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Museum Logo

**Museum Name**

**GOVERNING DOCUMENTS**

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**1. DOCUMENT CONTROL**

Document Properties

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**2. INTRODUCTION**

**INTRODUCTION**

This document was developed for Namibian Museums, Museum/Cultural Village/Heritage Institutions and Heritage Institutions by the Museums Association of Namibia (MAN). The purpose of this document is to provide governing guidelines for Museums, Museum/Cultural Village/Heritage Institutions and Heritage Institutions.

Governing documents need to include:

* Constitution
* Policy Document
* Collection and Exhibition Policy
* Human Resource policy
* Finance Policy
* Marketing Policy
* Vehicle Policy
* Code of Ethics and Code of Conduct
* Terms of Reference for Museum Advisory Board Members
* Five Year Strategic Plan
* The governing documents shall be reviewed at the AGM, every five years unless such a case arises that requires amendments sooner. In that case, the suggested amendments will be made at the next AGM, as stipulated in the constitution.

**3. CONSTITUTION**

**The Constitution of the Museum**

**1. Name**

Name of Museum

**2. Legal Status**

State the Legal Status of the museums. In this capacity it maintains close consultative and cooperative relations with the Government of Namibia, the Museums Association of Namibia, ICOM and with other national, regional, international and inter-governmental organizations, with the national authorities responsible for museums and with specialists of other disciplines. The MUSEUM will be guided by the provisions of the Code of Ethics of the International Council of Museums (ICOM) – as presented in Appendix 1.

**3. Aims, Objectives and Functions**

MUSEUM is established to be a non-profit, although self-sustainable, institution whose purpose is to benefit and engage the public by:

3.1 Collecting and protecting significant artefacts and intangible cultural heritage (ICH) that
characterizes the cultural history of the people who live in Namibia;

3.2 Preserving, conserving and restoring those artefacts and ICH;

3.3 Displaying, presenting and exhibiting the artefacts and ICH in a manner that will attract visitors
to the museum;

3.4 Gathering historical knowledge, stories of interest and documentation associated with the
artefacts and the people who used the artefacts;

3.5 Securely managing the historical information so that it is easily retrieved;

3.6 Encouraging studies and research on the cultural history of Namibia

3.7 Promoting the communication of cultural history and practices between MUSEUM members and the public by organizing exhibitions, lectures, readings, discussions and other events;

3.8 Developing displays and materials to promote the Museum/Cultural Village/Heritage Institution as an educational resource;

3.8 Developing and improving the assets of the MUSEUM to achieve these objects

3.9 Doing all other things that further, are in aid of, or are ancillary or incidental to MUSEUM’s purpose.

**4. Patrons**

4.1 MUSEUM may, at its Annual General Meeting invite any person or persons recommended to accept the office of Patron of the Museum/Cultural Village/Heritage Institution.

**5. Structure of the Advisory Board**

5.1 Appointment of the Advisory Board

5.1.1 The Advisory Board will consist of up to 11 individuals (with voting rights). Representatives of the National Heritage Council and the Museums Association of Namibia will serve in an *ex officio* capacity. The Advisory Board will consist of representatives of relevant stakeholders as listed in Appendix 2.

5.1.2 The membership of the Advisory Board will be reviewed every year at the Annual General Meeting when amendments to the list can be made. Letters of invitation and letters of appointment will be sent to stakeholders by Museum/Cultural Village/Heritage Institution. Appointments will only be made after a written communication from the relevant authority of each body approached has been received indicating the name and contact details of the person who will serve as their representative on the Advisory Board.

5.1.3 If an appointed person is no longer able to serve on the Board a letter will be sent requesting the nomination of a replacement to serve the remainder of the term of the Board members. Board members will serve a three year term from the date of their appointment. Museum/Cultural Village/Heritage Institution will write to all the institutions represented on the Board before the end of each three year term requesting nominations for the next three year term.

5.2 Positions on the Advisory Board

The Advisory Board will have a Chairperson and a Vice-chairperson. They shall be elected by the members of the first meeting of the Board and shall hold office for their three year term. The MUSEUM staff should attend meetings of the Advisory Board, but will have no voting rights. The function of Treasurer will be performed by an individual from the Museum/Cultural Village/Heritage Institution who is serving on the Advisory Board. The function of Secretary will be performed by the MUSEUM Curator. The board will also consist of other ordinary members.

5.3 Liability of Advisory Board Members

 No liability for the debts or obligations of the Museum/Cultural Village/Heritage Institution shall attach to any
member of the MUSEUM Advisory Board.

5.4 Quorum for Advisory Board Meetings

The Advisory Board shall, where practicable, hold quarterly meetings; a quorum for each meeting
shall consist of at least eight voting members of the Advisory Board.

5.5 Benefits of Advisory Board Members.

5.5.1 Members of the MUSEUM Advisory Board will serve in a voluntary capacity.

5.5.2 The expenses of MUSEUM Advisory Board members may be covered, where possible, when they are tasked to attend events or activities by the Museum/Cultural Village/Heritage Institution.

5.6 Additional Members

The Advisory Board will have the authority to invite additional members to attend their
meetings. Additional members will not have voting rights.

5.7 Sub-Committees and Working Groups.

The Advisory Board will have the authority to establish sub-committees or working groups. A member of the Advisory Board should serve as the Chairperson of any sub-committee or working group that is established. However any recommendations made by them must be approved by a meeting of the Advisory Board before it can be implemented.

5.8. Special Meetings of the MUSEUM Advisory Board

A special meeting of the Advisory Board shall be convened on the instructions of the
chairperson or upon the written request of at least two members of the Advisory Board.

5.9. MUSEUM Advisory Board Members Register

The MUSEUM Advisory Board shall cause a register of all members of the Advisory Board (and their terms of office) and a register of all members together with their addresses, and proper accounting records, to be kept.

5.10. MUSEUM Meeting Minutes.

The Advisory Board shall cause minutes to be kept detailing the appointment of officers and the names of the members of the Advisory Board present at any meeting, together with minutes of all proceedings and all resolutions taken at any such meetings. All such minutes shall be duly entered into books properly kept and provided for that purpose.
Any such minutes, or extracts there from, signed by the chairperson, shall be received as *prima facie* evidence of matters therein stated

6 **Authority and** **Functions of the Advisory Board**

6.1. Authority

The full authority and financial control of the Museum/Cultural Village/Heritage Institution shall rest with Museum/Cultural Village/Heritage Institution. The primary role of the MUSEUM Advisory Board is to support and monitor the development of the Museum/Cultural Village/Heritage Institution and make recommendations to Council.

6.2 Delegation of Responsibility

The Museum/Cultural Village/Heritage Institution may delegate responsibilities and duties to the MUSEUM Advisory Board.

6.3 Functions

The MUSEUM Advisory Board will:

6.3.1 Help to develop the annual budget and will monitor income and expenditure;

6.3.2 Review the policies and financial guidelines of the Museum/Cultural Village/Heritage Institution on an annual basis;

6.3.3 Assist with the development of new projects and programmes for the Museum/Cultural Village/Heritage Institution;

6.3.4 Develop a Strategic Plan every five years and monitor its effective implementation;

6.3.5 Support the marketing of the Museum/Cultural Village/Heritage Institution and its activities;

6.3.6 Collate and respond to any complaints from visitors;

6.3.7 Ensure the compilation and presentation at the AGM of an annual narrative and financial report on the activities of the HMK Museum/Cultural Village/Heritage Institution.

**6.4. Friends of the Museum/Cultural Village/Heritage Institution**

6.4.1. The Museum/Cultural Village/Heritage Institution shall have a group of community members who will be referred to as the ‘friends of the Museum/Cultural Village/Heritage Institution’. The friends of the Museum/Cultural Village/Heritage Institution can be divided into sub categories such as: students, senior citizens, ordinary members etc.

6.4.2. Membership of the ‘friends of the Museum/Cultural Village/Heritage Institution’ will require a small annual membership fee (as set by the Advisory Board) and due at the start of each calendar year.

6.4.3. Purpose

6.4.3.1. The ‘friends of the Museum/Cultural Village/Heritage Institution’ will serve numerous purposes such as:

- Public relations: organizing and involving the media in events at the Museum/Cultural Village/Heritage Institution, initiating school visits etc.

- Creating awareness: encourage community members to have events such as weddings, birthday gatherings etc. at the Museum/Cultural Village/Heritage Institution’s recreational facilities.

- Voluntary work: friends of the Museum/Cultural Village/Heritage Institution can assist with any types of work that needs to be done at the Museum/Cultural Village/Heritage Institution, depending on the skills, knowledge or time that they have.

6.4.4. Authority

6.4.4.1. The friends of the Museum/Cultural Village/Heritage Institution will have no voting powers, however they can make suggestions and recommendations to the advisory board for consideration.

6.4.4.2. The advisory board shall have annual meetings with the friends of the museums to present annual reports highlighting key tasks and developments made by the Museum/Cultural Village/Heritage Institution.

6.4.4.3. The reports to the friends of the Museum/Cultural Village/Heritage Institution will aid in ensuring that the Museum/Cultural Village/Heritage Institution is run transparent enough.

**7 Termination of Office of a Member of the Advisory Board**

Any member of the Advisory Board absenting him/herself, for more than two meetings held over a period of twelve months, of which due notice has been given, shall cease to be a member of the Advisory Board unless the Board feels that sufficient justification, in writing, has been provided.

8 **Authority**

8.1 All property and funds of the MUSEUM shall vest in the Advisory Board and the Tsumeb
Museum/Cultural Village/Heritage Institution , which shall hold such property and funds on behalf of the members.

8.2 In collaboration with Museum/Cultural Village/Heritage Institution, the Advisory Board shall have the power to:

8.2.1 buy, sell or hire, exchange, transfer receive by way of donation or otherwise movable property,
including debentures, stocks, and shares, and to invest the funds in Government or other stocks, mortgage bonds, or on fixed deposit or otherwise in Banks, Building Societies or like organizations or in any other recognized deposit receiving institution,

8.2.2 Generally deal with the property and funds of the Museum/Cultural Village/Heritage Institution to fulfil the aims, objectives
and functions of the Museum/Cultural Village/Heritage Institution,

8.2.3 Institute and defend legal proceedings on behalf of the Museum/Cultural Village/Heritage Institution and for this purpose to
sign and execute any necessary powers of attorney,

8.2.4 Prescribe procedures of the Annual General Meeting, Special General Meetings, Advisory Board
and Working Group Meetings.

9. **Annual General Meeting of the MUSEUM Advisory Board**

9.1 Notification of the AGM

9.1.1 The Annual General Meeting (AGM) of members of MUSEUM shall be held within three months of the end of the financial year. It will constitute a meeting of the Advisory Board, but will be open to any current members of the `friends of the Museum/Cultural Village/Heritage Institution’.

9.1.1 Notice of the date, time, and place of the holding of the AGM meeting shall be advertised to Advisory Board members and to the members of the ‘friends of the Museum/Cultural Village/Heritage Institution’ at least 21 days in advance.

9.2 **Proceedings at the Annual General Meeting**

9.2.1 At the Annual General Meeting the Advisory Board will present a balance sheet and income
statement of MUSEUM for the preceding financial year, together with its annual report.

9.2.2 The ordinary business to be done at an annual general meeting shall be as follows:

9.2.2.1 To confirm the minutes of the previous annual general meeting and any special general
meeting held since the previous annual general meeting.

9.2.2.2 To receive and consider the annual report of the Advisory Board and the financial statement
for the preceding financial year.

9.2.2.3 to consider and to pass, with or without modification any resolution concerning the affairs of
MUSEUM of which due and proper notice has been given and any other business concerning the affairs of MUSEUM.

9.2 **Special General Meeting**

9.2.1 The Advisory Board may at any time, call a special general meeting of members of the ‘friends of the Museum/Cultural Village/Heritage Institution’ by giving not less than 14 days’ notice to the members specifying for what object or objects the meeting is called.

9.2.2 The Advisory Board shall convene a special general meeting of the Advisory Board with members of the ‘friends of the Museum/Cultural Village/Heritage Institution’, upon receiving a requisition in that respect, signed by not less than five members, specifying any resolution or resolutions proposed to be moved or other business to be discussed. The Advisory Board shall post a notice of the day, hour and place of such a meeting, together with a statement of the business to be dealt with to each member at his registered address. A copy of such notice to reach the members at least 14 days prior to the holding of the meeting.

9.3 **Quorum at Annual General Meetings and Special General Meetings.**

The quorum for a general meeting of members shall be ten (10) members entitled to vote, provided that if no quorum be present within 15 minutes after the time fixed for the meeting, it shall postponed to commence 15 minutes later. In the case of a special general meeting called by requisition of members, if no quorum is present within 15 minutes after the time fixed for the meeting, it shall be dissolved.

9.4 **Voting at Annual General Meetings and Special General Meetings**

9.4.1 Only Advisory Board members and members of the ‘friends of the Museum/Cultural Village/Heritage Institution’ shall be eligible and entitled to vote at an annual or special general meeting of MUSEUM and each individual member shall have one vote. Save as otherwise provided in this constitution, any business, resolution or question submitted to such a meeting for decision shall be decided by majority vote of those present and entitled to vote. Proxies shall be permitted. Resolutions passed at these meetings will be submitted by the MUSEUM Advisory Board, within 7 days of the meeting, as recommendations to the Museum/Cultural Village/Heritage Institution.

9.4.2 A declaration by the chairperson of the meeting of the results of the vote shall be conclusive.

10. **Amendment of the Constitution**

10.1 The constitution of MUSEUM or any part thereof may be repealed or amended
and new rules shall be made, by a resolution adopted by a majority of two thirds of the Advisory Board and the ‘friends of the Museum/Cultural Village/Heritage Institution’ present at an annual or special general meeting of members, of which due and proper notice has been given.

10.2 Seven (7) days’ notice of the intention to propose and move a resolution for the adoption of a
new rule or the repeal or the amendment of an existing rule and setting out the terms of such proposed resolution, shall be given to the chairperson, who shall forthwith notify the Advisory Board and send a copy of such notice by post to each member at the address appearing in the register of members.

11. **Dissolution**

MUSEUM may be dissolved, in agreement with Museum/Cultural Village/Heritage Institution, by a resolution passed at an Advisory Board meeting called for that purpose, provided that such a resolution is passed by a majority (two-thirds) of the Advisory Board present and entitled to vote at such a meeting.

Furthermore, such resolution must be confirmed at a special general meeting held not less than one month thereafter by a majority vote of friends of the Museum/Cultural Village/Heritage Institution members entitled to be present and to vote thereon. In the event of such resolution being confirmed at the special general meeting, aforementioned, the meeting shall also have power to pass a resolution by majority vote, regarding the disposal of the surplus funds and assets of MUSEUM after liquidation and after the payment of all its debts and obligations, provided that upon the winding-up of MUSEUM, the assets remaining after the satisfaction of its liabilities shall be delivered to some other organisation, association or society with objects similar to those of MUSEUM under the management of Museum/Cultural Village/Heritage Institution.

Appendix 1: The Main Provisions of ICOM’s Code of Ethics for Museums (as summarized by ICOM’s International Observatory on Illicit Traffic in Cultural Goods)

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| **International Council of Museums (ICOM)**[**ICOM Code of Ethics for Museums**](https://www.obs-traffic.museum/fr/icom-code-ethics-museums) |
| **1.Museums Preserve, Interpret and Promote the Natural and Cultural Inheritance of Humanity/ 7.Security Requirements-** The governing body should ensure appropriate security to protect collections against theft or damage in displays, exhibitions, working or storage areas, and while in transit.**2.Museums that Maintain Collections Hold them in Trust for the Benefit of Society and its Development/ 1.Collections Policy-** The governing body for each museum should adopt and publish a written collections policy that addresses the acquisition, care and use of collections. The policy should clarify the position of any material that will not be catalogued, conserved, or exhibited (See 2.7; 2.8).**2/ 2.Valid Title-** No object or specimen should be acquired by purchase, gift, loan, bequest, or exchange unless the acquiring museum is satisfied that a valid title is held. Evidence of lawful ownership in a country is not necessarily valid title.**2/ 3.Provenance and Due Diligence-** Every effort must be made before acquisition to ensure that any object or specimen offered for purchase, gift, loan, bequest, or exchange has not been illegally obtained in or exported from, its country of origin or any intermediate country in which it might have been owned legally (including the museum's own country). Due diligence in this regard should establish the full history of the item from discovery or production.**2/ 4.Objects and Specimens from Unauthorised or Unscientific Fieldwork-** Museums should not acquire objects where there is reasonable cause to believe their recovery involved the unauthorised, unscientific, or intentional destruction or damage of monuments, archaeological or geological sites, or species and natural habitats. In the same way, acquisition should not occur if there has been a failure to disclose the finds to the owner or occupier of the land, or to the proper legal or governmental authorities.**2/ 6.Protected Biological or Geological Specimens-** Museums should not acquire biological or geological specimens that have been collected, sold, or otherwise transferred in contravention of local, national, regional or international law or treaty relating to wildlife protection or natural history conservation.**2/ 20.Documentation of Collections-** Museum collections should be documented according to accepted professional standards. Such documentation should include a full identification and description of each item, its associations, provenance, condition, treatment and present location. Such data should be kept in a secure environment and be supported by retrieval systems providing access to the information by the museum personnel and other legitimate users.**4.Museums Provide Opportunities for the Appreciation, Understanding and Management of the natural and Cultural Heritage/ 5.Display of Unprovenanced Material-** Museums should avoid displaying or otherwise using material of questionable origin or lacking provenance. They should be aware that such displays or usage can be seen to condone and contribute to the illicit trade in cultural property.**6.Museums Work in Close Collaboration with the Communities from which their Collections Originate as well as those they Serve/ 1.Co-operation-** Museums should promote the sharing of knowledge, documentation and collections with museums and cultural organisations in the countries and communities of origin. The possibility of developing partnerships with museums in countries or areas that have lost a significant part of their heritage should be explored.**6/ 2.Return of Cultural Property-** Museums should be prepared to initiate dialogues for the return of cultural property to a country or people of origin. This should be undertaken in an impartial manner, based on scientific, professional and humanitarian principles as well as applicable local, national and international legislation, in preference to action at a governmental or political level.**6/ 3.Restitution of Cultural Property-** When a country or people of origin seeks the restitution of an object or specimen that can be demonstrated to have been exported or otherwise transferred in violation of the principles of international and national conventions, and shown to be part of that country’s or people’s cultural or natural heritage, the museum concerned should, if legally free to do so, take prompt and responsible steps to co-operate in its return.**6/ 4.Cultural Objects From an Occupied Country-** Museums should abstain from purchasing or acquiring cultural objects from an occupied territory and respect fully all laws and conventions that regulate the import, export and transfer of cultural or natural materials. |   | **5.1 Identification of Illegally or Illicitly Acquired Objects-** Where museums provide an identification service, they should not act in any way that could be regarded as benefiting from such activity, directly or indirectly. The identification and authentication of objects that are believed or suspected to have been illegally or illicitly acquired, transferred, imported or exported, should not be made public until the appropriate authorities have been notified.**7.Museums Operate in a Legal Manner/ 1.National and Local Legislation-** Museums should conform to all national and local laws and respect the legislation of other states as they affect their operation.**7/ 2.International Legislation-** Museum policy should acknowledge the following international legislation which is taken as a standard in interpreting the ICOM Code of Ethics:- UNESCO Convention for the Protection of Cultural Property in the Event of Armed Conflict (The Hague Convention, First Protocol, 1954 and Second Protocol, 1999);- UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property (1970);- Convention on International Trade in Endangered Species of Wild Fauna and Flora (1973);- UN Convention on Biological Diversity (1992);- Unidroit Convention on Stolen and Illegally Exported Cultural Objects (1995);- UNESCO Convention on the protection of the Underwater Cultural Heritage (2001);- UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage (2003).**8.Museums Operate in a Professional Manner/ 1.Familiarity with Relevant Legislation-** Every member of the museum profession should be conversant with relevant international, national and local legislation and the conditions of their employment. They should avoid situations that could be construed as improper conduct.**8/ 2.Professional Responsibility-** Members of the museum profession have an obligation to follow the policies and procedures of their employing institution. However, they may properly object to practices that are perceived to be damaging to a museum or the profession and matters of professional ethics.**8/ 3.Professional Conduct-** Loyalty to colleagues and to the employing museum is an important professional responsibility and must be based on allegiance to fundamental ethical principles applicable to the profession as a whole. They should comply with the terms of the ICOM Code of Ethics and be aware of any other codes or policies relevant to museum work.**8/ 4.Academic and Scientific Responsibilities-** Members of the museum profession should promote the investigation, preservation, and use of information inherent in the collections. They should, therefore, refrain from any activity or circumstance that might result in the loss of such academic and scientific data.**8/ 5.The Illicit Market-** Members of the museum profession should not support the illicit traffic or market in natural and cultural property, directly or indirectly.**8/ 7.Museum and Collection Security-** Information about the security of the museum or of private collections and locations visited during official duties must be held in strict confidence by museum personnel.**8/ 8.Exception to the Obligation for Confidentiality-** Confidentiality is subject to a legal obligation to assist the police or other proper authorities in investigating possible stolen, illicitly acquired, or illegally transferred property.**8/ 15.Interaction with Dealers-** Museum professionals should not accept any gift, hospitality, or any form of reward from a dealer, auctioneer, or other person as an inducement to purchase or dispose of museum items, or to take or refrain from taking official action. Furthermore, a museum professional should not recommend a particular dealer, auctioneer, or appraiser to a member of the public. |

