



ICOM-SA
ANNUAL REPORT 2014

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Introduction

Though the ICOM-SA Board identified professional exchange through conferences and networking as the primary objective of ICOM, the main focus of ICOM-SA in 2014 was operational restructuring in order to meet the challenges of an increasing restrictive funding environment. With this goal in mind, the Board prioritised operational and financial sustainability and improved communication and member participation. However, professional exchange and networks have not been neglected.

ICOM-SA organised a very successful conference on the status and future of research in museums in August 2014. ICOM-SA also entered into a Memorandum of Agreement with SAMA, resulting in improved coordination of activities between the two organisations, and has planned a joint workshop between ICOM-SA, ICOM ICEE and SAMA for November 2015. This workshop will be followed by the ICOM ICEE Conference with ICOM-SA as an organising partner. ICOM-SA and SAMA also agreed to coordinate International Museum Day Activities, cooperate in developing professional development opportunities and to promote each other's events.

Operations

As ICOM-SA is a local branch of ICOM, the Board report to the ICOM Executive Bodies in terms of French administrative legislation. Membership is also managed by the ICOM Secretariat. In addition, ICOM-SA is a registered non-profit organisation and has SARS Tax Exemption Status and is therefore liable to submit annual reports as determined by the NPO Office and SARS.

Due to financial challenges, ICOM-SA has become a fully volunteer run organisation during 2014. All the administrative work is being conducted by either Board members or volunteers. Organisational sustainability is a major threat to the sustainability of volunteer-run organisations as there is no Secretariat to maintain systems and to initiate new Board members into processes and procedures. With this challenge in mind, the following systems were put in place:

- Training of additional Board members and volunteers in the processes and procedures of ICOM and ICOM-SA in particular;
- Creating a Resolutions register to allow new Boards to trace previous decisions more easily;
- Starting an Organisations Manual dealing with Statutes and Rules, Contracts and MOUs, branding, membership administration, financial administration, NPO management, Tax regulations.

Two additional members have been co-opted on the Board and two volunteers recruited to spread the workload and to ensure operational sustainability by training members in ICOM operational processes and procedures. The new members are:

- Anza Mehnert was co-opted as a Board member to manage finances.

- Mohau Qalaza was co-opted as Board member to manage membership administration. She is supported by Thevan Harry in this regard.
- Vicky Heunis volunteered to take responsibility for administrative support to the Board. Vicky organises plenary and Board meetings, circulates notices to members and keeps records of Board decisions.

In addition, Ann Wanless, an existing Board member has taken responsibility for editing. The ICOM-SA Board would like to extend its appreciation to Marianne Gertenbach, a service provider to the Board who assisted with training in operational matters in this transitional period.

Helene Vollgraaff and Ann Wanless met with the ICOM-SA Auditors in April 2014 in order to review bookkeeping systems. The auditor's suggestions regarding the management of multi-party agreements and sponsorships have been implemented.

Improved communication

In order to improve communication, a quarterly Newsletter was started, sponsored by the National Heritage Council in 2014. The website has been revamped and a Facebook page was created. The new ICOM-SA website can be found at <http://network.icom.museum/icom-sa/> and the Facebook page at <https://www.facebook.com/icomsouthafrica>. Members are encouraged to interact on Facebook and to submit contributions to the website page.

ICOM-SA continued to regularly circulate notices of conferences, workshops and other relevant events to members via email.

ICOM-SA and SAMA Memorandum of Agreement

The purpose of the MOU is to encourage co-operation between the two organisations in attaining their mutual goal of promoting and developing museums and the museum profession in South Africa.

The MOU acknowledges that ICOM-SA and SAMA serve the same heritage sector and share the same museological principles. Both organisations are committed to an innovative and excellent museum service for the South African public and at the same time to ensuring that sound museum policies and governance pertain.

The MOU recognises that ICOM-SA and SAMA are separate entities defined by their own constitution and mandates. While ICOM-SA's emphasis is on international relations, SAMA's strength lies in its extensive local networks. By working together ICOM-SA and SAMA can access a wide range of resources, both world and countrywide, for the common good of museums in South Africa.

