

# **CERES TOGRYERS MUSEUM**

## **STRATEGIC PLAN 2025-2028**



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# From the Chairperson: Board of Trustees

As Chair of the Board, it is my pleasure to introduce the Ceres Transport Riders Museum Strategic Plan for 2025- 2028

This plan is not just a roadmap for the next three years but a reflection of our shared commitment to preserving the rich history of Ceres while responding to the challenges and opportunities that lie ahead. Through this plan, we want to build on the strong foundation laid in previous years. Our goals are clear: to engage and inspire our community, to strengthen our connections with visitors, and to continue preserving the heritage that defines us.

We are proud of the progress we've made, but we know that there is still much work to be done. The museum is a living, evolving space—shaped by the needs, stories, and aspirations of the community it serves.

As a community-centric museum, we want to move forward with the impact and reach we established so far. We are mindful of the critical issues facing our community, and, together with other role players, we are determined to contribute to meaningful solutions for social change.

I am deeply grateful for an engaged Museum Board and a committed Museum staff—individuals who not only believe in our vision but are dedicated to bringing it to life.

*Liesel Lund*

**Chairperson: Board of Trustees**

## 1. Background

The name "Togryers Museum" or Transport Riders' Museum originated from the huge influence that the transport riders had on the development of Ceres. The completion of Michell's Pass in 1848 made the town accessible to wagons, and one of the main routes to the diamond fields went through Ceres.

The most unique stories you will find in the museum is that of the 1838 meteor fall, known for its unique scientific significance and considered one of the most extraordinary meteorites worldwide, the 1969 earthquake which had a huge impact on the community of Ceres and surrounding area, Galant rebellion, the second biggest slave up rise in the Cape Colony, the Transport Riders and the significant influence that they had on the development of Ceres.

Other exhibits include the first inhabitants and their lifestyle, a collection of wagons, the forced removals during the 1960's that look at the policies of apartheid and their impact on the community, and the Jewish Community, exploring their significant contributions to the cultural, economic, and social development of the town.

## Constitution of the museum

### Museum Governance

The Ceres Togryers Museum was established as a Local Museum on 7 November 1978 and as a Province-aided Museum with effect from 1 April 1987 in terms of Notice 74 published in the Provincial Gazette No 74 dated 10 September 1986.

The museum operates within the following mandates:

#### *National*

Constitution of the Republic of South Africa Act No 108 of 1996.

Schedule 4 and 5 of the South African Constitution sets out the exclusive legislative competencies and functional areas for museums.

Concurrent legislation such as the Public Finance Management Act, 1999 (Act 1 of 1999).

#### *Provincial*

Constitution of the Western Cape, Act No 1 of 1998.

Chapter 10 of the Constitution states that the Western Cape government must adopt and implement policies to protect and promote natural history, archaeological and architectural heritage of the Western Cape to the advantage of the people in the province.

#### *Ordinance*

Museum Ordinance, Ordinance No 8 of 1975 Amended 2021

### *The Board of Trustees*

The Board of Trustees, as the governing body for the Ceres Togryers Museum with powers vested in it by province, is responsible for the institution, its policies, its operational continuity and well-being, and the assets which it holds in trust for the people of Ceres, to whom it is ultimately accountable.

Governance policies guide the board, volunteers, employees, and others affiliated with the Ceres Togryers Museum that are responsible for the museum operation, management, and governance.

## 2. Vision & Strategy

### **Vision:** (The impact we strive to have)

To be a dynamic and welcoming community space where people can gather, collaborate and learn.

### **Mission:** (Why we exist)

To educate, inspire, and connect with its community and visitors through exhibitions, memory, objects and shared identity, ensuring that the legacy of our heritage is preserved and appreciated by all.

The goals and strategies outlined in this document provide a departure point whereby the Ceres Togryers Museum can continue to grow and foster its mission of education, outreach, exhibitions, research and collecting and social responsibility.

Through the implementation of the goals set out for the next three years, the museum will contribute towards:

- Nation building
- Social Cohesion
- Increasing wellness
- Good governance
- Social and human capital development
- Sustainable economic growth and opportunities

This is a living document and may be reviewed annually.