**Appendix 2: Museum/Cultural Village/Heritage Institution Advisory Board Members**

**Members with Voting Rights**

1. A representative of the relevant Traditional Authority
2. A community leader (a respected person in the community who has a vested interest in the museum such as a businessperson, pastor etc.)
3. A Culture Officer employed by the Namibian Government
4. An Arts Officer employed by the Namibian Government
5. A Primary School Teacher/Principal – Social Sciences such as history, social studies, culture etc.
6. A High School Teacher/Principal – Social Sciences such as history, social studies, culture etc.
7. A Relevant professional within an academic discipline that is related the museum’s content/theme. This can be a student, active or retired professional.
8. Historian(s)
9. Museum Professional(s) from another museum (similar or nearby)
10. Someone from the nearest Town Council such as the Local Economic Development Officer
11. You can have up to 11 so that there are not too many people but also to ensure that there is a multi-disciplinary board.

**Ex Officio Members**

1. National Heritage Council
2. Museums Association of Namibia

**Terms of Reference**

1. To advise the curator of THE MUSEUM on a wide range of subject matters concerning the MUSEUM
2. Positioning, image-building, and branding
3. Business development strategies including but not limited to acquisition and use of museum collections, organisation of exhibitions and education programmes, identification of research projects, sponsorship, and partnership initiatives, etc.
4. Marketing and publicity strategies on the promotion of the museum both locally, regionally, and overseas.
5. Development of community engagement strategies to reach out to a wider community and stakeholders (e.g., local artists, collectors, local and overseas museums, cultural organisations, and educational institutions, etc.).
6. Measures to strengthen the operational efficiency and accountability of THE MUSEUM; and
7. Any other matters as proposed by the curator THE MUSEUM.

**4. POLICY DOCUMENTS**

**4.1 Collection and Exhibition Policy**

**4.2 Human Resource Policy**

**4.3 Finance Policy**

**4.4 Marketing Policy**

**4.5 Vehicle Policy**

**4.6 Code of Ethics and Business Conduct**

**4.1 COLLECTION AND EXHIBITION POLICY**

**CONTENTS**

1. Purpose and Scope of the Collection Policy

2. What the MUSEUM Will Collect

3. How MUSEUM Will Collect

4. Acquisition Criteria

5. Collection Care: Documentation, Conservation & Storage

6. Deaccessioning and Disposal Procedures

7. Loans

8. Oral History Policy

9. Access

 **1. PURPOSE AND SCOPE OF THE COLLECTION POLICY**

This document will be used as the guiding document for the development and management of the collection of artefacts and ICH at the MUSEUM.

**2. WHAT THE MUSEUM WILL COLLECT**

The Museum/Cultural Village/Heritage Institution will collect artefacts and document the ICH relevant to the cultural heritage of the people of Namibia.

2.1 KEY THEMES

The collecting will be done to include artifacts and ICH relating to the histories and cultures of the following Namibian language groups;

!Xung, Ju│’hoansi, Naro, Khwe, Hai//om, ǂAkhoe, !Xoon and `Njoha, Nama, Damara, ǂAonin, ǂAodama, Topnaar, Sesfontein Khoekhoegowab, Setswana, English, Portuguese, Afrikaans, German, Otjiherero, Otjihimba, Otjizemba, Oluzimba, Olunkambwe, Otjingumbi, Otjitwa, Otjihakaona, Otjikuvare, Rukwangali, Thimbukushu, Rugciriku, Rumanyo, Rusambyu, Silozi, Yeyi, Chifwe, Subiya, Oshindonga, Oshikwambi, Oshinganjera, Oshikwaluudhi, Oshimbalanhu, Oshikolonkadhi, Oshikwanyama, Oshiunda.

Priority will be given to material that will assist in the development of displays relating to the homesteads on display in the Museum/Cultural Village/Heritage Institution.

2.2 HISTORIC PERIOD/TIME PERIOD

There are no limits to the time period that the collection covers.

2.3 GEOGRAPHIC AREA/REGION

The collection covers artefacts and ICH from within the borders of Namibia and where relevant, neighboring and associated countries.

2.4 PHYSICAL ITEMS TO BE COLLECTED

The Museum/Cultural Village/Heritage Institution will collect maps, books, three dimensional objects, stories, music, skill and all relevant material.

2. ACCESS

The collection and collection records will be accessible to the general public and researchers through displays, talks, demonstrations, events, collection records available to researchers by appointment etc.

**3. HOW MUSEUM WILL COLLECT**

3.1. METHOD OF ACQUISITION

MUSEUM shall acquire objects for the permanent collection by donation, bequest, purchase or transfer. MUSEUM will not accept conditional donations unless the conditions set by the donor are in line with the governing guidelines of the Museum/Cultural Village/Heritage Institution. The MUSEUM will also develop an Educational Collection which will consist of objects which can be used for educational purposes with visitors with the understanding that items will regularly need to be replaced as they become worn or damaged.

3.2. ACQUISITION COMMITTEE

The curator, under the advisement of a small Acquisition Committee consisting of three members appointed by Museum/Cultural Village/Heritage Institution and the Advisory Board will decide which objects, photographs or ICH should be sought and which donations or loans will be accepted and approve purchases when required.

**4. ACQUISITION CRITERIA**

The curator will consider the following criteria before approving acquisition of an object:

4.1 Relevance: MUSEUM only collects objects that relate to the museum’s purpose and key collecting areas

4.2 Significance: Priority is given to objects which are significant for their historic, aesthetic, scientific/research or social/spiritual value.

4.3 Provenance and Documentation: Priority will be given to objects where the history of the object
is known and associated documentation and support material can be provided.

4.4 Condition, intactness, integrity: The condition of the object must be taken into consideration
when acquiring material. Badly damaged material will not normally be accepted into the collection.

4.5 Interpretive Potential: Objects that tell a story that adds to the interpretation of museum
themes will be prioritised.

4.6 Rarity: Objects may be prioritised if they are rare examples of a particular kind of object

4.7 Representativeness: Objects may be prioritized if they are an excellent representative example
of a particular kind of object

4.8 Duplications: Objects that duplicate items already in the collection will not be accepted unless
they are of superior condition and/or historic value. In such a case the duplicate may be considered for deaccessioning.

4.9 Legal Requirements: MUSEUM will only accept objects where the donor/vendor has legal title to
the object and has completed the appropriate collection form (loan, gift or purchase) and object information form, and has also attached all the relevant required documents as indicated on the form.

**5. COLLECTION CARE: DOCUMENTATION, CONSERVATION & STORAGE**

5.1. DOCUMENTATION & RECORD KEEPING

MUSEUM aims at all times to maintain an effective documentation system. Donor forms, receipts, Registers, and catalogue information will be kept at the Museum/Cultural Village/Heritage Institution. MUSEUM will follow the guidelines below when acquiring material:

5.1.1 Owner or agent brings the object to the Museum/Cultural Village/Heritage Institution.

5.1.2 A receipt is issued to the owner recording the object name, address of the owner and contact
number and date. The same information is written on a tag and attached to the object.

5.1.3. This records that the Museum/Cultural Village/Heritage Institution is holding the object does not mean or imply the object has been accepted as part of the permanent collection.

5.1.4. Notes on the history and associations of the object will be taken, for the curator to consider when assessing the object.

5.1.5. The curator meets the Accession Committee to consider the object for inclusion in the collection. Their decision is documented.

5.1.6. Refused objects are returned to the owner with an explanatory letter. If the object is not claimed within 90 days it will become the property of the MUSEUM and may be disposed of.

5.1.7. If the object is accepted donors sign two copies of the Donor/Loan/Purchase form (see Appendices 2, 3 and 4), one for MUSEUM and one for the donor to keep. A letter of thanks is sent to the donor.

5.1.8. The object must be registered, numbered and entered in the Accessions Register (see Appendix 5). The object will then be catalogued with detailed information entered into the Object Inventory (see Appendix 6) of the Museum/Cultural Village/Heritage Institution. Where documentation relating to the significance of the object is available, an object file will be kept.

5.1.9. The object and object number is also listed under the name of the donor in the donor book/file.

5.2. STORAGE & CONSERVATION

MUSEUM aims to achieve high standards of collection care and storage (including display cabinets).

• Storage areas must remain clean, secure and sealed against the weather.

• Temperature and relative humidity should be kept as stable as possible

• Access to storage areas is to be controlled.

• Ultra-violet light should be excluded from storage areas. When storage areas are not in use lights must be turned off.

• Archival quality storage materials should be used for all significant material.

• Storage areas must be regularly checked for pests and other problems.

• Objects are not to be stored on the floor

• Untrained personnel should never attempt to clean, treat or restore objects.

**6. DEACCESSIONING AND DISPOSAL PROCEDURES**

Deaccessioning is the administrative process of removing an item from the collection.

6.1. CRITERIA FOR DEACCESSIONING

An object can be deaccessioned from the Museum/Cultural Village/Heritage Institution’s collection if

• It does not comply with the current collection policy of MUSEUM

• It is damaged beyond repair

• The conservation and storage costs for it are beyond the means of the MUSEUM

• It is a lesser quality duplicate of an object the MUSEUM already owns or acquires

• It lacks any supporting information to enable proper identification or to establish its relevance to the collection

• A substantiated request for the return of the object to its original owner/donor is received. This could include the return of sacred material to Indigenous peoples.

6.2. DEACCESSION PROCEDURES

• The object identified for removal from the collection must come before the Advisory Board and
Museum/Cultural Village/Heritage Institution for consideration with close reference to the criteria stated above.

• The object identified for de-accession must be held for a twelve month “cooling off” period before it is finally disposed of.

• Staff, volunteers, committee members and their families are prohibited from purchasing, or otherwise obtaining, a de-accessioned object.

• Any funds acquired from the sale of the de-accessioned item should be used for acquisitions or care of the collection.

6.3. DISPOSAL PROCEDURES

In priority order the object must be:

6.3.1. Returned to the donor or family. If after a thorough search this is impossible, the object should be;

6.3.2. Transferred to another appropriate institution

6.3.3. Sold by public auction, where appropriate

6.3.4. Used as an educative/interpretive tool

6.3.5. Destroyed or recycled if appropriate

**7. LOANS**

7.1. LOAN PROCEDURES

• Permanent and long term loans will not be accepted by MUSEUM

• MUSEUM will lend and borrow material to help meet its purpose.

• MUSEUM holds separate forms for inward and outward loans.

• The maximum loan period is 12 months.

7.2. INWARD LOANS

An inward loan form (see Appendix 7)includes the period of the loan and conditions of the loan.

• Inward loans shall only be accepted for specific exhibitions or research and for fixed periods of time.

• Inward loans shall be recorded in a separate Loans Register

• A representative of both MUSEUM and the lender will be required to sign an agreed inward loan form. Each party will hold a copy of this agreement. This form will record conditions of the loan and the period of the loan.

• MUSEUM agrees to exercise the same care with respect to loans as it does for its own collection

• Loans shall remain in the possession of the MUSEUM for the time specified on the form.

• MUSEUM can request to renew loans if required. Documentation recording each renewal must be signed by the Curator and the lender.

7.3. OUTWARD LOANS

An outward loan form (see Appendix 8) should include the period of the loan and conditions of the loan.

• MUSEUM will lend objects to other museums and organisations holding collections. It will not lend to private collectors.

• Borrowers and a representative from the MUSEUM will be required to sign two outward loan agreement forms. Each party will hold a copy of this agreement. This form will record condition of the loan and the period of the loan.

• The borrower must exercise care in the handling, storage and display of the loan object and must be prepared to meet the conditions outlined in the outward loan agreement.

• The borrower will provide a secure display and/or storage area.

• The maximum loan period is 12 months. Applications for extension of this period must be made prior to the loan expiry date.

• Objects cannot be treated or altered in any way without the written permission of the MUSEUM.

• Loans will remain in the possession of the borrower until returned to the MUSEUM.

**8. ORAL HISTORY POLICY**

• An Oral History Agreement (see Appendix 9) will be signed by the person interviewed, which clearly states the
purpose and intended uses of the interviews and what copyright provisions apply.

• MUSEUM abides by the Oral History Association’s Statement on Ethics (see Appendix 10).

**9. ACCESS**

The Collection is accessible to the public through regular opening hours and by appointment. The collection records are accessible for research purposes by appointment. Images of selected collection items are accessible through the MAN website and the MUSEUM website and social media pages.

**4.2 HUMAN RESOURCE POLICY**

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The human resource policy for MUSEUM acts as a guiding aid for the Museum/Cultural Village/Heritage Institution. However, because MUSEUM staff are employed by Museum/Cultural Village/Heritage Institution, this policy is overruled by the Museum/Cultural Village/Heritage Institution’s Human Resource Policy and the Namibian Labour Law and in any case where this document contradicts the Museum/Cultural Village/Heritage Institution’s HR policy and Namibian Labour law, the Museum/Cultural Village/Heritage Institution’s HR Policy and Namibian Labour Law will overrule and outweigh any contradictions in this document.

**SECTION 1: RECRUITMENT PROCESS**

1. **INTRODUCTION**

Recruitment is done by formal procedures, starting from identifying the need to fill a position to reaching the stage of official appointment. The responsible person within the organization for the proper execution of the recruitment process is the HR Manager at Museum/Cultural Village/Heritage Institution. He/she of course does not have to execute all tasks but is responsible to control all the time that all tasks are properly and timely executed by the involved persons. The recruitment procedure is divided into the following phases:

|  |  |
| --- | --- |
| **Phase** | **Maximum duration** |
| **Vacancy identification** | - |
| **Preparation of job description** | 1 week |
| **Internal recruitment (if applicable)** | 1 week |
| **Preparation of application form (external)** | 1 week |
| **Vacancy announcement** |  |
| **Application period** | 3 weeks |
| **Selection for interviews** | 1 week |
| **Interviews** | 2 weeks |
| **Second round interviews (if applicable)** | 1- 2 weeks after first round |
| **Selection of successful candidate(s)** | Immediately |
| **Appointment procedure and signing of contract** | Depends on planning |

1. **VACANCY IDENTIFICATION**
	1. A vacancy can be identified after an employee has left/or will leave the job.
	2. The position/s can also be created if there are functions that warrant a new position/s on the Organizational Structure.
	3. The need for filling such vacancies must be discussed in the quarterly Advisory Board and Museum/Cultural Village/Heritage Institution Meetings.
	4. The HR manager at Museum/Cultural Village/Heritage Institution must draft a proposal to the Advisory Board and Museum/Cultural Village/Heritage Institution recommending the need to create new positions.
	5. The proposal will be tabled for discussion by the Advisory Board and Museum/Cultural Village/Heritage Institution, and will cover issues such as expectations of the post, recruitment planning, internal recruitment if applicable, mode of vacancy announcement, type of contract etc.
	6. Comprehensive minutes must be taken to be utilised for the execution of the recruitment process.
2. **PREPARATION OF THE JOB DESCRIPTION**
	1. All employees to be recruited by the organization will have explicit job descriptions that form part of the employment contract whether permanent or temporary contract.
	2. Job description/s should make clear the tasks to be performed, the level of responsibility of the job, the knowledge and the skill level required to do the job productively.
	3. Job description/s should be prepared by a competent and qualified Organizational development practitioner clearly indication critical tasks and performance indicators.
	4. All job descriptions will be approved by the Advisory Board and Museum/Cultural Village/Heritage Institution, before the jobs are evaluated and distributed to the job incumbent.
3. **VACANCY ANNOUNCEMENT**
	1. All positions will be first advertised internally.
	2. The external recruitment can only be executed if the organization does not have more than two candidates that are qualified to compete for the vacant positions.
	3. If the internal recruitment round has not yielded any positive results, the recruitment procedure will continue with an external vacancy announcement.
	4. If external recruitment does not yield a successful candidate that can be unanimously selected, the second round interview should be arranged with a few candidates that scored high in the first round.
	5. If a suitable candidate is not found after two interview rounds, the recruitment process must start again.
	6. All full time positions should be advertised in national newspapers and the advert should clearly indicate the application procedure and closing date.
4. **APPLICATION PERIOD**
	1. Potential candidates must be given at least one week to apply for the position, before it closes.
	2. Potential candidates wishing to apply for externally advertised positions should submit curriculum vitae, a motivation / application letter, and certified copies of academic qualifications.
5. **INTERVIEWS**
	1. The function of an interview is to assess whether a candidate is sufficiently capable to execute responsibilities required for a vacant position. The interview will assess motivation, judgment, qualifications and experience required for the job. Motivation, judgment, qualifications and experience on the job are part of the issues to be considered.
	2. The oral interview should be strengthened by a written test, such as computer assessment skills and other relevant assessments tests suitable for the position.
	3. The interview panel for vacancies below management level shall comprise of The Curator and the HR manager at Museum/Cultural Village/Heritage Institution.
	4. The panel members shall decide on the procedure to follow for the interviews and recommend the suitable candidate after one or two rounds.
	5. The panel for management level positions shall comprise of the Director, the HR manager at Museum/Cultural Village/Heritage Institution, and selected members of the Advisory Board and Museum/Cultural Village/Heritage Institution, however if the position is specialized an expert in the field can be invited to join the interview panel.
	6. During the interview, the interview panel will score candidates on a score sheet, which will be used to compare the results of the panelists.
	7. After interviewing all candidates, the panelists will discuss the interview results and take a decision on the successful candidate for the position.
	8. All candidates will be informed about the interview results in writing.
	9. The successful candidate will receive a job offer including an invitation to discuss the terms and conditions of employment.
	10. Interviews for out of town candidates shall be scheduled at a convenient time, preferably in the morning to enable candidates to return home after the interviews.
6. **APPOINTMENT PROCEDURE AND SIGNING OF CONTRACT**
	1. After selection of the successful candidate, the HR Manager at Museum/Cultural Village/Heritage Institution will draft an employment offer and send it to the candidate’s postal address or email.
	2. The job offer letter will include the requirements for accepting the job offer and when to report for duty.
	3. The successful candidate will have to respond to the job offer letter within two weeks.
	4. If the candidate accepts the job offer, an appointment will be made by the HR Manager at Museum/Cultural Village/Heritage Institution to further discuss the terms and conditions of employment, sign the employment contract, code of conduct and job description.
7. **CONSULTANTS, INTERNS AND TEMPORARY WORKERS**
	1. Recruitment is done by formal procedures, starting from identifying the need to fill a position to reaching the stage of official appointment. The responsible person within the organization for the proper execution of the recruitment process is the HR Manager at Museum/Cultural Village/Heritage Institution.
	2. For positions that require an individual to provide MUSEUM with a service but not be employed by MUSEUM, such as a consultant or intern, the recruitment process is as follows;
	3. In accordance with section 13 of the MUSEUM Finance Policy; Contracts with consultants will include rates and a schedule of pay, deliverables, time frame, and other information where necessary such as an action plan. Justification for payment should be submitted to file. For example, if a writer is contracted to create a publication, a copy of the final version should be included in the file.

|  |  |
| --- | --- |
| **Phase** | **Maximum duration** |
| **Vacancy identification** | - |
| **Preparation of job description and key results** | 1 week |
| **Vacancy announcement or Headhunting** | 4 weeks |
| **Application period (If applicable)** | 3 weeks |
| **Selection for interviews (If applicable)** | 1 week |
| **Interviews** | 2 weeks |
| **Second round interviews (if applicable)** | 1- 2 weeks after first round |
| **Selection of successful candidate(s)** | Immediately |
| **Appointment procedure and signing of contract** | Depends on planning |

**SECTION 2: STARTING ON THE JOB**

1. **FIRST WORKING DAY**

1.1 On the first working day, the new employee shall undergo induction by being introduced to senior Management, finalise human resource related documentation, discussion regarding mutual expectations, immediate supervisor should introduce the new employee to fellow workers and conduct a brief tour of the workplace, immediate supervisor discusses job description and standard of performance as well as how performance will be measured, the supervisor also informs the new employee of additional induction training and when it will take place.

