

WESTERN CAPE MUSEUM SERVICE BUSINESS PLAN 2003/2004

1 OUR LEGISLATIVE AND POLICY MANDATES

1.1 INTRODUCTION

The Western Cape Museum Service is a sub-directorate of the Directorate Culture and Heritage within the Chief Directorate Cultural Affairs of the Department of Cultural Affairs and Sport, established during the restructuring of the departments of the Western Cape Government in August 2002.

The Museum Service comprises three functional sections – Museum Management and Support Service, Museum Scientific Service and Museum Technical Service – that are responsible for the management of four provincial museums and that also provide management support and professional services to twenty-four affiliated museums throughout the Western Cape. These museums in turn provide direct services to the public. Although caring for collections and displaying them in exhibitions for the education and enjoyment of all are the core functions of museums, these community-based institutions are usually also the prime tourist attractions in their towns and thus contribute towards the economic development of their regions.

1.2 CONSTITUTIONAL AND LEGISLATIVE COMPETENCIES REGARDING CULTURAL AFFAIRS

1.2.1 Provisions in the South African Constitution regarding the line-function activities of the Chief Directorate Cultural Affairs and concurrent legislative competencies contained in the Constitution of the Republic of South Africa

In the light of the principles contained in Chapter 3 of the South African Constitution, 1996 (Act 108 of 1996) regarding the management of co-operation and inter-governmental relations, concurrent national and provincial legislative competencies of the Western Cape province regarding the national Constitution relating to cultural affairs are set out in Schedule 4 of the Constitution.

Schedule 4 and 5 of the South African Constitution sets out concurrent and exclusive functional areas for cultural affairs. A large variety of concurrent legislation that has a direct bearing on the functional areas of the Chief Directorate Cultural Affairs has already been adopted by the national Parliament. The following also have a direct bearing on the Museum Service:

- Public Finance Management Act, 1999, (Act 1 of 1999); and
- Performance of Duty Act, 1997 (Act 54 of 1997).

1.2.2 Exclusive provincial competencies in terms of the Constitution of the Republic of South Africa regarding the line-function activities of the Chief Directorate Cultural Affairs

Section 126 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), provides the mandate to the Western Cape Provincial Executive Authority for the execution of its functions.

Schedule 5 of the South African Constitution sets out the exclusive legislative competencies and functional areas for museums, namely:
Museums, except national museums.

1.2.3 Constitutional competencies in terms of the Constitution of the Western Cape

The Constitution of the Western Cape, 1997 (Act 1 of 1998), contains a number of provisions relating to the functional area of museums.

The directive principles of provincial policy, set out in Chapter 10 of the Constitution of the Western Cape, 1997, states that the Western Cape government must adopt and implement policies to actively promote and maintain the welfare of the people of the Western Cape, including policies aimed at, amongst others, the protection and promotion of all natural history, cultural history, archaeological and architectural heritage in the Western Cape to the advantage of the present and future generations.

1.2.4 Provincial legislation

Museum Services are delivered in terms of specific legislation, namely:
The Museums Ordinance, 1975 (NO. 8 of 1975); and
Oude Kerk Volksmuseum van 't Land van Waveren (Tulbach) Ordinance, 1979 (No. 11 of 1979).

With regard to the implementation of the constitutional and other legislative provisions, the sub-directorate Museum Service is currently reviewing all related legislation that has a bearing on local government's service delivery in the functional areas of museums in the Western Cape.

1.2.5 Co-operation with government spheres

Section 126 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), provides the mandate for the Western Cape Provincial Executive Authority to delegate any competency or function to the local government.

Section 156(4) of the Constitution empowers a municipality to accept and execute the administration of a delegated competency. This section provides that the competency or function be delegated to the municipality by means of an agreement and subject to any prerequisites if it necessarily has a bearing on local government and can most effectively be administered by the local government sphere. It also provides that the municipality must have the capacity to be able to administer the function.

With a view to fulfilling the constitutional obligations on cooperative government, the Chief Directorate will have to enter into negotiations with the newly established local government sphere to ensure continued delivery of services to the inhabitants of the Western Cape. Specific aspects regarding local museums are directly affected by the implementation of several new acts applicable to the functions of the provincial

and local government sphere. These include the Local Government Municipal Structures Amendment Act (Act 33 of 2001) and the Local Government Municipal Systems Act (Act 32 of 2000). The only alternative would be a change to the Constitution (Act 108 of 1996).