## Values:

All values and services are rendered in terms of the Batho Pele principles. (“People first”)

In addition, the museum also stands for the following values:

- Inclusion
- Accessibility
- Innovation
- Responsibility
- Transparency
- Enjoyment

Together, these values guide the Togryers Museum in its mission to educate, inspire, and connect with its community and visitors through exhibitions, memory, objects and shared identity, ensuring that the legacy of our heritage are preserved and appreciated by all.

## Institutional Offerings

The museum offers the following additional services to the public:

- Family history research assistance
- Curriculum-based educational programs
- Tourism information
- Youth and elderly outreach
- Guided and environmental/cultural tours
- Historical research support (for learners, media, etc.)
- Venue hires for workshops, meetings, and small community events
- Engaging in social projects

## Strategic Partners

The museum has a good relationship with the local and regional authorities as well as with the Tourism Bureau. The following organizations form the museum partners and stakeholders:

- Western Cape Government
- Department of Cultural Affairs and Sport
- Board of Trustees and Friends of the Museum
- South African Museums Association
- Local schools and universities (UWC, Stellenbosch, Stanford, UC)
- Witzenberg and Cape Winelands Municipalities
- Ceres Business Initiative (CBI)
- Community organizations (ATKV, ACVV, NORSA, disability centres, old age homes)
- Local writers, poets, and the general public

## SWOT Analysis

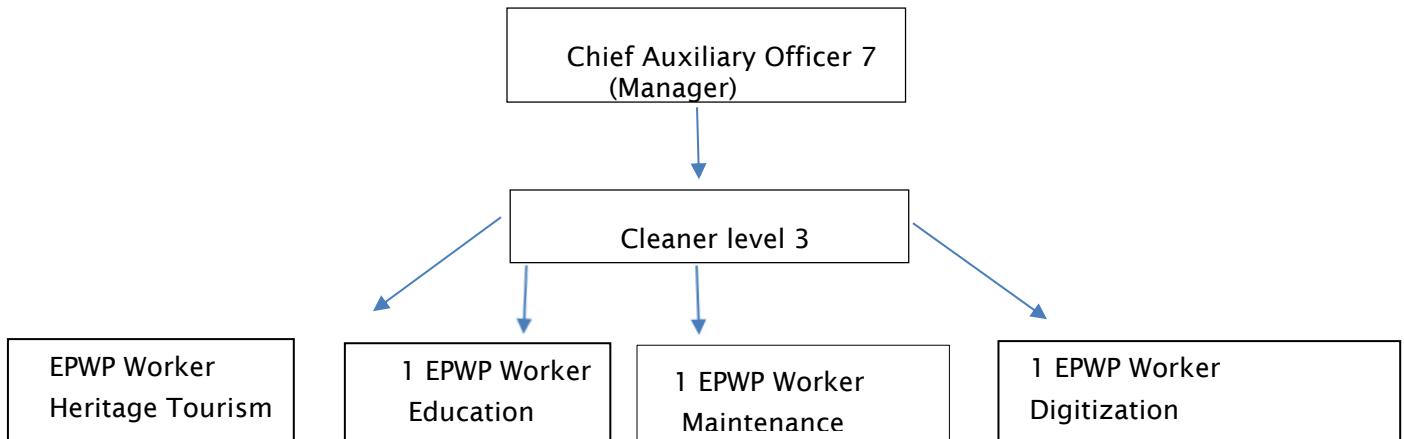
Strengths	Weaknesses
Property belongs to Board of trustees	Location
Protect and conserve the history of the Witzenberg Area	Not tourism friendly over weekends due to lack of parking
Artifacts and exhibitions	Dependent on subsidy and donations
Learning experience for tourists	Limited exhibition space
Community involvement at museum	Dependent on seasonal activities for tourists
Community support/trust of the community	Shortage of Too much administrative duties funds to develop projects
Good strategic partners and Networks	Lack of training for museum personnel
Source of historic information for researchers	Additional personnel employed on contract only
Availability of conference venue	Dependable on local tourism marketing initiatives
Positive and enthusiastic Board of Trustees	Limited budget for marketing
Dedicated personnel	
Ability of management to manage weaknesses and opportunities	
Social engagements	
Educational projects	
Friends of the Museum	
Social media exposure	
Loadshedding free environment	