1.2 The employee must be provided with a employment contract within two weeks after employment. The contract should clearly indicate tasks, target and performance indicators.

1. **PROBATION PERIOD**

2.1 The goal of the probation period is:

1. To determine the ability of the new employee to perform well on the job.
2. To establish if the new employee’s behaviour and conduct fit into the organization.

2.2 The supervisor is required to outline projects from the performance contract on which to base the probation review.

2.3 The probation period will be three months, and a probation review shall be conducted based on the projects agreed upon in the performance contract.

2.4 The line supervisor shall monitor the new employee during the probation period by completing a Probation Monitoring Form on a monthly basis. This Form is not accessible to the employee.

2.5 After one month on the job, the line supervisor and new employee shall meet to discuss progress, as well as possible recommendations to improve performance during probation.

2.6 After the three months’ probation is over, the line supervisor shall report on the outcome of the probation period to Management.

2.7 If the new employee’s performance is not satisfactory, the probation period can be extended for additional three months.

2.8 Final decision on the outcome of the probation period shall be made by the Advisory Board and Museum/Cultural Village/Heritage Institution.

* 1. Copies of the Probation Monitoring Forms shall be filed in the employee’s file.
1. **NOTICE OF TERMINATION OF CONTRACT OR RESIGNATION**

3.1 The employment contract can be terminated by either party at any time during the three (3) month probation period by giving one (1) week notice, or notice thirty (30) days in advance for permanent employees.

3.2 The Museum/Cultural Village/Heritage Institution may revoke these conditions on the basis of:

1. Provisions within disciplinary procedures, immediate dismissal can be given in case of insubordination, absenteeism for more than two (2) days without notifying the employer, continuous poor performance, lack of co-operation and theft. The procedures to be followed in any such case should be in line with the Labour Act No. 11 of 2007.
2. The employee has been certified permanently unable to work by a medical practitioner (in accordance with the Labour Act No.11 of 2007).
3. The employee has been imprisoned or convicted of an offense.

3.3 The HR Manager at Museum/Cultural Village/Heritage Institution shall ensure that all required procedures are followed in case the contract of an employee or new employee is terminated or an employee or new employee resigns.

1. **RE-EMPLOYMENT**

Re-employment of former employees (whether casual/temporary or permanent employees) who resigned in good spirit from the Museum/Cultural Village/Heritage Institution is permitted. They can apply and be re-employed, however employees who have been dismissed will not be considered for re-employment.

1. **SALARY AND WAGE PAYMENT POLICIES AND PROCEDURES**

5.1 Salary and wage refers to compensation for work, made to an employee with an employment contract, usually done in the form of a monthly EFT or cheque payment.

5.2 The total monthly salary shall be paid according to the employment contract of the employee. Payment shall be made on the last Friday of every month.

5.3 The Museum/Cultural Village/Heritage Institution shall deduct Pay As You Earn (PAYE), medical aid and social security contributions, and shall pay it over to the relevant institutions.

5.4 The Museum/Cultural Village/Heritage Institution shall contribute 50% towards the employee’s medical aid.

5.5 Each employee on the payroll shall receive a pay slip (in duplicate) at the end of the month.

5.6 Job evaluation shall be conducted for all positions on the organizational structure and salary scales shall be formulated.

5.7 Salaries of positions may vary based on employee experience.

 5.8 The Curator shall be required to submit a motivation to the Advisory Board and Museum/Cultural Village/Heritage Institution recommending salary adjustments in line with the percentage (%) of the annual inflation rate.

5.9 The Curator will inform the HR Manager at Museum/Cultural Village/Heritage Institution of the outcome of the annual salary adjustments.

5.10 Annual employee performance appraisal shall be conducted and employees who reach their target will qualify for performance related increases.

5.11 This process continues until the employee reaches the peak salary of the position. Employees who have reached the peak shall only receive the annual salary increase.

5.12 Employees with unsatisfactory performance shall only receive annual salary increases.

5.13 If an employee takes up another position in the Museum/Cultural Village/Heritage Institution, his / her salary shall start at the lowest level of the new salary scale.

5.14 Acting allowance is an additional allowance on top of the monthly salary of an employee who acts on behalf of another employee in a higher position. The amount to be paid is the difference between the employee’s basic salary and that of the position he / she is acting in.

5.15 All acting arrangements shall first be approved by the Advisory Board and Museum/Cultural Village/Heritage Institution before they are implemented.

5.16 The organisation will provide the employees with a housing allowance provided that they provide the organisation with proof of rental/lease agreements or mortgage bonds. The employee is entitled to a housing allowance in accordance with the stipulations noted in Section 16A of the Namibian Income Tax Act of 24 of 1981.

**SECTION 3: DEVELOPMENT POLICIES**

**STAFF DEVELOPMENT**

1. **INTRODUCTION**

The Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution has a system of staff development in place for employees at all levels. This consists of the identification of critical areas where employees need to undertake training in order to improve their competencies. The Museum/Cultural Village/Heritage Institution is committed to ensure that internal and external service providers are utilized to meet employees training needs.

1. **TRAINING NEEDS IDENTIFICATION**

2.1 Employees shall identify two training programs annually, to enable to effectively achieve the Museum/Cultural Village/Heritage Institution’s objectives. The training programs shall be indicated in the Personal Development Form and employees have to ensure their training programs are executed as planned.

2.2 All training expenses shall be paid by Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution, provided that the training courses are aligned to the operations of the Museum/Cultural Village/Heritage Institution.

2.3 Training programs initiated by the employee/s but not aligned to the Museum/Cultural Village/Heritage Institutions operations shall be paid by the employee and be attended outside normal working hours.

2.4 An Employee/s pursuing academic qualification sponsored by the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution are obliged to serve the Museum/Cultural Village/Heritage Institution for three (3) years after obtaining their formal qualification.

2.5 An agreement in this regard shall be entered between the employee and the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution.

1. **EMPLOYEE PERFORMANCE APPRAISAL AND OBJECTIVES**

3.1 Performance appraisal is a continuous process of reviewing individual’s performances and assists them to improve their performance.

* To satisfy the individual's need for feedback on performance and to assist him/her to improve performance in the current job.
* To strengthen supervisor - employee relationships.
* To get feedback on the level of employee motivation.
* To help the employee to perform better in order to strengthen the organization’s performance.

3.2 PERFORMANCE APPRAISAL PROCESS

3.2.1 It is the responsibility of the immediate supervisor to ensure that employees reporting to them sign performance contracts and monitor set targets on a regular basis.

3.2.2 Each employee will be evaluated based on targets set at the beginning of the year.

3.2.3 After the performance review, the completed performance appraisal shall be signed by the employee, supervisor and selected members of the Advisory Board and Museum/Cultural Village/Heritage Institution.

3.2.4 Failure to comply with this shall have an adverse implication to performance management and it might lead to legal action.

3.2.5 The Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution shall seek the services of an experienced consultant to formulate comprehensive guidelines on how to implemented performance management in the Museum/Cultural Village/Heritage Institution.

**SECTION 4: LEAVE POLICY**

1. **NORMAL LEAVE**

1.1 Employees are entitled to an annual leave totalling 30 working days for each year of service (2.5 days accrued monthly) Employees may opt to take their leave in one single block or sets of blocks. Leaves have to be approvedby the supervisor before an employee can go on leave.

1.2 A leave calendar should be drawn at the beginning of the year and agreed upon by employees and Management, which shall then be forwarded to the Advisory Board and Museum/Cultural Village/Heritage Institution for information.

1.3 Amendment to the schedule will be at the discretion of the immediate supervisor. For each scheduled leave period, the employee will submit a leave form to the HR Manager at Museum/Cultural Village/Heritage Institution after agreement by the immediate supervisor, who signs the form for approval.

1.4 The leave application shall be submitted at least two (2) weeks in advance (except for sick leave and compassionate leave). Depending on the circumstances, the immediate supervisor may reschedule the leave (in consultation with the concerned employee). The HR Manager at Museum/Cultural Village/Heritage Institution will verify the leave record and sign the leave form for approval.

1.5 Employees taking leave are required to return according to the dates approved in the leave forms. Otherwise, the normal disciplinary penalties will apply: a formal written warning shall be issued if the employee fails to return to work on the agreed date.

1.6 Employees who have successfully completed their probation are eligible for paid leave under the following conditions:

1. Employee is not on temporary assignment / employment.
2. Employee has accrued enough leave days in order to qualify for leave.
3. **COMPASSIONATE LEAVE**

2.1 In the event of death of an immediate family member, compassionate leave of a maximum of five (5) days will be granted. This section applies to employees on permanent terms of employment only.

2.2 If the employee intends to take leave longer five days, he/she shall make use of his/her annual leave entitlement.

1. **MATERNITY AND PATERNITY LEAVE**

3.1 A female employee shall be entitled to a maximum of three (3) months maternity leave on full pay. During probation and under temporary terms of service, there are no provisions for maternity and paternity leave.

3.2 A male employee shall be entitled to a maximum five (5) days paternity leave in order to assist the partner with household responsibilities. This leave shall be taken within a period of four (4) days after the spouse has delivered.

3.4 During maternity leave the normal benefits and entitlements of the employee including her contractual rights shall continue, however the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution shall only pay the difference between the employee’s total package and the total benefit that Social Security Commission pays.

3.5 In the event of illness, certified by a registered practitioner, arising out of pregnancy or confinement, affecting the employee or her child, the organization shall grant the employee additional leave as required according to the situation.

3.6 Employee is encouraged to announce her pregnancy to her immediate supervisor as early as possible, and on such grounds, she shall be allowed time off for her antenatal visits.

3.7 The nursing mother shall be allowed time off during working hours for breast-feeding. The duration of absence should be determined on a case-by-case basis, but should not exceed a period of two (2) hours per day for a maximum of six (6) months after giving birth.

1. **SICK LEAVE**

4.1 Sick leave shall be authorized when the employee is unable to work because of sickness or injury, or when the employee needs medical examination or treatment, which can be obtained only during the time when employee would normally be on duty. Sick leave cannot be used for the care of family members or treatment for a family member.

4.2 Application for sick leave shall be accompanied by a doctor’s certificate delivered on the second day of sickness latest, with a sick leave application form completed by the employee.

4.3 Sick leave days shall be clearly recorded and deducted to prevent abuse.

4.4 The Supervisors shall approve the sick leave then submit it to Advisory Board and Museum/Cultural Village/Heritage Institution for information.

4.5 Sick leave shall start on the second day of absence. The Advisory Board and Museum/Cultural Village/Heritage Institution have the right to visit an employee or send a doctor to visit the employee for cross checking purposes. If an employee is absent from work for more than 2 consecutive working days allegedly due to illness and fails to produce a medical certificate or any other prescribed proof of illness, the employer is not required to pay for such leave.

4.6 Employees are entitled to a maximum of thirty (30) sick leave days per year. The number of paid leave days may be extended by the Advisory Board and Museum/Cultural Village/Heritage Institution if an employee is hospitalized.

4.7 After the thirty (30) days the case shall be reviewed by the Advisory Board and Museum/Cultural Village/Heritage Institution

4.8 If Advisory Board and Museum/Cultural Village/Heritage Institution has sufficient proof that a certain employee has abused sick leave, the employee shall be subjected to a disciplinary hearing.

1. **PUBLIC HOLIDAYS**

5.1 The organization respects the public holidays as defined by the government of the Republic of Namibia. In the event of obligating employees to work on such holidays and other declared holidays, the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution shall compensate these days in time or money.

5.2 Public holidays falling within an employee’s leave are not counted as leave days and as such are not deducted from the employee’s leave record.

1. **LEAVE WITHOUT PAY**

6.1 Leave without pay shall only be granted in exceptional cases to permanent employees who have been employed with the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution for a minimum of eighteen (18) months.

6.2 The leave should fit into the planning of the Museum/Cultural Village/Heritage Institution, and it should be able to (partially) replace the employee with a temporary employee.

6.3 The leave should be requested three (3) months in advance.

1. **SEVERANCE PAY**

7.1 An employee who has completed at least 12 months of continuous service and who is dismissed, dies, resigns or retires on reaching the age of 60 years, is entitled to severance pay in an amount equal to one week’s remuneration for each year of continuous service.

7.2 Severance pay need not be paid to an employee who is dismissed for misconduct or for poor work performance or for unreasonably refusing reinstatement

1. **SPECIAL LEAVE**

Essentially, the purpose of providing special leave for employees is to assist with creating a supportive working environment for individual employees and as such to enhance their contribution to ensure effective and efficient service delivery. Special leave is at the discretion of the supervisor and is not a right. If the request/application for special leave is denied, an employee must then use his/her annual leave days to take a leave of absence from the office.

Each request for special leave will be evaluated on its own merits and approval will depend on substantiating documentation and, in the case of study leave, the enhancement of the employee’s value to the organisation.

To meet the objectives of granting employees special leave it is essential that supervisors Manage and monitor leave as part of their daily activities.

**8.1 The following circumstances (but not limited to) can be considered for special leave:**

* Conferences (Seminars, Workshops, lectures)
* Sports and Cultural Purposes
1. **Conferences (Seminars, Workshops, lectures)**

When an employee attends a course, lecture etc for which he/she has been given permission to attend by his/her supervisor.

1. **Sports and Culture Purposes**

Special leave maybe granted to an employee when he/she:-

• is selected by a recognised sports association or cultural organisation to

* take part in a sports tour or cultural activity outside the country; or
* represent Namibia at an international sporting or cultural event within the country; or
* accompany a foreign national team visiting the country, as a representative of the Namibian Sports Commission organising the tour.

• serve as a referee, official or judge at an organised sports or culture meeting at international level.

• Special leave may be granted to an employee when he/she is selected by a recognised sports or culture association to take part in a sport within the country at international level or a level between provincial and national level or against an international team.

All applications for special leave must be supported by applicable documentation.

1. **Study Leave**

An employee may be granted 10 days per annual leave cycle for study purposes. In these instances consideration of each application must be based on merit taking into account the interest of the organisation as well as the needs dictated by other policies of the organisation.

* Study leave may be granted in the following circumstances: -
* Part-time studies and/or studies by means of correspondence when leave is required for essential preparatory work or research work but limited to a maximum of 10 days;
* Research work and/or writing a thesis for a post-graduate qualification and in this regard study leave must be granted with due consideration to the requirements of the educational institution which must be substantiated by documentary proof;
* Attendance of a preparatory course with a view to sitting for a qualifying examination in order to obtain admission to a particular field of study;
* Full-Time Study

This leave is awarded on the basis of demonstrated benefit to the organisation and is dependent on the requirement of the study institution/registration requirement of the professional body.

Special study leave will be awarded on the basis of the employees’ proposal which demonstrates value to be gained by the organisation. Study leave on this basis will be granted with due consideration to the requirements of the educational institutions/professional body which must be substantiated by documentary proof.

The granting of this leave or any extension thereto is subject to prior approval being obtained from the supervisor

* Attendance of Classes during Office Hours

An employee who studies part-time and/or by means of correspondence at a recognised educational institution and who is required to be absent from his/her place of work may be released from duty on condition that he/she takes a day’s special leave for every eight hours he/she is so released from duty. This may not exceed 60 working days per annual leave cycle. This provision is also applicable to an employee who repeats a course or part thereof.

* Examinations

 Study leave for examinations may be granted to an employee for the day on which he/she sits for any examinations which, in the opinion of the organisation, has the object to better equip the employee concerned for his/her career.

Leave for examinations equal to the number of days on which the employee sits for an examination, may be granted to an employee to enable him/her to prepare for the examination.

The above provisions may be applied only once in respect of a re-examination or an examination which an employee failed and which he/she has to repeat.

**SECTION 5: ORGANISATION DISCIPLINARY POLICY AND PROCEDURE**

1. **ORGANIZATION DISCIPLINARY POLICY AND PROCEDURE**

This Policy and Procedure has been initiated by the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution. As such, all questions relating to the interpretation of any of the issues in this document shall be referred to the HR Manager at Museum/Cultural Village/Heritage Institution for advice and guidance.

1. **OBJECTIVES OF THE POLICY**

2.1 The main objective of the Disciplinary Policy and Procedure is to create a climate of mutual trust between the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution Management and its employees within which labour relations can be effectively managed.

2.2 Further objectives are the advancement of healthy and equitable labour relations, the prevention of labour instability and unrest, as well as establishment of guidelines for proper Management of labour unrest when these occur.

2.3 The Disciplinary Policy and Procedures has been designed to achieve the above broad objectives by ensuring that the specific aims are met.

