



CERES TOGRYERS MUSEUM

STRATEGIC PLAN 2020/21

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1. Introduction by Museum Manager

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 visitor to the museum can learn more about the natural history of the area, the first inhabitants and their lifestyle, as well as the establishment of Ceres. Other exhibits include photographs and articles of the destructive earthquake of 1969, a collection of wagons, information on local schools, churches, the Slave up rise at Houdenbek Farm and the forced removals during the 1960's and the Jewish Community in Ceres.

The Strategic Goal of the museum for the following year is the promotion, development and transformation of the museum in order to contribute towards:

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

The goals, strategies and recommendations 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. Although this list may appear somewhat daunting, with the contribution and input from DCAS, partners, the community and donors, these objectives can be accomplished.

2. VISION AND MISSION STATEMENT

Vision

To develop and maintain the museum's reputation as an institution of cultural significance and to deliver service excellence at all times.

Mission

To preserve and promote Ceres' all inclusive historical and cultural heritage through collecting, conserving, documenting, education, research and exhibitions.

Objectives

Objective 1: To manage the museum efficiently

Objective 2: To exhibit the history of the community in the Ceres area

Objective 3: To market the museum through a website, brochures and communication

Objective 4: To collect and conserve the collections

Objective 5: To promote social cohesion through public and outreach programmes

Objective 6: Implementing and develop education programmes

2.1 Institutional 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:

- Loyalty
- Openness
- Respect for all
- Acceptance

2.2 Institutional Offerings

The museum offers the following additional services to the public:

- Help with family research
- Presenting of educational programmes to both primary and secondary schools
- Supplying of tourism information on the town and surrounding areas
- Presenting outreach programmes to the youth and elderly
- Providing guided tours in the museum
- Provide historic information to the public, for learners for school assignments, to broadcasting authorities for the purpose of television programmes
- Providing a venue for workshops and meetings for local businesses, NPO's and local Municipality.

2.3 Executive summary

Four Board meetings will be held during the financial year.

The museum will be engaged in several public programmes and commemorative days like Human Rights Day, Woman's Day and International museum Day, Youth Day and Heritage Day. The main focus this year will be to upgrade the Natural History room if the funding from the National Lottery Fund is successful. Another focus point will be the re-tell the story of Klara Mayola. Discussions will take place with Witzenberg Municipality on the development of the area in front of the John Steyn Library as a heritage site where elements from the history of Ceres and area will be displayed. The museum will initiates a social cohesion project in Ceres in partnership with various role players.

Curriculum Educational programmes will be presented at the museum.

The museum once again will engage into partnerships with various local organisations to fulfil its mandate for community-based programmes The museum will endeavour to create a strong combination of community recognition.

Further research will be conducted on the Khoisan of the area with Prof Nigel Penn from UCT and the Houdembek Slave Uprise with Prof JH van der Merwe from the University of Stellenbosch.

The museum will also be part of the Extended Public Works Programme.

Challenges the museum will face in the current economic climate are to increase visitors and find additional financial resources to accomplish its goals.

2 Constitution of the museum

3.1 Museum Governance

The Ceres Togryers Museum was established 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.

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.

Term for current board members will expire on 31 July 2020.

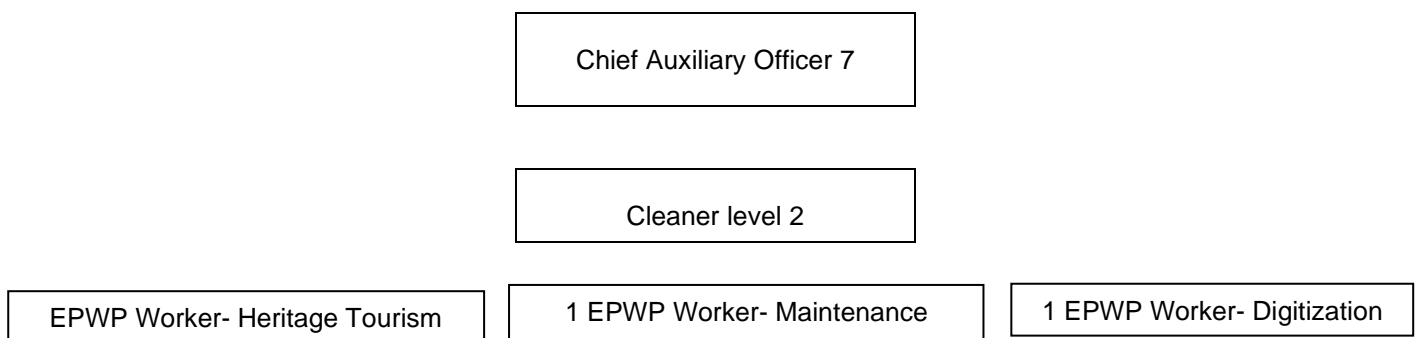
NAME	CAPACITY	REPRESENTING	TERM BEGAN
Mr S Brown	CHAIRPERSON (elected)	Premier's Representative	August 2015
Mrs S Wagener		Premier's Representative	August 2015
Miss L Lund	Vice chair	Additional Premier's Representative	October 2015

