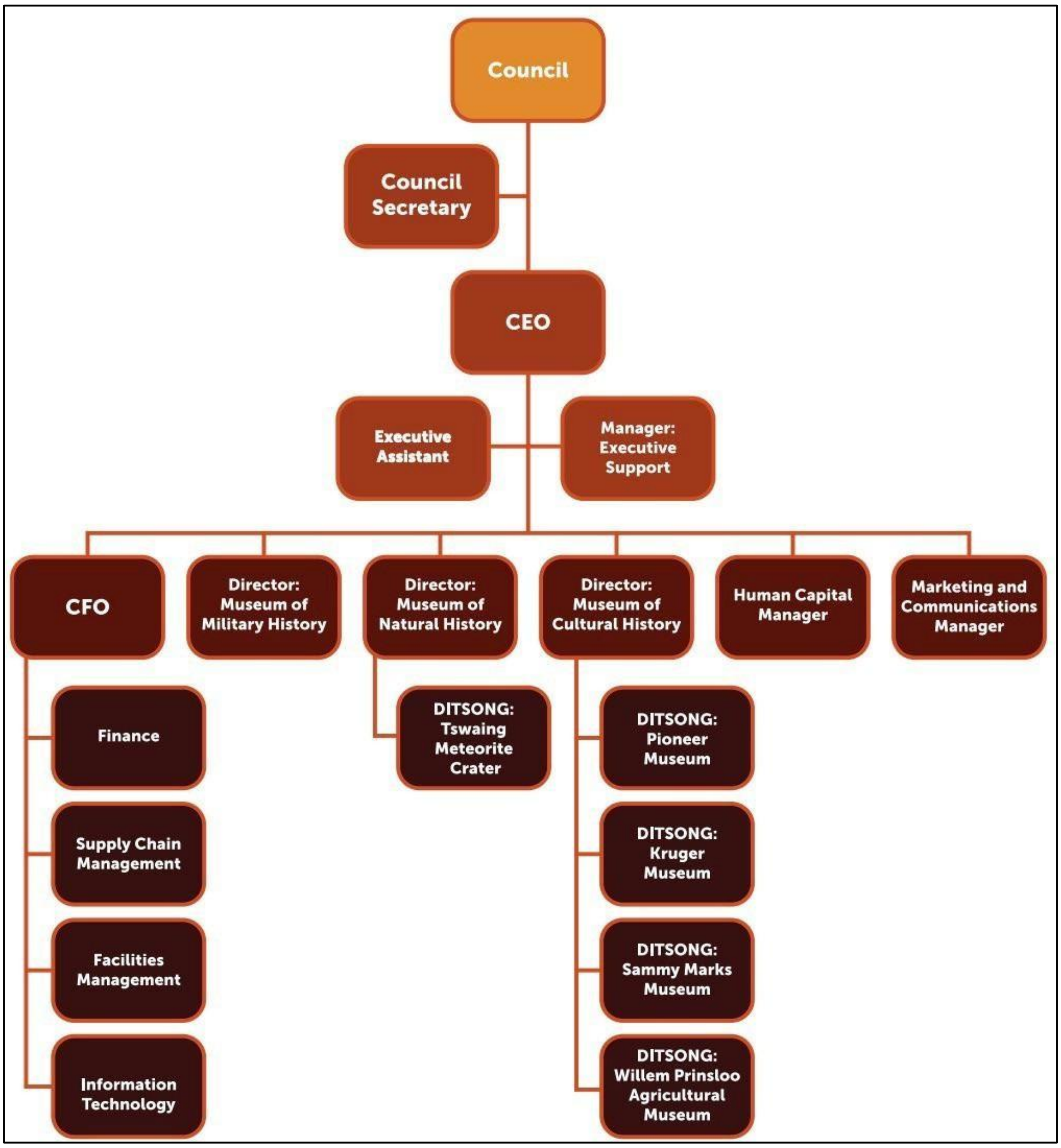
At the Executive and Senior Management levels, three staff members are currently in acting roles, each for a period not exceeding six months, in accordance with policy.

The staff attrition rate was 6,6% in 2022, 6,7% in 2023 and 8,2% in 2024, which being below 10%, is considered acceptable.

HCM oversees both full-time and contracted resources, with a total value of R64,7 million in 2023 and R65 million in 2024. Contracted resources accounted for less than 2,48% of the permanent staff payroll. Staff costs as a percentage of total expenses were 42% in 2023 and 57,9% in 2024.

An organisational structure aligned with the Strategic Plan 2025–2030 is essential, with the current structure outlined below:

Figure 19 DMSA Functional Organisational Structure (Up to 4 Levels)



HCM's spending on staff training accounted for only 6.7% of the Operating Budget in 2023, with training only provided to 14 employees from Programme 1, and no training conducted in other programmes. In 2024, R376,000 was spent on training, and 50 personal development plans were issued out of a total staff complement of 133. This limited investment in training may have contributed to lower staff morale.

In 2022 and 2023 no performance rewards or incentive bonuses were disbursed. To address this, diligent alignment of organisational performance with human resource performance is essential and should be integrated into various organisational development interventions.

Industrial relations cases have been reported as minimal, reflecting positive employee relationships. Over the past five years, only two cases were referred to the CCMA, with five others being resolved internally.

HCM has formalised HR management processes and regularly revises its policies. IT-enabled processes, including payroll (managed by Finance), are in place. Staff job descriptions, annual performance contracts, and appraisals against performance targets are all reported to be functioning effectively.
The last internal climate survey was conducted in 2021, leading to change management interventions that were updated in 2024. Climate surveys are now scheduled biennially to guide organisational development initiatives that impact improvement in DMSA's organisational culture.

Key human resources strategic issues identified as hindering DMSA performance and requiring attention include:

1. Low staff morale.
2. Unfilled and unfunded vacancies leading to skill shortages and capacity constraints.
3. Misalignment of the organisational structure with necessary functions.
4. Limited organisational readiness to implement changes necessary for performance improvement.
5. Misalignment between DMSA's organisational culture, values and mission to ensure that DMSA's culture aligns with its values and mission to create a strategy-supportive culture that will assist in effective strategy implementation.
6. Ineffective and inefficient remote (work from home) / hybrid workplace management to ensure effective and efficient workplace management.
7. Employee retention and motivation is currently a challenge at DMSA particularly at the executive management level, impacting negatively on the effective implementation of strategy.

DMSA Human Resource Plans and Strategies to address these challenges include:

1. Human Capital Management Strategy: Revised in 2023 and being implemented over five years.
2. Talent Management Strategy: Reviewed and approved in 2023 and is also being implemented over five years.
3. Integrated Performance Policy: Revisited following the end of the COVID-19 pandemic.
4. Workplace Skills Plan: Updated annually and monitored through an outcome performance indicator.
5. Change Management Programme: Reignited in 2023.

6. Leadership Development Programme: Last undertaken in 2021, with the most recent cohort attending the programme in 2022.
7. Employee Wellness Programme: Ongoing implementation.

These initiatives are incorporated into the DMSA Strategic Plan 2025–2030, aligned to the DMSA Council's priorities and managed through quarterly and annual monitoring and evaluation of Strategic Outcomes, Annual Outputs, and Operational Activities.

11.3.4 MUSEUM OPERATIONS / CORE PERFORMANCE OVERVIEW

DMSA aims to remain relevant and accessible through outreach initiatives, guided and educational tours, events, lectures, exhibitions, publications, and online content.

Collections Management

Collections Management – encompassing the accessioning, recording, cleaning, maintenance, and documentation of heritage objects in both physical and digital formats – serves as a core strategic process within DMSA.

Accession backlogs of museum objects and specimens have persisted across DMSA for years. These were overlooked during the GRAP 103 Project conducted by an external supervisor but have subsequently been incorporated into the Asset Verification System and assigned a valuation.

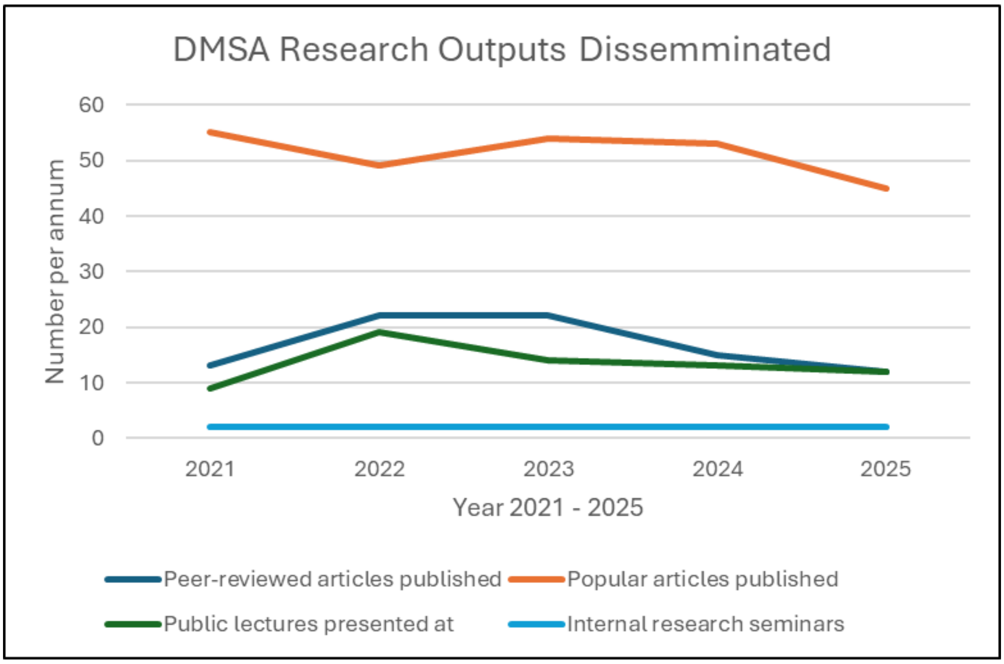
Over the past five years, only 365 objects and specimens have been digitised. To address this, consideration should be given to establishing priority categories to accelerate this extensive yet crucial and costly task. The value and return on investment of digitising selected objects and specimens have been evaluated, and digitisation has been included in the Strategic Plan 2025–2030.

The cumulative percentage completion of the 10-year maintenance cycle for planned cleaning, repairs, and maintenance of heritage objects and specimens is 100%, confirming that this process is well managed. However, the impairment of significant heritage objects and specimens should continue to be carefully monitored as part of this ongoing process.

Research

The figure below illustrates trends in disseminated research outputs over the past five years, with 2025 data estimated to indicate the overall trajectory.

Figure 20 DMSA's Disseminated Research Outputs Over the Five-year Period 2020-2025



The five-year trend of research outputs shows a slight decline, coinciding with the end of the COVID-19 pandemic era. This decrease may be attributed to resignations within the senior management team, despite an expansion of the research team during the 2019–2020 financial year.

Given the high value placed on DMSA's research outputs, their current levels remain relatively low and can be improved upon.

Museum Visits - Physical and Virtual

When comparing the two most recent five-year planning periods, as shown in the chart below, both physical and virtual visits have declined. A significant factor in the last five years was the impact of COVID-19, which negatively affected physical visits while having a positive impact on virtual visits.

Despite these fluctuations, a ten-year view provides a broader perspective, as indicated in the figure below. The declining trend observed in the first five years appears to be continuing. Of particular concern is the decline in virtual visits to museum portals on the website platform.