1. To implement and achieve consistency & uniformity in the application of industrial (labour) relations standards and thereby reducing uncertainty and confusion regarding IR decisions.
2. To inculcate in the organization a pattern of fairness and consistency.
3. To inform, educate and train the relevant stakeholders in industrial relation aspects and functions.
4. **THE AIM OF DISCIPLINARY PROCEDURES**

3.1 The main aim of the disciplinary procedures is to prevent or stop unacceptable behaviour before it reaches a serious level. In addition, the aims are to establish effective communication between Management and employees, to ensure that every employee is treated equitably in terms of the Namibian Labour Act and with dignity, and to also ensure that Management retains the prerogative to manage the organization on a sound basis.

3.2 It further aim to ensure employees and Management know the organization ’s Code of Conduct and Disciplinary Policy rules and clearly understand what actions are likely to be taken if rules are broken. Knowledge in this area leads to a sense of security which ultimately leads to a harmonious labour relations climate. Lastly, it aims to ensure that labour relations will be managed in a uniform and consistent manner.

3.3 In the interpretation of this policy and procedure, all references to the masculine shall incorporate the feminine, and vice versa, unless the contrary is clearly indicated.

1. **GENERAL PRINCIPLES AND SCOPE OF THE DISCIPLINARY PROCEDURES**

4.1 The Disciplinary Procedure is regarded as an integral part of the terms and conditions of employment of all employees.

4.2 This Procedure shall be equally applicable to all employees, including supervisors and Managers.

4.3 Before taking any disciplinary action the responsible official shall ascertain all the relevant facts, and give the employee concerned an opportunity to state his or her case.

4.4 A Disciplinary Hearing or Enquiry must be held before any written or final written warning is finalized and before dismissal is recommended whether as a result of misconduct or poor performance.

4.5 Except in the case of a verbal warning, an employee may be represented by fellow employees or his recognized union representative to assist him/her towards any steps taken in terms of this procedure.

4.6 All employees are expected to be aware of appropriate behaviour, as stipulated in the Code of Conduct).

4.7 Disciplinary action must be fair, just and consistent throughout the organization.

4.8 Disciplinary action must be taken as soon as possible after an infringement of the organization’s rules and regulations.

4.9 An employee shall be informed and made aware of the reasons why disciplinary steps are being instituted against him/her.

4.10 An employee who is summarily dismissed will not receive any payment for time spent on appeals unless he/she is reinstated.

4.11 Employees taking part in an illegal strike or work stoppage may be dismissed without reference to this policy if it cannot reasonably be expected of the organization to hold disciplinary enquiries.

4.12 Where an employee serves a probation period and transgresses the Disciplinary Procedure he/she shall be subjected to a hearing which shall be held in the same way as if such person is already in full-time employment.

4.13 Casual employees and/or Fixed-Term employees will be subjected to this policy and procedure in the same way as permanent employees.

4.14 Employees who become medically incapacitated in service may be relieved of their duty following the Medical Separation policy; all such cases will be referred to the Advisory Board and Museum/Cultural Village/Heritage Institution for an assessment.

4.15 A clear distinction should be made between remedial action and corrective action to remedy skills deficiencies and correct behavioural deficiencies.

4.16 Disciplinary action should in the first instance be educational and then corrective; punitive steps should only be taken once the former have proved to be ineffective.

4.17 Disciplinary action should not be taken lightly; the responsibility for implementing action is therefore reserved for officials with appropriate responsibility and seniority.

4.18 As far as is practicable, similar offenses committed in similar circumstances should be treated equitably by taking similar steps.

4.19 Since every disciplinary system is dependent on human judgement, errors may occur. An appeal system is therefore an integral part of the Disciplinary Procedures.

4.20 The disciplinary action to be taken in a particular case must be based on the seriousness of the offence as well as the disciplinary record of the offender.

4.21 It should be noted that certain factors may either aggravate or mitigate an offence. For example, an employee with long service and a good record may be treated more leniently as a first offender than an employee with short service. On the other hand, an offence by an employee who should set an example may be considered more serious.

4.22 The probable consequence of the offence should be considered. Negligence on the part of employees responsible for the safety or health of others should be regarded as particularly serious.

1. **APPLICATION OF THE DISCIPLINARY PROCEDURE**
	1. The application of discipline can take one of the following forms depending on the severity of the conduct or the situation:
* Verbal Warning,
* Written Warning,
* Final Written Warning and
* Termination / Dismissal
	1. One of the prime requirements of fairness and natural justice which is also reinforced by the Namibian Labour Act, is that an employee should always be entitled to a fair hearing or enquiry before his/her services are terminated. The process of conducting disciplinary hearings or enquiries before dismissal or termination of an employee’s services effectively has therefore become very important.
	2. Formal verbal warning and all written warnings will be issued in a formal prescribed manner and recorded.
	3. **VERBAL WARNING**

5.4.1 This is a formal warning, which may be given by Managers and/or supervisors as they have the authority to do so.

5.4.2 It shall be initiated where an employee’s behaviour is unsatisfactory, but does not warrant a written warning or dismissal.

5.4.3 The Manager or supervisor shall verbally warn the employee and explain to him or her, the required change in his/her performance or behaviour. The verbal warning will be valid for a period of three (3) months from the date the warning was issued.

5.4.4The supervisor/Manager will complete a Record of Verbal Warning to be countersigned by the employee, which will be placed in the employee’s personal file. Should he/she refuse to sign, that fact will be noted on the form and the signature of a witness will be obtained.

* 1. **WRITTEN WARNING**

5.5.1 Written Warnings may be given by supervisors and Managers in the organisation. A written warning is issued when a verbal warning is not adequate as stipulated in the Disciplinary Code of Conduct or if an employee receives another verbal warning within three (3) months in which the first verbal warning was issued. The written warning will be valid for a period of six (6) months from the date the warning was issued.

5.5.2 Similarly, a final written warning is issued where a valid written warning is already on file and may be given by the Manager.

5.5.3 In cases where it is stipulated in the Disciplinary Code that two written warnings should be issued, the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution reserves the right to issue only one written warning depending on the seriousness of the circumstances of the case.

5.5.4 Written Warnings shall be given on the appropriate form and the employee will be requested to sign it to signify that he has received the warning. A copy must be placed in his/her file. Should he/she refuse to sign, that fact will be noted on the form and a witness will be asked to sign to verify that a warning has been issued.

* 1. **VALIDITY OF WARNINGS**

All warnings issued (whether verbal or written) will expire at the end of the validity periods.

1. Verbal Warning - Three (3) months
2. Written Warning - Six (6) months
3. Final Written Warning - Twelve (12) months

Warnings may be issued where employees commit breaches, which could be regarded as similar or related to those offences already on file.

* 1. **VALIDITY AND CUMULATIVE NATURE OF DISCIPLINARY ACTION**

5.7.1 Disciplinary action taken against employees will be treated in a cumulative Manner. In other words, if an employee has a valid written warning on his/her file and then receive another warning, the second warning will be regarded in a more serious light. Each subsequent breach of discipline will result in successive stronger disciplinary action being taken against the employee.

5.7.2 The cumulative nature of the disciplinary action applies irrespective of whether the successive offences, are different to one another. For example an employee may receive a written warning for being absent without leave on the first offence and a written warning for failing to carry out instruction on the second offence.

5.7.3 These will both be taken into account if a third offence is committed which could lead to a final written warning.

5.7.4 An employee who is on a final written warning for a major/serious offence and who then commits a minor offence will be subjected to a hearing which may not necessarily result in dismissal if the employee is found guilty, he/she would in these circumstances be entitled to receive a written warning running concurrent with the final written warning for the major/serious offence. However, if the same employee commits another minor offence whilst both the warning for the previous minor offence and the final written warning for the major/serious offence is valid, such employee will, if found guilty in a hearing, be liable for dismissal.

5.7.5 Under all circumstances, the employee who is on a final written warning for a major/serious offence whilst the previous warning is still valid, may have his/her services terminated following a disciplinary hearing.

**5.6. DISCIPLINARY HEARING OR ENQUIRY PENDING DISMISSAL OR TERMINATION**

5.6.1 No employee may be dismissed without being granted a formal hearing or enquiry, unless circumstances such as the employee either absconding or being unwilling to return to work render this impossible.

5.6.2 If it is found during a pre-hearing investigation that due to the serious nature of allegations against an employee, his/her continued presence on Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution premises may, for whatever reasons, create a problem for him or the organization, it may be resolved to suspend such an employee on full pay pending a formal hearing or enquiry. A standard suspension notice on the appropriate form will be completed and signed by the Manager or Advisory Board and Museum/Cultural Village/Heritage Institution as well as by the employee to acknowledge Notification of the Suspension. A Witness will also be required to sign to declare that he/she has witnessed that the notification was handed and explained to the employee. The chairperson will not sign the suspension notice, as he/she may be the appeal recourse for the employee.

5.6.3 In order to prepare for a Disciplinary Hearing or Enquiry, an employee and his/her representative will be given formal and reasonable notice of the hearing.

5.6.4 The employee should be notified in writing of the allegations against him/her in advance with forty-eight (48) hours’ notice being regarded as reasonable. The standard notification form will be completed and signed by the HR Manager at Museum/Cultural Village/Heritage Institution, on behalf of the employer and for all employees below general Manager level. Where the employee who has committed misconduct is at Manager level, such notification will be signed by the Chairperson. The employee will be expected to sign an acknowledgement of receipt and a witness will also sign to confirm that the notification was handed and explained to the employee.

5.6.5 The HR Manager at Museum/Cultural Village/Heritage Institution shall appoint a Chairperson and the initiator for the Disciplinary Hearing. The Chairperson will use a standard disciplinary hearing checklist in preparation of finalizing the sanction and to ensure that the hearing process is procedurally fair. The completed disciplinary hearing checklist will be signed off by the Chairperson and submitted to the HR Manager at Museum/Cultural Village/Heritage Institution.

5.6.6 Usually the accused employee’s direct supervisor or Manager will initiate proceedings in a disciplinary hearing. He or she is accordingly responsible for identifying witnesses, lodging investigations, taking statements and formulating appropriate charges. He/she may enlist the assistance and guidance of the HR Manager at Museum/Cultural Village/Heritage Institution in this process.

5.6.7 Where the accused employee is at for example a Manager level, the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution may enlist the services of external labour consultants to chair the hearing.

5.6.8 No external representation (legal or otherwise) will be allowed to represent the employer or the accused employee during the disciplinary hearing process. The provisions of the Recognition and Procedural Agreement with the recognized Union will also be taken into account.

5.6.9 Hearings will be conducted by a Chairperson, who shall whenever practical, be a senior Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution official. The Chairperson of a disciplinary hearing shall under no circumstances have been involved in the case to be judged.

5.6.10 Guilt or Innocence in any allegation will be determined on the *balance of probabilities* and need not be proven beyond a reasonable doubt.

5.6.11 A decision and recommendation of dismissal or termination following a disciplinary hearing will be given by the Chairperson of such hearing in conjunction with the supervisor of the accused employee and the HR Manager at Museum/Cultural Village/Heritage Institution in order to allow the employee to have appeal recourse to the Chairperson, if necessary.

* 1. **PROCEDURES FOR CONDUCTING A DISCIPLINARY HEARING OR ENQUIRY**

5.7.1 Preparation for Disciplinary Enquiry / Hearing

As soon as the HR Manager at Museum/Cultural Village/Heritage Institution in consultation with the Manager concerned has been informed in writing of an alleged offence, he/she shall try to establish whether, in terms of legislation, policy or relevant standing instruction, an offence has been committed and whether it justifies disciplinary action.

5.7.2 Formulating the Offence

The HR Manager at Museum/Cultural Village/Heritage Institution shall with the help of the line Management if necessary, formulate the alleged offence in terms of the disciplinary policy and procedure.

The employee shall also with the aid of an interpreter if necessary be informed of their right to the following:

1. the alleged offence which is being investigated;
2. the date, time and place of the enquiry or hearing;
3. that he/she can make the necessary arrangements for a union or co-worker of his/her choice to represent him/her;
4. that he/she can make the necessary arrangements for his/her own witnesses to be present;
5. state their case or defense and present evidence;
6. put questions to any witness in their defense;
7. call witnesses or present documents in their defense;
8. if found guilty, present mitigating circumstances; and
9. to appeal against the outcome of the hearing.

5.7.3 The supervisor shall assist the employee if necessary to secure such witnesses from other sections/divisions, and to arrange transport for them to the venue where the enquiry shall be held if venue is away from the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution offices.

**5.8 PERSONS PRESENT AT AN ENQUIRY / HEARING**

5.8.1 The following persons, besides the investigation team, shall be present at an enquiry:

* The Chairperson;
* The Employee who allegedly committed the offence;
* The Initiator of the Disciplinary Action;
* The Employee’s Representative if he/she so elects an interpreter if so required;
* Witnesses if so required; and
* The HR Manager at Museum/Cultural Village/Heritage Institution or his/her representative in an advisory capacity.
* Legal representation shall be excluded for both parties and can only be included if both parties agree.

5.8.2 Despite the above-mentioned, the hearing can be done in the employee’s absence under the following circumstances:

* If he/she blatantly refuses to attend the enquiry; and
* If the involved employee does not appear at the enquiry after having been informed to attend in writing, the reason for his/her absence must be established.
	1. **THE PROCEDURE AT THE DISCIPLINARY ENQUIRY / HEARING**

5.9.1 The Chairperson of the Enquiry is required to:

* Ensure that all persons involved are present. If the employee does not want a representative, this must be recorded in the disciplinary report and the employee must be requested to sign it;
* Explain the procedure and purpose of the inquiry to the employee;
* Fully outline the alleged offence and ask the employee whether he/she admits or denies the charge;
* Call any witnesses individually who may be present to give evidence, provided that such evidence is relevant. The employee and his/her representative concerned may also ask questions of any witness called;
* Request each witness to leave the enquiry room after his/her evidence has been given;
* Give the employee the opportunity to give evidence by asking him/her to describe events and to give account for his/her actions and give him/her the opportunity to call witnesses;
* Request the employee to leave the enquiry room before a final decision concerning his/her possible guilt has been reached.

5.9.2 The HR Manager at Museum/Cultural Village/Heritage Institution shall ensure that the employee’s employment record is available at the enquiry.

5.9.3 When determining disciplinary action, the following factors shall be taken into account:

* the seriousness of the offence;
* the circumstances surrounding the offence;
* whether the employee was aware, or should have been aware, that his/her action(s) were not acceptable;
* The nature and number of employee’s previous offences if any;
* The service record of the employee;
* Whether there are any extenuating and or aggravating circumstances;
* The effect that the disciplinary action may have on the other employees;
* The financial implications of such an action.

5.9.4 Disciplinary action shall be treated confidentially.

5.9.5 All disciplinary reports, no matter how small the offence, shall be channelled to the HR Manager at Museum/Cultural Village/Heritage Institution for auditing and record purposes.

**5.10 DISCIPLINARY HEARINGS AND CRIMINAL PROCEEDINGS**

5.10.1 The Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution reserves the right to lay a criminal charge against an employee where such an employee’s actions constitute a breach of this policy, the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution’s Code of Conduct and the law (e.g. theft, assault, intimidation, etc.).

5.10.2 In all such cases, disciplinary action will be instituted as per the Museum/Cultural Village/Heritage Institution’s disciplinary procedures as soon as possible after an incident has occurred. Such disciplinary action will take its course even though a criminal process is still pending.

5.10.3 The HR Manager at Museum/Cultural Village/Heritage Institution should be consulted where criminal prosecution is considered, for advice on these matters.

5.10.4 Where an employee is found guilty in a criminal court and sentenced, such employee’s services might be terminated even if this criminal conviction does not relate to misconduct at work. However, where an employee is remanded in custody pending a court trial, the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution may keep such an employee on the payroll, using paid leave to cover for his/her absence.

* 1. **TRANSFER AND DEMOTION**

5.11.1 Demotions or transfers will be used as an alternative to dismissal and only under the following conditions:

5.11.2 When a dismissal for a major performance related or serious offence is considered and enough mitigation and special circumstances exist to warrant as an alternative to outright dismissal.

5.11.3 As a temporary measure after which the employee could be re-evaluated for demotion if a position is available.

5.11.4 On acceptance thereof by the employee as an alternative to dismissal.

5.11.5 Any offences during the demotion period will be dealt with as per regular disciplinary procedures; however, such demotion may be viewed as an aggravating factor.

5.11.6 Demotions and transfers may only be recommended following a disciplinary hearing / enquiry.

**5.12 POOR WORK PERFORMANCE**

5.12.1 An employee, who fails to meet the agreed standards of performance, may be counselled by his direct Manager or supervisor.

5.12.2 Poor performance may be described as the “employee’s inability to meet agreed and achievable targets of performance for reasons other than misconduct”. The procedures for handling poor performance are completely different from the procedures for handling employee misconduct.

5.12.3 The purpose of counselling sessions will be to ascertain areas of concern and to jointly develop action plans to remedy these. Counselling sessions will be recorded and reduced to writing in the appropriate standard forms available on employee self-service, which need to be signed by the direct supervisor and the employee and placed on the employee’s file.

5.12.4 Employees who in the face of two or more counselling sessions, continue to perform poorly, may be summoned to a disciplinary hearing / enquiry.

**5.13 APPEAL PROCEDURE**

5.13.1 The purpose of an appeal is to grant the employee the opportunity to appeal to a more senior line Management official against any disciplinary action, which may be taken against him/her.

5.13.2 There are various grounds for appeal in case of disciplinary transgressions and it is these grounds which would ultimately determine the nature of the Appeal Hearing itself. The five main grounds for appeal are:

* **Jurisdiction** (to determine whether the organization has the right to dismiss e.g. when misconduct happens outside company premises).
* **Procedural Irregularities** (e.g. when employee was not given enough time to prepare for the hearing or was not allowed a representative during the hearing, etc.).
* **New Evidence** (for instance if there is new evidence that must be heard then a decision can be taken whether a new hearing is required).
* **Disputed Finding** (e.g. when appeal chairperson reads the minutes of the disciplinary hearing and /disagrees with the finding or sanction).
* **Disputed Sanction** (when an employee does not agree with the decision of the chairperson in relation to the misconduct).

**5.14 STEPS IN THE APPEAL PROCESS**

5.14.1 At the time of lodging his/her appeal, the employee is required to specify the grounds on which such an appeal is being lodged.

5.14.2 The employee would be entitled to have someone to represent him/her at the appeal hearing in the same Manner as he was at the original disciplinary hearing.

5.14.3 The employee is entitled to be furnished with all relevant documentation relating to the original hearing in order that he may be in a better position to prepare his/her case for the appeal.

5.14.4 An employee may lodge an appeal on the prescribed form to the next higher level of authority than the one who instituted disciplinary steps against him/her.

5.14.5 Such appeal must be lodged within five (5) working days of the initial disciplinary decision having been handed down.

5.14.6 The employee appealing must state the reason for his/her appeal and any additional information relevant to the case in question.

5.14.7 The Manager/supervisor considering the appeal must do so within five (5) working days of having received the written appeal. The matter may be reviewed on paper and a re-hearing will only be conducted in the event of a gross procedural irregularity pertaining to the initial hearing. New evidence may similarly be heard.

