



Die Afrikaanse  
**Taalmuseum  
& -monument**

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an agency of the  
Department of Sport, Arts and Culture

# ANNUAL PERFORMANCE PLAN 2023/2024

**RP32/2023**

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## Foreword by the Chairperson

The Annual Performance Plan (APP) 2023/2024 of the Afrikaanse Taalmuseum en -monument (ATM) frames and encapsulates the commitment of the Council to promote good corporate governance. The Council continues to place at the forefront of its focus on advancing the ATM as an inclusive, transformed and living institution that promotes social cohesion and nation-building. This APP is aligned with the Strategic Plan 2020-2025 of the ATM, which embodies the strategic objectives of the Department of Sport, Arts and Culture (DSAC).

Currently, the world has returned to some sort of normality in the wake of the Covid-19 pandemic. Yet, the way in which our institution functions and will continue to function is very different to some years ago. The operational model of the institution is changed and will continue to change in subtle ways. Yet, these forced changes are not a wholesale loss to the institution; certain things, including newly possible efficiencies, have been unleashed. The previous three financial years required that the ATM lower its performance targets and explore new ways of doing what it does. In the 2023/2024 financial year, the ATM will continue to implement what is essentially a dual or hybrid model, through the integration of online activities with its in-person programmes and events. This means that its operational model has become more flexible and agile.

This APP 2023/2024 has been developed in light of the global economic crisis that has followed in the wake of the Covid-19 pandemic and factors like the travails suffered by our energy producer, both of which have a very direct impact upon the ATM's activities. This APP came about through sustained conversations between Council and Management, by taking into account the various fiscal challenges (like the projected subsidy cuts), human-resources shortages and threats to its infrastructure that the entity faces. Accordingly, estimated performance targets have been lowered to set realistic targets when compared to previous years. Council is minded that these carefully constructed and viable performance targets will help it to measure whether the strategic objectives, as set out by it, are effectively implemented and attained. To boot, realistic target-setting of this kind will empower staff to perform their duties in a mutually constructive spirit, and improve service delivery.

Council recommits itself to these strategic objectives for the 2023/2024 financial year, fully apprised of the current economic climate and the uncertainty that prevails. They are to:

- increase visitor numbers and the revenue generated by the ATM as a whole;
- continue with the digitisation of the ATM's archival collection and the broadening of its virtual footprint;
- create an enabling environment for staff members' sustained development, including a specific emphasis on training and upskilling;
- strengthen the ATM's outreach programmes to schools by continuously reviewing its educational programmes;
- extend and transform the ATM's current collections and exhibitions through a focus on the displaced or untold narratives of Afrikaans; and
- maintain its facilities, including finding long-term solutions to certain intractable facilities-related difficulties and expanding facilities to accommodate larger groups of visitors.

This APP sets out the risks and challenges facing the institution, as well as how it intends to deal with these challenges amid significant monetary constraints. The maintenance, upgrading and expansion of the ATM's facilities remain an ongoing challenge. Council is minded that this has become a pressing concern and that the DSAC's involvement is needed concerning the upgrading of the 47-year-old infrastructure and the expansion of its facilities. External fundraising is also on Council's radar.

Council is confident that this APP undergirds the strategic objectives of the DSAC as well as certain key objectives of the National Development Plan. Council remains committed to manage the institution on sound governance principles – it is delighted over the recent clean audit – and, to this end, will provide the necessary support to Management and staff to implement the APP effectively to improve service delivery. It is Council's view that, by maintaining the excellence of the ATM's performance, the institution will survive and grow and rebound to the benefit and in service of the South African community at large, and will continue to contribute to social cohesion and nation-building.

A handwritten signature in black ink, consisting of a stylized 'J' and 'M' followed by a vertical line.

**JJ Meiring**

**Chairperson of the Council**

## Director's Report

In setting our targets, the Afrikaanse Taalmuseum en -monument's (ATM's) strategic objectives and desired outcomes for 2023/2024 will focus on audience development as a means to increase visitor numbers, help build social cohesion and provide universal access to our programmes. We will also continue to build human capital to ensure good governance and compliance with the relevant legislation, conserve and promote the museum collection, and ensure financial sustainability. The entity will, in accordance with its mandate, continue to maintain its cultural-historical buildings and heritage sites.

The Annual Performance Plan (APP) details the approach that the ATM will follow in the implementation, delivery and monitoring of our performance for the 2023/2024 financial year. We will focus on the SMART principles in achieving our targets to guarantee that all our performance indicators are realistic and achievable. Our strategic objectives for the 2023/2024 financial year are as follows:

### **Audience development as a means to increase the visitor numbers**

In the post-pandemic era, the ATM's intent is to increase the number of visitors by providing hybrid online and physical offerings to our diverse audience and their specific needs. Physical activities/offerings to intensify interaction with strategic partners, schools, the broader community etcetera will continue. To remain relevant, the reviewing and upgrading of materials, content and programmes are of the utmost importance. The strengthening of our outreach programmes, as means of taking the entity's services beyond the confines of the museum and monument, will be a main focus area.

By expanding and implementing our communication strategy the entity will endeavour to maintain our electronic footprint, and in so doing provide universal access to our programmes to existing audiences, new audiences, visitors with special needs, e-visitors, and previously disadvantaged communities.

### **Building human capital to ensure good governance and compliance with legislation**

In order to build human capital, and ensure good governance and compliance with the relevant legislation, we need to build a competent, accountable ATM workforce through training and the personal development of each staff member. In return, a capable workforce will be better equipped to adhere to legislative and procurement policies, implement management strategies, and manage resources efficiently, effectively and sustainably. A competent workforce will be enabled to maintain high levels of governance by continuously reviewing strategies, policies, working operations, services and programming to ensure the ATM remains relevant and addresses the target audiences' needs.

### **To conserve and promote the museum collection**

In performing our core functions, the entity will continue to expand its museum collection by collecting, documenting and conserving relevant material, artefacts and information pertaining to its mission. The ongoing digitisation of archival material will continue, with the primary purpose to preserve it. Digitisation furthermore reduces harmful handling as well as exposure to harmful light and adverse atmospheric conditions. The secondary purpose is to make the material available electronically to those who are unable to physically visit the ATM, for present and future generations.

In order to redress past imbalances, the ongoing extension and transformation of our current collections and exhibitions are needed. Theme-related research will continue to concentrate on the displaced or untold narratives of Afrikaans. The research result will be disseminated through the mediums of exhibitions, social media snippets, publications, and educational programmes.

### **Maintenance of infrastructure, and conservation of cultural-historical buildings and heritage sites**

The continued maintenance of the infrastructure and conservation of the ATM's cultural-historical buildings and heritage sites (all in line with international practices) for the use and benefit of visitors will remain a priority. Through a consolidated maintenance plan and capital works project schedule - supported by the Department for Sport, Arts and Culture (DSAC) and the Department of Public Works and Infrastructure (DPWI) - the sites will be managed properly, and comply with the relevant legislation warranted.

### **Ensure financial sustainability**

Despite the recovery experienced in the previous financial year, the ATM continues to encounter considerable financial pressure. A big concern remains the lack of adequate funding to sustain our day-to-day operations and to maintain our natural environment, ageing facilities, and public programmes. The majority of these programmes - research and outreach projects - are funded by self-generated income (which constitutes between 13% and 15% of the ATM's budget), donations and goodwill of strategic partners. Further growing concerns regarding our dire financial position are the cost-containment measures and the continual governmental budget cuts annually, especially during and after the Covid-19 pandemic. Without sufficient funds, the ATM as an institution will struggle to adhere to its mandate by delivering accessible, quality and equitable services to all its end-users.