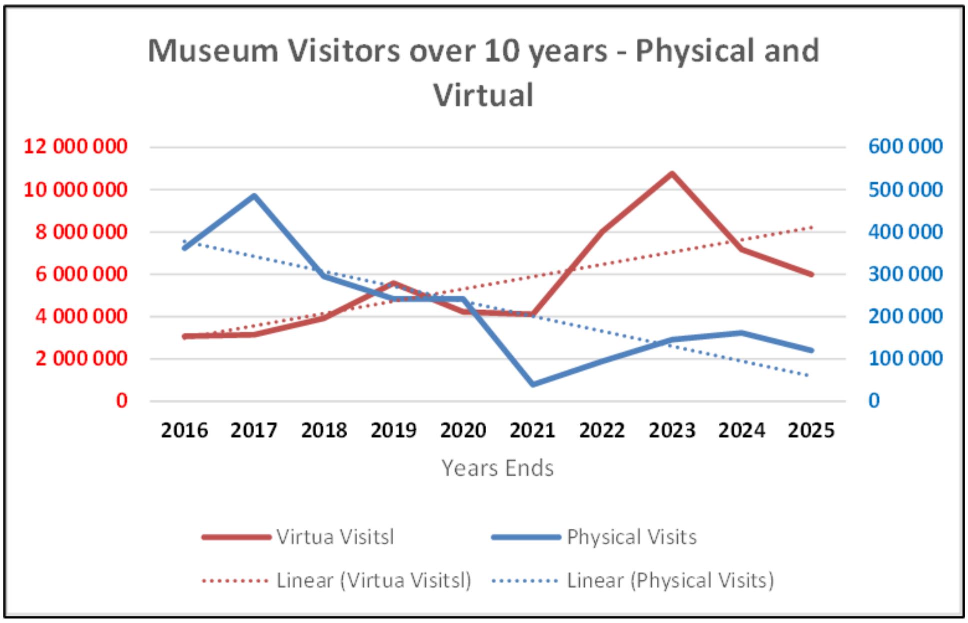
Historically, visitor numbers gradually increased from a low of 208,025 in 2010-2011 to nearly 490,000 in 2014-2015. Following this peak, the current trend has been plotted.

During the five-year term ending in March 2025, annual visitor numbers reflect an overall declining trend. By the end of 2024-25, the total number of visitors is projected to be approximately 120,000, just over half the figure recorded 15 years ago.

The decline in visitor numbers has had financial implications. In 2017-2018, lower visitor numbers contributed to a drop in own revenue to 12.1% of total revenue.

Additionally, virtual visitor numbers, which increased significantly during the COVID-19 pandemic, are now also declining, albeit at a slower rate. These trends appear to be influenced by website content, the promotion of museum programmes online, and the effectiveness of digital campaigns.

Figure 21 DMSA Museums Visitor Numbers Over Ten Years 2015-16 to 2024-25

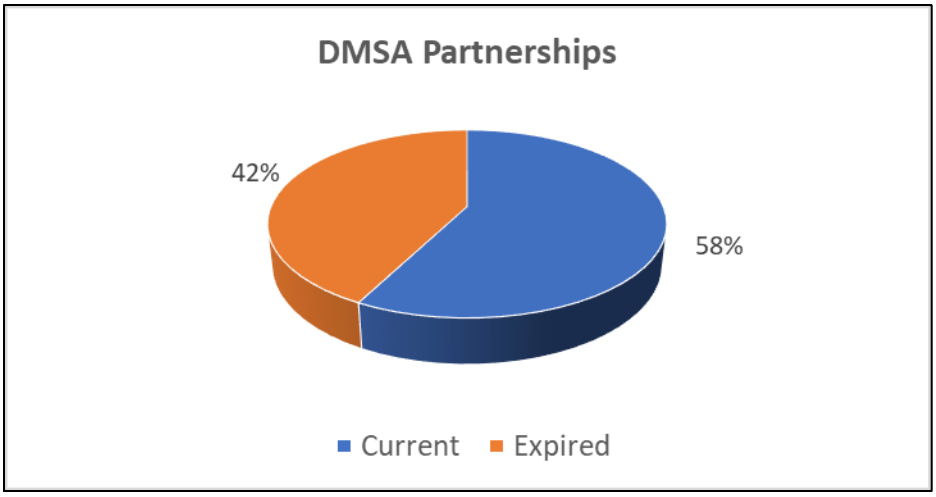


Museum Strategic Partnerships and Collaboration, Visitations

DMSA has established several partnerships to foster mutually beneficial collaborative relationships. These partnerships are formalised through the signing of Memoranda of Agreement/Understanding (MoA / MoU), aimed at achieving mutual growth and benefit.

The following charts illustrate the status of current and expired partnerships.

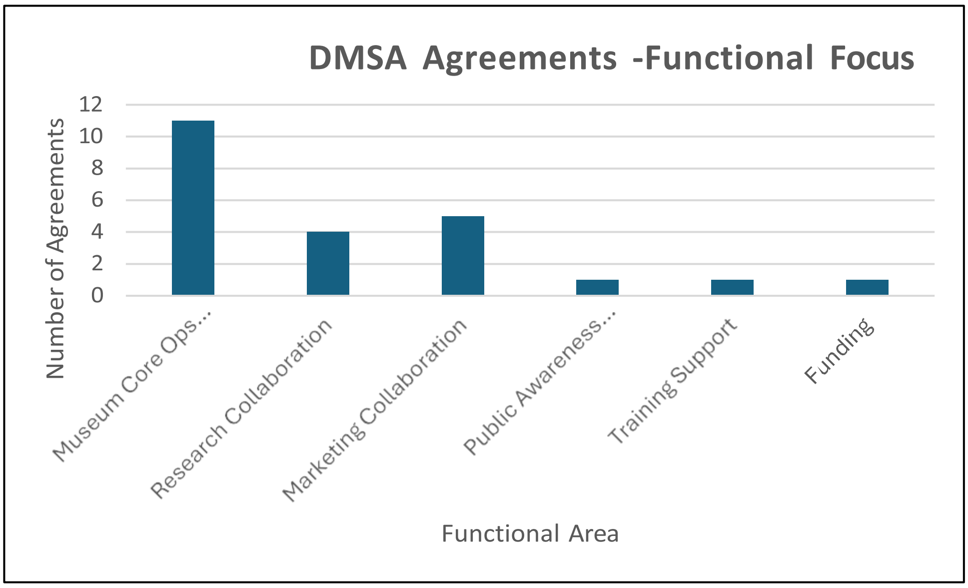
Figure 22 DMSA Partnerships with MoA / MoU's



DMSA developed and implemented a Stakeholder Management Strategy, which was formulated and issued in July 2017.

The current MoA / MoU signed are managed by various functions within DMSA. The functional focus of DMSA's partnerships is illustrated in the charts below.

Figure 23 DMSA - Partnerships within the Different Organisational Functions



Strategic partnerships play a crucial role in enhancing service delivery. However, these partnerships must be diligently managed to ensure that the intent outlined in each Memorandum of Agreement/Understanding (MoA / MoU) is fully realised.

Regular evaluations are essential to determine the value of each partnership, with a view to either terminating non-beneficial relationships or strengthening those that contribute value and support the achievement of outcome targets.

DMSA should adopt a strategic approach to managing its partnerships by assessing the value each partnership delivers, as merely measuring the number of partnerships provides limited insight. Innovative indicators may offer more meaningful insights for the Council.

Strategic issues affecting the Museum Operational Core Functions, which are viewed as barriers to DMSA's performance, include:

1. **Lack of systems**: For example, the absence of a management system for the social sciences leads to deficiencies in managing heritage assets, including issues such as the duplication of accession numbers.
2. **Outdated visitor management systems**: These hinder the ability to effectively track visitor engagement and personalise experiences.

3. **Physical state of museum buildings**: Inadequate maintenance and limited control over infrastructure contribute to declining visitor numbers and lower revenue. Some museums lack appropriate facilities to accommodate people with disabilities, such as ramps for wheelchair users and Braille signage for visitors with visual impairments.
4. **Overregulation**: Multiple layers of decision-making delay and hinder service delivery.

These factors are addressed in the DMSA Strategic Plan 2025–2030 and will be managed at the Strategic Outcome, Annual Output, or Operational/Project level.

11.3.5 PUBLIC AWARENESS / VISITOR-LEARNER ATTRACTION ACTIVITIES

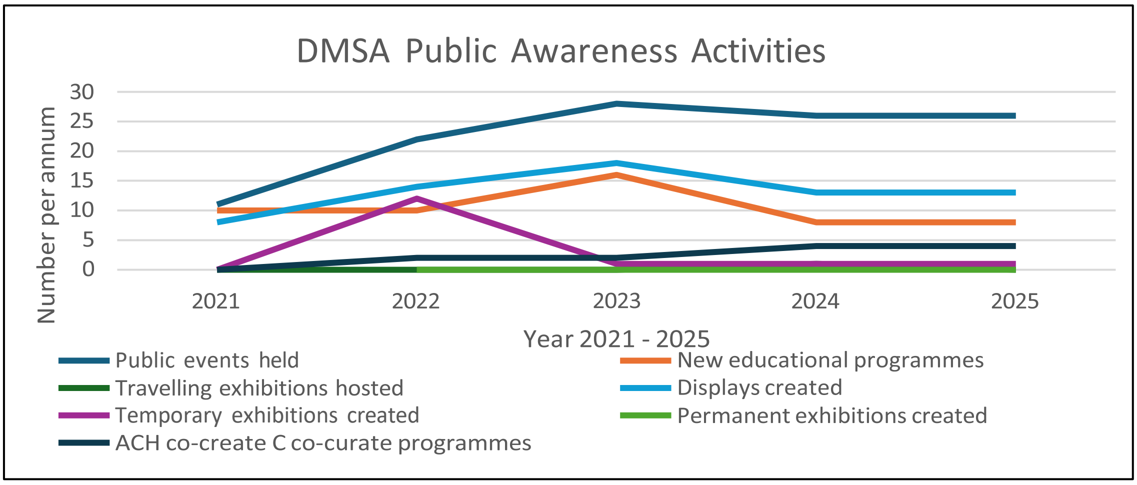
Increasing DMSA's awareness among its three previously defined target customer segments is essential for enhancing performance and ensuring long-term sustainability.

The three customer segments are:

1. **The public**: Individuals who visit museums, either physically or virtually, to view museum objects and specimens.
2. **Learners and researchers**: Primary, secondary, and tertiary students, as well as academic researchers.
3. **Tourists**: Both local tourists and international visitors seeking to experience South Africa's heritage.

The figure below illustrates trends in public awareness activities over the past five years, with 2025 data estimated to provide insight into overall trends.

Figure 24 DMSA's Public Awareness Activity Outputs Over the Five-Year Period 2020-2025



The seven categories of public awareness activities that DMSA actively delivers through various platforms are:

1. Public events hosted.

2. Travelling exhibitions.

3. Educational programmes developed.

4. Displays created.

5. Permanent exhibitions established.

6. Temporary exhibitions created.

7. Arts, Culture and Heritage Sector programmes co-created and co-curated.

Trends related to the number of events are shown in the figure above. Despite budgetary challenges, activity levels have increased from a low base, even before the COVID-19 pandemic.

Perhaps most importantly, new and relevant displays should be created that are culturally diverse, inclusive, and accessible. These efforts include developing educational programmes and hosting public events. DMSA plans to expand these activities through focused programmes, particularly targeting women, youth, and people living with disabilities, in alignment with relevant policies and strategies.
These activities serve as mechanisms for leveraging the museums' heritage assets, aligning with the old finance principle of "realising a return on the organisation's assets." Failure to effectively utilise these assets reduces the opportunity to generate value and realise the impacts outlined in DMSA's mandate.

The three target market segments must be made aware of DMSA's offerings through proactive engagement, rather than relying solely on communications and waiting for customers to respond. For example, educational programmes could be enhanced by:

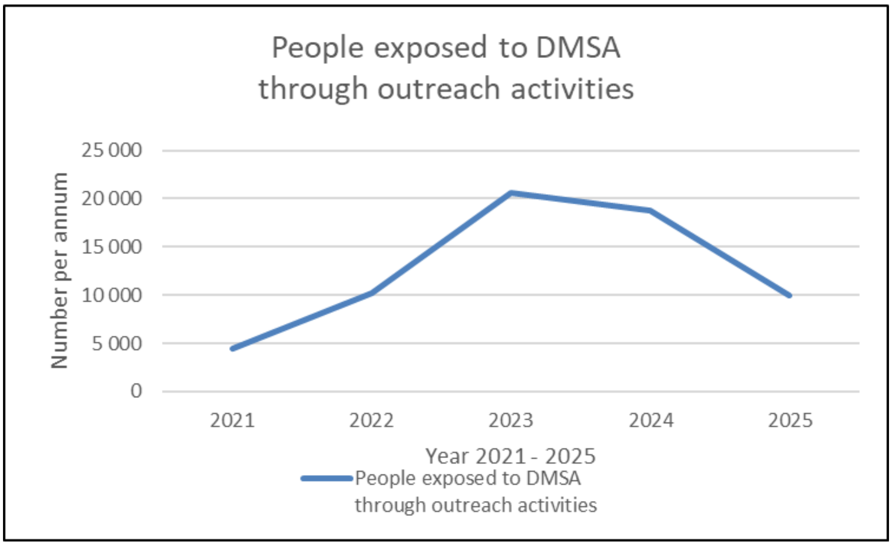
- Reviewing and analysing learning plans to create tailored lessons and worksheets for educators, enabling students to engage with museum content through physical or virtual visits.
- Partnering with the Department of Basic Education to involve newly qualified teachers in facilitating these programmes as part of an internship agreement.