5.14.8 A successful appeal against a dismissal / termination will cause the employee to be reinstated retrospectively to the date of termination. This also applies where an appeal against dismissal is reduced to a warning in terms of 6.3 of the appeal procedure.

The final step in the appeal procedure at Management level will be the Chairperson. If an Employee is still not satisfied with the outcome of the appeal, then he/she may resort to the legal process as spelt out in the Namibia Labour Act No. 11 of 2007.

**5.15 GRIEVANCE PROCEDURE**

5.15.1 A grievance is any dissatisfaction or feeling of injustice an employee may have that affects the employer/employee relationship and which is brought to the attention of Management.

5.15.2 The purpose of the grievance procedure is to ensure that individual or localized group grievances are considered and resolved as close as possible to the point of origin and as speedily as practicable.

5.15.3 There are many possible causes of employee grievances, which arise at the workplace. Some of these may include: insensitivity of colleagues towards each other, supervisors or Managers attitude toward subordinates, organizational Policies and Procedures which may be discriminatory, rumours affecting work security, etc.

5.15.4 A Grievance Hearing can be a difficult discussion to handle as the employee raising the grievance may be aggrieved to the extent that the discussion, if not handled correctly, could deteriorate into a conflict situation.

5.15.5 As in the case of handling a disciplinary enquiry/hearing, there are specific steps, which may be followed, steps which have been designed to assist the Manager and/or Supervisor in effectively dealing with a grievance discussion.

5.15.6 When approached by an employee with a grievance, it is very seldom possible for the Manager and/or Supervisor to resolve the problem during the first discussion. More than often, some time and energy has to be expended by the Manager and/or Supervisor concerned first to gain additional information, talk to various parties and to do some investigation.

5.15.7 The following procedure describes the process, which will be adopted within the organization to address grievances in a logical Manner.

1. The Grievance Procedure is aimed at resolving grievances in the fairest Manner possible. Grievances are feelings of injustice of dissatisfaction affecting an employee which arise out of the work situation of the employment relationship between the employee and the organisation, but shall exclude collective grievances related to wages or salaries.
2. Employees may lodge grievances without fear of victimization. Grievances should be resolved as quickly and fairly as possible and at the lowest possible level.
3. Employees lodging grievances have the right to be represented by his/her representative or any other fellow employee of his/her choice.
4. Records will be kept of all statements and decisions.
5. The initial interview with the employee should be aimed at collecting all the facts.
6. If an investigation is required and will take time, the employee should be asked whether he/she would accept the senior’s feedback by a specific time or date. The time or date agreed upon is to be adhered to.

5.15.8. The Grievance Procedure will be implemented as follows:

**Step 1 -** **Immediate Manager**

1. In step 1 the employee must discuss his/her grievance with his/her immediate Manager and/or supervisor.
2. The Manager and/or supervisor must endeavour to solve the problem within two (2) working days and inform the employee of the outcome.

**Step 2 - Next Level Manager / Supervisor**

1. The employee completes a standard grievance form with all relevant details. The form is handed to the next level Manager and/or supervisor.
2. The Manager or Supervisor shall endeavour to solve the employee’s problem within two (2) working days and inform the employee of the outcome.
3. Should the employee not be satisfied with the outcome, he/she may proceed to step 3.

**Step 3 -** **Grievance Enquiry**

1. The matter is referred to the HR Manager at Museum/Cultural Village/Heritage Institution of the Department by handing him/her the grievance form together with any other further relevant written information.
2. The HR Manager at Museum/Cultural Village/Heritage Institution shall convene a grievance hearing and attempt to resolve the matter within a period of ten (10) working days. His/her decisions shall be final.

5.15.9 Grievance Procedure to be followed by a Group of Employees

If a grievance to be raised affects not one employee but a group of employees then a spokesman for the group should be elected. The spokesman may be accompanied (if he so wishes) by a delegation of not more than four of the employees concerned and they should proceed with Step 2 as in the case of an individual grievance.

5.15.10 Union Grievance

The union may forward any grievance affecting them as a Union to the Operations. The HR Manager at Museum/Cultural Village/Heritage Institution must give a decision as to the resolution of the grievance within five (5) working days. In the event there is no resolution it shall be referred to the chairperson for resolution within five (5) days.

* 1. **SUSPENSION PROCEDURE**

5.16.1 Suspension means that an employee is formally prevented from tendering his/her services for a specific period of time, during which his/her pay or remuneration (including benefits) will continue unchanged.

5.16.2 This outlines the organization’s procedure regarding suspension.

5.16.3 The organization will define the employee misconduct incidents that may warrant immediate suspension.

5.16.4 Management shall conduct preliminary investigation before considering suspension.

5.16.5 After investigating, the person instituting disciplinary action shall consult with the relevant Manager and the HR Manager at Museum/Cultural Village/Heritage Institution for advice before deciding whether to suspend or not.

5.16.6 Should suspension be necessary; the person or Manager/supervisor instituting action shall explain to the alleged offender in the presence of the workplace union representative (for positions in the bargaining unit) or witness the reasons for suspension.

5.16.7 If the employee or his/her representative requires clarity on the reasons given for suspension, such request shall not be unduly denied. However, it must not be a pre-hearing or negotiation process.

5.16.8 The Manager or supervisor instituting disciplinary action shall complete the prescribed suspension form. A copy of the suspension form must be handed in to the HR Manager at Museum/Cultural Village/Heritage Institution.

5.16.9 Formal charges shall be formulated as soon as practically possible and handed to the employee on suspension.

5.16.10 A formal disciplinary hearing or enquiry shall be conducted on the stipulated date.

5.16.11 Line Management has a responsibility to consult before considering suspension of an employee.

**15.7 TYPES OF OFFENCES AND DISCIPLINARY ACTION**

15.7.1 The organization reserves the right to take disciplinary action against any employee for good cause, although such causes are not stated herein.

15.7.2 The organization reserves the right to amend, add to or verify any provision of this code or procedure, after consultation with the employees. The list hereunder is not exhaustive but is merely provided as a guideline for the recommended action for major, serious and minor offenses. Despite the guideline, it remain the chairperson of the disciplinary hearing’s responsibility to study the evidence put forward and recommend the appropriate action for a specific disciplinary incidence.

|  |  |
| --- | --- |
| **NATURE OF OFFENCE** | **DISCIPLINARY ACTION / WARNING** |
| **MAJOR OFFENCES** | **FIRST OFFENCE** |
| Unauthorized possession/removal of company property, theft, bribery | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Falsification of company records or any documents | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Making false statements when applying for employment or undergoing a medical examination | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Assaulting any person | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Possession of fire arms or any other dangerous weapons while on duty | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Striking illegally in/or inciting unlawful unrest | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Refusal to perform any legally assigned normal work. | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Unauthorized absenteeism for longer than five days without a reasonable excuse | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Intoxication on company premises, or driving company vehicles whilst intoxicated | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Driving company vehicle without authority | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| **NATURE OF OFFENCE** | **DISCIPLINARY ACTION / WARNING** |
| **SERIOUS OFFENCES** | **FIRST OFFENCE** | **SECOND OFFENCE** |
| Removal of material, equipment or property without authority from the organisation  | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Serious neglect of, or willful damage of organisation material | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Flagrant disregard of safety standards | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Sleeping on the job | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Absence from work place while on duty without permission | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Negligent use of the organization vehicle or any other mobile equipment | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Revealing confidential information to any unauthorized person | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Attempting to bring, or causing the name of the organization to be brought into disrepute | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| The use of foal language to a supervisor, or any other person | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| The possession and/use of liquor or drugs inside the organization premises. | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Should any employee be found guilty in any court of law, of a common law or statutory offence relating to the organization’s affairs? | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Should any employee commit a common law or statutory offence whilst on the organization premises and/or duty | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |

|  |  |
| --- | --- |
|  **NATURE OF OFFENCE** | **DISCIPLINARY ACTION/WARNING** |
|  **MINOR OFFENSES** | **FIRST****OFFENCE** | **SECOND****OFFENCE** | **THIRD****OFFENCE** | **FOURTH****OFFENCE** |
| Horseplay | VERBALWARNING | WRITTENWARNING | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Loss of organization property | VERBALWARNING | WRITTENWARNING | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Unauthorized and/or un-communicated absenteeism where such absence is three days or less, unless the employee offers a reasonable and legitimate excuse for his absence, the onus in this case being on the employee to justify his unauthorized absence. | VERBALWARNING | WRITTENWARNING | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Neglect of duty or carelessness, unless such neglect or carelessness constitutes a major offence owing to the nature thereof | VERBALWARNING | WRITTENWARNING | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Poor workmanship, failing to maintain output levels | VERBALWARNING | WRITTENWARNING | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Poor time-keeping | VERBALWARNING | WRITTENWARNING | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Disregarding safety regulations where contravention is a minor offence | VERBALWARNING | WRITTENWARNING | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Gambling on company premises | VERBALWARNING | WRITTENWARNING | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Posting, and/or distributing and/or displaying notices, posters etc on the organization premises without permission | VERBALWARNING | WRITTENWARNING | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Displaying and/or fixing and/or distributing any unauthorized badges or slogans on the organization property or clothing without permission | VERBALWARNING | WRITTENWARNING | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Entering areas of the organization where the employee do not belong or which are restricted | VERBALWARNING | WRITTENWARNING | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Taking meals or breakfast outside the prescribed times | VERBALWARNING | WRITTENWARNING | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Using facilities of the organization while on duty without permission | VERBALWARNING | WRITTENWARNING | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |
| Rudeness, impoliteness, to a supervisor, any employee or any other person | VERBALWARNING | WRITTENWARNING | FINAL WARNING | DISMISSAL PRECEDED BY DISCIPLINARY ENQUIRY |

15.8 Alternative Sanctions to be considered as Disciplinary Action

There are alternate sanctions that the organization can consider over and above the disciplinary actions in section 12. The alternative actions can vary depending upon the type of misconduct.

* Suspension without Pay;
* Resignation to avoid Dismissal;
* Demotion;
* Deduction for Damages;
* Transfer;
* Extending the Life of a Warning;
* Rehabilitation;
* Final Written Warning coupled with Apology.

**SECTION 6: TEMPORARY APPOINTMENTS**

* 1. Temporary appointments refer to employees on temporary contracts, casuals, trainees on graduate work experience program, and consultants. Any extensions of temporary appointments will be effectuated on approval of selected members of the Advisory Board and Museum/Cultural Village/Heritage Institution. Temporary appointments can only be renewed twice and should not exceed a total period of one year.
	2. The organization may find it viable to hire some consultancy services in various specializations in order to strengthen the organization’s effectiveness.
	3. These are short-term arrangements that shall be remunerated according to the organizations financial guidelines.
	4. The need for consultancy services should be reflected in both the plans and budgets of the organization.
	5. Consultancy services shall be budgeted for at beginning of the year.
	6. Part-time employment will normally be defined as an employment where the employee is not working the normal number of full-time hours per week. The same counts as for temporary appointments with regard to terms and conditions of service, if they are not on a permanent contract.

**SECTION 7: EMPLOYEE WELFARE**

* 1. **END OF YEAR RETREAT**

The HR Manager at Museum/Cultural Village/Heritage Institution shall arrange a staff retreat together with other employees once a calendar year (usually as an end of year function). Venue and date shall be decided upon by vote or discussion. The retreat will be organized as a teambuilding venture and will include the Advisory Board and Museum/Cultural Village/Heritage Institution.

* 1. **ALLOWANCES / PER DIEM**

The Organization shall meet the following maximum expenses while staff (or members) are sent on official duty outside the place where the organization is working.

* Transport
* Accommodation
* Meals
* Daily Subsistence

If an employee is sent on a training course the organization will determine the allowances needed. If for instance lunch is provided during the training course, the employee will not be given the lunch part of the allowance; when a training course takes place within the town where the employee lives and the employee can eat and sleep at home no allowance will be given at all. If third parties pay allowances (e.g. organizers of the training course) the employee is allowed to accept these but the organization will in such case not give an allowance to the employee.

* 1. **WORK FACILITATION**

Depending on the position and tasks of the employee the organization will do as much as possible to facilitate the employee in his/her work. This means that the employee can use the organization’s computers, transport (if stated in the job description), stationary etc.

**SECTION 8: GENERAL POLICY GUIDELINES**

* 1. **PERSONAL FILES**

For each employee (temporary or permanent) a personal file is prepared. The HR Manager at Museum/Cultural Village/Heritage Institution is responsible for maintenance of the personal files. He/she shall ensure that the employee files are kept up to date with maximum safety and confidentiality (he/she can ask The Curator to assist with this but then has to control the files on a regular basis, remaining the responsible person for the accuracy of these files). The employee will access his/her personal file if seeking for some specific document. This is done in the presence of the HR Manager at Museum/Cultural Village/Heritage Institution. If necessary parts of the file can be kept secret from the employee.

* 1. **POLITICS AND RELIGION**

The organization is a local non-governmental organization which exists to facilitate the establishment and development of local and regional museums and heritage spaces. Therefore, the organization has no political/religious affiliation. The properties and facilities of the organization shall not be used for any political or religious purpose. Employees should express their personal political/religious beliefs without in any way involving the organization directly or indirectly. If the organization feels that religious or political involvement is in conflict with the interests of the organization, the employee can be disciplined.

* 1. **LOSS OR DAMAGE OF ORGANIZATION PROPERTY**

Employee on permanent or temporary terms and conditions of service will be personally responsible for the organization's property, which is within his/her control either at work or home. Loss of such property, which cannot be adequately accounted for or explained, shall be treated as theft and if such case occurs it could lead to summary dismissal. If the employee loses the organization’s tools or equipment which are in the employee’s possession he/she will have to pay the costs for replacement.

* 1. **WORKING HOURS OR DAYS**

The employee will be expected to work a 40-hour week (unless stated otherwise in the contract). All employees will be expected to report on duty as follows:

**Monday-Friday: 09h00-16h00**Saturdays: 09h00-13h00

There is no overtime allowance for additional hours worked unless if an employee is requested by Management to work on a weekend or after normal working hours. The rates used for overtime allowance will comply with Labour Act No. 11 of 2007.

* 1. **EXPENSE CLAIM POLICY AND PROCEDURE**

Expenses incurred by employees in the course of duty on behalf of the organization will be reimbursed only if the Advisory Board and Museum/Cultural Village/Heritage Institution has given prior approval. Expenses are not part of salary but direct reimbursement of expenditure.

Claims for reimbursement must be made on the appropriate form, signed by individual and authorized by Advisory Board and Museum/Cultural Village/Heritage Institution / signatories prior to submission to the HR Manager at Museum/Cultural Village/Heritage Institution.

As a general rule all claims must be supported by receipts, if possible VAT receipts. However, it is recognized that certain items of expenditure e.g. some public transport fares cannot be supported by documentary evidence. In such cases the claim form must include details of the reason of expenditure.

Receipts or invoices that are not agreed on by the organization cannot be sent directly to the organization for payments and cannot be claimed afterwards.

**4.3 FINANCE POLICY**

**CONTENT**

1. Introduction
2. Finance Management
3. Authority
4. Division of Duties
5. Payment Procedures
6. Petty Cash Fund
7. Fixed Asset Management
8. Payroll
9. Sample forms
10. **INTRODUCTION**

The finance policy for MUSEUM acts as a guiding aid for the Museum/Cultural Village/Heritage Institution. However, because MUSEUM staff are employed by Museum/Cultural Village/Heritage Institution, this policy is overruled by the Museum/Cultural Village/Heritage Institution’s Finance Policy and in any case where this document contradicts the Museum/Cultural Village/Heritage Institution’s Finance policy the Museum/Cultural Village/Heritage Institution’s Finance Policy will overrule and outweigh any contradictions in this document.

This policy has been prepared to document the internal accounting procedures of the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution (MUSEUM). Its purpose is to ensure that MUSEUM’s assets are safeguarded, that financial statements are in accordance with generally accepted accounting principles, and that finances are managed with responsibility. All personnel with a role in the management of MUSEUMs financial operations are expected to adhere to the policies in this manual. It is the intention of the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution that this accounting policy serves as our commitment to proper, accurate financial management and reporting.

1. **FINANCIAL MANAGEMENT**

As stated in Articles 8.1 and 8.2 of the constitution of the MUSEUM the responsibility for the transparent and efficient management of any funds and assets provided to the MUSEUM rests with Advisory Board and Museum/Cultural Village/Heritage Institution. The relevant sections of the constitution read as follows:

1. **AUTHORITY**

“All property and funds of the museum shall vest in the Advisory Board and Museum/Cultural Village/Heritage Institution, which shall hold such property and funds on behalf of the members for the duration of the museum” (Article 8.1)

3.1 The Advisory Board and Museum/Cultural Village/Heritage Institution shall have the power to;

“buy, sell or hire, exchange, transfer receive by way of donation or otherwise movable property, including debentures, stocks, and shares, and to invest the funds in Government or other stocks, mortgage bonds, or on fixed deposit or otherwise in Banks, Building Societies or like organisations or in any other recognised deposit receiving institution” (Article 8.2.1)

1. **DIVISION OF DUTIES**

The following is a list of personnel who have responsibilities with managing the museum’s accounts:

4.1 **The Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution**: will be responsible for the submission of budgets and requests for financial assistance to potential donors. The Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution will present a written financial report to the Annual General Meeting of the Museum/Cultural Village/Heritage Institution which will be held during July each year. A provisional budget for the next financial year will be drawn up by the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution on the basis of the priorities set by MUSEUM’s Advisory Committee at the MUSEUM’s Annual Planning Workshop. The provisional budget will be circulated to all members of the Advisory Board and Museum/Cultural Village/Heritage Institution for comment, revision and adoption. The approved budget will serve as a fund-raising tool.

4.2 **External Auditors**: The accounts of the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution will be audited annually by the organisation’s External auditors who will be elected annually by a resolution voted on at the Annual General Meeting.

4.3 **Cash Receipts Procedures:** The Curator receives all incoming mail. All payments received by the Curator should be recorded on a cash receipts log which states the budget line to which the income is attributed. The Office Administrator then makes two copies of the payment receipt or cheque. One copy will be forwarded to the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution and the other copy filed in the relevant project or administrative file. Next, the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution will prepare a deposit slip and deposit the funds into the savings account.

All income should be deposited into the savings account. The validated deposit slip should then be filed in the Finance File and copied to the relevant project or administrative file. All cheque copies should be filed according to the month that they were received. A deposit not forwarded or mailed to the bank should be locked in a safe place, a cabinet or a box with a key. No deposit should be locked in the file cabinet for more than a week from the time it has been logged in. The funds should always have a complete reference indicating the type of `income’ it is.

1. **PAYMENT PROCEDURES**

5.1 Payments should be prepared by the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution for signature by authorized officials for expenses, debts and liabilities.

5.2 The Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution are responsible for the preparation of payments. All disbursements are to be made by EFT/Cheque unless the item is considered a petty cash item or a cash requisition form has been approved by the authorised official(s).

5.3 Incoming invoices will be logged in by the Office Administrator [naming the staff person responsible for ordering the product or service] and delivered to the responsible staff person for his/her approval and to prepare a cheque requisition form before the due payment date.

5.4 The staff member responsible for ordering the product or service will check the validity of the invoice against earlier quotations and the work/service accomplished/delivered and prepare a cheque requisition form before the payment is made. Unless a special motivation is provided payment for goods/services over N$10,000.00 (to be discussed and determined by the Museum/Cultural Village/Heritage Institution ) in value will be made in two instalments with the first instalment being a deposit of no more than 50% of the total value of the transaction.