Mr H Smit		Municipal representative for the year	1 July 2013
Mr M de Villiers	Friends Chairperson	Friends of the museum representative	16 April 2016
Mr Fredericks		District Municipal representative for the year	1 September 2016

3.2 Staff of the museum

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

Museum organogram indicating post levels



3.3 Strategic Partners

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

- The Public
- Province of the Western Cape
- The Department of Cultural Affairs and Sport
- Ceres Togryers museum Board of Trustees
- South Africa Museums Association
- Educational Sector
- Witzenberg Municipality
- Cape Winelands District Municipality
- Ceres Tourism
- Ceres Business Initiative
- Witzenberg Association for People with Disabilities
- Service Centres including Old Age homes
- Local community
- Cape Archives

- Witzenberg Herald
- Department of Social Development
- Friends of the Museum Organisation
- ATKV
- University of Western Cape
- University of Stellenbosch
- Baby Love NGO
- Local writers and poets
- WRFM

3 SWOT Analysis

Strengths

- Property belongs to Board of trustees
- Protect and conserve the history of the Witzenberg Area
- Unique theme (Transport riders)
- Artifacts and exhibitions
- Learning experience for tourist
- Community involvement at museum
- Good strategic partners and Networks
- Source of historic information for researchers
- Availability of Conference room
- Positive and enthusiastic Board of Trustees
- Dedicated Personnel
- Ability of Management to manage weaknesses and opportunities

Weaknesses

- Location
- Not tourism friendly over weekends due to lack of parking
- Dependent on subsidy and donations
- Limited exhibition space
- Dependent on seasonal activities for tourist
- Shortage of funds to develop projects
- Too much administrative duties
- Lack of training for museum personnel
- Additional personnel employed on contract only
- Dependable on local tourism marketing initiatives
- Limited budget for marketing

Opportunities

- To extent museum collection
- Development of new stakeholders
- Museum low costs entertainment
- Develop new exhibitions
- Involvement in community through projects
- New Tourism initiatives
- Funding opportunities for applicable projects by the Friends of the Museum

Threats

- Location
- Shortage of funds (subsidy)
- Termination of EPWP project in Province
- The change in the economic situation has an influence on the number of visitors to the town.
- The price increase of petrol and other consumables have an influence on the amount of travelling the South African visitor do. Shorter periods of break always and less travelling
- The increasing lack of interest that the local youths show towards Cultural Heritage.

Realising the vision, mission and objectives of the museum and strategic goals set by the Board of Trustees the following will be presented:

4 ACTION PLAN

PERFORMANCE AREA	CURRENT PERFORMANCE INDICATORS	ANNUAL TARGET OUTPUTS
EFFECTIVE MANAGEMENT <i>Objective 1</i>		
Personnel	Lack of training interventions for personnel (incl EPWP beneficiaries)	Training opportunities will be introduced in the following areas: <ul style="list-style-type: none"> ➤ Customer Care ➤ Photography ➤ Risk/Safety ➤ First Aid ➤ Computer Course ➤ Weapon accreditation ➤ Education ➤ Handling of fire extinguishers
Risk Management	Museum Risk plan needs to be updated	Proper signage in museum of floor plan and emergency exits Additional camera installed
Property Management	Various repair work on building needs to be done	<ul style="list-style-type: none"> - Gable needs to be painted - Gutters need to be sealed - Waterproof sealing of walls in Main hall, ladies toilet and disabled toilet

EXHIBITIONS <i>Objective 2</i>		
<ul style="list-style-type: none"> New upgrades exhibition 	Current exhibition needs to be upgraded and new information added to exhibition	New exhibitions on <ul style="list-style-type: none"> - Khoi/San - Houdenberg uprise Upgrading of current exhibitions: <ul style="list-style-type: none"> - Meteorite - Chris Prins - Routes
<ul style="list-style-type: none"> Travelling exhibitions 		Various travelling exhibitions from Museum Services linked to educational programmes
<ul style="list-style-type: none"> Temporary exhibitions 		Temporary exhibition on the Houdenberg Slave Uprise. This exhibition will be part of a regional museum project where a slave route will be added to the existing Cape Winelands District Museum routes. Exhibition of the month with objects from members of the community.
MARKETING <i>Objective 3</i>		
Marketing of museum	Museum have a marketing plan. Needs to be updated	Marketing plan will be updated.
	Limited visibility of museum in town.	Identify more spaces in town where museum can be marketed
COLLECTIONS <i>Objective 4</i>		
Digitization of collection	Ongoing digitisation of collection.	This will be ongoing during 2020/21
Accessioning of artefacts	Many artefacts that have not been accessioned	Artefacts that have not been accessioned needs to evaluate and accessioned New equipment, (a tripod, photography cover) will be purchased to make sure that the records are professionally digitised.
Storerooms	Re-organising of outside storeroom	<ul style="list-style-type: none"> - Shelving for outside storeroom - Moving of artefacts