A similar proactive approach could be applied to the other two target markets, in collaboration with relevant national departments. By actively soliciting customer involvement, DMSA can significantly increase the outcomes and outputs in these areas, enhancing its impact and fulfilling its mandate more effectively.

Outreach Programmes

Outreach programmes are vital for raising awareness of DMSA and the heritage it preserves. This is regarded as a key activity that leverages DMSA's heritage asset base.

Figure 25 DMSA's Outreach Programme Activity Outputs over the Five-Year Period 2020-2025



As indicated in the figure above, the number of people exposed to outreach activities has increased from a low base during the COVID-19 pandemic years but is now showing a decline that must be addressed. Beyond simply measuring the number of people exposed, it would be beneficial to also track the number of outreach activities or, ideally, establish a ratio between the two. This would prevent reliance on a small number of large-scale events while ensuring a more balanced and meaningful assessment. A targeted approach could yield more sustainable and impactful results.

Strategic issues related to Public Awareness that are hindering DMSA's performance and require attention include:

1. Poor community relations resulting in vandalism, poaching of animals, and even protests.
2. Limited digital transformation, including a lack of creative online exhibits, digitised collections, and utilisation of technologies such as virtual reality.
3. Inadequate staff capacity to effectively manage public awareness initiatives.

4. Lack of understating of the relevance of museums to local communities and underrepresented groups, influenced by historical narratives rooted in apartheid and colonialism.

These issues must be thoroughly considered in the formulation of the DMSA Strategic Plan 2025–2030 and addressed through management at the Strategic Outcome, Annual Output, or Operational/Project level.

11.3.6 INTERNAL ENVIRONMENT S-W-O-T ANALYSIS

An analysis of the internal Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T) is valuable for identifying the factors that DMSA's strategic objectives must address when formulating outcomes, indicators, and targets for the planning period.

Table 5 The S-W-O-T Analysis

STRENGTHS	WEAKNESSES
• Diverse, unique, verified, and valued heritage collections, as well as flora and fauna habitats, offering significant research and cultural tourism opportunities. • Contributions of museums towards achieving the Sustainable Development Goals (SDGs). • Accessible and flexible museums with unique spaces well-situated for tourism and events, supported by proximity to public transport. • Good internet connectivity in South Africa and around museums and site locations. • Workforce (core and support) expertise and commitment, with a strong willingness to learn and impart knowledge, including mentoring students and interns. • World-class research capability and respected research outputs, including a peer-reviewed *DMSA Journal*. • International Union of Geological Sciences (IUGS) designation for the Plio-Pleistocene Palaeontology Collection. • Curriculum-based educational programmes with diverse language offerings. • Established platforms for community engagement e.g.” cultural and religious hubs”. • Formal partnership base with good	• Limited strategic and lateral thinking. • Insufficient linkages between individual or team performance and overall organisational performance. • Out-dated legacy exhibitions. • Ageing physical and research infrastructure, including inadequate facilities for people with disabilities. • Limited marketing capacity to target opportunities. • Ageing experienced staff with low staff attrition. • Low productivity and efficiency. • Limited brand awareness, impact and visibility. • Weak internal controls to mitigate residual risks. • Inefficient and ineffective ICT infrastructure and usage and sub optimal. museum website. • Unexploited collections (“orphaned” collections) that could contribute to new knowledge. • Lack of outreach programme capacity. • The slow pace in the transformation of museum spaces.

relationships. • Effective internal communications.	
OPPORTUNITIES	**THREATS**
• Partnerships with tourism-related markets, municipalities and special events. • Contribution to the South African transformation agenda through themed exhibitions and public programmes. • Targeted funding opportunities from ACH foundations and corporations. • Financial growth through research, including accessioning collections for private research. • Property portfolio managed and maintained by PPP, • Package and leverage the value of DMSA collections management expertise. • Capacity building and learning through partnerships. • Using social media, online platforms, AI and other ICT-based tools to increase access, dissemination of knowledge and DMSA brand awareness. • Partnerships with state or private ICT entities to gather the necessary ICT expertise and capacity to realise ICT-based opportunities. • Establishing Intergovernmental Forums for improved stakeholder relations.	• Continuously declining number of visitors for various reasons. • Inadequate revenue generation to deliver all required services. • Inadequate security for heritage assets. • Inadequate budget for sufficient human capital capacity. • Unfilled vacancies • Loss of qualified staff, institutional knowledge and generated knowledge • Low staff morale, resistance to change and low salaries, lack of incentives, compared to the market. • Reputational damage due to loss of the organisation's credibility and poor media exposure of fraud and corruption. • Unabating fraud and corruption. • Administrative and budget constraints prevent collaborative research and transformative strategies. • Competition from the entertainment sector. • Museum locations perceived as unattractive • Associated risks, due to security challenges, community disruption, vandalism, land invasions and poaching.

• Co-creating and co-curating with communities with particular emphasis on relevance and inclusivity. • Cross-sectoral partnerships in Arts Culture and Heritage. • Cashless museums/museum cards/cashless donations. • Academic partnerships to expand the research base and promote a culture of research and excellence. • Expansion of DMSA nationally, including into the *experience economy.*	• Cybersecurity is a threat to collection management, digitisation, information management and ICT systems generally. • Restricted capacity in the conservation function threatens impairment of collections, and loss of heritage assets. • Unreliable and expensive ICT infrastructure to operate virtual and technology-driven museums to enhance visitor experiences. • Decline in the use of research and collection-based research outputs results in the DNMNH being omitted in the academic environment. • Electricity and water supply infrastructure failures and the continuous concern of loadshedding and water shedding. • Escalating water and electricity bills are threats to DMSA's financial sustainability. • Slow economic growth which could lead to budget cuts and contributes to declining maintenance.

The abovementioned inputs were integral to the strategic planning process and are reflected in the Outcomes, Outputs, and Activities across the three levels of planning, which address short-, medium-, and long-term objectives.

Particular attention must be given to addressing these weaknesses, as they constitute significant barriers to performance. Threats must be counteracted effectively, while opportunities should be realised by leveraging DMSA's strengths and ensuring these strengths are preserved.

The identified weaknesses and threats have also been incorporated into the risk assessment for further consideration and mitigation.

11.4 SUMMARY OF CRITICAL ISSUES ARISING FROM THE SITUATIONAL ANALYSIS

The below-mentioned issues informing the DMSA Strategic Plan 2025-230 need to be carefully considered and actioned.

Strategic Performance and Organisational Health

Organisational health is achieved by continuously enhancing effectiveness and efficiency within DMSA, alongside ensuring the adequacy and optimal utilisation of two critical input resources: finance and human capital. Secondly, by addressing inadequacies in financial, human, ICT, and physical resources, coupled with diligent management, will significantly improve DMSA's strategic performance.

Strategic performance, in turn, is defined by the achievement of DMSA's Vision through the Council's Priorities and strategic outcome-oriented goals. This includes delivering meaningful outcomes with S-M-A-R-T performance indicators and targets that address performance blockages and drive organisational improvement at all levels, supported by appropriate recognition and reward mechanisms.

The chart below shows DMSA's performance over the past five years.

Figure 26 DMSA's Performance Over the Past Five Years.

To achieve strategic performance and organisational health, the following operational systems managed by DMSA must support these goals:

1. **DMSA Business and Operating Model, and Enterprise Architecture**: These strategic plan components support essential business processes, particularly those related to museum management core operations.
2. **Comprehensive Planning and Monitoring Systems**: A well-defined Strategic Plan, Annual Performance Plan, and Annual Operational Plan(s), along with Monitoring, Evaluation, and Reporting Systems, are essential for meeting management and providing performance information at all management levels to enable effective decision-making.
3. **Implementation Programme**: A detailed Implementation Programme should focus on prioritised activities and projects with clear timelines and assigned responsibilities. This ensures alignment with higher-level plans, compliance, and strategic performance. Reporting requirements to the Council and its Committees should include progress against an Implementation Programme.
4. **Enabling Organisational Structure**: DMSA's organisational structure must facilitate the execution of planning levels and support the delivery of Outcomes, Outputs, and Operational Activities (Programme/Operating Unit Strategies) to achieve the Impact it intends to achieve.
5. **Strategic Human Resources Performance Management System**: This system couples executive and senior management performance directly to organisational achievements, driving cultural change within DMSA. Over-achievement must be recognised and rewarded, while non-performance is addressed through consequence management.
6. **Internal Audit System**: A robust system should prevent Annual Audit non-conformances and include an efficient mechanism for managing funding. This system must integrate with ongoing Monitoring and Evaluation Systems.
7. **Risk Management System**: An effective risk management system to prevent the non-achievement of Goals and Outcomes. Mitigation actions should be actively monitored and managed within the Monitoring and Evaluation System.

Performance indicators, whether for outcomes (strategic objectives) or outputs, must meet S-M-A-R-T criteria and focus on two key areas:

- Improving DMSA's service delivery to enhance organisational impact.
- Eliminating blockages to performance, including addressing and eliminating issues, threats, and weaknesses.

Balanced Indicators

Strategic plans must include a mix of indicators that measure:

- Performance improvement through operational activities or projects.
- Clear targets, deadlines, assigned responsibilities, and accountability, with regular progress and final reporting.

Critical Operational Processes

These processes must be managed diligently to ensure effective implementation and alignment with DMSA's strategic objectives.

All of the above are considered in improving DMSA's non-financial performance.

PART C: MEASURING OUR PERFORMANCE

The DMSA's impact and outcomes, as outlined in the 2025–2030 Strategic Plan, are detailed in the APP for 2026/27 as presented in the sections below.

12. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

DMSA is constituted by the following programmes and aligned sub-programmes:

Table 6 DMSA Programmes and Sub-programmes.

Programme number	Programme Name	Sub-Programmes

Programme 1	Administration.	• **Office of the Chief Executive Officer.**
		  ◦ Strategy, Monitoring and Evaluation.
		  ◦ Human Capital Management.
		  ◦ Marketing and Communications.
		• **Office of the Chief Financial Officer.**
		  ◦ Finance.
		  ◦ Facilities /Infrastructure Management.
		  ◦ Supply Chain management.
		  ◦ Information and Communication Technology (ICT).

Programme 2	Business Development. (Museum Operations Core Functions).	• **Research.** • **Collections Management.** • **Conservation and Restoration.**
Programme 3	Public Engagement.	• **Events and Outreach.** • **Public Programmes and Exhibitions.**

DMSA's 2025-30 Strategic Plan outlines the key priorities of the DMSA Council expressed as Strategic Goals (outcome-orientated) for the upcoming five years. These align with the NDP 2030, MTSF 2019-2024 and the DSAC's strategic priorities.

The impact DMSA strives to achieve can be summarised as follows:

A socially cohesive, diverse, transformed and inclusive nation.

Six outcomes have been identified in the Strategic Plan. The programmes contribute to attaining the outcomes through programme-level outputs, output indicators, and annual and quarterly targets, as outlined in the following sections.

PROGRAMME 1: ADMINISTRATION

12.1.1 PROGRAMME PURPOSE

The purpose of **Programme 1: Administration** is to provide strategic leadership, management and support services to the organisation. The purpose of each sub-programme is as follows:

Table 7 Purpose of Programme 1: Administration

	Sub-Programme	Purpose
Office of the Chief Executive Officer	**Strategy, Monitoring and Evaluation**	To provide overall strategic leadership to DMSA's operations by ensuring the effective implementation of the Council-approved Strategic Plan and Annual Performance Plan. This includes ensuring that DMSA remains a stable and sustainable entity, compliant with legislation, and operating efficiently and effectively through prioritised resource allocation, risk management, monitoring and evaluation, and compliance management.
	Human Capital Management	To provide effective human resources management and development services towards ensuring adequate human resource capacity, organisational effectiveness, and positioning DMSA as an employer of choice.
	Marketing and Communications	To deliver a comprehensive range of marketing and communications services, including public relations, brand and customer satisfaction / perception management, advertising, and media campaigns, both traditional and social media, aimed at increasing physical and online

		visitor numbers, enhancing sector influence, and driving income generation.
Office of the Chief Financial Officer	**Finance**	To ensure the financial sustainability of the organisation through diversified revenue streams and cost optimisation, support the achievement and maintenance of a clean audit outcome, and deliver effective, efficient, and compliant supply chain management services.
	Facilities / Infrastructure Management	To ensure compliance with the Government Immovable Asset Management Act (GIAMA), the South African Heritage Resources Act, and other legislation governing facilities management. This includes the proper management, maintenance, and restoration of facilities and buildings.
	Information and Communication Technology	To develop and implement an integrated ICT governance framework that addresses the needs and requirements of end-users, supports the transformation of business operations, and establishes a digital transformation strategy. This strategy will be underpinned by innovation, robust security measures, artificial intelligence (AI), and Fourth Industrial Revolution (4IR) technologies.
	Supply Chain Management	To ensure the seamless flow of goods and services between suppliers and the entity, in compliance with relevant prescripts and guidelines.

