



CERES TOGRYERS MUSEUM

STRATEGIC PLAN 2021/22

**8 Oranje Street
Ceres 6835**

Tel/Fax: 023-312 2045

togryersmuseum@gmail.com

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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 focus this year will be to have a bigger impact on the community through exhibitions, social programmes. The Museum will also focus on new virtual educational programmes. During 2020, Covid-19 has largely impacted on the museum visitors and we must find innovative ways through social media and other mediums to reach our audiences. The Museum will upgrade the Natural History room if the funding from the National Lottery Fund is successful. Another focus point will be the re-introduction of the story of Klara Mayola by erecting a statue off site with the necessary historic information. This will form part of 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 continue with the Ceres'ly Positive social cohesion project in town.

Now, with COVID-19's historic nature firmly established, even as the world still battles the virus, the question of how it will become part of historical memory is already asked. The Board of Trustees also recognise the importance of being relevant during these times and was the decision taken to erect a memorial, next to the earthquake memorial, to honour and remember those who lost their lives during the Pandemic in the Witzenberg area.

The museum once again will engage into partnerships with various local organisations and the public to fulfil its mandate for community-based programmes

The museum will endeavour to create a strong combination of community recognition.

The museum will be part of the Extended Public Works Programme for the coming year.

The Museum face various challenges as the Pandemic have still a devastating effect on museums around the Globe. One of the challenges is the financial impact on the budget of the museum. The Museum building needs urgent attention during the 2021/22 cycle. A big fundraising campaign will be launched to elevate the pressure from its operational budget.

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.

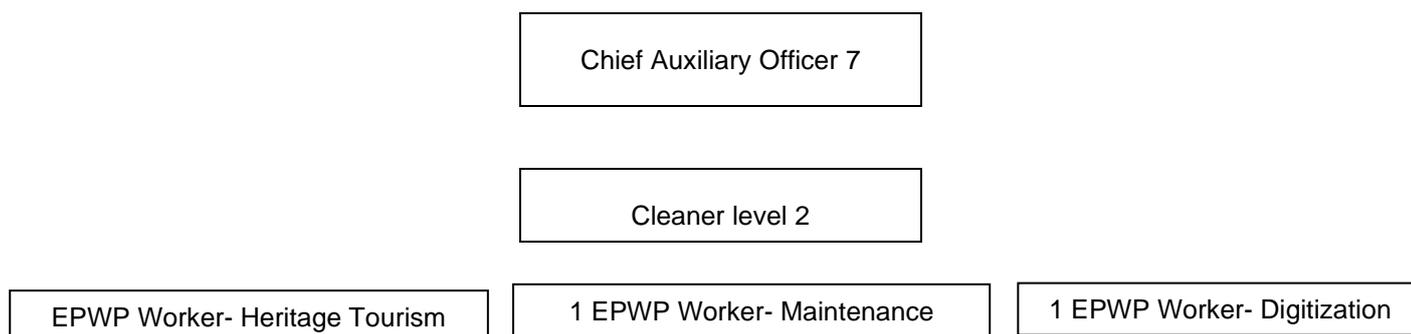
Term for current board members will expire on 31 July 2023.

NAME	CAPACITY	REPRESENTING	TERM BEGAN
Mr S Brown		Premier's Representative	August 2015
Mrs S Wagener	Vice chair	Premier's Representative	August 2015
Miss L Lund	CHAIRPERSON (elected)	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 Togrers 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.
- Impact of Covid-19 Pandemic on the museum budget, visitors to the museum and educational/outreach programmes.

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

		<ul style="list-style-type: none"> ➤ Education ➤ Handling of fire extinguishers
Risk Management	Museum Risk plan needs to be updated	Proper signage in museum of floor plan and emergency exits.
Property Management	Various repair work on building needs to be done	<ul style="list-style-type: none"> - Gable needs to be painted - Waterproof sealing of walls in Main hall, ladies toilet and disabled toilet - Sealing of roof - Filling up of cellar and new flooring for new exhibition space - Re-direct waterflow in the courtyard of museum.
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	<p>New exhibitions on</p> <ul style="list-style-type: none"> - Khoi/San - Houdenberg uprise <p>Upgrading of current exhibitions:</p> <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"> • Pop Up exhibitions 		<p>New banners to serve as pop up exhibitions in town.</p> <p>Exhibition of the month with objects from members of the community.</p>
<ul style="list-style-type: none"> • Online exhibitions 	Need to create bigger online presence with regards to current artifacts and exhibitions in museum.	
<ul style="list-style-type: none"> • New virtual 3D exhibition 		A new 3D exhibition will be installed at the museum in the 2 nd quarter of the year. This exhibition will enable tourists to experience a virtual historic tour through Ceres.
MARKETING <i>Objective 3</i>		

<ul style="list-style-type: none"> Online marketing 	<p>The museum has currently the following online presence:</p> <ul style="list-style-type: none"> - 5 FB pages - Instagram - YouTube account 	<p>A new TikTok account will be added that can reach a younger audience</p>
<ul style="list-style-type: none"> Other marketing initiatives 	<p>Current brochure is outdated.</p>	<p>Local Radio station New printed brochure</p>
<p>COLLECTIONS <i>Objective 4</i></p>		
<p>Digitization of collection</p> <p>Accessioning of artefacts</p> <p>Larger online presence</p>	<p>Ongoing digitisation of collection.</p> <p>Many artefacts that have not been accessioned .</p>	<p>This will be ongoing during 2021/22</p> <p>Artefacts that have not been accessioned needs to evaluate and accessioned - ongoing.</p> <p>The Museum will start with regular postings on social media of objects with its historical meaning.</p>
<p>Storerooms</p>	<p>Re-organising of outside storeroom</p>	<ul style="list-style-type: none"> - Shelving for outside storeroom - Moving of artefacts from storage into exhibition spaces.
<p>PUBLIC /OUTREACH PROGRAMMES <i>Objective 5</i></p>		
<p>Community involvement through special programmes</p>	<p>Commemorative days that need to be celebrated as part of Public Programmes and Outreach programmes</p>	<p>Programmes for the following <i>Commemorative days</i> will be presented:</p> <p>Inter Museum day. - Nominate a Hero project First Pop Up exhibition in town</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 - Klara Majola Statue unveiling</p> <p>Human Rights Day - March</p>

Social Cohesion Project	Objective no. 5 To promote social cohesion through public and outreach programmes	<p><i>Outreach programmes</i></p> <p>Social project – APD Boerseep Making project</p> <p>Other Ad Hoc programmes will be presented when time allows.</p> <p>The museum will continue with the Ceres'ly Positive Project Signage will be erected in town to promote social cohesion</p>
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
Online Programmes	Limited education programmes of museum are available online	Develop more online educational programmes that will be accessible for schools with worksheets and activity sheets available.
OTHER PROJECTS		
Covid-19 Memorial		Erecting a Memorial in honour of members of the community that lost their lives during the Pandemic.
Book Exchange Project		Members of the community can exchange one book for another at the Museum. This will be an additional service that the museum will be adding due to the temporary closure of the main library in town.
Every Street tells a story	Oral history project	Ongoing project that was started in 2020. Collecting the memories of people previously staying in Ceres for archival purposes.
Covid-19 experiences	Oral history project	Ongoing project that was started in 2020. Collecting the experiences of people in Ceres and surrounding areas during the Pandemic.

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 and other projects. 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.

Due to the cut in subsidy the Museum faces a huge challenge in making payment to the Audit General. This will need to be taken up with Museum Service for discussion.

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.