Management is committed to accurate reporting, promoting good corporate governance, and complying with regulations and relevant legislation. It is therefore our aim to achieve the set targets and challenges facing the entity. Using last year as a benchmark, we look forward to increasing our overall performance.



**MJ Jonas**  
**Director**

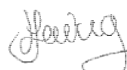
## Official Sign-off

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of the Afrikaanse Taalmuseum en -monument (Afrikaans Language Museum and Monument, ATM) under the guidance of the Director.
- Takes into account all the relevant policies, legislation and other mandates for which the ATM is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the ATM will endeavour to achieve over the period 2023/2024, given the resources made available in the budget.

T Laing  
Chief Financial Officer

Signature:



MJ Jonas  
Director

Signature:



Approved by:

Adv JJ Meiring  
Chairperson of the Board

Signature:



Minister:  
for and on behalf of the  
Department of Sport, Arts and Culture

Signature:

  
M. G. KODWA, MP

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## Part A: Our mandate

### 1. Updates to the relevant legislative and policy mandates

This report is submitted in compliance with the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996); the Public Finance Management Act, 1999 (Act No. 1 of 1999 as amended by Act No. 29 of 1999); Treasury Regulations, 2005; Cultural Institutions Act, 1998 (Act No. 119 of 1998), and other applicable acts and Regulations.

In addition, the ATM's mandate is to:

- maintain the ATM's cultural-historical buildings and heritage sites and the heritage of Afrikaans in such a manner that nation-building and social cohesion will be achieved;
- collect and conserve, conduct research on, and portray, through exhibitions, the origin, development, benefit and expansion of Afrikaans, with a special focus on inclusiveness to address historical imbalances; and
- promote and stimulate Afrikaans nationwide at all levels of society, especially in disadvantaged communities, by means of lectures and publications, educational programmes, guided tours and cultural activities.

There have been no significant changes to the ATM's legislative and other mandates.

### 2. Updates to institutional policies and strategies

The ATM will review internal policies to determine if it is still relevant, and update it as necessary.

### 3. Updates to relevant court rulings

On 1 July 2022 the ATM entered into a contract with De Villiers National Cycling for the rental of the Amphitheatre to host a concert on 4 and 5 February 2023. The concert was not to be held in collaboration with the ATM or hosted by the ATM, and therefore rented only as a venue. The ATM became aware that De Villiers National Cycling was in breach of clauses 7.1.3, 7.1.4 and 7.1.5 of the rental contract. These clauses state that it must be made clear that the promotor is presenting/hosting the concert/event, that the promotor may not use the ATM's name/logo in its promotional material, and must submit all promotional material to the ATM for written approval before publishing the promotional material. The ATM opted to cancel the contract due to the breach of these clauses after informing De Villiers National Cycling of the breach and giving reasonable time as stipulated in the contract to rectify the breach. De Villiers National Cycling declared a dispute and took the case to the High Court in Cape Town. The case was heard on 30 November 2022 and a ruling was made on 13 December 2022 in favour of the ATM, with costs. De Villiers National Cycling indicated on 9 January 2023 that they will be appealing the ruling via an application for leave to appeal.

## Part B: Our strategic focus

### 1. Updated situational analysis

Our fiscal resources will be allocated to reviewing exhibitions, research, collection management, and educational and public programmes. Planned language projects and special programmes will be undertaken in various provinces during the next three years. Public programming efforts will focus on the educational and information needs of the respective audiences. The Garden Theatre at the Monument will host picnic concerts during the summer. New research is to be done to ensure the representativeness, scope and quality of the collections, and of the research done on subjects relevant to the Afrikaans language.

### 2. External environment analysis

The ATM consists of three entities: The Museum, the Monument and the Amphitheatre. The Museum is situated in the heart of Paarl, while the Monument and Amphitheatre lie on its outskirts, on the slopes of Paarl Mountain.

The Museum houses an exhibition that portrays the inclusive establishment and development of the Afrikaans language.

At the Monument, facilities have been built and installed to attract visitors and support tourist activities. The approximately 100 hectares of fynbos with walking trails, mountain bike tracks, a children's playground, picnic facilities, two amphitheatres for events, a coffee shop and ample parking make the Monument an ideal venue for tourism initiatives.

The large Amphitheatre forms a very special part of our entertainment division. It can house up to 4 250 seated visitors and is used for concerts with popular artists and musicians, and other events.

### 3. Internal environment analysis

The ATM is governed by a Council, appointed for a three-year term by the Minister of Sport, Arts and Culture. The duties of the Council, as described in the Cultural Institutions Act (Act 119 of 1998), are to:

- formulate policy;
- hold, preserve and safeguard all movable and immovable property of whatever kind, placed in the care of, or loaned or belonging to the declared institution concerned;
- receive, hold, preserve and safeguard all specimens, collections of other movable property placed under its care and management under section 10(1) [of the Act];
- raise funds for the institution;
- manage and control the sums of money received by the declared institution and utilise it for defraying expenses in connection with the performance of its functions;
- keep a proper record of the property of the declared institution;
- submit to the Director-General any returns required by him/her in regard thereto, and to ensure proper books of account are kept;
- determine, subject to this Act and with the approval of the Minister, the objects of the declared institution; and
- carry out the objectives of the declared institution in general.

In addition, the Council, in consultation with the Minister and the Chief Executive Officer (CEO), may determine the hours during which, and the conditions and restrictions subject to which, the public may visit the declared institution concerned or portion thereof, and the admission charges to be paid.

The present structure of the ATM comprises of an exhibition panel, educational and heritage services, a curatorial division, a financial division, and a communication and marketing division.

### 4. Public-Private Partnerships

The ATM does not have any public-private partnerships planned for 2023/2024.

## Part C: Measuring our performance

### 1. Institutional performance information

One of the ATM's main concerns is still the Auditor-General's audit costs as this will have a significant impact on the ATM's operations if it is forced to continue to pay audit fees of more than 1%. Another ongoing concern is the state of its current, ageing infrastructure (electricity and water), some of its buildings, its grounds (the fynbos area), and the potential negative long-term consequences if much-needed, large-scale maintenance is not done urgently.

Management reviewed its long-service awards and evaluation procedures and determined that the impact on the budget in the long term will not be significant.

No.	Strategic outcome	Outcome statement
1	To build relationships with all South Africans through the medium of Afrikaans and in the context of multilingualism.	Act as a platform to intensify interaction with society (schools, patriots' programme); social cohesion advocates' programme (sectoral and community engagement).
2	To ensure the collection, conservation, protection and promotion of heritage in line with international best practices.	Collect and conserve relevant material and information related to the origin and development of Afrikaans; conduct research that deepens and broadens existing knowledge about Afrikaans; conservation of the ATM's culture-historical buildings and heritage sites for the benefit of visitors.
3	To contribute to the body of knowledge in order to provide access to information nationwide and to all levels of society, stimulating visitor interaction and increasing visitor numbers.	Portray the origin, development, benefit and expansion of Afrikaans; give exposure to the different aspects of Afrikaans by means of lectures and publications; promote and stimulate Afrikaans by offering educational programmes, guided tours and cultural activities; liaise with and enter into partnerships with relevant institutions.
4	To work towards high governance and financial sustainability standards to ensure service delivery.	Manage the ATM on sound financial principles and in line with the relevant legislative frameworks, generate revenue and raise funds.