12.1.2 PROGRAMME OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

In contributing to DMSA 's intended impact, the Administration Programme delivers against the following Outcomes reflected in the Strategic Plan:

Outcome 3: Increased relevance, visibility, accessibility and awareness of heritage assets.

Outcome 4: Increased procurement to, and participation of, historically disadvantaged groups in the arts, culture and heritage sector.

Outcome 5: Improved organisational capacity.

Outcome 6: A compliant and responsive organisation.

The 2026-27 Annual Performance Plan for Programme 1 is reflected in the log frame tables below:

Table 8 PROGRAMME 1 - ADMINISTRATION: OUTCOMES, OUTPUTS INDICATORS AND ANNUAL TARGETS:

OUTCOME	SUB-PROGRAMME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
3. Increased relevance, visibility, accessibility and awareness of heritage assets.	Marketing and Communications .	Increased number of visitors to museums.	1.1. Number of physical visitors to museums per annum.	145 510	161822	150 190	180 000	185 000	200 000	210 000
			1.2. Number of virtual visitors per annum.	10 763 765	5 888 301	5 188 670	6 000 000	6 500 000	8 000 000	9 000 000
			1.3. Number of print media campaigns conducted per annum.	-		N/A (New indicator)	8	10	14	16
			1.4. Number of online media campaigns conducted per annum.	-	-	N/A (New indicator)	4	10	18	24
			1.5. Number of broadcast media campaigns	-	-	N/A (New indicator)	2	6	15	20

OUTCOME	SUB-PROGRAMME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			conducted per annum.							
			1.6. Number of social media campaigns conducted per annum.	-	-	N/A (New indicator)	200	320	400	500
	Office of the CEO.	Partnerships established.	1.7. Number of new partnerships established per annum.	7	8	7	6	6	6	6
5. Improved organisational capacity.	Finance.	Increased revenue through diversified sources.	1.8. Rand value of own revenue generated.	R7 746 646	R8 364 687	R10 907 487	R12 000 000	R13 000 000	R15 000 000	R18 000 000
		Costs contained and resources directed	1.9. Percentage compensation of employees' expenditure to total expenses.	56%	45%	46%	60%	60%	60%	60%

OUTCOME	SUB-PROGRAMME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
		towards the core business.	1.10. Percentage expenditure of budget on core business functions.	47%	53%	59%	44%	45%	46%	47%
4. Increased procurement to, and participation of, historically disadvantaged groups in the arts, culture and heritage sector.	Human Capital Management.	Increased number of internships.	1.11. Number of experiential learning/internship training participants per annum.	12	10	12	20	20	20	20
5. Improved organisational capacity.	Human Capital Management.	Improved systems, processes and people management.	1.12. Percentage implementation of annual Workplace Skills Plan.	100%	100%	100%	100%	100%	100%	100%
		Improved culture within DMSA.	1.13. Number of organisational development interventions.	N/A	N/A	New indicator	4	4	4	4

OUTCOME	SUB-PROGRAMME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Information and Communication Technology.	Secured ICT Infrastructure.	1.14. Percentage achievement of ICT Infrastructure Implementation Plan milestones.	N/A	N/A	83.33%	100%	100%	100%	100%
6. A compliant and responsive organisation.	Facilities Management.	Capital Infrastructure Investment.	1.15. Number of approved capital infrastructure. projects implemented.	N/A	N/A	0	2	2	2	2
	Strategy, Monitoring and Evaluation.	Compliant organisation.	1.16. Number of interventions to combat fraud and corruption.	N/A	N/A	New indicator.	4	4	4	4
	Finance	External audit outcome on financial statements.	1.17. External audit outcome on the previous year's financial statements.	Unqualified, with findings.	Unqualified, with findings.	Unqualified with findings.	Unqualified audit opinion.	Unqualified audit opinion.	Unqualified audit opinion.	Unqualified audit opinion.

Table 9 Programme 1: Administration: Indicators, Annual and Quarterly Targets:

SUB-PROGRAMME	OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2026	Q2 Jul - Sep 2026	Q3 Oct - Dec 2026	Q4 Jan - Mar 2027
Marketing and Communications.	1.1. Number of physical visitors to museums per annum.	185 000	50 000	105 000	135 000	185 000
	1.2. Number of virtual visitors per annum.	6 500 000	1 625 000	3 250 000	4 875 000	6 500 000
	1.3. Number of print media campaigns conducted per annum.	10	3	6	8	10
	1.4. Number of online media campaigns conducted per annum.	10	3	6	8	10
	1.5. Number of broadcast media campaigns conducted per annum.	6	2	4	5	6

SUB-PROGRAMME	OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2026	Q2 Jul - Sep 2026	Q3 Oct - Dec 2026	Q4 Jan - Mar 2027
	1.6. Number of social media campaigns conducted per annum.	320	80	160	240	320
Office of the CEO.	1.7. Number of new partnerships established per annum.	6	N/A	N/A	N/A	6
Finance.	1.8. Rand value of own revenue generated.	R13 000 000	R2 800 000	R6 000 000	R9 000 000	R13 000 000
	1.9. Percentage compensation of employees' expenditure to total expenses.	60%	60%	60%	60%	60%
	1.10. Percentage expenditure of budget on core business functions.	45%	45%	45%	45%	45%

SUB-PROGRAMME	OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2026	Q2 Jul - Sep 2026	Q3 Oct - Dec 2026	Q4 Jan - Mar 2027
Human Capital Management.	1.11. Number of experiential learning / internship training participants per annum.	20	N/A	N/A	N/A	20
	1.12. Percentage implementation of annual Workplace Skills Plan.	100%	25%	50%	75%	100%
	1.13. Number of organisational development interventions.	4	1	1	1	1
Information and Communication Technology.	1.14. Percentage achievement of ICT Infrastructure Implementation Plan milestones.	100%	N/A	N/A	10%	100%
Facilities Management	1.15. Number of approved capital infrastructure projects implemented.	2	N/A	N/A	N/A	2

SUB-PROGRAMME	OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2026	Q2 Jul - Sep 2026	Q3 Oct - Dec 2026	Q4 Jan - Mar 2027
Office of the CEO	1.16. Number of interventions to combat fraud and corruption.	4	0	1	3	4
Finance	1.17. External audit outcome on the previous year's financial statements.	Unqualified audit opinion.	N/A	Unqualified audit opinion.	N/A	N/A

12.1.3 PROGRAMME 1 – EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The Administration Programme provides strategic leadership and corporate support services to DMSA's core business, enabling it to fulfil its service delivery mandate. These support services, encompassing Financial Management, Human Capital Management, ICT Services, Performance Management, Marketing and Communications, Risk Management, and Compliance, ensure that DMSA is managed efficiently and effectively. This programme ensures that the Council's priorities are implemented, and the Vision, Mission, and Values are communicated, upheld, and complied with.

The policies, internal control environment, and organisational practices provide the foundation for good governance and the achievement of organisational outcomes. By implementing the necessary controls and working towards achieving a clean audit, DMSA contributes to being a well-managed public entity.

Programme 1 aligns with the government's strategic priorities outlined in the Medium-Term Development Plan (MTDP) 2025–2029, specifically "*Building a capable, ethical, and developmental state*" and "*Reducing poverty and tackling the high cost of living*" (MTBPS). Additionally, Programme 1 supports social cohesion as expressed in the National Development Plan (NDP).

A key strategy for Marketing and Communications is to actively seek partnerships within the tourism sector, enticing international and local tourists of all cultures and languages to visit DMSA's museums and heritage sites. Ease of access will be explored in collaboration with ICT, including the implementation of cashless donation systems to enhance and diversify revenue streams, while simultaneously raising the profile of DMSA, both locally and globally.

In response to the government's call to create jobs, the DMSA is committed to prioritising the support of black-owned enterprises, with particular emphasis on those led by women, youth, and individuals living with disabilities. This initiative is closely aligned with DSAC's 2025–2030 strategic Outcomes of fostering an increased market share within the sport, recreation, heritage, cultural, and creative industries.

Programme 1 enablers encompass good governance, a stable, compliant, and responsive organisation, alongside adequate financial, human, ICT, and physical resources to sustain core museum operations. Addressing ageing physical and ICT infrastructure is a critical priority, with the Outcomes achieved through well-structured sub-programmes and activities. The rapid pace of technological advancements presents significant opportunities for museums to innovate and transform service delivery, aligning with Council's strategic priorities.

The deliberate clustering of support services ensures that DMSA remains agile and adaptive, effectively leveraging technological advancements. Developing human capital and nurturing an organisational culture capable of maximising the benefits of technology are key priorities. Establishing a robust virtual presence is essential for DMSA's long-term sustainability, complemented by the modernisation of its entire service offering, including exhibitions and revenue collection systems.

DMSA will continue advancing the development of a digital repository in alignment with DSAC's digitisation and virtual museum initiatives. This platform will enable stakeholders to engage with collections, publications, and exhibitions through digital means, enhancing accessibility and fostering wider participation.

12.1.4 PROGRAMME 1 – ADMINISTRATION: RESOURCE CONSIDERATIONS

The table below illustrates the expenditure distribution between employee compensation and goods and services for Programme 1 (Administration). The reduction in goods and services expenditure for 2022/23 resulted from cost-saving measures (budget cuts) implemented during that period, which have been extended over the Medium-Term Expenditure Framework (MTEF) period.

DMSA faced substantial financial challenges during the COVID-19 pandemic, which severely affected cash flow. To address these issues, management introduced a Turnaround Strategy focusing on cost reduction and revenue generation through diversified income streams. The increase in employee compensation expenditure reflects planned salary adjustments projected for the MTEF period.

Table 10 Programme 1: Outcome Expenditure Estimates

Programme 1: Administration (R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimates		
	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Economic classification: (table to be updated after budget allocation)							
Compensation of employees.	20 107	18 760	19 528	26 342	27 922	29 318	30 784
Goods and Services.	67 954	50 673	55 985	48 664	51 584	54 163	56 871
Total expenses	**88 061**	**69 433**	**75 513**	**75 006**	**79 506**	**83 481**	**87 655**
Staff complement (number).	37	40	39	31	31	31	31

PROGRAMME 2: BUSINESS DEVELOPMENT (CORE FUNCTIONS)

12.2.1 PROGRAMME PURPOSE

The purpose of Programme 2: Business Development (Core Functions) is to acquire, preserve, research, manage, maintain, restore, and provide access to museum collections. The purpose of each sub-programme is outlined below:

Table 11 Programme 2: Business Development (Core Functions) Purpose

Sub-Programme	Purpose
Research	Compilation and endorsement of research articles and publications relating to heritage, ensuring dissemination of research that is increasingly relevant and inclusive to target audiences.
Collections Management	Maintaining and improving the Collections Management System to ensure that all specimens and objects are well-documented, catalogued and available for exhibitions.
Conservation and Restoration	Effectively curate collections and undertake ongoing conservation and restoration.

12.2.2 PROGRAMME OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

In contributing to DMSA's intended impact, the Business Development (Museum Core Functions) Programme delivers on the following outcomes as outlined in the Strategic Plan:

- **Outcome 1**: Enhanced contribution to knowledge production through inclusive and relevant disseminated research.
- **Outcome 2**: Heritage assets preserved through relevant standards.
- **Outcome 4**: Increased procurement from and participation of historically disadvantaged groups in the arts, culture, and heritage sector.