5.5 In the case of payments from the petty cash a petty cash form should then be completed by the purchasing staff member and attached to the original invoice/receipt, and/or any other supporting documentation. The form should include the budget line according to the budget for that financial year to which the expense will be debited.

5.6 After inputting all the payment requests, the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution will prepare a master list of all payments to be paid. If there are any questions or concerns about the amounts, the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution should provide necessary information prior to any payments. If there are any items removed from the batch, the totals on the payment summary form should be corrected, initialled and dated by the Manager.

5.7 Once the amount to be disbursed has been approved, the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution will set up online payments or prepare cheques. A payment requisition form should be prepared for each payment by the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution. The proof of payment should be attached to the invoice, and other supporting documentation, and submitted for signatures. Payments up to N$10 000.00 and regular salaries should be approved by the Manager and Curator. Payments over N$10 000.00 or any bonuses or overtime payments to staff must have additional approval from the chairperson.

5.8 After the cheques have been signed or electronic transfers set up, the second signatory will double check the work, cancel the invoice by stamping PAID on it in red ink, and pass the paperwork on to the Curator for filing.

5.9 Once monthly, the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution will check the invoice book/log to determine if there are any outstanding invoices which have not yet been paid. If so, the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution will investigate the non-payment of these invoices with the responsible staff member.

5.10 Purchases of items of a value of up to N$2,000 may be made by staff members if they conform to the approved budget. Purchases should be made from petty cash. In cases where staff use their own money to make purchases they may be refunded if the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution are provided with the relevant receipts, although this practice should be avoided as far as possible.

5.11 Three quotations must be obtained for any individual purchase of over N$5,000.00 and a written submission made by the Curator to the Financec Officer [???] motivating the preferred purchase. For any individual purchase over N$10,000 a written submission must be made by the Finance Officer motivating the preferred purchase for approval by the Chairperson [or designated member of the governing body].

5.12 In cases where only one service provider is available for the services required, a motivation must be submitted to validate the use of said service provider.

1. **PETTY CASH FUND**

6.1 The petty cash fund should never exceed N$2 000.00

6.2 The Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution are responsible for the petty cash fund.

6.3 A single disbursement from petty cash shall never exceed N$ 500.00.

6.4 The petty cash fund shall be operated on an imprest basis. This means that when it is time to replenish the petty cash fund, the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution shall total the expenses made and identify those expenses by the general ledger account number (budget line). When the payment request is submitted for payment it should indicate the total amount needed to bring the fund back up to N$ 2000.00. Payment requests should break down the various expense accounts being charged and the amount charged to each.

6.5 When a request for petty cash reimbursement is made to the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution, the item will be listed on the Petty Cash Fund Reconciliation Sheet. A description of the item charged should be recorded together with the amount. A receipt must be received by the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution for the amount of the request in order for the request to be approved/accepted

6.6 The recipient of money from the petty cash fund must sign the sheet to indicate their receipt of the funds. The paid receipt should be attached to the sheet. All paid information should remain in the locked petty cash box until it is time to replenish the fund. When the fund is replenished all the relevant paperwork should be attached to the form showing the amount being replenished and filed.

6.7 The petty cash box is to be locked at all times when the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution is not disbursing or replenishing the fund. The locked petty cash box is to be kept in the locked file cabinets within the finance office.

1. **FIXED ASSET MANAGEMENT**

 A permanent property logbook or database is to be maintained by the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution for all fixed assets purchased by the [Add name of museum].

7.1 The log should contain the following information:

7.1.1. Date of purchase

7.1.2. Description of item purchased

7.1.3. Received by donation or purchased

7.1.4. Cost or fair market value on the date receipt

7.1.5. Donor or funding source, if applicable

7.1.6. Funding source restrictions on use or disposition

7.1.7. Identification/serial number (if appropriate)

7.1.8. Depreciation period

7.1.9. Supplier name and address

7.1.10. Warranty period

7.1.11. Inventory tag number (all fixed assets should be tagged with a unique (identifying number)

7.1.12. Number of the EFT/cheque used to pay for the equipment

7.2 At least once a year, a physical inspection and inventory should be taken of all fixed assets and reconciled to the general ledger balances. The list should be amended to reflect any assets that are no longer held by the museum.

7.3 The Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution should be informed, in writing, via an interoffice memorandum of any material changes in the status of property and equipment. This should include changes in location, sale of, theft, loss, damage or scrapping (due to obsolescence) of items and any purchase or sale of real estate or new goods and equipment.

7.4 All capital items which have a cost greater than N$1 000.00 will be capitalized and depreciated.

1. **PAYROLL**

8.1. Personnel

The Human Resource Officer is charged with the responsibility of maintaining personnel files on staff persons. Each personnel file should contain, at least, the following information:

8.1.1 Employment application and CV

8.1.2 Date of employment

8.1.3 Position, pay rates and changes therein

8.1.4 Authorization of payroll deductions

8.1.5 All personnel records are to be kept locked in a locking file cabinet in the MAN Office

8.2. Payroll Preparation

The payroll will be maintained by the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution who will be responsible for issuing monthly pay slips that include benefits and deductions.

8.3. Year-End Report/Audit:

At the end of the financial year and in time for the Annual General Meeting, a year end Audit report should be prepared summarizing the total income and expense activity for the year.

8.4. Grant Compliance

8.4.1 When a new grant is received or renewed, a copy of the Funding Agreement must be forwarded to the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution.

8.4.2 The Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution should set up a permanent file for the grant and maintain the contract along with any other financial correspondence regarding the grant.

8.4.3 It is the responsibility of the Curator and the Finance Officer at Museum/Cultural Village/Heritage Institution to review the grant contract and extract any particular conditions regarding financial reporting which must be complied with by the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution

8.4.4 It is a policy of the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution to adhere to any restrictions imposed by its funders, both governmental and private. Therefore, MUSEUM employees are expected to bring to the attention of management, any instances of non-compliance.

1. **SAMPLE FORMS**
* **Sample Petty Cash Voucher**

|  |
| --- |
| **Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution Petty Cash Voucher** |
| **Date:** | **\_\_\_\_\_\_/\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_/\_\_\_\_\_** |
| **Amount:** | **In figures:****N$\_\_\_\_\_\_\_\_\_\_\_\_\_.\_\_\_** | **In words:** **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_****\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** |
| **Purpose:** | **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** |
| **Requested by:** | **Name:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_****Portfolio: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** | **Signature:** |
| **Approved by:** | **Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_****Portfolio: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** | **Signature:** |
| **Additional info:** |  |

* **Sample Budget**

|  |
| --- |
| **Income (N$) 2020** |
| Item | Expected N$  |
| Sales of souvenirs | 5,000.00 |
| Guided tours | 10,000.00 |
| Printing | 500.00 |
| Book sales | 2,300.00 |
| Photographs | 200.00 |
| **Total Income** | **18,000.00** |
| **Expenses (N$) 2020** |
| Item | Expected N$ |
| Rent | 5,000.00 |
| Water | 100.00 |
| Electricity | 500.00 |
| Telephone | 300.00 |
| Advertising | 100.00 |
| Salaries  | 5,000.00 |
| Cleaning Material | 400.00 |
| Toilet paper | 100.00 |
| Stationary | 1,500.00 |
| Transport | 500.00 |
| Petty Cash | 1,000.00 |
| **Total Expenses** | **14,500.00** |
| **Balance (Profit/Loss)** | **3,500.00** |

* **Sample Purchase Requisition form**

|  |
| --- |
| **Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution** |
| **Purchase Requisition form** |
| DATE |  |
| PAYABLE TO |  |
| ADDRESS |  |
| BANK DETAILS |  |
| AMOUNT |  |
| BUDGET LINE |  |
| **PURPOSE OF PAYMENT: (please attach budget and indicate what balance is left in the relevant budget line. If payment is being made in two instalments indicate whether this is the first or second instalment)** |
|  |
| **Paperwork Approved by:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** **Name Signature****Payment Approved by:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** **Name Signature****Cheque/EFT Number: \_\_\_\_\_\_\_\_\_\_\_ Cheque/EFT Date: \_\_\_\_\_\_\_\_\_\_\_\_** |
| **Original itemized invoice(s)/ receipts must be attached to the back of this form prior to Payment being released.** |

* **Sample Leave form**

|  |
| --- |
| **Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution** |
| **Leave Application Form** |
| **Part 1 (Employee)** |
| Name of employee |  |
| Position |  |
| Dates of requested leave period | From till |
| No. of working days requested for |  |
| Type of leave requested (Please tick one) |
|

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Annual Leave |  |  Special Leave  |  | Compassionate Leave |  |
| Study Leave |  |  Leave Without Pay |  |  Sick leave |  |

 |
| \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Employee signature Date  |
| **Part 2 (Human Resource Officer)** |
| Leave has been discussed with employee and suits within the work planning.The following details have been confirmed from employer records and the following days are his/her leave entitlement: |
| Leave days available  |  |
| Leave days requested |  |
| Balance  |  |
|  **Signature of** **Human Resource &Admin Officer Date** |
| **PART 3 (Immediate supervisor)** |
| **Leave is: Approved Not approved**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature Date** |

* **Sample Asset register**

|  |
| --- |
| **Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution** |
| **Fixed Asset Register 2020** |
| **Asset** | **Qty.** | **Serial number or Description** | **Date of purchase** | **Value at date of purchase N$** | **Annual depreciation N$** | **Current value N$** |
| Display Cabinet | 1 | Brown | 01.07.2014 | 3,500.00 | 100.00 | 3,400.00 |
| Office desk | 2 | Mahogany | 17.03.2012 | 6,000.00 | 900.00 | 5,100.00 |
| Canon 3 in 1 Printer | 1 | CNP145/22 | 09.08.2013 | 1,500.00 | 400.00 | 1,100.00 |
| HP Laptop | 1 | HPL112/56 | 06.11.2013 | 5,500.00 | 500.00 | 5,000.00 |
| Dell Laptop | 1 | DLL4586/896 | 03.04.2014 | 4,500.00 | 150.00 | 4,350.00 |
| Dell Laptop | 1 | DLL89653/633 | 03.04.2014 | 4,500.00 | 150.00 | 4,350.00 |
| **Total Value at year end** | **25,500.00** | **2,200.00** | **23,300.00** |
|  |  |  |  |

**4.4 Marketing Policy**

**CONTENT**

1. Introduction
2. Boosting Attendance and Attracting New Visitors
3. Marketing Goals
4. Marketing Vehicles
5. Audience
6. Marketing Strategies
7. Collaborations
8. Monitoring Campaigns

**1. INTRODUCTION**

The marketing plan for MUSEUM is a document that sets guidelines for the marketing of MUSEUM to different target markets. Unlike the other policy documents, because marketing is a very sensitive and dynamic sector, the marketing policy will need to be reviewed at least;

* 1. Bi-annually by the curator
	2. Annually by the Advisory Board

In order to ensure that the marketing strategies and vehicles being used at any one time, are the most effective.

Because MUSEUM has been in existence since dd/mm/yyyy, it already has a loyal group of regular supporters, especially within Tsumeb. However, in order to stay alive, it should carefully strategize and tailor outreach and promotion. As a result, a wider audience of interested individuals will be reached.

It is important to note that that marketing is not the same thing as advertising. An advertisement casts a wide net into a large pool of fish who may or may not bite, therefore, offering them something they might not want or need. Marketing is communicating what your MUSEUM offers to visitors in a way that the target audience can connect with.

The MUSEUM marketing plan should engage with potential visitors who already want what MUSEUM already has – interesting exhibits, membership opportunities, and educational programs.

The mar keting policy for MUSEUM shall always align with the marketing policy of Museum/Cultural Village/Heritage Institution and shall be reviewed at the intervals stated above, by the Museum/Cultural Village/Heritage Institution Marketing department.

1. **BOOSTING ATTENDANCE AND ATTRACTING NEW VISITORS**

MUSEUM will use the following platforms to boost attendance and attract new visitors;

* 1. Selective printing of marketing materials, targeting, especially academic and older audiences who tend to like analog souvenirs
	2. Investing in knowing our audience. It is important to continue catering to the audience that MUSEUM already has, even as it endeavors to reach new audiences. It is important to be able to answer the following questions with regards to the current audience; which exhibitions or types of exhibitions do they care about? Are they buying memberships?
	3. Invite non-members to museum events. Once a month, hold an event (at MUSEUM itself or elsewhere) that reaches out to the general public. Have a two-for-one ticket day, offer free access to permanent collections, or host an open-to-the-public party. This is a successful and entertaining method of gaining new audiences.
	4. Bring in millennials. This is the second most populous generation, and they can make or break the future of any institution through numbers alone. Millennials are a well-educated and tech-savvy group, and they want their interests to be catered to by museums and Museum/Cultural Village/Heritage Institutions. Don’t patronize them, keep them entertained, and appeal to their craft-driven tastes with smart exhibitions, and stimulating new information.
	5. Invest in visual branding. Keep the logo, flyer designs, and website sleek, fashionable, and up-to-date. Attractive branding is an easy thing to overlook, but in a visual culture that makes snap judgements based on marketing emblems, it can make all the difference.
	6. Figure out where people are finding MUSEUM. Get visitors to fill out a simple survey that determines what leads them to MUSEUM – this can be a surprisingly effective method of data-gathering.
	7. Experiment with marketing tactics. Employ at least one new strategy every year. Allocate a portion of the budget to try something MUSEUM has never tried before. Doing so will create new opportunities to connect to audiences that might otherwise be unreachable.
	8. Learn from failure. Take the time to analyze the problems – ask, why did this fail? What can we do better?
1. **MARKETING GOALS**
	1. Generate more foot traffic – increase visitor numbers
	2. Generate more traffic to MUSEUM’s website and social media pages
	3. Increase brand recognition within Namibia
	4. Increase brand recognition internationally
	5. Increase membership
2. **MARKETING VEHICLES**

The marketing vehicles used by MUSEUM will be;

* 1. Radio
	2. Television
	3. Print Media
	4. Social Media
	5. Website
	6. Emails
	7. Word of mouth
	8. Pamphlets
	9. Material sold at the curious shop

The type of vehicle(s) used will depend on the audience that the information is aimed for.

1. **AUDIENCE**
	1. School groups and Teachers
	2. Researchers and Students
	3. Domestic Tourists
	4. Foreign tourists
	5. Local Youth
	6. Local Elderly
	7. General Public
	8. Artists
	9. Heritage and culture Practitioners
2. **MARKETING STRATEGIES**
	1. SEARCH ENGINE OPTIMIZATION (SEO)

Search Engine Optimization (SEO) is the process of boosting a website's ranking in the search results. When users search, it generates a list of relevant websites to their search query. SEO helps increase ranking to get to the top of these search results. This strategy involves numerous optimizations to help improve MUSEUM ranking, including:

* + 1. Keyword research and integration to appear in the right search results
		2. Improving page speed to have fast-loading pages that provide a better user experience
		3. Creating content to boost traffic on MUSEUM’s page
	1. PAY-PER-CLICK (PPC) ADVERTISING

Pay-per-click (PPC) advertising helps to obtain more leads that are ready to convert. When using PPC, MUSEUM runs paid advertisements that appear at the top of the search results on search engines. These ads help drive leads most interested in visiting MUSEUM. PPC ads are budget-friendly and MUSEUM can set a budget that fits in with the overall budget for the year.

MUSEUM also have complete control over the PPC campaign including what time the ad will run, how it looks and how long the campaign will run for.

* 1. EMAIL MARKETING

Email marketing is a more personal marketing strategy that will allow MUSEUM to send content directly to the target audiences.

* 1. SOCIAL MEDIA MARKETING

Social media marketing is another great method for connecting with target audiences. With this strategy, MUSEUM can focus on delivering valuable content through social channels.

Some popular social media platforms include:

Facebook, Twitter, Instagram, Pinterest, LinkedIn, Tick Tock, Snapchat, amongst others.

With these platforms, MUSEUM can share photos, videos, links to content, and more. It's an excellent strategy for building a relationship with target audiences and getting them more familiar with MUSEUM's brand. Social media offers both organic and paid advertising options.

* 1. CONTENT MARKETING

Content marketing is a great strategy to help share valuable information with target audiences. When MUSEUM creates content, MUSEUM will share the knowledge and expertise with those interested in what the Museum/Cultural Village/Heritage Institution has to offer. Creating great content is also a great way to establish MUSEUM as an authority in its field.

Types of content includes blogs, videos, infographics, eBooks, podcasts, and more. It is important to create content that is based on MUSEUM’s target keywords.

1. **COLLABORATIONS**

MUSEUM will collaborate with other Museum/Cultural Village/Heritage Institutions, tour operators and museums within Tsumeb, Oshikoto region and Namibia as a whole through the assistance from relevant bodies such as the Museums Association of Namibia, Museum/Cultural Village/Heritage Institution, Oshikoto Regional Council, Namibia Tourism Board, Ministry of Environment and Tourism, etc.

1. **MONITORING CAMPAIGNS**

An essential part of a marketing plan is monitoring the campaigns. MUSEUM must keep track of all strategies used to ensure that they are driving valuable results.

By monitoring campaigns, MUSEUM can see which tactics work and which ones need improvement. Numerous metrics can be tracked with programs like Google Analytics, including:

Dwell time, Clicks, Conversions, Pages visited, Shares and. Impressions

The metrics MUSEUM can monitor will depend upon the strategy used. By keeping track of each strategy's metrics, MUSEUM will create more effective campaigns.

**4.5 Vehicle Policy**

**CONTENT**

1. INTRODUCTION

2. OBJECTIVES

3. POLICY MANUAL MAINTENANCE

4. VEHICLE DESCRIPTION & FEATURES

5. OPERATIONAL MANAGEMENT

6. AUTHORISED DRIVERS:

7. LOG BOOKS, ROADWORTHINESS STATUS

9. VEHICLE EXPENSES ANDTRAVEL ALLOWANCE:

10. FLEET CARDS

11. VEHICLE STORAGE AND SECURITY OF CARS

12. SERVICE, CLEANING AND REPAIRS

13. NEW EMPLOYEES / TRANSFERS / PROMOTIONS / REPLACEMENT

14. COMPANY INSURANCE - ACCIDENTS

15. PROCEDURE IN CASES OF NEGLIGENCE

16. BREAKDOWNS

17. STOLEN VEHICLE

18. TRAFFIC OFFENCES

19. GENERAL GUIDELINES IN RESPECT OF MOTOR VEHICLE ACCIDENT

**1. INTRODUCTION**

The vehicle policy for MUSEUM is a document that sets guidelines for the vehicles belonging to MUSEUM to different target markets. The vehicle policy for MUSEUM shall always align with the vehicle policy of Museum/Cultural Village/Heritage Institution and shall be reviewed at the intervals stated above, by the Museum/Cultural Village/Heritage Institution Maintenance department.

**2. OBJECTIVES**

The purpose of the manual is to:

* Layout procedures and guidelines for the utilisation of the motor vehicles owned by MUSEUM
* To facilitate the security, maintenance and travel of the motor vehicles;
* To minimise risks by ensuring that a structured procedure is followed in case of motor vehicles accidents.