How our strategic outcomes align to Government priorities:

ATM strategic outcomes		Government Priorities						
		Priority 1: Building a capable, ethical and developmental state	Priority 2: Economic transformation and job creation	Priority 3: Education, skills and health	Priority 4: Consolidating the social wage through reliable and quality basic services	Priority 5: Spatial integration, human settlements and local government	Priority 6: Social cohesion and safe communities	Priority 7: A better Africa and world
1	To build relationships with all South Africans through the medium of Afrikaans and in the context of multilingualism.	x					x	x
2	To ensure the collection, conservation, protection and promotion of heritage in line with international best practices.			x				x
3	To contribute to the body of knowledge in order to provide access to information nationwide and to all levels of society, stimulating visitor interaction and			x				

	increasing visitor numbers.							
4	To work towards high governance and financial sustainability standards to ensure service delivery.	x		x				

How our programmes align with Government priorities:

Programme	Indicator title	MTSF priority
Administrative	Access to the Museum and Monument	Priority 6: Social cohesion and safe communities Priority 7: A better Africa and world
	Human resources management	Priority 1: Building a capable, ethical and developmental state Priority 3: Education, skills and health
	Property management	Priority 1: Building a capable, ethical and developmental state
	Applicable legislation	Priority 1: Building a capable, ethical and developmental state
Business development	Fundraising and marketing	Priority 3: Education, skills and health
	Public programmes and communication	Priority 6: Social cohesion and safe communities
	Collection management	Priority 3: Education, skills and health Priority 7: A better Africa and world
	Research	Priority 3: Education, skills and health Priority 7: A better Africa and world
Public engagement	Exhibitions	Priority 3: Education, skills and health Priority 7: A better Africa and world
	Education	Priority 3: Education, skills and health Priority 7: A better Africa and world

## Budget programmes

Administration  
Business Development  
Public Engagement

## Changes to the strategic plan

Changes were made to targets that were originally set in the Strategic Plan for 2020 to 2025. These changes are mentioned under each annual strategic objective (2).

## 2. Strategic objectives, performance indicators and annual targets

### 2.1 Strategic objectives, performance indicators and annual targets for 2023/2024

#### Programme: Administration

This programme comprises of all operational costs and supports structures of the ATM that are not already included in the other programmes.

#### Access to the Museum and Monument

#### *Role in/contribution to social cohesion and nation-building:*

The ATM serves as a contact zone and a place of gathering where diverse Afrikaans communities and speakers of other languages meet during offerings such as full moon picnics, stargazing picnics and music concerts.

#### *Strategic outcome: 3*

To contribute to the body of knowledge to provide access to information nationwide and to all levels of society, stimulating visitor interaction and increasing visitor numbers.

#### *Strategic objective:*

To increase the number of visitors by 2% per annum

#### *Link to Government Priorities: 6 and 7*

Priority 6: Social cohesion and safe communities

Priority 7: A better Africa and world

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF Period		
			2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
To increase visitor numbers	Increase visitors by 2% per annum on average	Number of visitors per annum	64 899	16 910	36 586	40 000	40 800	41 616	42 448
	Number of events and concerts per annum	Number of picnic events and concerts per annum	18	10	16	12	12	12	12

\* From 2022/2023, the wording of this strategic objective is updated from “entrance” to “access” in order for the ATM to also include online activity with regards to access to the ATM’s facilities/programmes/events, regardless of it being online or in person.

## Human resources management

### *Strategic outcome: 4*

To work towards high governance and financial sustainability standards to ensure service delivery.

### *Strategic objective:*

To ensure well-trained, empowered staff

### *Link to Government Priorities: 1 and 3*

Priority 1: Building a capable, ethical and developmental state

Priority 3: Education, skills and health

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF Period		
			2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
To maintain a 100% evaluation rate and ensure well-trained staff	Evaluation schedule	Number of staff performance evaluations done per annum	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)	-	-	-
	HR plan for training	Coordinate and manage training per annum	16 training interventions	17 training interventions	4 training interventions	6 training interventions	6 training interventions	6 training interventions	6 training interventions

\* From 2023/2024, the wording of this strategic objective is updated from “to maintain a 100% evaluation rate and ensure well-trained staff” to “to ensure well-trained staff”. Furthermore, the target will not be included in the annual performance plan. Evaluations should form part of normal operations and will therefore not be included as a strategic target anymore.

## Property management

### *Strategic outcome: 4*

To work towards high governance and financial sustainability standards to ensure service delivery.

### *Strategic objective:*

To adhere to the annual property maintenance work programme

### *Link to Government Priorities: 1*

Priority 1: Building a capable, ethical and developmental state

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF Period		
			2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
To adhere to the annual property maintenance work programme	Annual repairs and maintenance done as per the annual work programme	Annual repairs and maintenance completed* - Museum - Monument - Amphitheatre - Parking area - Hiking trails	Completed : Paintwork 30 Jun 23 Jan 17 Feb Maintenance 31 Jul 30 Sep	Completed : 11	Completed : 10	Completed: 5	Completed : 5	Completed : 5	Completed: 5
	Annual eco-management plan managed according to work programme	Annual eco-management plan completed* - Water ditches cleaned	Completed : 30 Jun 31 Oct 06 Sep	Completed : 30 Jun 30 Sep 30 Sep	Completed : 30 Jun 31 Oct 30 Sep	Completed: 30 Jun 31 Oct 30 Sep	Completed : 30 Jun 31 Oct 30 Sep	Completed : 30 Jun 31 Oct 30 Sep	Completed: 30 Jun 31 Oct 30 Sep

	for eco-management	- Invasive alien trees cleared - Firebreaks cleared							
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#### Applicable legislation

#### *Strategic outcome: 4*

To work towards high governance and financial sustainability standards to ensure service delivery.

#### *Strategic objective:*

To fully comply with applicable legislation

#### *Link to Government Priorities: 1*

Priority 1: Building a capable, ethical and developmental state

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF Period		
			2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
To fully comply with applicable legislation	Annual performance plan	Annual performance plan	1 plan per annum	1 plan per annum	1 plan per annum	1 plan per annum	1 plan per annum	1 plan per annum	1 plan per annum
	Quarterly reports	Quarterly reports	4 reports	4 reports per annum	4 reports per annum	4 reports per annum	4 reports per annum	4 reports per annum	4 reports per annum
	Performance information and financial statements audited	Performance information and financial statements audited	1	1 per annum	1 per annum	1 per annum	1 per annum	1 per annum	1 per annum
	Annual report audited	Annual report audited	1 report	1 report per annum	1 report per annum	1 report per annum	1 report per annum	1 report per annum	1 report per annum
	Strategic plan	Strategic plan	1 every 5 years	-	-	-	1 every 5 years	-	-
	Financial management systems and procedures updated	Financial management systems and procedures updated	1 updated	1 updated per annum	0 updated per annum	1 updated per annum	2 updated per annum	2 updated per annum	2 updated per annum
	Number of policies reviewed	Number of policies reviewed	1 reviewed	1 reviewed per annum	2 reviewed per annum	4 reviewed per annum	5 reviewed per annum	5 reviewed per annum	5 reviewed per annum
	Enterprise risk management plan reviewed	Enterprise risk management plan reviewed	1 plan	1 plan reviewed per annum	1 plan reviewed per annum	1 plan reviewed per annum	1 plan reviewed per annum	1 plan reviewed per annum	1 plan reviewed per annum

- Adjustment in targets for outer years due to review-plan of the ATM's policies, as well as the review of certain procedures as a result in changes in system operations.