The 2026/27 Annual Performance Plan for Programme 2 is detailed in the log frame tables below.:

Table 12 Programme 2 – Business Development: Outcomes, Outputs Indicators and Annual Targets

OUTCOME	SUB-PROGRAMME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
1. Enhanced contribution to knowledge production through disseminated research that is inclusive and relevant.	Research.	Research and popular articles.	2.1. Number of peer-reviewed articles submitted for publication.	22	12	16	12	12	14	15
			2.2. Number of popular articles published or posted.	54	45	48	30	30	35	40
			2.3. Number of lectures or research papers or posters presented at conferences or	N/A	N/A	N/A	8	8	8	10

OUTCOME	SUB-PROGRAMME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			seminars externally.							
			2.4. Number of public lectures presented at DMSA.	14	12	12	12	12	12	12
			2.5. Number of internal research seminars presented at DMSA.	2	2	2	2	2	2	2
2. Heritage assets acquired, secured and preserved	Collections Management.	Heritage assets preserved and restored.	2.6. Number of high-value heritage assets verified per annum.	9.8%	7%	4.97%	60 000	65 000	65 000	70 000

OUTCOME	SUB-PROGRAMME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
through relevant standards.			2.7. Percentage implementation of the Digitisation Plan.	N/A	N/A	New indicator	100%	100%	100%	100%
			2.8. Number of heritage objects accessioned per annum.	100%	100%	100%	500	500	500	500
	Conservation and Restoration.	Heritage assets conserved and restored.	2.9. Percentage implementation of the Conservation and Restoration Plan per annum.	100%	100%	100%	100%	100%	100%	100%

Table 13 Programme 2 – Business Development: Indicators, Annual and Quarterly Targets:

SUB-PROGRAMME	OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2026	Q2 Jul - Sep 2026	Q3 Oct - Dec 2026	Q4 Jan - Mar 2027
Research.	2.1. Number of peer-reviewed articles submitted for publication.	12	N/A	N/A	N/A	12
	2.2. Number of popular articles published or posted.	30	N/A	10	N/A	30
	2.3. Number of lectures or research papers or posters presented at conferences or seminars externally.	8	N/A	N/A	N/A	8
	2.4. Number of public lectures presented at DMSA.	12	3	3	3	3

SUB-PROGRAMME	OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2026	Q2 Jul - Sep 2026	Q3 Oct - Dec 2026	Q4 Jan - Mar 2027
	2.5. Number of internal research seminars presented at DMSA.	2	N/A	1	N/A	1
Collections Management.	2.6. Number of high-value heritage assets verified per annum.	65 000	16 250	16 250	16 250	16 250
	2.7. Percentage implementation of Digitisation Plan.	100%	25%	50%	75%	100%
	2.8. Number of heritage objects accessioned per annum.	500	N/A	N/A	N/A	500
Conservation and Restoration.	2.9. Percentage implementation of the Conservation and	100%	25%	50%	75%	100%

SUB-PROGRAMME	OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2026	Q2 Jul - Sep 2026	Q3 Oct - Dec 2026	Q4 Jan - Mar 2027
	Restoration Plan per annum.					

12.2.3 PROGRAMME 2 – EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Programme 2: Business Development, more aptly referred to as "Core Business," is responsible for the collection and preservation of museum assets, including conservation and restoration in accordance with relevant standards, as well as for research, knowledge production, and dissemination. As the foundation of any museum, this programme is central to DMSA's mandate.

Programme 1 supports core museum operational processes by providing the necessary resource capacity and other enablers essential for efficiently delivering and enhancing DMSA's services.

Programme 3: Public Engagement (discussed later in the Annual Performance Plan) complements DMSA's core business by providing stakeholder context and facilitating knowledge dissemination, thereby strengthening the impact of its museums and heritage sites.

The three main museums, along with their satellite heritage sites, collectively oversee a substantial collection of heritage assets comprising nearly five million objects and specimens. The Transformation Strategy highlights the need to diversify and modernise these collections by adopting inclusive practices that ensure a representative offering aligned with contemporary South Africa.

Social cohesion and safer communities are key outcomes of the Medium-Term Development Plan (MTDP) Plan 2025–2029. By fostering inclusive research, knowledge production, and dissemination rooted in DMSA's current and future collections, Programme 2 contributes to a deeper understanding of identity, cultural heritage, the value of diversity, and humanity at large.

Through its public lectures programme, DMSA provides a platform for cultural exchange, constructive debate on topics like decolonisation, and collaboration within the arts, culture, and heritage sector. These initiatives also offer spaces for inspiration, creativity, and the advancement of knowledge and understanding.

Strengthening Programme 2 requires the modernisation of collections, efforts to increase visitor numbers, especially virtual visitors through marketing and tourism, and ensuring adequate financial, human, ICT, and physical resource capacity.

12.2.4 PROGRAMME 2 – BUSINESS DEVELOPMENT: RESOURCE CONSIDERATIONS

The table below presents an analysis of expenditure for Programme 2: Business Development, detailing the split between compensation of employees and goods and services, based on audited outcomes and the MTEF period. The slight increase in compensation of employee expenditure reflects salary adjustments budgeted over the five-year MTEF and Strategic Planning period.

Table 14 Programme 2 – Business Development: Resource Considerations

Programme 2: Business Development (R'000)	**Audited Outcomes**			**Estimated Expenditure**	**MTEF Expenditure Estimates**		
	2022/2023	**2023/2024**	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**
Economic classification: (table to be updated after budget allocation)							
Compensation of employees.	38 576	40 041	41 978	45 977	48 736	51 173	53 732
Goods and services.	20 011	29 920	34 423	40 270	42 686	44 820	47 061
Total expenses	**58 587**	**69 961**	**76 401**	**86 247**	**91 422**	**95 993**	**100 793**
Staff complement (number).	83	76	73	98	98	98	98

PROGRAMME 3: PUBLIC ENGAGEMENT

12.3.1 PROGRAMME PURPOSE

The purpose of **Programme 3: Public Engagement** is to develop and sustain public programmes and exhibitions that enhance broader public access to and understanding of natural, military and cultural heritage. The purpose of each sub-programme is as follows:

Table 15 Sub-Programme Purpose

Sub-Programme	Purpose
Events and outreach	To increase the accessibility of all DMSA museums through planned events and outreach to the public.
Public programmes and exhibitions	To increase the accessibility of all DMSA museums through public programmes and exhibitions.

12.3.2 PROGRAMME OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

In contributing towards DMSA's intended impact, the Public Engagement Programme aligns with the following outcome outlined in the Strategic Plan 2025-2030:

Outcome 3: Increased relevance, visibility, accessibility and awareness of heritage assets.

Outcome 4: Increased procurement to, and participation of, historically disadvantaged groups in the arts, culture and heritage sector.

The 2025-26 Annual Performance Plan of Programme 3 is reflected in the log frame tables below.

Table 16 Programme 3 – Public Engagement: Outcomes, Outputs Indicators and Annual Targets

OUTCOME	SUB- PROGRAMME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
3. Increased relevance, visibility, accessibility and awareness of heritage assets.	Public programmes.	Increased exhibits, displays and public programmes.	3.1. Number of events held per annum.	22	28	28	19	20	20	21
			3.2. Number of educational programmes developed/ reviewed and approved per annum.	10	16	8	8	8	8	8
			3.3. Number of travelling	1	0	1	1	1	1	1

OUTCOME	SUB- PROGRAMME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			exhibitions hosted / created.							
			3.4. Number of displays created.	14	18	15	12	12	12	12
			3.5. Number of temporary exhibitions created.	0	2	1	1	2	2	2
			3.6. Number of permanent exhibitions created.	N/A	0	1	1	1	1	1

OUTCOME	SUB- PROGRAMME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			3.7. Number of ACH projects implemented through co-curating and co-creation programme.	0	4	4	4	6	6	6

OUTCOME	SUB- PROGRAMME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
4. Increased procurement to, and participation of, historically disadvantaged groups in the arts, culture and heritage sector.	Public Programmes	Increased participation of historically disadvantag-ed groups.	3.8. Number of museum public engagement programmes targeting historically disadvantaged groups.	N/A	N/A	New Indicator	8	10	10	10

Table 17 Programme 3 – Public Engagement: Indicators, Annual and Quarterly Targets:

SUB-PROGRAMME	OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2026	Q2 Jul - Sep 2026	Q 3 Oct - Dec 2026	Q4 Jan - Mar 2027
Public programmes.	3.1. Number of events held per annum.	20	5	9	3	3
	3.2. Number of educational programmes developed / reviewed and approved per annum.	8	N/A	N/A	4	4
	3.3. Number of travelling exhibitions hosted / created.	1	N/A	N/A	N/A	1
	3.4. Number of displays created.	12	3	3	3	3
	3.5. Number of temporary exhibitions created.	2	N/A	N/A	N/A	2

SUB-PROGRAMME	OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2026	Q2 Jul - Sep 2026	Q 3 Oct - Dec 2026	Q4 Jan - Mar 2027
	3.6. Number of permanent exhibitions created.	1	N/A	N/A	N/A	1
	3.7. Number of ACH projects implemented through co-curating and co-creation programme.	6	1	2	2	1
	3.8. Number of museum public engagement programmes targeting historically disadvantaged groups.	10	2	3	3	2

12.3.3 PROGRAMME 3 – EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Programme 3: Public Engagement serves as the critical interface with Programme 2, particularly its collections, and the public. The Programme plays a pivotal role in transferring information and knowledge from DMSA to the public while simultaneously gathering contextual inputs from public engagement to inform the organisation's work.

Engaging the public and stakeholders more broadly is essential to realising the Council Priority of "Mobilising and Engaging Stakeholders." This engagement not only influences the core functions of Programme 2 but also relies on Programme 1 as an enabler for the effective implementation of outputs and, ultimately, the achievement of the six Outcomes.

Museums play a crucial role in shaping the arts, culture, and heritage landscape. The public relies on museums to deepen understanding of identity, belonging, cultural heritage, the value of diversity, and shared humanity experience. As a public institution, DMSA not only addresses a wide range of public issues by fostering community engagement and dialogue in collaboration with stakeholders but also proactively contributes to achieving the government's goals of building a socially cohesive and diverse society.

Through its initiatives, DMSA supports nation-building, the promotion of the Constitution and its values, equal opportunities, inclusion and redress, greater interaction across social and economic divides, as well as the development of active citizenship and leadership. This reciprocal relationship enhances both the impact of DMSA's museum and the public's connection to their shared heritage.

The school and outreach programmes provide educational activities aligned with the school curriculum while promoting awareness of museums among the public. To achieve its planned outputs, DMSA will continue implementing the "Co-curate and Co-create Programme", which engages communities to increase visitor numbers to DMSA museums and creates opportunities for young people to reimagine and revitalise museum spaces.

Exhibitions and displays are central to museum activity and remain one of the most traditional and effective means of providing access to collections and the knowledge generated by DMSA.

12.3.4 PROGRAMME 3 – PUBLIC ENGAGEMENT: RESOURCE CONSIDERATIONS

The table below provides an analysis of expenditure for Programme 3: Public Engagement, showing the split between compensation of employees and goods and services based on audited outcomes and the MTEF period. The slight increase in compensation of employee expenditure reflects salary increases budgeted for over the MTEF period.

Table 18 Programme 3 Expenditure Analysis

Programme 3: Public Engagement (R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimates		
	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Economic classification:							
Compensation of employees.	6 037	6 236	6 167	6 827	7 238	7 599	7 979
Goods and services.	305	192	216	1 012	1 072	1 126	1 182
Total expenses	**6 342**	**6 428**	**6 383**	**7 839**	**8 310**	**8 725**	**9 163**
Staff complement (no.)	17	16	16	16	16	16	16

13. SUMMARY OF 2026-27 BUDGET AND MTEF ESTIMATES:

13.1.1 EXPENDITURE ESTIMATES

The DMSA 2026/2027 Budget and expenditure estimates have been prepared under challenging fiscal and economic conditions, which have resulted in infrastructure grant allocations and repeated communication from the shareholder department that no additional financial resources are available to DMSA. DMSA must budget against a backdrop of higher government debt, rising operational costs, and minimal revenue growth. The DMSA 2026/2027 budget includes financial sustainability projects and fundraising opportunities as initiatives to improve own revenue generation. Own revenue is budgeted at R14 608 000 in 2026-2027 financial year, which accounts for 8.55% of total revenue. This represents an increase of approximately 4,98% compared to the 2025-2026 estimated own revenue of R13 914 480. The upward projection is in line with the slight economic recovery in South Africa and the steady increase of visitors to museums and the confidence DMSA has in the Turnaround Strategy. The grant allocated to DMSA for the 2026-2027 financial year has increased by 3,92% compared to the increase in 2025-2026 of 4,21%. The subsidy is expected to increase by 3,99% in 2027-2028.