**3. POLICY MANUAL MAINTENANCE**

This document must be maintained to ensure that it is usable at any time. The Curator is responsible for the maintenance of this document.

The Advisory Board and the Museum/Cultural Village/Heritage Institution reserves the right at all times to revise and change the motor vehicle policy in accordance with company needs, market factors and budget constraints.

**4. VEHICLE DESCRIPTION & FEATURES**

See attached vehicle manual for description and features.

**5. OPERATIONAL MANAGEMENT**

5.1 Driving time will be deemed as working time, therefore, staff will not be eligible for overtime payments if they drive outside their working hours.

5.2 In instances where driving after 17h00 is required there must be approval from the Chairperson.

5.3 The vehicles should be parked at a designated parking before 17h00 when not in use during field work.

5.4 All the bookings for service and maintenance supplies should be done through the Curator.

**6. AUTHORISED DRIVERS:**

6.1 Only designated Staff and Advisory Board and the Museum/Cultural Village/Heritage Institution members who are in possession of a valid driver’s licence may drive the company vehicles. Authorisation for additional authorised drivers to be obtained from the Chairperson who should be notified to change the named drivers at the insurance company.

6.2 Only employees/members as per the activity plans may travel in the vehicle, no family/friends/clients or any other person are allowed to travel in the company vehicles without authorisation from Chairperson.

6.3 Designated drivers must at all times adhere to the general rules, regulations and laws of road users in Namibia.

6.4 Negligence by drivers (such as driving under the influence of alcohol or being found guilty of reckless and negligent driving) will result in disciplinary hearing.

**7. LOG BOOKS, ROADWORTHINESS STATUS**

Designated drivers are required to complete the motor vehicle log book on a daily basis for each trip taken. The drivers should ensure that the motor vehicle is roadworthy prior to utilising the vehicle and shall report any matters to the Curator immediately.

**8. TRAVEL ACROSS THE BORDERS**

The vehicles are to be used only for MUSEUM business purposed within the Namibian boarders. Special authorization is required for business trips taken outside the borders of the Republic of Namibia.

**9. VEHICLE EXPENSES ANDTRAVEL ALLOWANCE:**

a. The Company will cover the costs of fuel, oil and parking fees (whilst on business).

b. Drivers will be required to arrange for alternative /own transport for non-business travel. i.e. the vehicles must not be used for personal purposes.

c. No allowance or mileage (per km rate) can be claimed for the use of the company vehicle.

FLEET CARDS

d. Each Vehicle will be allocated with a Fleet card.

e. Fleet card(s) will be used to purchase fuel and oil. The Fleet card can also be used to pay for service, repairs and maintenance. No cash is allowed to be used for these purposes, and no refund will be provided where an authorised driver uses cash.

f. For service, repairs and maintenance, bookings must be done through the Curator

g. Fleet cards are the responsibilities of the drivers and must be kept safely at all times.

h. Fuel and oil receipts must be submitted at the end of each trip.

i. Service, repairs and maintenance Invoices should be sent to the Finance Officer with 72 hours.

j. Lost/stolen cards must be reported to the Chairperson immediately for replacement. Replacement takes about 3-6 days.

**10. VEHICLE STORAGE AND SECURITY OF VEHCILES**

10.1 The vehicles should always be treated as the driver’s own and the necessary security precautions should be taken when parking the vehicles.

10.2 The Maintenance Officer should ensure that there is safe parking for the vehicle. Where there is secure parking at MUSEUM, the vehicle should be kept at the MUSEUM premises, whilst if there is no safe (security/garages) parking available the driver and Maintenance Officer should agree and arrange a safe parking in advance.

10.3 Staff should not leave any visible items inside the vehicle whilst parked, as this increases the risk of theft.

10.4 The company vehicles should be adequately maintained at all times. “Adequately maintained” shall apply to the general condition of the interior and exterior of the vehicle, compliance with manufacturers’ servicing requirements, involvement in repeated accidents, excessive mileage or any other condition that may affect the final resale value of the vehicle.

**11. SERVICE, CLEANING AND REPAIRS**

11.1 The vehicle must always be serviced and repaired at the manufacturers appointed dealers in accordance with provisions in the service book.

11.2 The vehicle must be cleaned/ washed at least once every 2 weeks and as frequently as necessary. The carwash should not cost more than N$300.00 and is payable by the driver (claimable upon production of a valid receipt). The driver is responsible for the cleanliness of the vehicle.

11.3 The Maintenance Officer will inspect vehicles on a regular basis to ensure that they are kept in good condition. [same point below]

11.4 The company has the right to claim back any costs for necessary repairs due to the driver’s negligence.

PROCEDURE FOR SERVICE AND REPAIRS

* The bookings for Service and Repairs must be done through the Chairperson,
* For Service, the drivers must notify the Finance Officer of the eminent service interval at least 1 week in advance or when there is 1000 km left for the next service,
* The vehicles must only be serviced with approved dealers unless specifically approved by the Advisory Board and the Museum/Cultural Village/Heritage Institution

**12. COMPANY INSURANCE - ACCIDENTS**

12.1. Insurance on company vehicles is paid for and administered by the Company and covers all accidents and accidental damage.

12.2. Personal belongings (including cell phones) are not covered - employees must arrange their own insurance cover.

Accidents - Damage OVER N$2,500.00

The Driver must:

* Report the accident to the Police Traffic Departments and the Chairperson (within 24 hours) and obtain case/accident report number.
* must notify the Finance Manager and Advisory Board and the Museum/Cultural Village/Heritage Institution
* The Maintenance Officer will be responsible for ensuring that the driver completes all the necessary claim documents and provide all documentation required.
* The Maintenance Officer must liaise with the Finance Manager to obtain three (3) quotes.
* All information to be sent to the Finance Manager for authorisation once the assessor has approved;
* On completion of repairs, invoice to be sent to the Finance Manager as soon as is reasonably possible for payment.

Accidents - Damage UNDER N$2500

The Driver must:

* Report the accident to the Police and Project Development Officer (within 24 hours) and obtain Case/Accident report Number
* notify the Finance Department and furnish an accident report within 48 hours
* Provide a copy of the Identity Document and Drivers Licence of the driver
* Liaise with the Finance Manager to obtain three (3) quotes
* Send all information to the Finance Manager for authorisation and to proceed with repairs;
* On completion of repairs, the invoice should be sent to the Finance Manager as soon as is reasonably possible for payment.

The Finance Manager must:

* Record all information and make a copy for the vehicle file
* forward original documentation to Insurance Company (where the claim is more than N$ 2,500);
* Arrange for a representative of the company to inspect the vehicle AFTER repairs are done
* Arrange for payment to the suppliers.

Accident Claims

* Liability in respect to the payment of excess on insurance claims will be borne by the employer if the accident was due to no fault of or negligence on the part of the employee/driver.
* The Company has the right to appoint the panel beater of its choice based on the insurance requirements.

**13. PROCEDURE IN CASES OF NEGLIGENCE**

The Company in all cases will conduct an investigation in order to establish liability.

* If the accident was due to negligence on the part of the employee, unless proven otherwise by the insurance company findings (see below), a contribution to the excess will be imposed on the following basis.

First accident Nothing to pay

Second accident N$1000.00 or the cost of the repair – whichever is the lesser

Third and subsequent accidents N$1500.00 or the cost of the repairs whichever is the lesser

* In case of a dispute, an accident enquiry will be held in an attempt to determine liability. At such an enquiry, the employee/driver will be entitled to present his/her side of the case.

Evidence to rely on may include:

* Police reports
* Insurance Company assessments
* Panel-beater assessments
* Expert opinion
* Witness testimonies, where available
* Employee’s accident report/testimony

Claims are accumulated over a 3-year cyclical period from date of implementation of the policy or date of employment for all new employees.

**14. BREAKDOWNS**

In the event of a Breakdown/Accident the vehicle must be towed by an approved service provider.

The list of Tow-in service providers and their contact numbers are listed in Annexure 4.

The Driver must:

* Phone the approved towing services immediately.
* Ensure that the vehicle is towed to a safe place e.g. home, Service provider’s premises, garage etc.
* Inform the Chairperson to make further arrangements.

**15. STOLEN VEHICLE**

15.1 The Driver must:

* Report the incident to the police and Chairperson immediately and obtain case no.
* The Chairperson to notify the Finance Manager and together with the Driver, provide a detailed report on the theft. Provide a copy of driver’s Identity document and drivers licence.
* Hand Fleet card over to Chairperson and then to Finance Administrator - If fleet card is stolen, notify the Finance Manager.
* Obtain confirmation letter from police department ( 3 weeks later) confirming that vehicle has not been recovered;

15.2 The Finance Manager must:

* Notify the insurance company and obtain settlement amount on the vehicle.
* Notify Standard bank fleet card division telephonically and complete lost/stolen form
* Forward all relevant documentation, including confirmation letter from police department and all vehicle keys, to the insurance department for processing;
* Arrange settlement from Insurance and replacement of Vehicle.

**16. TRAFFIC OFFENCES**

16.1 The Drivers are responsible for all fines including speeding, unauthorised parking etc.

16.2 The Finance Manager must inform traffic department in writing of details of responsible drivers, on receipt of any fines without names.

**17. GENERAL GUIDELINES IN RESPECT OF MOTOR VEHICLE ACCIDENT**

In the event that you are involved in an accident, and notwithstanding the specific reporting requirements specified in this policy, you should:-

17.1 Stop the vehicle, except in instances where you reasonably believe it to be unsafe to do so.

17.2 Aid those injured and summon all necessary assistance, i.e. doctor, ambulance, etc. Should you suspect a back or neck injury do not move the injured person under any circumstances, other than to protect life.

17.3 Record the names and addresses of the other driver/owner of vehicle and particularly of any other witnesses. Also record details of witnesses and whenever possible, make a sketch of the scene of the accident giving the approximate distance between the point of impact and fixed objects nearest to it, i.e. the curb, light poles, etc., and the width of the street.

17.4 On request, give your name and address, the name of your firm, the vehicle registration number and, if requested, the name of your insurers.

17.5 Report the accident to the Police or Traffic Department within 24 hours. If a death or injury has resulted, do not move your vehicle without the permission of the Police or Traffic Department. If however, the vehicle is obstructing other traffic you are permitted to move it sufficiently to allow other traffic through but you must first mark the position clearly.

17.6 Report all accidents immediately no matter how unimportant you may think it is.

17.7 Do not admit liability to anybody either verbally or in writing - leave it to insurers or legal advisors. Emotional or moral responsibility for accidents is not necessarily the same as legal responsibility and may not necessarily meet the standards of civil or criminal liability.

17.8 Record all details, including time of day, weather conditions, direction of motor vehicles or pedestrians or location of obstacles in the road.

\*\* A copy of this manual is readily available and should be in the vehicle at all times.

**4.6 Code of Ethics and Business Conduct**

**CONTENT**

1. Build Trust and Credibility
2. Respect for the Individual
3. Create a Culture of Open and Honest Communication
4. Set Tone at the Top
5. Uphold the Law
6. Competition
7. Proprietary Information
8. Selective Disclosure
9. Health and Safety
10. Avoid Conflict of Interest
11. Set Metric and Report Results Accurately
12. Promote Substance Over Form
13. Be Loyal
14. Do the Right Thing
15. **BUILD TRUST AND CREDIBILITY**

The success of our business is dependent on the trust and confidence we earn from our employees, customers and shareholders. We gain credibility by adhering to our commitments, displaying honesty and integrity and reaching company goals solely through honorable conduct. It is easy to *say* what we must do, but the proof is in our *actions*. Ultimately, we will be judged on what we do.

When considering any action, it is wise to ask: will this build trust and credibility for MUSEUM? Will it help create a working environment in which MUSEUM can succeed over the long term? Is the commitment I am making one I can follow through with? The only way we will maximize trust and credibility is by answering “yes” to those questions and by working every day to build our trust and credibility.

1. **RESPECT FOR THE INDIVIDUAL**

We all deserve to work in an environment where we are treated with dignity and respect. MUSEUM is committed to creating such an environment because it brings out the full potential in each of us, which, in turn, contributes directly to our business success. We cannot afford to let anyone’s talents go to waste.

MUSEUM is an equal employment/affirmative action employer and is committed to providing a workplace that is free of discrimination of all types from abusive, offensive or harassing behavior. Any employee who feels harassed or discriminated against should report the incident to his or her manager or to human resources.

1. **CREATE A CULTURE OF OPEN AND HONEST COMMUNICATION**

At MUSEUM everyone should feel comfortable to speak his or her mind, particularly with respect to ethical concerns. Managers have a responsibility to create an open and supportive environment where employees feel comfortable raising such questions. We all benefit tremendously when employees exercise their power to prevent mistakes or wrongdoing by asking the right questions at the right times.

MUSEUM will investigate all reported instances of questionable or unethical behavior. In every instance where improper behavior is found to have occurred, the company will take appropriate action. We will not tolerate retaliation against employees who raise genuine ethical concerns in good faith.

For your information, MUSEUM’s whistleblower policy is as follows:

Employees are encouraged, in the first instance, to address such issues with their managers or the HR manager, as most problems can be resolved swiftly. If for any reason that is not possible or if an employee is not comfortable raising the issue with his or her manager or HR, MUSEUM’s Chairperson operates an open-door policy.

1. **SET TONE AT THE TOP**

Management has the added responsibility for demonstrating, through their actions, the importance of this Code. In any business, ethical behavior does not simply happen; it is the product of clear and direct communication of behavioral expectations, modeled from the top and demonstrated by example. Again, ultimately, our actions are what matters.

To make our Code work, managers must be responsible for promptly addressing ethical questions or concerns raised by employees and for taking the appropriate steps to deal with such issues. Managers should not consider employees’ ethical concerns as threats or challenges to their authority, but rather as another encouraged form of business communication. At MUSEUM, we want the dialogue about work ethics to become a natural part of our daily work.

1. **UPHOLD THE LAW**

MUSEUM’s commitment to integrity begins with complying with laws, rules and regulations where we do business. Further, each of us must have an understanding of the company policies, laws, rules and regulations that apply to our specific roles. If we are unsure of whether a contemplated action is permitted by law or MUSEUM policy, we should seek advice from the resource expert. We are responsible for preventing violations of law and for speaking up if we see possible violations.

1. **COMPETITION**

We are dedicated to ethical, fair and vigorous competition. We will sell MUSEUM products and services based on their merit, superior quality, functionality and competitive pricing. We will make independent pricing and marketing decisions and will not improperly cooperate or coordinate our activities with our competitors. We will not offer or solicit improper payments or gratuities in connection with the purchase of goods or services for MUSEUM or the sales of its products or services, nor will we engage or assist in unlawful boycotts of particular customers.

1. **PROPRIETARY INFORMATION**

It is important that we respect the property rights of others. We will not acquire or seek to acquire improper means of a competitor’s trade secrets or other proprietary or confidential information. We will not engage in unauthorized use, copying, distribution or alteration of software or other intellectual property.

1. **SELECTIVE DISCLOSURE**

We will not selectively disclose (whether in one-on-one or small discussions, meetings, presentations, proposals or otherwise) any material non-public information with respect to MUSEUM, its securities, business operations, plans, financial condition, results of operations or any development plan. We should be particularly vigilant when making presentations or proposals to customers to ensure that our presentations do not contain material nonpublic information.

1. **HEALTH AND SAFETY**

MUSEUM is dedicated to maintaining a healthy environment. A safety manual has been designed to educate you on safety in the workplace. If you do not have a copy of this manual, please see the HR department.

1. **AVOID CONFLICTS OF INTEREST**

10.1 CONFLICTS OF INTEREST

We must avoid any relationship or activity that might impair, or even appear to impair, our ability to make objective and fair decisions when performing our jobs. At times, we may be faced with situations where the business actions we take on behalf of MUSEUM may conflict with our own personal or family interests. We owe a duty to MUSEUM to advance its legitimate interests when the opportunity to do so arises. We must never use MUSEUM property or information for personal gain or personally take for ourselves any opportunity that is discovered through our position with MUSEUM.

10.2 HERE ARE SOME OTHER WAYS IN WHICH CONFLICTS OF INTEREST COULD ARISE:

10.2.1. Being employed (you or a close family member) by, or acting as a consultant to, a competitor or potential competitor, supplier or contractor, regardless of the nature of the employment, while you are employed with MUSEUM.

10.2.2. Hiring or supervising family members or closely related persons.

10.2.3. Serving as a board member for an outside commercial company or organization.

10.2.4. Owning or having a substantial interest in a competitor, supplier or contractor.

10.2.5. Having a personal interest, financial interest or potential gain in any MUSEUM transaction.

10.2.6. Placing company business with a firm owned or controlled by a MUSEUM employee or his or her family.

10.2.7. Accepting gifts, discounts, favors or services from a customer/potential customer, competitor or supplier, unless equally available to all MUSEUM employees.

Determining whether a conflict of interest exists is not always easy to do. Employees with a conflict of interest question should seek advice from management. Before engaging in any activity, transaction or relationship that might give rise to a conflict of interest, employees must seek review from their managers or the HR department.

10.3 GIFTS, GRATUITIES AND BUSINESS COURTESIES

MUSEUM is committed to competing solely on the merit of our products and services. We should avoid any actions that create a perception that favorable treatment of outside entities by MUSEUM was sought, received or given in exchange for personal business courtesies. Business courtesies include gifts, gratuities, meals, refreshments, entertainment or other benefits from persons or companies with whom MUSEUM does or may do business. We will neither give nor accept business courtesies that constitute, or could reasonably be perceived as constituting, unfair business inducements that would violate law, regulation or polices of MUSEUM or customers, or would cause embarrassment or reflect negatively on MUSEUM’s reputation.

10.4 ACCEPTING BUSINESS COURTESIES

Most business courtesies offered to us in the course of our employment are offered because of our positions at MUSEUM. We should not feel any entitlement to accept and keep a business courtesy. Although we may not use our position at MUSEUM to obtain business courtesies, and we must never ask for them, we may accept unsolicited business courtesies that promote successful working relationships and good will with the firms that MUSEUM maintains or may establish a business relationship with.

Employees who award contracts or who can influence the allocation of business, who create specifications that result in the placement of business or who participate in negotiation of contracts must be particularly careful to avoid actions that create the appearance of favoritism or that may adversely affect the company’s reputation for impartiality and fair dealing. The prudent course is to refuse a courtesy from a supplier when MUSEUM is involved in choosing or reconfirming a supplier or under circumstances that would create an impression that offering courtesies is the way to obtain MUSEUM business.

10.5 MEALS, REFRESHMENTS AND ENTERTAINMENT

We may accept occasional meals, refreshments, entertainment and similar business courtesies that are shared with the person who has offered to pay for the meal or entertainment, provided that:

• They are not inappropriately lavish or excessive.

• The courtesies are not frequent and do not reflect a pattern of frequent acceptance of courtesies from the same person or entity.

• The courtesy does not create the appearance of an attempt to influence business decisions, such as accepting courtesies or entertainment from a supplier whose contract is expiring in the near future.

• The employee accepting the business courtesy would not feel uncomfortable discussing the courtesy with his or her manager or co-worker or having the courtesies known by the public.

10.6 GIFTS

Employees may accept unsolicited gifts, other than money, that conform to the reasonable ethical practices of the marketplace, including:

• Flowers, fruit baskets and other modest presents that commemorate a special occasion.