#### **Risk management**

Risk	Mitigation action
Weather suitability for outdoor events	Tickets for picnic concerts are pre-sold and events continue even in the case of inhospitable weather A temporary tent is erected over the stage to enable artists to still perform
Crowd control and medical emergencies at events	Sufficient security and ambulance services

Insufficient infrastructure (electricity, lighting, stage) in Garden Theatre	Phase in upgrade of electricity, lighting and stage Mobile generators as back-up
Poor maintenance of buildings, structures and equipment poses threat to visitors and staff	Keeping up with maintenance through the work programme to ensure well-kept buildings, structures and equipment Museum building identified as high risk, therefore limiting group sizes, school groups limited to certain rooms, floors stabilised in certain areas, repairing the roof and gutters, and painting the first floor
Veld fires on Paarl Mountain	Clearing the firebreaks annually ensures that veld fires are less of a threat to the Monument, its structures and buildings, visitors and staff, and neighbouring properties
High governance cost – audit fees, printed reports etc.	Ensuring low printing costs by sourcing local printers, negotiate lower rates for audit
Security at the Monument and Amphitheatre	Extra security guards at the Monument and Amphitheatre especially during evenings/nights, extra security arranged during events to ensure the safety of staff and visitors, planning to increase current security cameras
Unpaid municipal costs	Currently the ATM is responsible for 3 accounts and the Department of Public Works and Infrastructure is responsible for 3 accounts. Any unpaid municipal accounts for which the DPWI is responsible, are communicated to the Department of Sport, Arts and Culture to follow up
Electricity and water supply	Security guards to ensure that electrical cables are not stolen, requested funds to procure backup generators as the Monument uses pumps to pump water to restrooms, the restaurant and offices

### **Expenditure estimates: Administration**

#### *Access to the Museum & Monument*

The planned expenses to achieve both an increase in the number of visitors, as well as hosting more events and concerts at the Taalmonument, is for advertising, support services (i.e. first aid, fire marshals, sound, lights, electrician), a generator, etcetera. The events and picnics offer artists a platform to interact with their fans, as well as for people who would not have otherwise visited the ATM, to visit its facilities. This enables the ATM to communicate information regarding the ATM and Afrikaans to new audiences. The exposure that the ATM receives from the advertising of these events and picnics also increases the visibility of the ATM as a tourist venue, which in turn increases the number of visitors to the ATM. By increasing our visitor numbers, the ATM will not only increase its revenue via entrance fees but also fulfil part of its mandate by communicating information about the ATM and Afrikaans to these visitors thanks to guided tours and exhibitions.

#### *Human resources management*

The ATM strives to ensure that its staff is well-trained to therefore enhance service delivery to its visitors. Training by accredited service providers is considered for all staff members, including temporary staff. By using accredited service providers, the training is of a high standard.

#### *Property management*

Funding for property management is for small maintenance work that is identified during the year or was planned for in accordance with a work plan. By performing maintenance on the ATM's buildings and its surrounding grounds, the ATM ensures a safe environment for staff and visitors. The ATM also has 101 hectares of fynbos surrounding the Taalmonument on Paarl Mountain. Ecomanagement of these grounds needs to take place to ensure that invasive plants are eventually eradicated, fire breaks are maintained and water ditches are kept clear.

#### *Other administrative matters*

This includes adhering to applicable legislation and running the ATM (telephone systems, internet, etcetera).



Sub-programme	Expenditure outcomes			Adjusted appro- priation	Medium-term expenditure estimate		
R thousand	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Entrance to the Museum & Monument	1411	789	812	943	979	1032	1067
Human resources management	197	56	120	112	120	125	131
Property management	2523	2004	2468	8014	689	962	1025
Other administrative expenses	8848	8422	9491	9087	10973	11027	11634
<b>Total</b>	<b>12979</b>	<b>11271</b>	<b>12891</b>	<b>18156</b>	<b>12761</b>	<b>13146</b>	<b>13857</b>
Change to budget estimate				0	0	0	0

Economic classification								
Current payments	12979	11271	12891	18156	12761	13145	13857	
Compensation of employees	5121	5533	5913	6199	6704	6862	7131	
Goods and services								
<i>of which:</i>								
Advertising	114	78	300	183	224	206	228	
Audit costs	520	435	475	738	500	525	551	
Bank charges	68	41	48	72	53	56	59	
Board costs	194	148	302	316	376	394	412	
Catering: Internal activities	3478	2273	2803	2243	2918	3035	3163	
Communication	90	105	100	106	104	107	112	
Computer services	84	71	70	104	121	115	120	
Consultants, contractors and special services	945	748	1112	760	815	856	898	
Inventory	80	25	53	57	57	57	57	
Maintenance - repair and running costs	1043	1179	881	6858	334	356	398	
Operating leases	11	35	40	46	83	85	92	
Printing and publication	64	20	10	61	33	35	41	
Training and staff development	116	51	41	73	79	82	85	
Travel and subsistence	121	53	79	118	120	124	128	
Insurance	86	88	106	92	118	124	130	
Memberships and subscriptions	9	5	4	20	26	27	29	
Cleaning services	28	16	31	35	36	37	40	
Depreciation and amortisation	502	416	500	0	0	0	0	
Other	305	-49	23	75	60	62	183	
Interest and rent on land	0	0	0	0	0	0	0	
Financial transactions in assets and liabilities	0	0	0	0	0	0	0	
<b>Total</b>	<b>12979</b>	<b>11271</b>	<b>12891</b>	<b>18156</b>	<b>12761</b>	<b>13145</b>	<b>13857</b>	

## Revenue estimates

Programme	Audited outcomes			Adjusted appro- priation	Medium-term expenditure estimate		
	2019/2020	2020/2021	2021/2022		2022/2023	2023/2024	2024/2025
R thousand							
Economic classification							
Sale of goods and services other than capital assets	1984	457	1208	1635	1790	1881	1934
Entity revenue other than sales	1017	1020	1213	447	531	473	430
Transfers received	11009	10001	11722	11939	12199	12749	13480
Capital works funding	845	816	2385	5949	0	0	0
Total Revenue	14855	12294	16528	19970	14520	15103	15844

**Programme: Business Development**

This programme comprises various public and fundraising programmes, as well as information regarding the ATM's collections.

Fundraising and marketing*Strategic outcome: 4*

To work towards high governance and financial sustainability standards to ensure service delivery.

*Strategic objective:*

To offer courses and host fundraising events per annum

*Link to Government Priorities: 3*

Priority 3: Education, skills and health

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Present skills development courses to generate additional funds	Number of courses per annum	Number of fundraising events per annum	1	-	-	1	1	1	1
		Number of skills development courses per annum	4	3	4	4	4	4	4

\* Indicators and estimated performance targets adjusted according to the strategic plan 2020-2025.

\* Including the number of fundraising events, namely 1 (hosting of the concert in the Amphitheatre in aid of the ATM's literacy project).

Public programmes and communication*Role in/contribution to the promotion of indigenous languages:*

Council and Committee meetings are conducted in Afrikaans and English. Minutes of these meetings are made available in both languages.