In the 2026-2027 financial year, resources have been primarily allocated to the following areas:

a) **Compensation of Employees** due to the high vacancy rate. This focus will ensure a properly resourced organisation to achieve its strategic outcomes.

b) **Expenditure for Committed Service Providers** for example security, cleaning, ICT, and internal audit which all supports the core business of DMSA.

c) **Core Business Functions, including Marketing:** The budget accommodates double the allocation on core activities such as Research, Restoration and Conservation and Exhibitions.

Table 19 Expenditure Estimates

Programme	Audited Actual Performance			Budget	Revised Estimate	Medium-Term Targets		
	2022/2023	2023/2024	2024/2025	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Programme 1 – Administration	88 061	69 433	75 513	70 428	75 006	79 506	83 481	87 655
Programme 2 – Business Development (Core Business)	58 587	69 961	76 401	80 983	86 247	91 422	95 993	100 793
Programme 3 – Public Engagement	6 342	6 428	6 383	7 361	7 839	8 310	8 725	9 163
Total	**152 990**	**145 822**	**158 297**	**158 772**	**169 092**	**179 238**	**188 200**	**197 611**

Table 20 Budget Estimates

Rand thousand	2021/2022	2022/2023	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Audited Outcome			Budget Estimate	MTEF Budget Estimate		
Economic classification							
Current payments	**148 303**	**152 990**	**145 822**	**158 772**	**169 092**	**179 238**	**188 200**
Compensation of employees	**66 390**	**64 720**	**65 037**	**74 316**	**79 147**	**83 895**	**88 090**
Salaries and wages	66 390	64 720	65 037	74 316	79 147	83 895	88 090
Goods and services	**73 143**	**78 200**	**69 786**	**84 456**	**89 945**	**95 342**	**100 110**
Administrative fees	199	97	245	100	107	113	119
Advertising	1 263	1 013	1 188	2 220	2 364	2 506	2 631
Minor assets	7	29	-	-	-	-	-
Audit costs	3 845	3 484	3 026	3 643	3 880	4 113	4 318
Catering: Departmental activities	18	116	96	65	69	73	78
Communication (G&S)	118	82	19	944	1 005	1 065	1 118
Computer services	6 607	5 383	6 363	7 285	7 759	8 224	8 635
Consultants: Business and advisory services	1 267	2 138	3 633	2 066	2 200	2 332	2 449
Infrastructure and planning services	-	-	1 830	-	-	-	-

Rand thousand	2021/2022	2022/2023	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Audited Outcome			Budget Estimate	MTEF Budget Estimate		
Legal services (G&S)	855	209	678	1 200	1 278	1 355	1 422
Science and technological services	-	94	7	201	214	227	238
Contractors	614	73	101	580	618	655	688
Maintenance and repairs of other fixed structures	540	38	98	80	85	90	95
Maintenance and repairs of other machinery and equipment	74	35	3	500	533	565	593
Agency and support/outsourced services	17 783	18 980	17 210	18 780	20 001	21 201	22 261
Entertainment	-	-	-	-	-	-	-
Inventory: Food and food supplies	41	25	8	30	32	34	36
Inventory: Materials and supplies	-	-	-	-	-	-	-
Consumable supplies	4	-	25	40	43	45	47
Consumables: Stationery, printing and office supplies	358	222	237	355	378	401	422
Operating leases	14 484	20 116	13 972	18 629	19 840	21 030	22 082
Rental and hiring	-	-	-	-	-	-	-
Property payments	16 262	17 429	18 864	10 345	11 017	11 678	12 262

Rand thousand	**2021/2022**	**2022/2023**	**2022/2023**	**2023/2024**	**2024/2025**	**2025/2026**	**2026/2027**
	Audited Outcome			**Budget Estimate**	**MTEF Budget Estimate**		
Transport provided: Departmental activity	442	570	651	550	586	621	652
Travel and subsistence	20	99	193	180	192	203	213
Training and development	299	507	398	698	743	788	827
Operating payments	8 657	7 534	1 042	16 546	17 621	18 678	19 612
Depreciation	**2 291**	**3 111**	**3 485**	**-**	**-**	**-**	**-**
Losses from	**242**	**245**	**-**	**-**	**-**	**-**	**-**
Sale of fixed assets	132	-	-	-	-	-	-
Impairments to assets	110	245	-	-	-	-	-
Interest and rent on land	**6 237**	**6 714**	**7 515**	-	-	-	-
Interest (Incl. interest on unitary payments (PPP))	6 237	6 714	7 515	-	-	-	-
Total expenditure	**148 303**	**152 990**	**145 822**	**158 772**	**169 092**	**179 238**	**188 200**

14 KEY RISKS

The key risks facing DMSA in the effective implementation of the Five-Year Strategic Plan 2025-2030 have been identified through various sources, including the external environment analysis, and reflect factors that may impact DMSA. Secondly, the results of the internal analysis were also considered, with particular emphasis on the agreed-upon weaknesses and threats. Additional sources include risk assessments undertaken through Management and Council workshops, together with inputs from previously conducted risk assessments.

The following tables indicate DMSA's OUTCOMES and the main risks that are likely to be encountered, as identified at the beginning of the five-year planning period, and how each risk is to be mitigated.

OUTCOME	KEY RISK	RISK MITIGATION
OUTCOME 1: **Enhanced contribution to knowledge production through disseminated research that is inclusive and relevant.**	Loss of research and knowledge prowess.	1. Pursue/Secure external research funding opportunities through proposals. 2. Fill vacant research and librarian positions. 3. Complete process for the final accreditation of the *Cultural History Journal*. 4. Outsource the *Annals of the DITSONG National Museum of Natural History*. 5. Academic development of Junior Curators. 6. Develop a Research Procurement Plan.
OUTCOME 2: **Heritage assets preserved through relevant standards.**	Loss and deterioration of heritage objects and specimen assets.	1. Implementation of Digitisation Plan. 2. Progress on the implementation of partnerships with higher academic institutions and other relevant institutions per quarter. 3. Participate in the UNESCO lost heritage virtual museum initiative.

OUTCOME	KEY RISK	RISK MITIGATION
		4. GRAP 103 Implementation Plan/Compliance per quarter. 5. Conservation and Restoration Plan implementation per quarter.
OUTCOME 3: **Increased relevance visibility, accessibility and awareness of heritage assets.**	Low awareness and utilisation of heritage assets.	1. Improve/Secure capacity for outreach programmes. 2. Public Programmes Strategy implementation per quarter. 3. Mobilise resources for public programmes. 4. Analysis and implementation of recommendations from customer satisfaction surveys. 5. Revamp DMSA's online profile (website, X and Facebook) and other digital opportunities. 6. Initiate public programmes targeting HDIs. 7. Promotion campaigns for virtual museums. 8. Offer/Advertise flexible operating hours when needed.
OUTCOME 5: Improved organisational capacity.	Financial sustainability.	1. Activation of the International Relations Strategy (collaboration, partnerships and services). 2. Turnaround Strategy implementation per quarter. 3. Marketing Strategy implementation per quarter.

OUTCOME	KEY RISK	RISK MITIGATION
		4. Public Programme Strategy implementation per quarter. 5. Fundraising Concept Document implementation per quarter. 6. Pursued collaborations in the tourism sector implementation per quarter. 7. Progress on digitisation and monetisation of heritage assets per quarter. 8. Progress on modernisation and creation of virtual exhibitions to increase revenue per quarter. 9. Progress on the creation and exhibiting of themed exhibitions to target specific markets, including tourists / international visitors / HDIs for inclusivity and revenue generation per quarter.
	Insufficient liquidity.	1. Engagement with shareholder regarding liquidity. 2. Progress on the implementation of the Financial Recovery Plan to address financial capacity gaps per quarter.
	Deteriorating physical infrastructure.	1. Engagement with DSAC re: Infrastructure Implementation Business Plan approval. 2. Monitoring and reporting progress on the work of the project management company per quarter.

OUTCOME	KEY RISK	RISK MITIGATION
		3. Timeous quarterly submission of applications for approval to SAHRA/PHRA. 4. Implementation of the Greening Project Plan implementation 5. Water tanks and boreholes installation at identified museums. 6. Progress on infrastructure engagement with DPWI per quarter.
	Low staff morale.	1. Progress on engagement with internal stakeholders per quarter. 2. Employee satisfaction surveys analysis and implementation of recommendations. 3. Functional structure - strategy alignment implementation progress to address HR capacity gaps per quarter. 4. Implementation progress on change management processes per quarter. 5. Reintroduction of staff rewards/incentive scheme.
	Inadequate professional human resource capacity.	1. Converting Director positions to permanent positions. 2. Develop a long-term staffing plan and structure.
	Inadequate stakeholder relations management.	• Progress on implementation of customer response/feedback mechanism per quarter

OUTCOME	KEY RISK	RISK MITIGATION
		• Partnerships concluded with stakeholders • Mobilise and engage tourism-related and friends of museums stakeholder groups. • Progress on the reviewed Stakeholder Management Strategy per quarter.
	Cybersecurity threat.	ICT system compliance assessment to undertake cybersecurity awareness and training per quarter. • ICT system vulnerability assessment to identify and patch security gaps. • Implementation progress on optimising ICT infrastructure using new emerging technologies and system security tools per quarter. • Implementation progress on e-mail security tool annually • Vetting of all vendors to ensure that they comply with the Information Security Management System. • Progress on the implementation of an ICT data classification system to protect sensitive information annually
	Decline in the number of physical and virtual visitors.	1. Progress on incremental implementation of emerging technologies in the museum sector per quarter.

OUTCOME	KEY RISK	RISK MITIGATION
OUTCOME 6: **A compliant and responsive organisation**	Non-compliance with laws and regulations.	1. Progress on compliance with the Risk Management Action Plans. 2. Progress on maintaining adherence to the compliance universe per quarter. 3. Progress on implementing compliance Management training and workshops per quarter. 4. Progress on actions resulting from the quarterly review of 'Suggestion Box' contents.
	Fraud and corruption.	1. Quarterly progress on governance awareness training at MANCO and staff meetings informed by DMSA's governance systems. 2. Progress on ongoing fraud training and awareness undertaken per quarter. 3. Progress on implementing a consequence management process including outcomes per quarter. 4. Progress on implementation of the Whistle-blower Policy and consequences per quarter.
	Inadequate physical security management at museums and sites.	1. Progress on the implementation of the Engagement with SAPS quarterly for improvement of security in DMSA sites

The abovementioned risks are reassessed on an annual basis in each of the five years and the Risk Register is updated accordingly, with a summary of the risks recorded in each of the Annual Performance Plans.

15. PUBLIC ENTITIES

Not applicable to DMSA.

16. INFRASTRUCTURE PROJECTS

DSAC approved the capital works budget for 2025-26 allocations for the following projects:

Table 21 DSAC Approved Capital allocations

Project description	Budget for 2025/26	Budget for 2026/27	Budget for 2027/28
Facilities Management Contract and Maintenance of Buildings	0	R4 514 044	R4 718 214
Installation of Grid Solar System for DNMCH, DNMMH and DNMNH	0	R8 700 000	R9 093 501
Total	**0**	**R13 214 044**	**R13 811 715**

17. PUBLIC / PRIVATE PARTNERSHIPS

Not applicable DMSA at this stage.

18. PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title 1.1.	Number of physical visitors to museums per annum
Definition	Number of visitors visiting DMSA museums and sites.
Source of Data	Each of the three museums (Cultural, Natural, Military,) with the sites (Sammy Marks, Kruger, Pioneer, Willem Prinsloo Agricultural Museum and Tswaing Meteorite Crater) – records kept of the visitors' statistics at the various museums.
Method of Calculation/ Assessment	Quantitative - simple count of validated records kept by the museums/sites.
Means of Verification	Validated museum and site records.
Assumptions	• Marketing and publicity efforts and activities will result in increased interest in the DMSA. • Collaborative projects will support improved awareness of DMSA. • Activating restaurants at all museums will contribute positively to visitor numbers. • Co-curation and co-creation projects extend the profile of DMSA to young people.
Beneficiaries	Not applicable.
Spatial Transformation	An active museum contributes to the social and cultural fabric of the City of Johannesburg and the City of Tshwane.
Calculation Type	Cumulative (Year-to-date).
Reporting Cycle	Quarterly.
Desired Performance	185 000 physical visitors to museums and sites per annum.
Indicator Responsibility	• Museum directors.