ICOM-SA Conference on Museum Research in South Africa – Relevance and Future 26 – 27 August 2014

The conference was undertaken as part of ICOM-SA's programme for International Museum Day 2014 with the theme 'Collections make connections'. It focused on specialist research across all disciplines within museums, and took place on 26-27 August 2014 in Durban. Following the conference, a draft report was circulated for comment to ICOM-SA members as well as conference participants. A final report was submitted to the Departments of Arts and Culture, and Science and Technology in December 2014. It is available on the ICOM-SA website.

Presenters and delegates commented on the lack of "connection" in terms of research undertaken by museums. The management of museums is fragmented according to political boundaries (national, provincial and locally owned museums) as well as funding sources (government, corporate, university or independent), creating challenges in developing a collective approach to museum research. Though some museums are connected to the NRF research framework, others find it difficult to access NRF programmes or are in need of mentorship and support to develop research capacity. The draft Policy Framework on National Museums recognises the need for a coordinating body that liaises with research entities and government departments on behalf of museums, but does not provide details on how this challenge will be addressed. It is also not clear how this proposed unit will address the needs of museums that are not nationally funded. The NRF's Centre of Excellence and Pilot Project to award grants to five museums to coordinate research amongst a number of museums can be used as possible models.

To improve access to research support, it is recommended that:

- DAC work with professional associations and museum services to promote access to NRF programmes through support and training;
- The utilisation of NRF funding for contract projects as part of a broader mentoring, succession planning and equity strategy be investigated;
- Funding should be distributed not only towards projects, but also to create sustainable human resource structures to implement projects;
- Mentoring and succession plans across institutions be created in ways that benefit both the mentor and the person being mentored.

Existing models for research collaboration should be supported and further extended to create formal relations between museums and other research entities. It is recommended that:

- Museums councils, or alternative structures, should facilitate formal stakeholder relations with research institutions;
- Cross-institutional platforms for collaboration that transcend institutional boundaries should be explored. The platforms will not necessarily replace current institutional formations or lead to the physical centralisation of collections. Such platforms should:
 - a) Feed into the DST system of innovation and NRF strategic programmes;

- b) Acknowledge and feed into existing collaborative platforms such as the Centre of Excellence for Palaeosciences and the national reporting system for IKS;
- c) Promote cooperative research programmes;
- d) Promote collection mobility, i.e. provide access to collections across institutions in a way that defines museum collections as a national asset and not as an institutional asset.

In order for museums to unlock their research potential, research should be acknowledged as a core function of museums because it provides the foundation for the other core functions of collection and communication. Therefore, it is recommended that:

- A dynamic, ever-changing museum practice should be explored through museological research to keep South African museums abreast of new trends and museum specific opportunities. This will entail either creating museological research capacity within government agencies or the development of partnerships with research institutions such as universities or the HSRC;
- Governance and management structures of museums should create a supportive environment for museum researchers; and museum leadership should be familiar with the research environment and infrastructure and how it relates to other museum functions. Museum professional associations can play a leading role together with government agencies to promote this environment;
- Research excellence should be a significant institutional performance indicator and therefore be linked to the performance indicators of senior managers;
- Museum research strategies and objectives should acknowledge the multi-disciplinary nature of museum research and explore alternative forms of research output suited to humanity research such as art collections;
- Incentive funding for research outputs similar to the Department of Education should be given to museums for all research publications.

The ICOM definition of museums emphasises that museums are in service of society. It is therefore necessary that museums articulate their objectives and projects in terms of value to society. In order to create a value chain for museum research, it is recommended that:

- Toolkits to assist museums to create value chain for museum research should be developed that
 - outline museums' value to society,
 - align research in museums with international and national academic trends,
 - align research in museums with government imperatives,
 - outline partnerships with NGOs and civil society;
- Research portfolios in museums be aligned with new academic trends, interdisciplinary research and the growing significance of IKS;
- Museum collections (natural science, palaeosciences and humanities) should be evaluated in terms of their potential contribution to research programmes. This evaluation can include the potential contribution to the national value chain for research; scope of collections; condition of collections; human resources available to unlock potential of the collections; and development of capacity to achieve this.

Museum research is a professional activity and should be managed as such. Management models should be explored that acknowledge that:

- Museums are dynamic organisations, but are managed according to a mechanistic model;
- Museum research programmes are partially influenced by international and national peers through professional associations;
- Performance standards are set by international and national peers through professional associations and should be adopted and supported by government departments and agencies;
- Performance measurement is partially dependent on peer opinion and indicators may differ between different disciplines. Performance recognition of peers should be incorporated into institutional performance management systems;
- Planning and performance management processes should accommodate the non-routine and responsive nature of museum programmes.