Neville Alexander commemorative lecture and prestige award. The awards are awarded to individuals and/or institutions who promote Afrikaans and language projects, recognising the unsung heroes of Afrikaans.

Africa Day Celebrations focus on the influence and interdependencies of local African languages on the development of Afrikaans.

*Contribution to national days:*

Africa Day - Daily social media posts that provide information on African culture and customs. On Africa Day, entrance to the Taalmonument and Taalmuseum is free.

Youth Day – Creative writing workshop and temporary exhibition with the theme: Struggle Poetry. The aim of the day is to raise awareness, especially amongst young people, about the language policy in schools that lead to the student uprising on 16 June 1976, and the outcomes thereof, including mother tongue education for learners today.

Mandela Day – The ATM has an Adopt-a-School project. This initiative supports the purpose of Mandela Day to inspire individuals to make the world a better place by spending 67 minutes of their time to make a positive change in someone's life.

Heritage Month - Competition and a temporary exhibition on Arabic Afrikaans.

Slave Emancipation Day and Reconciliation Day - Reconcile with diverse Afrikaans histories.

*Contributing to transformation:*

Language month celebration - The day is celebrated annually on the 14<sup>th</sup> of August. The objective of the day is to honour the individuals that played an important role in developing Afrikaans. It further aims to

portray Afrikaans's diversity in the present context. The annual celebration centres on debates with actual topics/themes related to the Afrikaans landscape.

*Our response to gender-based violence and femicide strategic plan:*

Women's Day - Creating awareness around gender-based violence, universal human rights and the values of the Constitution of the RSA is central to all programming of the ATM. Daily messages of inspiration for the month of August, and a morning brunch with a theme-related panel discussion.

*Strategic outcome: 3*

To contribute to the body of knowledge to provide access to information nationwide and to all levels of society, stimulating visitor interaction and increasing visitor numbers.

*Strategic objective:*

To host special days per annum

*Link to Government Priorities: 6*

Priority 6: Social cohesion and safe communities

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
To develop public awareness of our institution and to encourage the public to visit us	Number of special days per annum	Number of special days for adults per annum	10	5	6	7	7	7	7
		Number of special days for the youth per annum	-	-	-	7	7	7	7
		Sponsor-A-Bus project: number of groups transported	2	-	1	1	-	-	-

\* Indicators and estimated performance targets adjusted according to the strategic plan 2020-2025.

\* Special days: the ATM hosts special days focusing on adults and special days focusing on the youth.

\* Sponsor-A-Bus project will now be included under 'education', regardless of it being a school or adult group. This forms part of the ATM's support for life-long learning no matter the person's age.

Collection management

*Strategic outcome: 2*

To ensure the collection, conservation, protection and promotion of heritage in line with international best practices.

*Strategic objective:*

Ensuring the preservation of artefacts, documents and books for the future

*Link to Government Priorities: 3 and 7*

Priority 3: Education, skills and health

Priority 7: A better Africa and world

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Ensuring the preservation of artefacts, documents and books for the future	Electronic catalogue for artefacts, books and document	Number of conservation, preservation and maintenance activities for	-	12	19	6	6	6	6

	s. Inspection registers for collection, archive and exhibition	Museum collection							
		Maintaining the register for the textile collection per annum	11	6	8	8	-	-	-
		Maintaining the register for inspection of the archives per annum	11	7	8	8	-	-	-
		Maintaining the register for climatic conditions in archives per annum	57	61	50	50	-	-	-
		Maintaining the register for inspection of the total exhibition per annum	14	11	12	12	-	-	-
Ensuring collections are managed according to current museum standards	Up-to-date policy according to relevant museum standards	Review/develop policy	-	-	-	1	1	1	1

\* Indicators and estimated performance targets adjusted according to the strategic plan 2020-2025.

\* Some indicators were adjusted after reassessing the targets. Removing the target relating to items restored or repaired per annum as it is included under the target relating to conservation, preservation and maintenance activities for the Museum collection.

\* The following targets were deemed to be part of normal operations for a museum and will not form part of future targets: "Maintaining the register for textile collection", "Maintaining the register for inspection of the archives", "Maintaining the register for climatic conditions in archives" and "Maintaining the register for inspection of total exhibition".

\* Including a new target relating to the update of the policy for collection management to ensure that is up to date with relevant museum standards.

\* *Acquiring artefacts or heritage assets*: Due to insufficient storage space, the ATM is basically unable to acquire more artefacts or heritage assets. Donations are sometimes accepted, but first carefully considered. Donations are also sporadic and therefore challenging to report on. A masterplan for future capital works has been formulated; in it, sufficient storage according to museology best practices is included.

## Research

### *Contributing to transformation:*

The Roots of Afrikaans - A 4-year research project that focuses on the diverse and shared origins of Afrikaans. The project aims at redressing past imbalances and unearthing the histories of this indigenous language.

The objective of the project is to expand our museum collection. Oral history plays an important role to document untold histories.

### *Strategic outcome: 2*

To ensure the collection, conservation, protection and promotion of heritage in line with international best practices.

### *Strategic objective:*

Dissemination of research results in various formats

*Link to Government Priorities: 3 and 7*

Priority 3: Education, skills and health

Priority 7: A better Africa and world

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Dissemination of research results in various formats	Produce content for website/Facebook	Number of articles written or lectures presented per annum	6	2	3	4	4	4	4
		Number of active research projects per annum	-	4	3	4	-	-	-
		Number of history snippets written for website/Facebook per annum	13	9	9	8	8	8	8

\* Indicators and estimated performance targets adjusted according to the strategic plan 2020-2025.

\* Some indicators were adjusted after reassessing the targets.

\* Although active research projects will continue as per the ATM's research plan, only the final results will be reported on in the quarterly and annual reports from 2023/2024.

### Risk management

Risk	Mitigation action
Bad weather may lead to the cancellation of, or little support for, outdoor events	Some public programmes may be moved to an alternative indoor venue
Demand for specific course subjects may become saturated	Continually adapt course subjects in response to demand
Applications for sponsorships (e.g. Night Run) could be unsuccessful	Keep expenditures to a minimum
Funds may not be available for the transport of a group as this is funded by the interest earned from the transformation fund	Apply for sponsorship of transport from bus companies
Community-based projects may be hampered due to certain issues within the community structure	Plan thoroughly to avoid disappointment

## Expenditure estimates: Business Development

### *Funding and marketing*

The ATM holds one event each year during which funds are raised for a charity, school or organisation that operates within the Drakenstein community. During this event, the staff of the ATM will either participate or work at this event. Expenses for this event are normally sponsored and the ATM incurs minimal expenses.

The ATM also offers four skills development courses per year. These courses are attended by representatives of other public entities, other businesses and private individuals, depending on the course presented. The allocation is normally to cover the presenter's fee and stationery as needed by all attending. One or two participants' entry fees for the skills development course will also be sponsored by the ATM as part of empowering the local community.

### *Public programmes and communication*

The ATM offers various programmes to commemorate South Africa's national days. The allocation may be used for the speakers or entertainers at the event, refreshments, etcetera.

### *Collection management*

The ATM's collection consists of artefacts, documents, books, photos and textiles. As part of collection management, various maintenance work needs to be done on some of these items. Items that are identified will be repaired as needed. Furthermore, pest control is done regularly to ensure that insects don't damage these items.