	• Site curators. • Marketing and Communications Manager.

Indicator Title 1.2.	**Number of virtual visitors per annum**
Definition	Number of hits on the DMSA website.
Source of Data	Computer printout from Service Provider on the virtual visitors.
Method of Calculation/ Assessment	Quantitative - simple count from website analytics report.
Means of Verification	Validated website analytics report
Assumptions	▪ Revamped website. ▪ Integrated Digital Transformation Strategy. ▪ Regular uploads across all digital platforms.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Cumulative (Year-to-date).
Reporting Cycle	Quarterly.
Desired Performance	6 500 000 virtual visitors per annum.
Indicator Responsibility	Marketing and Communications Manager.

Indicator Title 1.3.	Number of print media campaigns conducted per annum
Definition	Number of print media campaigns conducted per annum to build brand awareness or market DMSA.
Source of Data	Marketing and communications quarterly reports.
Method of Calculation/ Assessment	Quantitative - simple count of validated records kept by the marketing and communications manager.
Means of Verification	Validated records.
Assumptions	Marketing and publicity activities in the print media will result in increased brand awareness and interest in the DMSA museums.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	An active museum contributes to the social and cultural fabric of the City of Johannesburg and the City of Tshwane.
Calculation Type	Cumulative (Year-to-date).
Reporting Cycle	Quarterly.
Desired Performance	Ten per annum.
Indicator Responsibility	Marketing and Communications Manager.

Indicator Title 1.4.	Number of online media campaigns conducted per annum
Definition	Number of online media campaigns conducted per annum to build brand awareness or market DMSA.
Source of Data	Marketing and communications quarterly reports.
Method of Calculation/ Assessment	Quantitative - simple count of validated records kept by the marketing and communications manager.
Means of Verification	Validated records.
Assumptions	Marketing and publicity activities using online media platforms will result in increased brand awareness and interest in the DMSA museums.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	An active museum contributes to the social and cultural fabric of the City of Johannesburg and the City of Tshwane.
Calculation Type	Cumulative (Year-to-date).
Reporting Cycle	Quarterly.
Desired Performance	Ten per annum.
Indicator Responsibility	Marketing and Communications Manager.

Indicator Title 1.5.	Number of broadcast media campaigns conducted per annum
Definition	Number of broadcast media campaigns conducted per annum to build brand awareness or market DMSA.
Source of Data	Marketing and communications quarterly reports.
Method of Calculation/ Assessment	Quantitative - simple count of validated records kept by the marketing and communications manager.
Means of Verification	Validated records.
Assumptions	Marketing and publicity activities in the broadcast media will result in increased brand awareness and interest in the DMSA museums.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	An active museum contributes to the social and cultural fabric of the City of Johannesburg and the City of Tshwane.
Calculation Type	Cumulative (Year-to-date).
Reporting Cycle	Quarterly.
Desired Performance	Six per annum.
Indicator Responsibility	Marketing and Communications Manager.

Indicator Title 1.6.	Number of social media campaigns conducted per annum
Definition	Number of social media campaigns conducted per annum to build brand awareness or market DMSA.
Source of Data	Marketing and communications quarterly reports.
Method of Calculation/ Assessment	Quantitative - simple count of validated records kept by the marketing and communications manager.
Means of Verification	Validated records.
Assumptions	Marketing and publicity activities on social media will result in increased brand awareness and interest in DMSA.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	An active museum contributes to the social and cultural fabric of the City of Johannesburg and the City of Tshwane.
Calculation Type	Cumulative (Year-to-date).
Reporting Cycle	Quarterly.
Desired Performance	Three hundred and twenty (320) per annum.
Indicator Responsibility	Marketing and Communications Manager.

Indicator Title 1.7.	Number of new partnerships established per annum
Definition	Partnerships with public and private organisations, interest groups, and individuals that deliver benefits to DMSA, including the establishment of two partnerships within the tourism sector.
Source of Data	MoU or written agreement.
Method of Calculation/ Assessment	Sum of all new partnerships established.
Means of Verification	Partnerships register, evidenced by signed MoU or agreement.
Assumptions	• Stakeholder Management Strategy and Implementation Plan inform partnerships DMSA should pursue. • Resource Mobilisation Strategy informs partnerships DMSA should pursue.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (Year-end).
Reporting Cycle	Annual
Desired Performance	Six (6)
Indicator Responsibility	• CEO. • Museum Directors. • Site Curators.

Indicator Title 1.8.	Rand value of own revenue generated
Definition	Total own revenue generated from sales of goods and services, rental of facilities, admission fees, interest raised, research grants, donations and fundraising.
Source of Data	Monthly income reports.
Method of Calculation/Assessment	Sum of all revenue generated, except the government subsidy.
Means of Verification	Approved monthly income reports.
Assumptions	▪ Improved profile of DMSA facilities available to rent. ▪ Maintenance and renovation projects to increase DMSA's ability to raise own revenue. ▪ New revenue generating projects implemented by the second quarter. ▪ Social media marketing strategies to increase revenue.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Cumulative (Year-to-Date).
Reporting Cycle	Quarterly.
Desired Performance	R13 000 000 own revenue generated.
Indicator Responsibility	CFO.

Indicator Title 1.9.	Percentage compensation of employees' expenditure to total expenses
Definition	Percentage spent on employee-related costs from total expenses.
Source of Data	Monthly payroll reports, monthly and annual financial reports.
Method of Calculation/ Assessment	Total employee costs divided by total costs multiplied by 100 (CoE / Total Expenditure x 100).
Means of Verification	Reviewed financial reports (internal or external).
Assumptions	• Revenue collected as per budget to fund expenditure. • New structure populated as per approved budget by mid-year.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (Year-to- date).
Reporting Cycle	Quarterly.
Desired Performance	60% compensation of employees' expenditure to total expenses.
Indicator Responsibility	Finance Manager.

Indicator Title 1.10.	Percentage expenditure of budget on core business functions
Definition	The percentage of the total DMSA budget that is spent on the core business functions of the organisation.
Source of Data	Monthly and annual financial reports.
Method of Calculation/ Assessment	Total expenditure for core business (Programme 2 and Programme 3) divided by total expenditure multiplied by 100. (Programme 2 expenses + Programme 3 expenses) / Total expenses x 100).
Means of Verification	Audited financial reports (internal or external).
Assumptions	• Revenue collected as per budget to fund expenditure. • No significant complications or delays in procurement processes.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (Year-to-Date).
Reporting Cycle	Quarterly.
Desired Performance	45% expenditure of budget on core business functions.
Indicator Responsibility	Finance Manager.

Indicator Title 1.11.	Number of experiential learning/internship training participants per annum
Definition	Placement of graduates and/or students who require work experience.
Source of Data	Learner agreements.
Method of Calculation/ Assessment	Simple count.
Means of Verification	Signed learner agreements.
Assumptions	• Applications from learners are received. • Need for learners in museums.
Disaggregation of Beneficiaries (where applicable)	More than 50% women.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Non-cumulative.
Reporting Cycle	Annually.
Desired Performance	20 graduates and/or students.
Indicator Responsibility	Human Capital Manager.

Indicator Title 1.12.	Percentage implementation of annual Workplace Skills Plan
Definition	The Workplace Skills Plan is an annually implemented strategy designed to address and close any skills gaps among staff in their current roles or roles they may occupy in the future.
Source of Data	Workplace Skills Plan and Training Plan.
Method of Calculation/ Assessment	Total number of training interventions implemented in the period divided by total number of training interventions identified in the annual plan multiplied by 100 (No. of training interventions for the period / No. of training interventions in the WSP x 100).
Means of verification	Approved Workplace Skills Plan submitted to SETA. Annual Training Plan.
Assumptions	• Individual performance plans completed and submitted to the HR unit timeously. • Training Committee approves budget for annual training programme / WSP.
Disaggregation of Beneficiaries	More than 50% women.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (Year-to-Date).
Reporting Cycle	Quarterly.
Desired Performance	100%.
Indicator Responsibility	Human Capital Manager.

Indicator Title 1.13.	Number of organisational development interventions
Definition	Organisational Development Interventions are implemented to develop the overall health and culture of the organisation. This indicator measures the number of these interventions implemented on an annual basis. The impact of these is measured through organisational development surveys.
Source of Data	Intervention records including pictures and attendance records.
Method of Calculation/ Assessment	Straight count of all the interventions implemented.
Means of Verification	Organisational Development Plans and Reports.
Assumptions	Adequate resources are available at the time of implementation.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Cumulative (Year-to-Date).
Reporting Cycle	Quarterly.
Desired Performance	Four (4).
Indicator Responsibility	Human Capital Manager.

Indicator Title 1.14.	Percentage achievement of ICT Infrastructure Implementation Plan milestones
Definition	The ICT Infrastructure is not limited to physical infrastructure and entails software, hardware and the digitisation programme milestones.
Source of Data	ICT Implementation Plan.
Method of Calculation/ Assessment	Total number of ICT projects implemented in the period divided by total number of ICT projects planned for the period as per the ICT Implementation Plan multiplied by 100 (No. of ICT projects implemented for the period / No. of ICT projects planned for the same period x 100).
Means of Verification	• Terms of reference and/or • Signed Service Level Agreements and/or. • Implementation Reports.
Assumptions	• SCM and committees timeously processing the procurement request. • Available suitable, qualified service providers.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (Year-end).
Reporting Cycle	Bi-Annually.
Desired Performance	100%.
Indicator Responsibility	ICT Manager.

Indicator Title 1.15.	Number of approved capital infrastructure projects implemented
Definition	This indicator measures the number of capital infrastructure projects implemented, including greening projects.
Source of Data	Project Reports/ Pictures.
Method of Calculation/ Assessment	Simple Count.
Means of Verification	• Terms of reference and/or • Signed Service Level Agreements and/or • Implementation Reports.
Assumptions	• SCM and committees timeously processing the procurement request. • Available, suitable, qualified service providers.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Cumulative (Year-end).
Reporting Cycle	Annually.
Desired Performance	Two (2).
Indicator Responsibility	Facilities Manager.

Indicator Title 1.16.	Number of interventions to combat fraud and corruption
Definition	The number of interventions conducted with staff to address fraud and corruption includes workshops, seminars, awareness sessions, training programmes, meeting agenda items, and communications.
Source of Data	Records in the Office of the CEO.
Method of Calculation/ Assessment	Simple count.
Means of Verification	Attendance registers.
Assumptions	Interventions are attended
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable.
Calculation Type	Cumulative
Reporting Cycle	Quarterly.
Desired Performance	Four (4).
Indicator Responsibility	CEO.

Indicator Title 1.17.	External audit outcome on previous financial year statements
Definition	An unqualified audit opinion on financial statements, i.e. no material findings.
Source of Data	Auditor-General of South Africa (AGSA) Management Report for 2025/26
Method of Calculation/ Assessment	Audit opinion expressed in the AGSA Management Report.
Means of Verification	Auditor-General of South Africa (AGSA) Management Report for 2025/26.

Assumptions	• No significant changes in financial reporting or auditing legislation (prescripts). • Full staff complement in CFO department.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Non-cumulative.
Reporting Cycle	Annually.
Desired Performance	Unqualified audit opinion.
Indicator Responsibility	CFO.

Indicator Title 2.1.	Number of peer-reviewed articles submitted for publication
Definition	Articles submitted to peer-reviewed journals, book chapters and monographs and/or published.
Source of Data	From quarterly reports and POE showing proof of submission to the journal / book, or evidence of acceptance by journal, or publisher involved or actual published article.
Method of Calculation/ Assessment	Simple count.
Means of Verification	• Proof of submission and/or • Acknowledgement of receipt and/or • Publication.
Assumptions	Electronic communications are optimal, and notification sent within a reasonable time.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Cumulative (Year-end).
Reporting Cycle	Annually.
Desired Performance	Twelve (12).
Indicator Responsibility	Curators and Directors.