1.2.6 Co-operation with civil society

The Museum Service is committed to effective and efficient co-operation with civil society and with municipalities through the participation of community members (whether geographic communities or intellectual communities) on governing bodies of Provincial, Province-aided and local museums. This is a transformation-driven initiative aimed at providing equitable services to all the people of the Western Cape.

1.3 POLICIES

1.3.1 National policy

The national White Paper on Arts, Culture and Heritage (Department of Arts, Culture, Science and Technology, 1996) serves as the directive policy document for itself and the Western Cape Province.

1.3.2 Provincial policy

The Museum Service, together with the other components of the Department of Cultural Affairs and Sport as well as other government departments of the Western Cape Province, assisted with the pursuance of the policy objectives set by the Western Cape Provincial Cabinet, namely:

- To establish the Western Cape Government as caring and representative, providing quality, equitable and accessible services to all its people.
- To orientate Government towards the poor by ensuring basic services, an indigent policy, a safety net and a caring budget.
- To fight HIV/AIDS and other diseases in a co-ordinated and comprehensive manner which includes the provision of anti-retroviral drugs, lifestyle, intervention and sustained action against poverty.
- To deracialise and integrate all state financed institutions in a responsible manner to maintain stability and good order.
- To develop the capacity of local government to ensure the rapid and comprehensive implementation of Integrated Development Programmes (DIP) and free basic services.
- To stimulate economic growth – both in the traditional and emerging sectors – with appropriate infrastructural development, and to the benefit of all through, amongst others, procurement reform.
- To focus on agriculture and tourism towards rural development so that all inhabitants can live harmoniously and in safety.
- To promote policies which will maintain a healthy balance between protecting the environment and developing the economy.
- To contain and eradicate crime through good intergovernmental co-operation so that the Western Cape can be a safe and secure home, especially for its women and children.
- To nurture our diversity and promote our various cultures, religions and languages to become the source of our unity and strength.

2 OUR MANAGEMENT STRUCTURE/ BACKGROUND/ HISTORY

The Chief Directorate Cultural Affairs executes legislation and policies applicable to cultural affairs in the Western Cape and for which the Western Cape Minister for Cultural Affairs as the executive authority makes decisions and issues instructions. In order to further outline the legislative environment in which these functions are performed, the following constitutional and legislative aspects further support the execution of the Chief Directorate's line functions and activities with special reference to the Museum Service.

These services, which the Chief Directorate Cultural Affairs is now providing, existed prior to 1994, but were part of the then Corporate Services of the Provincial Administration of the Cape of Good Hope. Currently the functional competencies for the Museum Service of the Western Cape Province are seated in the Department of Cultural Affairs and Sport.

Prior to the preparation of the business plan, a number of strategic decisions had been made regarding the delivery of museum services to the clients of the Chief Directorate in the new fiscal year. It is hoped that these decisions would enable the Chief Directorate Cultural Affairs to co-ordinate service delivery to the people of the Western Cape and to meet our statutory obligations in terms of cultural affairs, and museum services in particular, with the proposed capacity and resources that are available.

Since the 2001/2002 fiscal year, the Museum Service has consisted of the following functional areas:

- Museum Management and Support Service
- Museum Scientific Service
- Museum Technical Service
- Provincial museums
- Province-aided museums

3 OUR ACHIEVEMENTS FOR 2002/2003

The Museum Service currently renders management support and professional services to 28 affiliated museums in the Western Cape. Some of the highlights of the 2002/2003 financial year were:

- A work group was established to review all current legislation applicable to the Museum Service and to start drafting the new Museums Bill.
- Functional investigations were carried out at all provincial, province-aided and some local museums with a view to revising the staff establishments of those museums.
- In order to develop the capacity and skills of our human resources, our first efforts at functional training focused on the basics – museum governance, labour relations and museum maintenance.
- Assistance to museums in developing preventive conservation plans was accelerated, and special attention was given textile conservation through museum visits, workshops and the publication of a Technical Communiqué on preventive conservation for textile collections.
- A project plan for the redevelopment of the Culture Museum at Bartolomeu Dias Museum and considerable research for the project was completed.