### *Research*

The curator of the ATM spends a significant part of her time doing research for exhibitions and articles according to a plan which is set out until 2025. The allocation as mentioned below is mainly her salary due to the time that is allocated to research. The research that she does results in articles or lectures as well as history snippets that are shared on the ATM's website and social media.

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Funding and marketing	36	9	58	32	51	57	60
Public programmes and communication	488	485	463	274	241	284	248
Collection management	221	0	232	111	214	327	340
Research	539	246	386	756	788	813	843
<b>Total</b>	<b>1284</b>	<b>740</b>	<b>1139</b>	<b>1173</b>	<b>1294</b>	<b>1481</b>	<b>1491</b>
Change to budget estimate				0	0	0	0

### **Economic classification**

Current payments	<b>1284</b>	<b>740</b>	<b>1139</b>	<b>1173</b>	<b>1294</b>	<b>1481</b>	<b>1491</b>
Compensation of employees	713	497	682	830	967	1105	1148
Goods and services							
of which:							
Funding & marketing	36	8	59	35	51	57	60
Public programmes	147	146	172	270	241	284	247
Research and development	387	89	226	31	32	32	32
Curation and collection	1	0	0	7	3	3	3
Other	0	0	0	0	0	0	0
<b>Total</b>	<b>1284</b>	<b>740</b>	<b>1139</b>	<b>1173</b>	<b>1294</b>	<b>1481</b>	<b>1491</b>

## Revenue estimates

Programme	Audited outcomes			Adjusted appro- priation	Medium-term expenditure estimate		
	2019/2020	2020/2021	2021/2022		2023/2024	2024/2025	2025/2026
R thousand							
<b>Economic classification</b>							
Sale of goods and services other than capital assets	1984	457	1208	1635	1790	1881	1934
Entity revenue other than sales	1017	1020	1213	447	531	473	430
Transfers received	11009	10001	11722	11939	12199	12749	13480
Capital works funding	845	816	2385	5949	0	0	0
<b>Total Revenue</b>	<b>14855</b>	<b>12294</b>	<b>16528</b>	<b>19970</b>	<b>14520</b>	<b>15103</b>	<b>15844</b>



**Programme: Public Engagement**

This programme comprises our public engagement through exhibitions and educational programmes.

Exhibitions*Role in/contribution to the promotion of indigenous languages:*

The ATM's exhibitions comply with the three official languages of the Western Cape.

*Strategic outcome: 2*

To ensure the collection, conservation, protection and promotion of heritage in line with international best practices.

*Strategic objective:*

To convey information to the public using exhibitions

*Link to Government Priorities: 3 and 7*

Priority 3: Education, skills and health

Priority 7: A better Africa and world

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
To convey information to the public using exhibitions	Exhibitions on display	Number of exhibitions held or updated per annum	6	3	5	4	4	4	4

\* Targets adjusted for the next three years as a result of research almost completed.

Education*Role in/contribution to social cohesion and nation-building:*

To present the development of Afrikaans, the types of the language, and its character in a modern context so that learners can understand that Afrikaans is indeed a living, growing language that is constantly adapting to the modern world. The educational programmes are curriculum based, interactive and aim at cultural diversity and multilingualism.

*Role in/contribution to the promotion of indigenous languages:*

International Mother Language Day is celebrated annually on 21<sup>st</sup> February. The latter focus on the development of language, cultural diversity and multilingualism. Language is seen as the most powerful instrument in the development of our heritage. The aim of this program is to make people aware of their cultural heritage as well as the heritage of others.

*Our response to gender-based violence and femicide strategic plan:*

Let us Read Project – The ATM's reading project aims to cultivate a culture of reading, to stimulate a love of books and create an environment where children feel at home among books. Mainly aimed at schools in rural areas, and especially schools in communities in need of reading, where there is a shortage of reading facilities, where there are no libraries and that are situated far from libraries.

*Strategic outcome: 3*

To contribute to the body of knowledge in order to provide access to information nationwide and to all levels of society, stimulating visitor interaction and increasing visitor numbers.

*Strategic objective:*

To educate, and liaise and undertake outreach programmes to reach as many schools as possible

*Link to Government Priorities: 3 and 7*

Priority 3: Education, skills and health

Priority 7: A better Africa and world

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2024/2025
To educate, and to liaison and undertake outreach programmes to reach as many schools as possible	Liaise and invite schools using a database	Number of school visits per annum	129	-	51	40	41	42	43
		Number of educational programmes developed per annum	-	2	3	2	2	2	2
		Number of educational programmes upgraded per annum	-	2	3	-	-	-	-
		E-programmes / -learning per annum	-	-	-	2	2	2	2
	Schools apply for sponsorships	Sponsor-A-Bus project: number of groups transported per annum	22	-	22	16	17	17	17
	Reading campaign through reading groups	Language projects: Established reading group per annum	2	-	-	2	2	2	2
	Writing and public speaking competition to stimulate learners' creativity and teach them techniques of public speaking	Number of competitions held for learners per annum	2	-	2	2	2	2	2
	Provide access to the Museum's activities	Number of outreach projects per annum	-	1	3	2	2	2	2

\* Indicators and estimated performance targets adjusted according to the strategic plan 2020-2025.

\* Outreach projects through the presentation of workshops in the community and local schools. One of these outreach projects will specifically focus on communities or groups where Afrikaans is their 2<sup>nd</sup> or 3<sup>rd</sup> language, and their mother tongue is one of South Africa's indigenous languages.

\* School visits will be either at the ATM or the ATM presenting its tour at the school.

\* Including e-learning and e-programmes to be part of an online classroom as a way of reaching more schools, especially since the pandemic.

\* Excluding the number of educational programmes to be updated, as this forms part of normal operations.

\* Sponsor-A-Bus project that focused on adults only will now be included under 'education' regardless of it being a school or adult group. This forms part of the ATM's support for life-long learning no matter the person's age.

## Risk management

Risk	Mitigation action
The Department of Education can restrict school visits to the Museum and Monument	Ensure that all educational programmes are curriculum-based
Cancellation of school trips on short notice	Reschedule visits or send educational packages to schools
The Museum can't accommodate large groups due to maintenance challenges	Liaise with Paarl Museum to divide large groups between the two museums
Bad weather can hamper some programmes (World Environmental Day and Water Week)	Reschedule visits
Sponsorship for a bus for less-privileged school groups to visit the Museum and Monument can be withdrawn	Implement outreach programmes to schools
Language projects' sustainability depends on sponsorships and the availability of volunteers	Liaise with libraries to assist

## Expenditure estimates: Public engagement

### Exhibitions

The ATM communicates with and informs the public through its exhibitions, with a temporary exhibition each quarter. Most of the temporary exhibitions can be done inexpensively. No permanent exhibition is planned for the next three years.

### Education

The ATM wants to be an extension of the classroom. This can be done by collaborating with teachers and the Department of Education to ensure that the tours offered to school groups address curriculum-based topics. The ATM also uses its funding to sponsor buses for visiting schools that do not have access to transport.

The ATM started to share educational programmes with the public by establishing an e-learning programme, as well as information which is requested regularly by learners. In the future, the ATM will be looking for assistance from the private sector to help expand this platform so that learners from anywhere in South Africa (and the world) can access it.

The ATM also sponsors books that are donated to reading groups and small libraries at rural schools to help promote reading.