Indicator Title 2.2.	Number of popular articles published or posted
Definition	Articles that are posted / published to inform and entertain the public may be in periodicals, journals, magazines, blogs, websites, online research groups.
Source of Data	Copies of written articles.
Method of Calculation/ Assessment	Simple count.
Means of Verification	Register of written articles supported by source of data.
Assumptions	Electronic systems are at optimal working status and there are no long-protracted periods of load-shedding that disrupt communication.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Cumulative (Year-end).
Reporting Cycle	Bi-Annually.
Desired Performance	Thirty (30).
Indicator Responsibility	Directors and Curators.

Indicator Title 2.3.	Number of lectures or research papers or posters presented at conferences or seminars externally
Definition	The number of lectures or research papers presented by researchers at conferences and seminars externally indicate the quality, desirability and relevance of a researcher's work. The indicator measures the number of research lectures, seminars and conferences participated in both externally annually.
Source of Data	Register of research papers or lectures presented (conference or seminar programme as proof).
Method of Calculation/ Assessment	Straight count of the number of research lectures, seminars and conferences presented during the five-year reporting period.
Means of Verification	Register of lectures/research papers or poster, supported with source documents
Assumptions	▪ Research budget available to support research projects done by DMSA or in collaboration with partners. ▪ Budget available to present at seminars and conferences. ▪ Budget available to arrange internal lectures and seminars.
Disaggregation of Beneficiaries (where applicable)	50% female researchers.
Spatial Transformation (where applicable)	Not applicable.
Reporting Cycle	Annual progress against the annual target.
Desired Performance	Eight (8)
Indicator Responsibility	Museum Directors.

Indicator Title 2.4.	Number of public lectures presented at DMSA
Definition	To present public lectures, including dialogues with the general public and interest groups, delivered by invited speakers or DMSA staff at DMSA museums and partner institutions. Public lectures are defined as speeches or presentations open to the public, aimed at engaging audiences with content relevant to museums and similar institutions. These may be conducted virtually or in person.
Source of data	Attendance register, photographs or invite, link to recording.
Method of Calculation/ Assessment	Simple count.
Means of verification	Register of public lectures, supported with source data.
Assumptions	Partnerships are in place with academic institutions and industry experts to ensure public lectures are offered on relevant topics.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Sum.
Reporting Cycle	Quarterly.
Desired Performance	Twelve (12).
Indicator Responsibility	Directors and Curators.

Indicator Title 2.5.	Number of internal research seminars presented at DMSA
Definition	To present internal seminars of research work undertaken (not necessarily published) by DMSA curators and/or with partners. Curators present such work to DMSA staff either virtually or in contact.
Source of Data	Attendance register, photographs or invitations, or link to recorded seminars.
Method of Calculation/ Assessment	Simple count.
Means of verification	Register of internal research seminars, supported with source data.
Assumptions	Sufficient research output that allows for research seminars to be hosted.
Assumptions	• Sufficient research output that allows for research seminars to be hosted. • Functioning Research Committee curates the research seminar with partners.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Cumulative (Year-end).
Reporting Cycle	Bi-annually.
Desired Performance	Two (2).
Indicator Responsibility	Directors and Curators.

Indicator Title 2.6.	Number of high-value heritage assets verified per annum
Definition	Include assumption and link to materiality per collection. Determining materiality on a collection-by-collection basis and verifying their existence. Where a collection or part of a collection is valued as a whole, that collection is considered high value since the loss of one item impacts the whole collection's value. Assets whose monetary value is 1% or more of the total value of the highest valued assets in that collection in which it is classified.
Source of Data	• List of assets verified. • Dates of verification. • High value registers
Method of Calculation/ Assessment	Sum of the number of assets verified.
Means of Verification	Register of assets verified and date of verification.
Assumptions	• High value continuously changes and is recalculated with additions and impairments. • Collections have curators or junior curators appointed to oversee their management. • ICT infrastructure and connectivity is upgraded to allow access to asset verification system to allow for verification.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (Year-to-date).
Reporting Cycle	Annually.
Desired Performance	65 000 high-value heritage assets verified.
Indicator Responsibility	Directors and Curators.

Indicator Title 2.7.	Percentage implementation of Digitisation Plan.
Definition	To preserve our collections through digitisation of heritage assets. This is a unique plan developed annually as determined by the directors and the manager of heritage assets.
Source of Data	• Digitisation Plan. • Report on the implementation of activities listed in the plan.
Method of Calculation/ Assessment	Total activities completed divided by total activities listed in the plan multiplied by 100 (expressed as percentage).
Means of Verification	Report on action plan as per Digitisation Plan.
Assumptions	Resources are made available for the Digitisation Plan implementation.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-date).
Reporting Cycle	Quarterly.
Desired Performance	100%.
Indicator Responsibility	• Museum Directors. • Manager heritage assets.

Indicator Title 2.8.	Number of heritage objects accessioned per annum
Definition	Registering objects and specimens with newly assigned unique numbers in a register (Register or Database), including backlogs, as approved by the relevant Collections Committee (objects exempt from Committee approval are items collected in fieldwork, voucher specimens or legal deposit objects).
Source of Data	List of accessioned objects and specimens (databases or registers of the collections of the museums and sites). The date on which the item was registered must be recorded. Collections Committee meeting minutes granting approval of accession.
Method of Calculation/ Assessment	Sum of the total number of accessioned objects and specimens for the period (per annum).
Means of Verification	Information is on site for verification purposes (Cultural, Military and Natural).
Assumptions	• Collections Committee meet to approve accessions, ensuring that proper motivation is submitted in accordance with the heritage Asset Management Policy. • Fieldwork permits are issued by relevant authorities and funding is made available. • Donations of relevant objects are made to the museums. • Permits listing DMSA museums as repositories are approved by the national and provincial authorities.
Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (Year-to-date).
Reporting Cycle	Annually.
Desired Performance	500 heritage assets accessioned per annum.
Indicator Responsibility	• Registrars (DNMMH and DNMCH).

	• Curators at (DNMNH).

Indicator Title 2.9.	Percentage implementation of the Conservation and Restoration Plan per annum
Definition	To conserve our collections through passive and active conservation and / or restoration of objects and specimens as per the Conservation Plan. This is a unique plan developed annually as determined by the Director, Snr Conservator, and Curators.
Source of Data	• One Conservation Plan. • Reports on the implementation of activities listed in the plan.
Method of Calculation/ Assessment	Total activities completed divided by total activities listed in the plan multiplied by 100 (expressed as percentage).
Means of Verification	Reports on action plans as per Conservation Plans.
Assumptions	Resources are made available for the restoration of objects.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Cumulative (Year-to-date).
Reporting Cycle	Quarterly.
Desired Performance	100%.
Indicator Responsibility	• Senior conservator. • Museum directors. • Site curators.

Indicator Title 3.1.	Number of events held per annum
Definition	Planned public occasions or events (other than public lectures) held at different DMSA museums that are organised by museum staff or stakeholders. These events may take place virtually or in person.
Source of Data	Report, programme, photographs, or attendance register of the event, with a link to the recorded event.
Method of Calculation/ Assessment	Simple count.
Means of Verification	Register of events held, evidenced by source data.
Assumptions	Stakeholder Management Strategy and Implementation Plan inform target market for DMSA events.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Cumulative (Year-to-date).
Reporting Cycle	Quarterly.
Desired Performance	Twenty (20).
Indicator Responsibility	• Museum Directors • Site Curators. • Marketing and Communications Manager.

Indicator Title 3.2.	**Number of educational programmes developed / reviewed and approved per annum**
Definition	Educational programmes based on special requests, exhibitions or curriculum.
Source of Data	New educational programme material.
Method of Calculation/ Assessment	Simple count
Means of Verification	Educational programme material
Assumptions	Educational programmes to be developed in consultation with the Department of Basic Education.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Cumulative (Year-to-date).
Reporting Cycle	Bi-Annually.
Desired Performance	Eight (8).
Indicator Responsibility	Museum Directors, Site Curators, Education Officers.

Indicator Title 3.3.	Number of travelling exhibitions hosted / created
Definition	A public exhibition of objects or specimens to increase accessibility to museum collections and provide more interest in the DMSA's museums' collaboration with partners. Travelling exhibitions are mobile exhibitions aimed at travelling nationally and/or internationally, hosted for a period stated by the exhibition owner or a period agreed upon by the museums and the partner.
Source of Data	• Reports. • Photographs.
Method of Calculation/ Assessment	Simple count.
Means of Verification	Register and pictures of travelling exhibitions, evidenced by reports and other applicable source data.
Assumptions	Partnerships in place with academic institutions and industry experts to ensure that travelling exhibitions are hosted.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-end)
Reporting Cycle	Annually.
Desired Performance	One (1).
Indicator Responsibility	• Museum Directors. • Site Curators.
Indicator Title 3.4.	**Number of displays created**

Definition	Public display of object(s) or specimen(s) at the museums and off-site. A display refers to the showcasing of an object or objects with or without an organised thematic presentation for a period of less than six months.
Source of Data	• Reports. • Photographs.
Method of Calculation/ Assessment	Simple count.
Means of Verification	Register of displays created, evidenced by reports and other applicable source data.
Assumptions	• Enough research output to produce content for use in displays. • Partnerships in place with academic institutions and industry experts to ensure that displays produced by DMSA find hosts outside of DMSA.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Cumulative (Year-to-date).
Reporting Cycle	Quarterly.
Desired Performance	Twelve (12).
Indicator Responsibility	• Museum Directors. • Deputy Directors. • Education Officers.

Indicator Title 3.5.	**Number of temporary exhibitions created.**
Definition	A thematic public exhibition of object(s) or specimen(s) at the museums or offsite, for a period of one to three years.
Source of Data	• Reports. • Photographs.
Method of Calculation/ Assessment	Simple count.
Means of Verification	Register and pictures of temporary exhibitions created, evidenced by reports and other applicable source data.
Assumptions	• Enough research output to produce content for use in displays. • Partnerships in place with academic institutions and industry experts to ensure that displays produced by DMSA find hosts outside of DMSA.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Non-cumulative.
Reporting Cycle	Annually.
Desired Performance	Two (2).
Indicator Responsibility	• Museum Directors. • Deputy Directors. • Education Officers.

Indicator Title 3.6.	Number of permanent exhibitions created
Definition	A thematic public display of object(s) or specimen(s) at the museums for a period of not less than ten years.
Source of Data	• Reports. • Photographs.
Method of Calculation/ Assessment	Simple count.
Means of Verification	Physical verification of permanent exhibition/s (on-site).
Assumptions	• Enough research output to produce content for use in exhibitions. • Financial resources allocated for investment in permanent exhibitions. • The exhibition plan is put on the procurement register. • Resources are procured timeously.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Cumulative (Year-end).
Reporting Cycle	Annually.
Desired Performance	One (1)
Indicator Responsibility	• Museum Directors. • Deputy Directors.

Indicator Title 3.7.	**Number of ACH projects implemented through the co-curate and co-create programme.**
Definition	The Co-curate and Co-create Programme aims to work with artists and creative businesses across the ACH to partner with DMSA in offering programmes for artists and the public across all eight DMSA museums. This will be done through a call for proposals and seeks to increase participation of historically disadvantaged groups in the heritage sector.
Source of Data	• Project Reports. • Pictures.
Method of Calculation/ Assessment	Simple count.
Means of Verification	• Terms of reference and/or Signed Service Level Agreements and/or Implementation Reports.
Assumptions	• SCM and committees timeously processing the procurement request. • Available suitable, qualified service providers.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Cumulative (Year-to date)
Reporting Cycle	Quarterly.
Desired Performance	Six (6) ACH projects implemented.
Indicator Responsibility	Public Programmes Specialist.

Indicator Title 3.8.	**Number of museum public engagement programmes targeting historically disadvantaged groups**
Definition	A spectrum of museum programmes aimed specifically at increasing access, participation, and removing barriers for historically disadvantaged groups.
Source of Data	• Project reports. • Programme reports. • Pictures.
Method of Calculation/ Assessment	Simple count.
Means of Verification	• Registers / reports and other applicable data sources.
Assumptions	• Financial resources allocated for the programmes. • Availability of external partners to collaborate with. • Openness and willingness of historically disadvantaged groups to participate.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Simple Count.
Reporting Cycle	Quarterly.
Desired Performance	Ten (10).

Indicator Responsibility	• Public Programmes. • Exhibitions Specialist.

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

1. **Annexure A: Council Charter**
2. **Annexure B: Fraud Prevention Policy and Response Plan**
3. **Annexure C: Materiality and Significance Framework**
4. **Annexure D: Budget 2026/27**
5. **Annexure E: Risk Register 2026/27**