



**TRANSPORT RIDERS MUSEUM  
TOGRYERS MUSEUM**

**CERES TOGRYERS MUSEUM  
STRATEGIC PLAN 2022-2025  
2023 cycle**

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## From the Chairperson: Board of Trustees

It is my pleasure to introduce the Ceres Transport Riders Museum Strategic Plan 2022- 25

How can the Museum be a cultural leader and stay relevant to our community in a rapidly changing and competitive environment.? To answer this question, we went back to the drawing board and re-valuated the Vision and Mission of the Museum and re-established key objectives during a strategic session on 5 February 2022.

Its very important to stay proactive in developing the museum's collections, exhibitions, staff, programs, and the continual expansion of its presence in the community, therefore we will continue to foster and create partnerships with other cultural and social organisations in order to fulfill our mandate set out in the newly adopted slogan "*In the Community, For the Community*".

The Museum embraces collaboration based on the belief that together we can become stronger and by finding common ground and responsibly sharing resources we can achieve more.

For the museum to be accessible to all members of the community a visit to the museum is free of charge and all educational programmes are presented at no cost to the school.

We are positive that this strategic plan will help us to move forward in a meaningful and focused way. We are very much looking forward to the implementation and to celebrating our progress.

I am very thankful for an engaged Museum Board and committed Museum staff.

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 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.

### 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 develop as a cultural home for the community and to maintain the museum's reputation as an institution of cultural significance and to deliver service excellence at all times.(revised)

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

To preserve and promote Ceres' all-inclusive historical and cultural heritage through collecting, conserving, documenting, education, research, and exhibitions and to serve the community through social engagements and programmes.(revised)

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

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

The Strategic Plan is a living document which may be adjusted 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:

- Loyalty
- Openness
- Respect for all
- Acceptance

## 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.

## 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:

- The Public
- Province of the Western Cape
- The Department of Cultural Affairs and Sport
  
- Ceres Togyers 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

## SWOT Analysis

### Strengths

- Property belongs to Board of trustees
- Protect and conserve the history of the Witzenberg Area
- 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
- Trust of the community
- Social engagements
- Educational projects
- Friends of the Museum
- Social media exposure

### 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

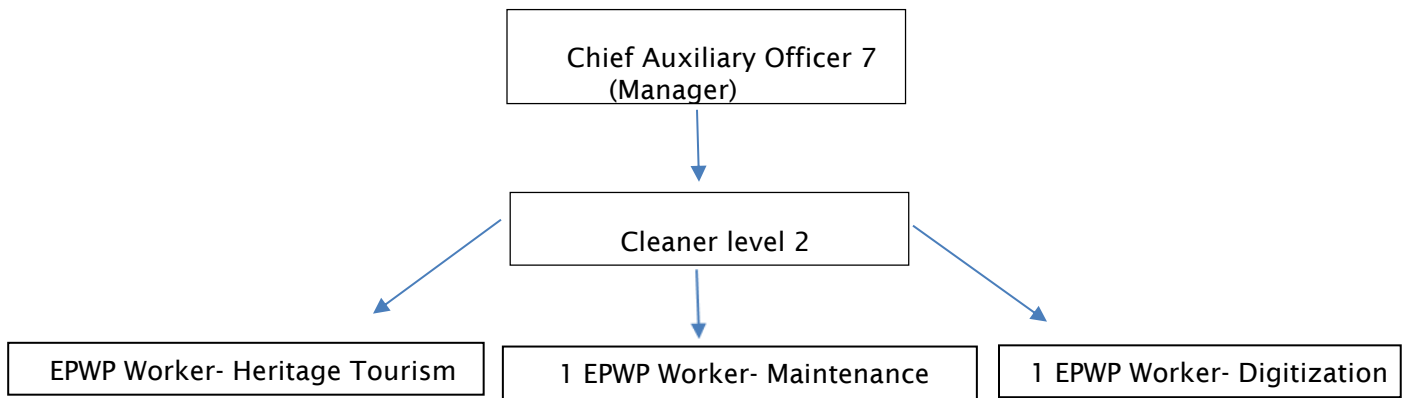
- To extent museum collection in museum
- To extend museum collection through technology (*new*)
- Development of new stakeholders
- Museum low costs entertainment
- Develop new exhibitions
- Involvement in community through projects
- New Tourism initiatives
- Funding opportunities for applicable projects by the Friends of the Museum
- New exhibitions by community
- Goodwill of local businesses to support museum
- New partnerships
- Name of Museum: changed to represent the whole of the community.

**Threats**

- Location
- Shortage of funding for operational budget
- 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.
- Loadshedding

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

Objective 1: To manage the museum efficiently.

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

Objective 3: To market the museum through a social media and communication.

Objective 4: To collect and conserve the collections.

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

Objective 6: To Implementing and develop education programmes.

Objective 7: To fulfill its social responsibility towards the community. (NEW)



## 4. ACTION PLAN

| OBJECTIVES  | GOAL  | ANNUAL TARGET OUTPUTS  |
|---|---|--|
| <b>To manage the museum efficiently.<br/><i>Objective 1</i></b> |   |  |
| Personnel   | Create and present training interventions for personnel                                 | Training opportunities will be introduced in the following areas: <ul style="list-style-type: none"> <li>➤ Customer Care</li> <li>➤ Risk/Safety</li> <li>➤ First Aid</li> <li>➤ Computer Course</li> <li>➤ Registration of Rudowaan du Toit as tourguide</li> <li>➤ Education</li> </ul>   |
| Risk Management   | Comprehended museum Risk plan   | Proper floor plan signage in museum  |
| Property Management   | To keep property in good condition and attend to any problems structural and otherwise. | <p>Prevent the leakage of water into the cellar of the exhibition room by cleaning the water furrows next to the building regularly.</p> <p>Inspect roof on a regular basis</p> <p>Municipality needs to lower the underground waterpipe below the walkway to improve the waterflow from the courtyard of the museum into the underground pipes.</p> <p>Power access in the Mandela Room to enhance the use of the library and present programmes when conference room is booked out.</p> <p>To extend the functionality of the Mandela room by to accommodate learners with school assignments.</p> |