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Exhibitions	1	17	17	238	16	16	16
Education	445	218	289	399	416	429	450
<b>Total</b>	<b>446</b>	<b>235</b>	<b>306</b>	<b>637</b>	<b>432</b>	<b>445</b>	<b>466</b>
Change to budget estimate		0	0	0	0	0	0

### Economic classification

Current payments	<b>446</b>	<b>235</b>	<b>306</b>	<b>637</b>	<b>432</b>	<b>445</b>	<b>466</b>
Compensation of employees	184	184	266	203	210	217	225
Goods and services							
of which:							
Exhibitions	1	17	18	238	16	16	17
Education	261	34	22	196	206	213	224
Other	0	0	0	0	0	0	0
<b>Total</b>	<b>446</b>	<b>235</b>	<b>306</b>	<b>637</b>	<b>432</b>	<b>445</b>	<b>466</b>

## Revenue estimates

Programme	Audited outcomes			Adjusted appro- priation	Medium-term expenditure estimate			
	R thousand	2019/2020	2020/2021		2021/2022	2022/2023	2023/2024	2024/2025
Economic classification								
Sale of goods and services other than capital assets	1984	457	1208	1635	1790	1881	1934	
Entity revenue other than sales	1017	1020	1213	447	531	473	430	
Transfers received	11009	10001	11722	11939	12199	12749	13480	
Capital works funding	845	816	2385	5949	0	0	0	
Total Revenue	14855	12294	16528	19970	14520	15103	15844	

## 2.2 Quarterly targets for 2023/2024

### Programme: Administrative

#### Access to the Museum and Monument

Strategic objective: To increase the number of visitors by 2% per annum

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2023/2024	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Number of visitors per annum	40 800	9 200	8 200	11 200	12 200	Visitor statistics / online statistics
Number of picnic events and concerts per annum	12	-	-	6	6	Events calendar

#### Human resources management

Strategic objective: To maintain a 100% evaluation rate and ensure a well-trained staff

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2023/2024	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Coordinate and manage training per annum	6 training interventions	1	2	2	1	Invoices, attendance, reports

#### Property management

Strategic objective: To adhere to the annual property maintenance work programme

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2023/2024	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Annual repairs and maintenance completed - Museum - Monument - Amphitheatre - Parking area - Hiking trails	Completed: 5	Completed: 2	Completed: 1	Completed: 1	Completed: 1	Invoices, work programme, job cards, reports
Annual eco-management plan completed - Water ditches cleaned - Invasive alien trees cleared - Firebreaks cleared	Completed: 30 Jun 31 Oct 30 Sep	Completed: 30 June	Completed: 30 Sep	Completed: 31 Oct	-	Invoices, work programme, reports

#### Quarterly budget for Administration

Sub-programme	Actual target	Quarterly targets			
	2023/2024	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
R thousand					
Entrance to the Museum & Monument	979	0	0	310	670
Human resources management	120	20	40	20	40
Property management	689	202	192	212	82
Other administrative expenses	10960	2290	2590	2840	3240
<b>Total</b>	<b>12748</b>	<b>2512</b>	<b>2822</b>	<b>3382</b>	<b>4032</b>

## Programme: Business Development

### Fundraising and marketing

Strategic objective: To offer courses and host fundraising events per annum

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2023/2024	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Number of fundraising events per annum	1	-	-	1	-	Events calendar
Number of skills development courses per annum	4	1	1	2	-	Events calendar

### Public programmes and communication

Strategic objective: To host special days per annum

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2023/2024	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Number of special days for adults per annum	7	2	2	2	1	Events calendar
Number of special days for youth per annum	7	2	2	1	2	Events calendar

### Collection management

Strategic objective: Ensuring the preservation of artefacts, documents and books for the future

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2023/2024	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Number of conservation, preservation and maintenance activities on Museum collection	6	2	1	2	1	Invoices, photos
Review/develop policy	1	-	-	1	-	Policy document

### Research

Strategic objective: Dissemination of research results in various formats

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2023/2024	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Number of articles written or lectures presented per annum	4	1	1	1	1	Articles/lecture papers
Number of history snippets written for website/Facebook per annum	8	2	2	2	2	Written snippets

## Quarterly budget for Business Development

Sub-programme	Actual target	Quarterly targets			
	2023/2024	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
R thousand					
Funding and marketing	53	12	12	30	0
Public programmes and communication	241	70	90	50	30
Collection management	214	79	29	84	24
Research	788	182	207	219	180
<b>Total</b>	<b>1296</b>	<b>342</b>	<b>337</b>	<b>382</b>	<b>234</b>

## Programme: Public Engagement

### Exhibitions

Strategic objective: To convey information to the public by means of exhibitions

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2023/2024	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Number of exhibitions held or updated per annum	4	1	1	1	1	Invoices, finished exhibition

### Education

Strategic objective: To educate and liaise, and to reach as many schools as possible by means of outreach programmes

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2023/2024	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Number of school tours conducted per annum	41	16	15	-	10	Booking forms / Online statistics
Number of educational programmes developed per annum	2	1	-	1	-	Educational programmes
E-programmes / E-learning per annum	2	1	-	1	-	Educational programmes
Sponsor-A-Bus project: number of groups transported per annum	17	8	5	-	4	Invoices and booking forms
Language projects: Established reading group per annum	2	-	1	-	1	Attendance registers, letters
Number of competitions held for learners per annum	2	1	-	1	-	Invoices and programme
Number of outreach projects per annum	2	1	1	-	-	Invoices and programme

### Quarterly budget for Public Engagement

Sub-programme	Actual target	Quarterly targets			
	2023/2024	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
R thousand					
Exhibitions	16	6	4	4	2
Education	416	171	133	17	96
<b>Total</b>	<b>432</b>	<b>177</b>	<b>137</b>	<b>21</b>	<b>97</b>

## 2.3 Reconciling performance targets with the budget and MTEF

### *Income estimates*

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2019/2020	2020/2021	2021/2022		2023/2024	2024/2025	2025/2026
R thousand							
<b>Economic classification</b>							
Revenue							
Sale of goods and services other than capital assets							
<i>Of which:</i>							
Administrative fees							
Entrance fees	1458	363	884	1257	1390	1472	1516
Sales by market establishments							
Rent on buildings	526	94	324	378	400	409	418
Entity revenue other than sales							
<i>Of which:</i>							
Interest, dividends and rent on land							
Interest	301	315	405	320	365	300	250
Unclassified revenue							
Funding and marketing	621	647	471	63	86	90	94
Other income	95	58	337	64	80	83	86
Transfers received							
Other government units							
National government's Executive authority (Department of Sports, Arts and Culture)	11009	10013	11722	11939	12199	12749	13480
Capital works funding	845	804	2385	5949	0	0	0
<b>Total Revenue</b>	<b>14855</b>	<b>12294</b>	<b>16528</b>	<b>19970</b>	<b>14520</b>	<b>15103</b>	<b>15844</b>



# Expenditure estimates

## Programme: Administration

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Entrance to the Museum & Monument	1411	789	812	943	979	1032	1067
Human resources management	197	56	120	112	120	125	131
Property Management	2523	2004	2468	8014	689	962	1025
Other administrative expenses	8848	8422	9491	9087	10973	11027	11634
<b>Total</b>	<b>12979</b>	<b>11271</b>	<b>12891</b>	<b>18156</b>	<b>12761</b>	<b>13146</b>	<b>13857</b>
Change to budget estimate				0	0	0	0