- A project plan for a new exhibition in the entrance lobby of the museum and the re-interpretation of the house museums at Stellenbosch Museum, was completed and approved by their Board of Trustees.
- A project plan for the redevelopment of all the exhibitions at Paarl Museum was completed.
- Research for a new exhibition at the Cape Medical Museum focusing on the role that disease has played in shaping history - culminating in the current scourge of HIV/AIDS - was completed thanks to the initiative of the manager of that museum and the commitment of its management committee.
- Assistance was given to the Western Cape Nature Conservation Board in developing interpretive exhibitions and signage for the nature reserve at Gamkaskloof.
- An exhibition about locals who participated in World War II was completed as the first in a series entitled “Robertson and its people”, for Robertson Museum.
- The first room of phase 1 of the exhibition “Over the mountains – The story of Ceres” was completed for the Tograyers Museum.
- The first set of panels for the introduction of the “Mollusc and Man” exhibition at the Shell Museum, Bartolomeu Dias Museum was completed.
- The second, and third and final in the series of Anglo-Boer War travelling exhibitions, “The war in the Cape Colony” and “Consequences of the War” were completed.
- A pair of travelling exhibitions on the Griqua people, “Servant of God. The early years of The Reformer - Andrew Abraham Stockenström le Fleur” and “‘Come oh come while Christ is calling’. The settlement of the Griqua people under The Reformer” was completed in collaboration with the Western Cape Language Unit.

4 OUR STRATEGIC MANAGEMENT FRAMEWORK

4.1 VISION

To preserve and promote the heritage of the people of the Western Cape.

4.2 MISSION

To provide management support and professional services to museums and associated community organisations.

5 OUR AIMS

To execute numerous constitutional responsibilities, administer legislation and give effect to the mission and vision of the Museum Service.

6 OUR OBJECTIVES

In order to transform affiliated museums and public perception of history, the Museum Service has identified the following objectives:

- To ensure the development of dynamic and socially responsible museums in local communities;
- To co-ordinate or provide the appropriate training of museum personnel, governing bodies and volunteers;
- To maintain professional standards at affiliated museums through the provision of professional collections management services;
- To maintain professional standards at affiliated museums through the provision of professional conservation services;

- To undertake systematic research on various themes and material objects reflecting the history of the Western Cape;
- To encourage educators and learners to use museums as an educational resource;
- To contribute towards the sustainable development of heritage assets in the Western Cape;
- To maintain professional standards at affiliated museums through the provision of professional design and production services; and
- To make the public aware of the importance and value of museums in local communities.

7 OUR PROGRAMMES AND ACTION PLANS

In the 2003/2004 financial year the Western Cape Museum Service plans to:

7.1 ENSURE THE DEVELOPMENT OF DYNAMIC AND SOCIALLY RESPONSIBLE MUSEUMS IN LOCAL COMMUNITIES

This is an ongoing programme and includes providing administrative support to the Museum Service as well sustained management (administrative and human resource) support to affiliated museums, the payment of subsidies to province-aided museums and grants-in-aid to local affiliated museums.

New legislation for the Museum Service and museums in the Western Cape will be submitted for consideration before the end of the 2003/2004 fiscal year.

7.2 CO-ORDINATE OR PROVIDE APPROPRIATE TRAINING TO MUSEUM PERSONNEL, GOVERNING BODIES AND VOLUNTEERS

The Museum Service will again offer at least five functional training programmes aimed at strengthening management capacity and professional standards at affiliated museums.

7.3 MAINTAIN PROFESSIONAL STANDARDS AT AFFILIATED MUSEUMS THROUGH THE PROVISION OF PROFESSIONAL COLLECTIONS MANAGEMENT SERVICES

Guidelines to assist museums in developing collections management policies will be commenced and the possibility of procuring a new information management system for museum collections will be investigated.

7.4 MAINTAIN PROFESSIONAL STANDARDS AT AFFILIATED MUSEUMS THROUGH THE PROVISION OF PROFESSIONAL CONSERVATION SERVICES

Assisting museums to develop preventive conservation plans will continue under the conservation section and it is planned to assist another six museums to achieve this important objective.

The provision of interventive conservation services to museums is provided on an ongoing basis.

7.5 UNDERTAKE SYSTEMATIC RESEARCH ON VARIOUS THEMES AND MATERIAL OBJECTS REFLECTING THE HISTORY OF THE WESTERN CAPE

The following research projects will be commenced or continued in the forthcoming financial year:

- Huguenot genealogy database;
- The people of Franschhoek - A social history;
- Local history of Paarl, including early settler history, a section on “dispossession and resistance” and Xhosa migrant labour as well as research on their special collections - Cape-Dutch armoires and cabinets, Cape silver, porcelain and textiles;
- Research for the re-interpretation of the exhibitions on the education institutions of Wellington, including the African collections used by the Seminary in the training of missionaries;
- Village life and town history of George from 1811 through the 19th and 20th centuries, for new exhibitions;
- The life of Chris Barnard to revise the exhibitions at the Beaufort-West Museum;
- The history of medicine at the Cape, including indigenous healing (in collaboration with the manager of the Cape Medical Museum), for new exhibitions;
- The establishment of a VOC centre of authority in Swellendam and its expansion under British colonial times for redeveloping and reinterpreting the exhibitions at the Drostdy Museum;
- Social history of Ceres for new exhibitions, “Lief en leed” at the Togyers Museum; and
- A project plan to define/revise new themes or areas of specialisation if the Hout Bay Museum amalgamates with the SA Fisheries Museum.