In addition it is proposed to:

- Create a fund to reward research outputs similar to the DHET fund for tertiary education institutions;
- Support retention of skills and knowledge assets;
- Address equity;
- Contribute to job creation of museum specific work;
- Address competitive remuneration of staff with scarce skills so as to retain their knowledge and experience, with greater uniformity of salaries, career paths and performance assessment across the sector;
- Provide funding to acquire the full range of research infrastructure that supports research enterprises in the 21st Century;
- Support SAMAB, the journal of the SAMA, as a vehicle for museum research.

Lastly it is recommended that a task team consisting of museum professionals be created in cooperation with ICOM-SA and SAMA to:

- Identify gaps in ICOM Code of Ethics;
- Align ICOM Code of Ethics with South African legislation, e.g. confidentiality of medical records;
- Review and incorporate, where appropriate, existing programmes to strengthen ethical conduct in South African museums.

Sponsors

ICOM-SA would like to thank the following sponsors:

Major sponsors:

- Department of Arts and Culture – ICOM-SA Conference on Museum Research in South Africa – Relevance and Future
- Ethekwini Local Authority - ICOM-SA Conference on Museum Research in South Africa – Relevance and Future

- National Heritage Council – Communications and exchange

Other sponsors:

- Iziko Museums of South Africa, KwaZulu-Natal Museum, Durban Local History Museum for hosting Board meetings and travel and subsistence support to Board members in their employment.

Finances

Auditor: Valentine Sargeant Blaauweborg Incorporated

INCOME and EXPENDITURE STATEMENT 2014		
INCOME	2014	2013
COMCOL ICMAH ICOM-SA Conference income		R25,645.00
Conference income	R53,150.00	
Interest received	R1,673.00	R1,689.00
Membership fees	R98,720.00	R73,930.00
NHC Sponsorship	R31,000.00	
	R184,543.00	R101,264.00
OPERATING EXPENSES		
AGM workshop expenses	-	R1,287.00
Administration and management fees	-	R51,028.00
Auditors remuneration	R5,700.00	R5,700.00
Bank charges	R1,947.00	R1,657.00
Computer expenses (website)	R300.00	R5,500.00
Conference expenses	R10,180.00	-
Executive Board meetings	-	R12,828.00
Membership levies	R88,189.00	R72,724.00
NHC Communication Channel Expenses	R15,500	-
	R121,816.00	R160,724
Profit and (Loss) for the year	R62,727	(R49,460.00)

SUMMARY OF FINANCIAL POSITION 31 DECEMBER 2014		
	2014	2013
Trade and receivables	-	R2,570.00
Cash and receivables	R140,875.00	R83,258.00
Total Assets	R140,875.00	R85,828.00
Equity and liabilities		
Equity:		
• Surplus of finances: NHC	R11,000.00	
• Surplus of finances: COMCOL/ICMAH/ICOM-SA	R71,180.00	R71,180
• Retained income	R57,935.00	R6,208.00
Liabilities:		
• Trade and other payables	R81,180.00	R71,180.00
Total equity and liabilities	R140,875.00	R85,828.00

The turnaround of the financial situation can mainly be attributed to:

- Restructuring of the ICOM-SA operations – the cost of the ICOM-SA Office in 2013 was R51,028.00. In 2014, operations were conducted on a volunteer basis except for the editing

of the newsletters and circulars (R15,500.00) and administrative support to the conference (R10,000.00).

- No support to Board members to attend Board meetings in 2014.

Membership

2014 Membership: 46 individuals (41 regular, 4 retired and 1 student) and 14 institutions

New members: 5 individuals and 1 institution

Members not renewing: 9 individuals and 2 institutions

ICOM-SA Board 2014

Dr Helene Vollgraaff, Chairperson

Dr Barbara Ann Wanless, Treasurer

Ms Anneliese Heidrun Mehnert, Financial Administration

Ms Mohau Eliza Qalaza, Membership Administration

Dr Hamish Gibson Robertson, Communications

Ms Sylvia van Zyl, Professional Development

Mr Jackson Luthando Maphasa, Professional Development

Ms Catherine Snel, President of SAMA (ex officio).