		from storage into exhibition spaces.
PUBLIC /OUTREACH PROGRAMMES <i>Objective 5</i>		
Community involvement through special programmes	Commemorative days that need to be celebrated as part of Public Programmes and Outreach programmes	<p>Programmes for the following <i>Commemorative days</i> will be presented:</p> <p>Inter Museum day. -May Launch of new FB group</p> <p>Youth Day – June In collaboration with local poets and writers to present local talent during a youth day event</p> <p>Mandela Day- July</p> <p>Women’s Day - Aug</p> <p>Heritage Month - Sept</p> <p>Human Rights Day - March</p> <p><i>Outreach programmes</i></p> <p>Social project – Baby love project. / ADP craft workshop</p> <p>Other Ad Hoc programmes will be presented when time allows.</p>
Social Cohesion Project	Objective no. 5 To promote social cohesion through public and outreach programmes	The museum will initiate a new project in town whereby people will be encouraged to greet each other. The main objective is to promote cohesion, respect, acceptance between members of the community and thus building bridges between different cultural groups. From a tourism perspective the museum and other role players hope to create a friendly town where tourists will feel welcomed and accepted. Through various initiatives and an extensive campaign the museum will reach the goals of this project.
		In collaboration with other NGO’s and Dept of Social

		Services outreach programmes will be presented that focus on substance abuse. Motivational talks will be hosted by local hero's
EDUCATION <i>Objective 6</i>		
Curriculum based programmes related to themes	Programmes are presented currently. The programme on Forced removals need to be adjusted	Invitations will be extended quarterly to schools
Holiday programme for children Sports programme	No activities for children during school holidays	Through the Friends of the museum a pilot programme will be launched to assist aftercare centres during the holiday (March) Cricket and soccer tournaments for girls to promote and develop sport for girls. Museum personnel will assist with arrangements.
OTHER PROJECTS		
Jukskei tournament	Friends of the Museum	Programmes in collaboration with the Friends of the Museum
Graff-Reinet cultural tour	Friends of the Museum	

5. Budget

Based on a realistic assessment of sources of revenue for the coming financial year, the break-even budget of income and expenditure presented in Annexure B was drawn up. This allows for the basic functions of the museum to be performed, but not for much needed improvements on the building and new upgrading of exhibitions in the Natural History room. An application for funds has been lodged with the South African National Lottery for the new exhibitions but until a positive response is received, implementation of new exhibition cannot proceed.

MUSEUM NAME	TOGRYERS MUSEUM	
	ACTUAL 2018/2019	BUDGET 2020/2021
EXPENSES	3 438	29 800
EDUCATION PROGRAMME	-	3 000
Programme 1 Holiday Programme	-	1 000
Programme 2 Outreach social programmes	-	2 000
Programme 3	-	-
Programme 4	-	-
EVENTS	2 309	8 000
Event 1 Women's Day	1 819	1 000
Event 2 Youth day	-	1 000
Event 3 Mandela Day	490	1 000
Event 4 Heritage Day Klara Majola	-	5 000
MARKETING INTERVENTIONS	200	6 800
Newspaper and printed media	200	3 800
Printing and Photocopying	-	2 500
TV and Radio	-	-
Website and Social Media	-	500
OUTREACH PROGRAMS	339	1 000
Programme 1 Baby Love Project	339	1 000
Programme 2		
Programme 3		
Programme 4		
PUBLIC PROGRAMME	590	11 000
Programme 1 16 Days of Activism	590	1 000
Programme 2 Social Cohesion Project	-	10 000
Programme 3		
Programme 4		

6. Risk identification Assessment

See attached Annexure A

Conclusion:

The goals, strategies and recommendations outlined in this document provide a departure point whereby the Ceres Togryers Museum can continue to grow and foster its mission of collecting, conserving, documenting, education, outreach and exhibitions. The museum should work aggressively to establish stronger partnerships with other non-profit organizations and businesses to encourage greater interest for the museum and its mission.