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| TOGRYERS MUSEUM   |   |  |
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| <b>To exhibit and promote the history of the community in the Ceres area.</b><br><b>Objective 2</b> |   |  |
| <ul style="list-style-type: none"> <li>• Upgrade exhibitions</li> </ul>                             | Keep exhibitions relevant and to better ability to “tell the Museum’s story” to increase a positive image in the community.           | Upgrading of current exhibitions in the Natural History Room. Application to Paardekraal was sent in for funding.  |
| <ul style="list-style-type: none"> <li>• Exhibitions outside the Museum building</li> </ul>         | To create awareness of the museum collections and utilize the objects in the museum storage facility to the benefit of the community. | Take objects and small exhibitions to schools, libraries and shops and even churches to entice the public to see more and consequently visit the museum.<br><br>Continue to rotate the pop-up banner of the museum in town on the Meteorite Fall in 1838.                                    |
| <ul style="list-style-type: none"> <li>• Online exhibitions</li> </ul>                              | Create an online awareness with regards to current artifacts and exhibitions in the museum.   | 1985 Matric oral history project as part of a new online exhibition. Will be implemented by the Year Beyond Programme of the Department. There should be an online tracking system whereby the museum can also collect online data of visitors to the website and other virtual exhibitions. |
| <b>To market the museum through a social media and communication</b><br><b>Objective 3</b>          |   |  |
| <ul style="list-style-type: none"> <li>• Online marketing</li> </ul>                                | To fully utilize social media for promotions, marketing, and awareness of museum activities   | The museum has currently the following online presence: <ul style="list-style-type: none"> <li>- 5 FB pages</li> <li>- Instagram</li> <li>- YouTube account</li> <li>- website</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Other marketing initiatives</li> </ul>                     |   | Local Radio station<br>Printed media   |

|   |   |   |
|---|---|---|
| <b>Collections<br/>Objective 4</b>                    |   |   |
| <b>TOGRYERS MUSEUM</b><br>Digitization of collection  | To adhere to international standards for collections  | This will be ongoing during 2022-2025<br>Museum inventory list of all objects will be loaded and available on the SAHRIS.   |
| Accessioning of artefacts                             |   | Artefacts that have not been accessioned needs to evaluate and accessioned - ongoing.   |
| Storerrooms   |   | Organizing the storerooms for optimal space for new acquisitions.   |
| <b>Public and Outreach Programmes<br/>Objective 5</b> |   |   |
| Commemorative days                                    | To increase access, reach, and visibility through targeted efforts in the community.            | International Museum Day- May<br><br>Youth Day – June<br><br>Mandela Day- July<br><br>Women’s Day - Aug<br><br>Heritage Month<br><br>16 Days of Activism<br><br>Human Rights Day      |
| Social projects                                       | To enhance relations with the community and empower the public to feel ownership of the Museum. | 2 <sup>nd</sup> phase Klara Majola<br><br>Assist with ad hoc requests to address social needs in the community with the focus on the elderly, people with disabilities and the youth. |
| <b>Education<br/>Objective 6</b>                      |   |   |

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| Educational programmes<br><b>TOGRYERS MUSEUM</b> | Align current programmes and develop new programmes that are aligned with the curriculum.  | Develop a new educational programme on Slavery.  |
|  |  |  |
| Online Programmes                                | To increase access, reach, and visibility through targeted efforts to educational material.  | Make more educational programmes accessible online   |
| Outreach educational tours.                      |  | Outreach educational tours:<br>Combination of cultural and natural tour in town with the focus on environmental well-being of learners and adults. Tours will be led by site guide, Rudowaan du Toit.  |
| <b>OTHER PROJECTS</b>                            |  |  |
| Conservation of Karooport                        | To enhance relations with the community and empower the public to take ownership of their heritage.  | The museum, in partnership with DCAS and department of Public Works, will be actively involved in the conservation of Karooport and the Fig Lane. This is a long-term project where the custodianship of the Poort will fall under the Museum.   |
| Conservation of Toll House                       |  | To make sure that the Toll house is been looking after in the correct way  |
| Book Exchange Project                            |  | To extend the functionality of the Mandela room to accommodate learners with school assignments.   |
| Community Sundays                                | To enhance relations with the community and empower the public to take ownership of the Museum<br><br>To attract visitors on a Sunday morning to the museum. | Introducing Community Sundays once a month whereby the museum will become a hub on Sundays for three to four hours. Several activities will take place and services be available e.g. information shared for school assignments. This will address the fact that the museum is not accessible on Saturdays due to the lack of parking. |
| Historic tours through town                      | To attract more visitors to the museum.  | Weekly tours available in town that can be conducted by Rudowaan du Toit, who completed his site guide training. The manager will assist him to obtain his   |

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| TOGRYERS MUSEUM                                      |   |  |
|  |   | <p>registration as tourguide. For 2023 the tours will only be available during the week. The museum will be the last point of visit on the tour.</p>               |
| <p>Name change of Museum<br/><b>CERES MUSEUM</b></p> | <p>To enhance relations with the community and empower the public to take ownership of the Museum.</p> <p>Name should be more representative of the collections and exhibitions</p> | <p>Follow a public participation process through the media and on social platforms.</p> <p>Send through request to the Minister of Cultural Affairs and Sport.</p> |