Opportunities	Threats
To extend museum collection through technology	Location
Development of new stakeholders/partnerships	Shortage of funding for operational budget
Museum low costs entertainment	Termination of EPWP project in Province
Involvement in community through projects	The change in the economic situation has an influence on the number of visitors to the town.
New tourism initiatives	The price increase of petrol and other consumables have an influence on the amount of travelling the
Funding opportunities for applicable projects by the Friends of the Museum	South African visitor does. Shorter periods of break always and less travelling
New exhibitions by community	The increasing lack of interest that the local youths show towards Cultural Heritage.
Goodwill of local businesses to support museum.	
Name of Museum: changed to represent the whole of the community.	

## Staff of the museum

The Ceres Togryers Museum has a funded personnel component of 5 people.

Museum organogram indicating post levels:



## 3. Objectives

The Strategic Plan yielded eight organizational objectives that support the Mission and Vision. The Vision will become a reality through the implementation of an Action Plan.

1. **To manage the museum efficiently.**
2. **To exhibit and promote the history of the Ceres community** through digital platforms, off-site exhibitions, and community engagements.
3. **To market the museum** through social media and strategic communication.
4. **To collect and conserve the collection**, while promoting shared identities.
5. **To promote social cohesion** through public and outreach programs.
6. **To develop and present educational programmes.**
7. **To fulfill our social responsibility to the community** through partnerships.
8. **To strengthen the relationship** between the museum and the community to amplify impact and reach.
9. **To create an inclusive, participatory, and culturally relevant space** that welcomes every individual.

## 4. Focus areas of the 2025- 2028 SP

Education  
Well-being  
Environmental Care  
Support for the Elderly and People with Disabilities  
Storytelling  
Visitor experience  
Safeguard the collection  
Internal staff capacity

## 5. ACTION PLAN

### **OBJECTIVE 1: To manage the museum efficiently**

#### **FOCUS AREA: Visitor experience, Internal staff capacity**

Action 1.1 Add a proper pathway from the side entrance to the courtyard for after-hours venue users	Year 1
Action 1.2 Relocate the outside tap for easier gutter and pavement cleaning	Year 1
Action 1.3 Install a fixed data projector in the conference venue	Year 1
Action 1.4 Add electrical power points in the library	Year 1
Action 1.5 Provide internet access in the library	Year 1
Action 1.6 Install a siderail on the staircase to the library	Year 1
Action 1.7 Add furniture to the library to support use as a secondary conference venue	Year 2
Action 1.8 Develop and implement targeted training opportunities for staff to support both personal development and the improvement of job-related skills. The following training interventions have been identified: Computer skills, Customer Care, Basic Plumbing, Events management, Basic Maintenance, Pastel bookkeeping, Handling of objects, Level 2 First Aid, Collection Management.	Year 1

### **Objective 2: To exhibit and promote the history of the community in the Ceres area through digital platforms, off-site exhibitions and community engagements.**

#### **FOCUS AREAS: STORYTELLING, EDUCATION**

Action 2.1 Present small exhibitions and objects at schools, libraries, and shops to raise local historical awareness	Year 1-3
Action 2.2 Design 3 pop-up banners reflecting the area's history	Year 1- 3
Action 2.3 Develop online exhibitions for the museum website: <ul style="list-style-type: none"><li>• Resistance history (e.g., school boycotts)</li><li>• Recent histories</li></ul>	Year 1 -2 Year 3
Action 2.4 Create a new earthquake exhibition in collaboration with the community	Year 2-3
Action 2.5 Invite the public to co-create temporary exhibitions	Year 1 -3
Action 2.6 Assist with the installation of the 1825 Uprising Memorial in the Koue Bokkeveld	Year 1
Action 2.7 Develop a virtual tour of the museum	Year 2-3