7.6 ENCOURAGE EDUCATORS AND LEARNERS TO USE MUSEUMS AS AN EDUCATIONAL RESOURCE

Report on the education function and education programmes currently offered at affiliated museums and recommendations for their improvement;

- Upgrade existing education programmes offered by museums to comply with Curriculum 2005;
- Manage the implementation of education programmes based on new exhibitions at museums; and
- Guidelines to assist museums in developing education policies will be commenced.

7.7 CONTRIBUTE TOWARDS THE SUSTAINABLE DEVELOPMENT OF HERITAGE ASSETS IN THE WESTERN CAPE

Tourist pamphlet/brochure, “Remember me when you pass by - Places of slave remembrance in the Western Cape”;

Tourist pamphlet on VOC heritage sites in the Western Cape; and

- Support to the Chief Directorate’s project at Goedverwacht in upgrading the museum and initiating community-based research.

7.8 MAINTAIN PROFESSIONAL STANDARDS AT AFFILIATED MUSEUMS THROUGH THE PROVISION OF PROFESSIONAL DESIGN AND PRODUCTION SERVICES

Complete and install all outstanding panels for phase 1 of the “Over the mountains” exhibitions for Togyers Museum;

- Manage the completion of the new exhibition “Disease and history” at the Cape Medical Museum;
- Complete and install in phases the exhibition “Mollusc and Man” at the Shell Museum, Bartolomeu Dias Museum;
- Complete and install phase 1 of the exhibition “Outeniqualand from the past to the present/from the present to the past” for George Museum;
- Complete the new local history exhibitions for the entrance lobby at Stellenbosch Museum and phase in interpretive aids for the house museums;
- Complete the new exhibitions at the Whale Museum, Old Harbour Museum;
- Prepare design concepts, a conservation plan and estimates of expenditure for the new local history exhibitions at the Culture Museum, Bartolomeu Dias Museum;
- Continue work on phase 2 of the “Outeniqualand” exhibition dealing with early colonial expansion and settlement for George Museum;
- Continue work on new exhibitions for the Togyers Museum being phase 2 on agriculture, trade and industry;
- Prepare design concepts, a conservation plan and estimates of expenditure for the exhibition “Het lieve Wellington” at Wellington Museum;
- Assist Wellington Museum to install a temporary exhibition commemorating 150 since the building of Bain’s Kloof Pass;
- Assist the Shell Museum, Bartolomeu Dias Museum in revising their labels for their shell and aquarium displays;
- Prepare, produce and launch a new travelling exhibition on infectious diseases and HIV/AIDS (proposed); and
- Assist Worcester Museum in the development of a corporate identity.

7.9 MAKE THE PUBLIC AWARE OF THE IMPORTANCE AND VALUE OF MUSEUMS IN LOCAL COMMUNITIES

Co-ordinate the collective marketing of affiliated museums by developing and distributing publicity material, managing media releases and keeping the Museum Service’s website updated.

8 OUR CLIENTS

The Museum Service’s clients are:

- Affiliated museums in the Western Cape;
- Community organisations wanting to establish museums in the Western Cape;
- Educators and learners;
- National Government Departments such as the Department of Arts and Culture;
- Departments and institutions of the Provincial Administration of the Western Cape;
- The people of the Western Cape; and
- Future generations.

9 OUR HUMAN RESOURCES

The staff establishments of the three functional areas of the Museum Service – Museum Management and Support Service, Museum Scientific Service and Museum Technical Service - were reviewed and revised in 2001. New staff establishments for

Worcester Museum and the Genadendal Mission Museum were investigated and approved in 2002. The staff establishments of all other affiliated museums were investigated in 2002 and are currently under evaluation.

Due to financial constraints, only 74% of the approved posts on the establishment of the Museum Service and affiliated museums are funded. This continues to have a negative impact on the Museum Service's delivery to affiliated museums and in turn, museums' service delivery to their communities.

9.1 WESTERN CAPE MUSEUM SERVICE AND AFFILIATED MUSEUMS

The Western Cape Museum Service consists of three functional sections, Museum Management and Support Service, Museum Scientific Service and Museum Technical Service, as well as four Provincial Museums and eighteen province-aided museums.