• Gifts of nominal value, such as calendars, pens, mugs, caps and t-shirts (or other novelty, advertising or promotional items).

Generally, employees may not accept compensation, honoraria or money of any amount from entities with whom MUSEUM does or may do business. Tangible gifts (including tickets to a sporting or entertainment event) that have a market value greater than N$500 may not be accepted unless approval is obtained from management.

Employees with questions about accepting business courtesies should talk to their managers or the HR department.

10.7 OFFERING BUSINESS COURTESIES

Any employee who offers a business courtesy must assure that it cannot reasonably be interpreted as an attempt to gain an unfair business advantage or otherwise reflect negatively upon MUSEUM. An employee may never use personal funds or resources to do something that cannot be done with MUSEUM resources. Accounting for business courtesies must be done in accordance with approved company procedures.

Other than to our government customers, for whom special rules apply, we may provide nonmonetary gifts (i.e., company logo apparel or similar promotional items) to our customers. Further, management may approve other courtesies, including meals, refreshments or entertainment of reasonable value, provided that:

• The practice does not violate any law or regulation or the standards of conduct of the recipient’s organization.

• The business courtesy is consistent with industry practice, is infrequent in nature and is not lavish.

• The business courtesy is properly reflected on the books and records of MUSEUM.

1. **SET METRICS AND REPORT RESULTS ACCURATELY**

11.1 ACCURATE PUBLIC DISCLOSURES

We will make certain that all disclosures made in financial reports and public documents are full, fair, accurate, timely and understandable. This obligation applies to all employees, including all financial executives, with any responsibility for the preparation for such reports, including drafting, reviewing and signing or certifying the information contained therein. No business goal of any kind is ever an excuse for misrepresenting facts or falsifying records.

Employees should inform Executive Management and the HR department if they learn that information in any filing or public communication was untrue or misleading at the time it was made or if subsequent information would affect a similar future filing or public communication.

11.2 CORPORATE RECORDKEEPING

We create, retain and dispose of our company records as part of our normal course of business in compliance with all MUSEUM policies and guidelines, as well as all regulatory and legal requirements.

All corporate records must be true, accurate and complete, and company data must be promptly and accurately entered in our books in accordance with MUSEUM’s and other applicable accounting principles.

We must not improperly influence, manipulate or mislead any unauthorized audit, nor interfere with any auditor engaged to perform an internal independent audit of MUSEUM books, records, processes or internal controls.

1. **PROMOTE SUBSTANCE OVER FORM**

At times, we are all faced with decisions we would rather not have to make and issues we would prefer to avoid. Sometimes, we hope that if we avoid confronting a problem, it will simply go away.

At MUSEUM, we must have the courage to tackle the tough decisions and make difficult choices, secure in the knowledge that MUSEUM is committed to doing the right thing. At times this will mean doing more than simply what the law requires. Merely because we can pursue a course of action does not mean we *should* do so.

Although MUSEUM’s guiding principles cannot address every issue or provide answers to every dilemma, they can define the spirit in which we intend to do business and should guide us in our daily conduct.

ACCOUNTABILITY

Each of us is responsible for knowing and adhering to the values and standards set forth in this Code and for raising questions if we are uncertain about company policy. If we are concerned whether the standards are being met or are aware of violations of the Code, we must contact the HR department.

MUSEUM takes seriously the standards set forth in the Code, and violations are cause for disciplinary action up to and including termination of employment.

1. **BE LOYAL**

13.1 CONFIDENTIAL AND PROPRIETARY INFORMATION

Integral to MUSEUM’s business success is our protection of confidential company information, as well as non-public information entrusted to us by employees, customers and other business partners. Confidential and proprietary information includes such things as pricing and financial data, customer names/addresses or nonpublic information about other companies, including current or potential supplier and vendors. We will not disclose confidential and nonpublic information without a valid business purpose and proper authorization.

13.2 USE OF COMPANY RESOURCES

Company resources, including time, material, equipment and information, are provided for company business use. Nonetheless, occasional personal use is permissible as long as it does not affect job performance or cause a disruption to the workplace.

Employees and those who represent MUSEUM are trusted to behave responsibly and use good judgment to conserve company resources. Managers are responsible for the resources assigned to their departments and are empowered to resolve issues concerning their proper use.

Generally, we will not use company equipment such as computers, copiers and fax machines in the conduct of an outside business or in support of any religious, political or other outside daily activity, except for company-requested support to nonprofit organizations. We will not solicit contributions nor distribute non-work related materials during work hours.

In order to protect the interests of the MUSEUM network and our fellow employees, MUSEUM reserves the right to monitor or review all data and information contained on an employee’s company-issued computer or electronic device, the use of the Internet or MUSEUM’s intranet. We will not tolerate the use of company resources to create, access, store, print, solicit or send any materials that are harassing, threatening, abusive, sexually explicit or otherwise offensive or inappropriate.

Questions about the proper use of company resources should be directed to your manager.

13.3 MEDIA INQUIRIES

MUSEUM is a high-profile company in our community, and from time to time, employees may be approached by reporters and other members of the media. In order to ensure that we speak with one voice and provide accurate information about the company, we should direct all media inquiries to the Public Relations Executive at Museum/Cultural Village/Heritage Institution. No one may issue a press release without first consulting with the Public Relations Executive at Museum/Cultural Village/Heritage Institution.

1. **DO THE RIGHT THING**

Several key questions can help identify situations that may be unethical, inappropriate or illegal. Ask yourself:

• Does what I am doing comply with the MUSEUM guiding principles, Code of Conduct and company policies?

• Have I been asked to misrepresent information or deviate from normal procedure?

• Would I feel comfortable describing my decision at a staff meeting?

• How would it look if it made the headlines?

• Am I being loyal to my family, my company and myself?

• What would I tell my child to do?

• Is this the right thing to do?

1. **Terms of Reference for Museum Advisory Board Members**

**TERMS OF REFERENCE FOR MUSEUM ADVISORY BOARD MEMBERS**

**CONTENT**

1. Introduction
2. Roles And Responsibilities
3. Governance Vs. Executive
4. Meeting Procedures
5. Code Of Conduct And Ethics
6. Finance Process
7. Frequently asked Questions
8. **INTRODUCTION**

The Advisory Board is the decision making body of the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution. The Board provides leadership and overall strategy for the Museum/Cultural Village/Heritage Institution as well as assuring everyone that the Museum/Cultural Village/Heritage Institution’s finances are sound, its operations are legal and that its procedures work. The Board represents the membership of the Museum/Cultural Village/Heritage Institution and oversees the long-term development of MUSEUM.

The Museum/Cultural Village/Heritage Institution is led and managed in line with its governing documents. The role of an Advisory Board member of the Helvi Mpingana Kondombolo Museum/Cultural Village/Heritage Institution is a voluntary one. Individual Board members have no power as individuals. Board members should always see their roles as being representative and the Museum/Cultural Village/Heritage Institution’s interests are the first priority in decision-making. This handbook will give you a basic understanding of the requirements for being on Advisory Board and should be used as a guide only.

1. **ROLES AND RESPONSIBILITIES**

Members of the Advisory Board are expected tounderstand their responsibilities and perform their duties to the best of their abilities. Members should be informed about the Museum/Cultural Village/Heritage Institution, its legal and guiding documents (constitution, Five Year Strategic Plans, code of conduct, vehicle, finance and HR policy, etc). Members should also strive to attend all meetings, be punctual and have read minutes; agenda’s and background papers before the Advisory Board Meetings. If a member is unable to attend a meeting due to other commitments or circumstances she/he is responsible, as per the constitution, to put in their apologies prior to the meeting

2.1 THE CHAIRPERSON

The duties of the Chairperson include the following:

* Keep informed about issues affecting the Museum/Cultural Village/Heritage Institution
* Ensure there is a quorum present at each Advisory Board meeting
* Ensure that meetings are run in accordance with the Constitution
* Ensures that minutes of the previous meeting are correct and signed
* The chairperson plans the agenda and checks it with members at the beginning of each meeting to give them the opportunity to include anything else
* Lead the meetings through the agenda, keeping discussion relevant.
* Run the meetings so that necessary decisions are made and participants get a fair chance to be heard, in order to successfully strike a balance between quick and efficient decision making on one hand and give adequate opportunity for discussion of issues on the other.
* Act as the spokesperson for the Museum/Cultural Village/Heritage Institution (unless an alternative spokesperson has been appointed by the Board).
* Encourage other Board Members to attend meetings.
* Take responsibility for following up the resolutions from the meetings.
* The Chairperson may delegate any of the above responsibilities to other Board Members.
* Adjourn (postpone) or close the meeting as per Constitution.
* And any other duties that pertain to the effective delivery of services by the Museum/Cultural Village/Heritage Institution that are agreed upon within the Advisory Board Meetings.

2.2 THE VICE-CHAIRPERSON

The duties of the Vice-Chairperson include the following:

* The main role of the Vice-Chairperson is to perform the Chairperson’s listed duties in the absence of the Chairperson and support the Chairperson in the performance of these duties.
* And any other duties that pertain to the effective delivery of services by the Museum/Cultural Village/Heritage Institution that is agreed upon within the Advisory Board Meetings

2.3 GENERAL BOARD MEMBERS

The duties General Board Member

* Understand their responsibilities and perform their duties to the best of their abilities
* Keep informed about the Museum/Cultural Village/Heritage Institution’s business
* Take an active part in the Advisory Board’s meetings.
* Support all Staff of the Museum/Cultural Village/Heritage Institution.
* And any other duties that pertain to the effective delivery of services by the Museum/Cultural Village/Heritage Institution that is agreed upon within the Advisory Board Meetings.
1. **GOVERNANCE VS. ADMINISTRATION**

What the Board does is known as **“governance**”; what the staff do is known as **“administration”.** It is really important that everyone involved in the Museum/Cultural Village/Heritage Institution understands the difference between the two concepts.

**Governance** is about the “big picture” issues including strategic and business planning, developing policies and procedures, dealing with issues which cannot be resolved by staff and the executive or require some “independence” from staff.

**Administration** is about the day-to-day operational aspects of achieving the Museum/Cultural Village/Heritage Institution’s agreed outcomes and objectives.

|  |  |
| --- | --- |
| **Governance** | **Administration**  |
| The Board approves the overall budget for the year  | Staff ensure that this budget is implemented  |
| The Board approves programming guidelines and procedures for servicing clients  | Staffs ensure clients are well-informed of guidelines and procedures and monitors’ performance, taking action according to the procedures when necessary.  |
| The Board approves the procedure for making payments.  | Staffs make payments according to procedure.  |
| The Board ensures that problems and complaints are handled appropriately following to agreed protocols  | Staff undertake their duties in accordance with guidelines and “risk-manage” incidents as they arise  |
| The Board adopts the five year Strategic Plan for the Museum/Cultural Village/Heritage Institution and monitors progress in achieving set outcomes. | Staff developes and impliments Action Plans to achieve the outcomes set in the Strategic Plan. |

1. **MEETING PROCEDURES**

4.1 TIME AND FREQUENCY

An **Annual General Meeting** is usually held each year within six months of the end of the Museum/Cultural Village/Heritage Institution’s financial year. This Meeting elects/re-elects Office Bearers and deals with any Constitutional or primary Museum/Cultural Village/Heritage Institution oversight matters such as its Goals, Mission and Values. At least seven (7) days before the Annual General Meeting, an **Agenda** is given to all members of the Museum/Cultural Village/Heritage Institution confirming the place, the date and the time of the meeting and specifying the nature of the business to be dealt with at the meeting

Any two members of the Board can at any time convene a **Special General Meeting** of the Museum/Cultural Village/Heritage Institution. Special General Meetings can also be convened by the Secretary upon written request if necessary to deal with any special matters that may arise between Annual General Meetings. In the case of Special General Meetings, Agenda notices of any resolutions usually require a longer period ( at least 21 days before the meeting.)

Normal **Advisory Board Meetings** are held four times in a financial year with the time and location derived by mutual consent of all Board members. At least five (5) days before a meeting, an **Agenda** is given to all participating members confirming the place, the date and the time of the meeting and specifying the general nature of the business to be dealt with at the meeting.

4.2 QUORUM REQUIRED FOR MEETINGS

A **Quorum** is the minimum number of Board members needed to be present at a meeting before it can proceed. No business can be transacted by the meeting unless a quorum of six of the ten members is present. Sometimes members who are unable to attend will allow other attending members to vote on their behalf by giving them their **Proxy**. This Proxy should always be given in writing.

4.3 REQUIREMENTS FOR MISSED MEETINGS

The Constitution contains a clause relating to members regularly missing meetings. There is a clear procedure for advising members of their responsibilities in regard to meetings and dealing with, or replacing, any members with ongoing issues regarding availability for meetings.

4.4 THE ROLE OF STAFF AT ADVISORY BOARD MEETINGS

Designated staff should attend Board Meetings to provide first-hand advice and information to the Board and to assist in its deliberations. They will usually provide reports on the operations of the Museum/Cultural Village/Heritage Institution including outcomes achieved, future plans and any issues which need to be considered by the Board. Staff are also expected to take minutes at all meetings

**Minutes** are used as a means of recording the meeting, the issues discussed, any decisions made, responsibilities assigned to members etc. Minutes of the previous meeting should be distributed to members in advance. Any corrections/amendments should be highlighted, noted and corrected before proposing & seconding the minutes.

Meetings are central to the work of the Advisory Board because it is at meetings that the Board does most of its work: discussing, deciding, making policy, planning and reviewing. Other important reasons for meetings are to give and get information, to support each other, to deal with conflict and difficult issues and to share and develop ideas.

1. **CODE OF CONDUCT AND ETHICS**

5.1 CONFLICT OF INTEREST

Community members should be able to clearly separate their personal interest from the interests of the Museum/Cultural Village/Heritage Institution. If a member of the Advisory Board recognises a conflict of interest between their official duties on the Board and personal interests, they should declare the conflict in writing to ensure they act in the Museum/Cultural Village/Heritage Institution’s best interest.

Conflict of interest could be, for example, a member of the Advisory Board, who is involved in decisions on the success of applicants for positions of employment with the Museum/Cultural Village/Heritage Institution, where these dealings involve with relatives or close friends. This should be disclosed immediately and the member should recluse themselves from dealing with the matter.

5.2 SECURITY OF OFFICIAL INFORMATION

Advisory Board members have a responsibility to ensure that all confidential documents cannot be accessed or read by people not authorised to do so. Any information of a confidential or sensitive nature should be kept in storage and where possible hand-delivered or tabled at an appropriate meeting rather than being circulated.

5.3 USE OF FACILITIES AND EQUIPMENT

Advisory Board members should ensure that resources, funds or equipment under their responsibility are used effectively and economically for the purposes of fulfilling the Employer’s duties at the Museum/Cultural Village/Heritage Institution. They are not to be used for “personal business” or any other reason not approved by the Board

5.4 PERSONAL BEHAVIOUR

Whilst representing the Museum/Cultural Village/Heritage Institution, Board Members must refrain from any form of conduct that may cause offence or embarrassment to members of the public, the funding body, other Board Member or worker(s),

5.5 POLITICAL PARTICIPATION

Advisory Board members who take part in political matters need to ensure that the involvement does not conflict with their fiduciary duty to the Museum/Cultural Village/Heritage Institution.

5.6 PUBLIC COMMENT AND DISCLOSURE OF OFFICIAL INFORMATION

Advisory Board members should not give information or comment on, matters concerning official business or government policy unless it is approved by the Board.

5.7 FAIRNESS

The Advisory Board should deal with issues/problems/concerns in a consistent, prompt, fair and non-discriminatory manner.

5.8 PRIVACY & CONFIDENTIALITY

The Advisory Board should always act in the interest of the Museum/Cultural Village/Heritage Institution and the general public regarding official information and issues of confidentiality. Official information must never be used to gain benefit or advantage for any person.

The Museum/Cultural Village/Heritage Institution has a formal Privacy & Confidentiality Policy and Advisory Board members are required to read and sign a copy of the Policy on commencement in their role.

1. **FINANCE PROCESSES**

It is the responsibility of all Board members to ensure that they have a reasonable understanding of financial documents and terms and that the proper processes are in place to minimise the risk of financial matters going wrong

The Board is primarily responsible to ensure that all finance matters are well managed. While you might have the most trustworthy manager or bookkeeper in the world, at the end of the day it is important that everyone knows that a responsible **group** of people are watching the cash flow on everyone’s behalf. This is what is known as **transparency** and this provides appropriate protection and support for all involved.

Board members should also realise that the true “value and worth” of a Museum/Cultural Village/Heritage Institution cannot always be measured purely in “monetary terms”. The Museum/Cultural Village/Heritage Institution’s greatest asset will always be the commitment and passion of staff and volunteers who will often put in far more effort than they are actually paid for.

Financial statements cannot capture the value of the time and skills contributed by supporters, the community, service users and business partners through voluntary work or other forms of ongoing help and support. These relationships need to be encouraged, recognised and managed well to ensure the overall health and vitality of the Museum/Cultural Village/Heritage Institution.

Frequently Asked Questions

**Q: Does the Advisory Board have the power to do whatever they wish?**

A: No. The Advisory Board has certain powers that are clearly laid out in the Museum/Cultural Village/Heritage Institution's governing document (i.e.. the constitution). The Advisory Board can only act within these powers.

**Q: Can Advisory Board members volunteer for the Museum/Cultural Village/Heritage Institution in other capacities?**

A: Yes. Advisory Board members may take on other roles within the Museum/Cultural Village/Heritage Institution. It is important that you can distinguish when you are acting as an Advisory Board member and when you are acting as a volunteer as part of the Museum/Cultural Village/Heritage Institution's services, activities or events. For example, if the Museum/Cultural Village/Heritage Institution runs a community event, when you are in your role as Advisory Board member the manager will be accountable to you, but when you work as a volunteer helping to run a crèche at the event, you will be accountable to the centre's manager.

**Q: Can the Advisory Board delegate to sub-committees or working groups?**

A: The Advisory Board can only act within its powers as set out in the Museum/Cultural Village/Heritage Institution's governing document. The Constitution states that the Advisory Board can set up Sub-Committees or Working Groups to assist with particular activities or projects. However, it is important to remember that any recommendations made by a Sub-Committee or Working Group and adopted by the Advisory Board remain the responsibility of the Advisory Board. Therefore, it is essential to have agreed reporting-back procedures and written terms of reference for any Sub-Committees or Working Groups that are established.

**Q: Can a paid member of staff be on the Advisory Board?**

A: No. Staff can attend meetings, but cannot be elected as voting members. Staff members who retire or resign from the Museum/Cultural Village/Heritage Institution would be eligible to stand for election to the Advisory Board..

**Q: Can Advisory Board members be paid?**

A: Advisory Board members are volunteers and are not paid a fee for their involvement, except in exceptional cases, but this is rarely the case.

**Q: Can individuals on the Advisory Board represent their employer?**

A: The constitution states that Advisory Board members are elected in their individual capacity, although MAN can provide guidelines on the range of expertise and experience that is useful to have on an Advisory Board. It is essential for Advisory Board members to understand that decision-making must always be made in the best interests of the Museum/Cultural Village/Heritage Institution. In cases where there is a perceived conflict of interest (with your employer or personally) you must withdraw from the decision (i.e. not vote). This is key to being an effective Advisory Board member in whatever capacity you have been elected or appointed.