**OBJECTIVE 4: To collect and conserve the collections while promoting shared identities****FOCUS AREA: *Safeguarding the collection***

Action 4.1: Reorganize storerooms for efficient use and future acquisitions	Year 1
Action 4.2 Invest in storage and capacity needs to safeguard objects. Re-design layout of current wooden floor room to accommodate objects in outside storage area.	Year 1-3
Action 4.3 De-accessioning plan to address similar items, and to make space for increasingly diverse and culturally relevant collections	Year 1+
Action 4.4 Strengthen preventative conservation measures where appropriate.	Year 1+
Action 4.5 Create guides that clearly communicate the collection policies for donors and potential donors, to support staff in accepting and refusing donations	Year 1
Action 4.6 Continue collecting from Ceres' growing and diverse communities	Year 1+
Action 4.7 Review interpretation of the current collection	Year 1
Action 4.8 Continue with the audit and digitization of our collection to optimize the inventory system.	Year 1+

**OBJECTIVE 5: To promote social cohesion through public and outreach Programs****FOCUS AREAS: *Well-being, Environmental Care, Support for the Elderly and People with Disabilities, Storytelling***

Action 5.1 Strengthen partnerships and institutional collaboration by actively marketing the museum's programs and needs.	Year 1 -3
Action 5.2 Expand public programming with events and learning opportunities for all age groups, including five commemorative days annually.	Year 1-3
Action 5.3 Increase the museum's visibility and impact by celebrating commemorative days both at the museum and in the community	

**OBJECTIVE 6: To develop and present educational programs****FOCUS AREAS: *Education, Well-being, Environmental Care, Storytelling***

Action 6.1 Develop new educational programs focusing on environmental appreciation, critical thinking, and well-being. This includes a new program addressing gender-based violence	Year 1 -2
Action 6.2 Continue growing virtual education offerings through the museum website	Year 1-3
Action 6.3 Design new, age-appropriate education programs specifically for Grades 1-3.	Year 1-2
Action 6.4 Involve volunteers in co-creating and implementing educational programs	Year 1-2
Action 6.5 Develop two pre-packaged educational kits ("edu-cases") for loan to schools.	Year 1
Action 6.6 Expand the museum's educational outreach to enhance appreciation for local history	Year 1-3
Action 6.7 Review and improve how the collection is interpreted for educational use.	Year 1

Action 6:8 Continue offering the cultural and natural history tours, focusing on learners' and adults' environmental well-being.	Year 1
Action 6:9 Assign one EPWP beneficiary to actively support and strengthen community-based educational programs and outreach initiatives.	Year 1-3
<b>OBJECTIVE 7: To fulfill its social responsibility towards the community through partnerships.</b>	
<b>FOCUS AREAS: Well-being</b>	
Action 7.1 Present two major social projects annually, in collaboration with the community: a) Winter Drive Project b) Rape Victim Kits Project	Year 1 -3
These initiatives will help build community ownership of the museum	
Action 7.2 Support ad hoc community needs, with a focus on the elderly, youth, and people with disabilities.	Year 1-3
Action 7.3 Raise awareness on key social issues such as bullying, gender-based violence, and mental health.	Year 1-3
<b>OBJECTIVE 9: To create an inclusive, participatory, and culturally relevant space that welcomes every individual</b>	
<b>FOCUS AREAS: Well-being, visitor experience, storytelling</b>	
Action 9.1 To change the current name of the museum to Ceres Museum. The proposed name, <b>Ceres Museum</b> , is simple, inclusive, and broad enough to include the full historical narratives of the area.	Year 1 -3

This Strategic Plan lays out a clear direction for the future, rooted in community, inclusivity, and innovation. By prioritizing education, outreach, preservation, and shared identity, we aim to create a museum that not only preserves history but also helps shape what's to come. With strong partnerships, a dedicated team, and a commitment to working alongside the community, we will continue to build a space that truly reflects the diversity and spirit of Ceres.

This is more than a plan; it's a promise to remember, to heal, and to grow—together.