9.2 STAFF ESTABLISHMENT

Museum Service

1 Deputy Director

Museum Management and Support Service

1 Assistant Director

1 Administrative Officer

Senior Administration Clerks

2 Administration Clerks

Museum Scientific Service

Assistant Director

Museum Natural Scientist

1 Horticulturist

14 Museum Human Scientists

Auxiliary Services Officers

1 Contract Museum Natural Scientist

6 Contract Museum Human Scientists

Contract Auxiliary Services Officers

(20 unfunded posts)

Museum Technical Service

1 Control Industrial Technician

Conservators

1 Industrial Designer

4 Graphic Designers and Display Artists

1 Auxiliary Services Officer

1 Artisan

General Foreman

Contract Industrial Technicians

Contract Auxiliary Services Officer

Contract Artisan

Contract General Foreman

(7 unfunded posts)

Bartolomeu Dias Museum

21 posts

(3 unfunded)

Cape Medical Museum

2 posts

(0 unfunded)

George Museum

13 posts
 (4 unfunded)
 Worcester Museum
 34 posts
 (8 unfunded)
 Province-aided museums
 121 posts
 (23 unfunded)

10 OUR FINANCIAL RESOURCES

The financial resources to be allocated to the Chief Directorate Cultural Affairs (R 93 190 000) have been aligned to the key provincial Cabinet priorities (see 1.3.2 above) within the specific line functions of the Chief Directorate.

2003/2004: BUDGET VOTE 14: PROGRAMME 2: CULTURAL AFFAIRS	
SUB PROGRAMME	AMOUNT
Management	R 1 633 000
Cultural Service	R 15 268 000
Museum Service	R 18 743 000
Language Service	R 1 603 000
Heritage Resource Management Service	R 692 000
Library Service	R 54 792 000
Archive Service	R 459 000
TOTAL	R 93 190 000

The financial resources allocated to the Museum Service as part of Programme 2 amounts to a total of R18 743 000.

2003/2004: BUDGET VOTE 14: PROGRAMME 2: SUB PROGRAMME 3: MUSEUM SERVICE	
ITEM	AMOUNT
Personnel expenditure	R 14 784 433
Administrative expenditure	R 770 724
Stores and livestock	R 559 025
Equipment (capital)	R209 500
Equipment (current)	R94 530
Professional and specialist services	R 1 161 588
Transfer payments: Grants-in-aid	R 25 000
Current	R 1 135 000
Capital	R 3 200
TOTAL	R 18 743 000

2003/2004: BUDGET VOTE 14: PROGRAMME 2: SUB PROGRAMME 3: MUSEUM SERVICE	
RESPONSIBILITY	AMOUNT
Museum Management and Support Service	R 1 649 490
Museum Scientific Service	R 2 545 038
Museum Technical Service	R 1 956 445
Bartolomeu Dias Museum	R 1 454 905
Cape Medical Museum	R 329 046
George Museum	R 773 066

Worcester Museum	R 2 273 737
Province-aided museums	R 7 761 272
TOTAL	R 18 743 000

2003/2004: BUDGET VOTE 14: PROGRAMME 2: SUB PROGRAMME 3: TRANSFER PAYMENTS	
PROVINCE-AIDED MUSEUMS	AMOUNT
Beaufort West Museum	R 43 711
Caledon Museum	R 21 264
CP Nel Museum	R 59 304
Drostdy Museum	R 118 783
Genadendal Mission Museum	R 430 936*
Hout Bay Museum	R 18 603
Huguenot Memorial Museum	R 67 247
Montagu Museum	R 30 062
Old Harbour Museum	R 23 586
Oude Kerk Volksmuseum	R 41 041
Paarl Museum	R 32 207
SA Sendinggestig Museum	R 13 877
Shipwreck Museum	R 24 016
Simon's Town Museum	R 37 742
Stellenbosch Museum	R 121 466
Togryers Museum	R 14 299
Wellington Museum	R 14 260
Wheat Industry Museum	R 22 596
TOTAL	R 1 135 000

* Additional operational subsidy in lieu of Public Service appointments.

2003/2004: BUDGET VOTE 14: PROGRAMME 2: SUB PROGRAMME 3: TRANSFER PAYMENTS (GRANTS-IN-AID)	
LOCAL MUSEUMS	AMOUNT
Fransie Pienaar Museum	R 8 333
Great Brak Museum	R 6 667
Jan Dankaert Museum	R 3 333
Robertson Museum	R 6 667
TOTAL	R 25 000