## Economic classification

	12979	11271	12891	18156	12761	13145	13857
<b>Current payments</b>							
Compensation of employees	5121	5533	5913	6199	6704	6862	7131
Goods and services							
<i>of which:</i>							
Advertising	114	78	300	183	224	206	228
Audit costs	520	435	475	738	500	525	551
Bank charges	68	41	48	72	53	56	59
Board costs	194	148	302	316	376	394	412
Catering: Internal activities	3478	2273	2803	2243	2918	3035	3163
Communication	90	105	100	106	104	107	112
Computer services	84	71	70	104	121	115	120
Consultants, contractors and special services	945	748	1112	760	815	856	898
Inventory	80	25	53	57	57	57	57
Maintenance repair and running cost	1043	1179	881	6858	334	356	398
Operating leases	11	35	40	46	83	85	92
Printing and publication	64	20	10	61	33	35	41
Training and staff development	116	51	41	73	79	82	85
Travel and subsistence	121	53	79	118	120	124	128
Insurance	86	88	106	92	118	124	130
Memberships and subscriptions	9	5	4	20	26	27	29
Cleaning services	28	16	31	35	36	37	40
Depreciation and amortisation	502	416	500	0	0	0	0
Other	305	-49	23	75	60	62	183
Interest and rent on land	0	0	0	0	0	0	0
Financial transactions in assets and liabilities	0	0	0	0	0	0	0
<b>Total</b>	<b>12979</b>	<b>11271</b>	<b>12891</b>	<b>18156</b>	<b>12761</b>	<b>13145</b>	<b>13857</b>

### Expenditure estimates

#### Programme: Business Development

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Funding and marketing	36	9	58	32	51	57	60
Public programmes and communication	488	485	463	274	241	284	248
Collection management	221	0	232	111	214	327	340
Research	539	246	386	756	788	813	843
<b>Total</b>	<b>1284</b>	<b>740</b>	<b>1139</b>	<b>1173</b>	<b>1294</b>	<b>1481</b>	<b>1491</b>
Change to budget estimate			0	0	0	0	0

#### Economic classification

Current payments	<b>1284</b>	<b>740</b>	<b>1139</b>	<b>1173</b>	<b>1294</b>	<b>1481</b>	<b>1490</b>
Compensation of employees	713	497	682	830	967	1105	1148
Goods and services							
<i>of which:</i>							
Funding & marketing	36	8	59	35	51	57	60
Public programmes	147	146	172	270	241	284	247
Research and development	387	89	226	31	32	32	32
Curation and collection	1	0	0	7	3	3	3
Other	0	0	0	0	0	0	0
<b>Total</b>	<b>1284</b>	<b>740</b>	<b>1139</b>	<b>1173</b>	<b>1294</b>	<b>1481</b>	<b>1490</b>

### Expenditure estimates

#### Programme: Public Engagement

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Exhibitions	1	17	17	238	16	16	16
Education	445	218	289	399	416	429	450
<b>Total</b>	<b>446</b>	<b>235</b>	<b>306</b>	<b>637</b>	<b>432</b>	<b>445</b>	<b>466</b>
Change to budget estimate				0	0	0	0

#### Economic classification

Current payments	<b>446</b>	<b>235</b>	<b>306</b>	<b>637</b>	<b>432</b>	<b>446</b>	<b>466</b>
Compensation of employees	184	184	266	203	210	217	225
Goods and services							
<i>of which:</i>							
Exhibitions	1	17	18	238	16	16	17
Education	261	34	22	196	206	213	224
Other	0	0	0	0	0	0	0
<b>Total</b>	<b>446</b>	<b>235</b>	<b>306</b>	<b>637</b>	<b>432</b>	<b>446</b>	<b>466</b>

### **3. Explanation of planned performance over the medium-term period**

The ATM is an agency of the Department of Sport, Arts and Culture (DSAC), and receives a transfer that is utilised for the payment of staff salaries, compliance and operational costs. The ATM revises its budget on a yearly basis to accommodate the monthly spending trends and evaluate which expenses need to be reprioritised. As per section 53(3) of the Public Finance Management Act (PFMA), Act 1 of 1999, the ATM may not budget for a deficit. The basis used for the budget is cash-based.

#### **Municipal charges**

From 2017/2018, the ATM has received extra funds from the DSAC to pay the local municipality for utility services - the expenses for municipal charges are disclosed under administrative expenses. The ATM is budgeting to receive funds in the MTEF period and is paying this over to the Department of Public Works and Infrastructure (DPWI), who in turn is making payments to the local municipality on behalf of the ATM. Unfortunately, the DPWI is not making regular payments. The ATM classified the situation as high risk and included it in the risk register as the ATM cannot afford the Monument, which is a popular tourist attraction, to be without basic services. It was indicated in 2020/2021 that a handover of the payments of the accounts from the DPWI to the ATM will take place, and in the 2021/2022 financial year three of the six municipal accounts were handed over to the ATM.

#### **Leasing of private property**

The ATM has a shortage of office space for its staff and has been leasing office space in a building next to the Museum for which the DPWI has been making payments on behalf of the ATM. From 2018/2019, the ATM has received extra funds from the DSAC to pay the rent, and is paying this over to the DPWI. All expenses will reflect under administrative expenses.

#### **Personnel expenditure**

The ATM has 21 approved positions of which 19 are filled with permanent staff members, 1 is a part-time staff member and 1 position has not been filled. In total, the ATM has a staff complement of 19 permanent staff members, 6 casual workers and 1 contract staff member.

The total staff cost will average 44% of the total budgeted expenses over the projected MTEF period. The ATM had allocated separate funds for a study fund for staff members who would like to study, but do not have the funds or are unable to get a loan from a financial institution. However, due to budget cuts in 2020/2021 and lower income due to fewer visitors, this still cannot be included in the current MTEF period. Should funding become available, the study fund for staff members will again be included. The development of criteria and an agreement for the study fund was done in 2019/2020. With the approval of a long-service policy, long-service recognition was implemented in 2018/2019. No long service recognition payments will be made until 2028/2029 when a staff member will qualify for long service.

No amount is budgeted for performance bonuses for the current MTEF period due to budget restrictions. Should funding become available, performance bonuses will be included as it forms part of the ATM's evaluation and performance system.

#### **Goods and services**

All available funds not allocated towards the compensation of our employees are spent to ensure we have a skilled workforce, comply with necessary regulations, ensure effective core functions and achieve strategic goals and key outcomes. The ATM is still looking to attract more visitors and, in doing so, receive more revenue. For this reason, we will still be hosting the full moon picnics and the picnic concerts. This is reviewed annually. Up-and-coming as well as more established artists are invited to perform at the Monument. For the current MTEF period, the focus will be on inviting more up-and-coming artists, especially for the picnic concerts. (These expenses are allocated under catering: internal activities.) All the profits (if there are any) are utilised to further the ATM's projects. One of these is the 'Let's Read' literacy project that the ATM initiated a few years ago. The project aims to promote a culture of reading and awaken a love of books, and create an environment where children feel at home with books. This is mainly aimed at rural schools without reading facilities or libraries.

With the growing interest in events that are held at the Monument, provision needed to be made for more security and first-aid services. Due to weather and venue restrictions, the number of events planned needed to be curbed. The ATM plans to also have one show at the Amphitheatre, which can accommodate over 4 200 seated spectators. The Amphitheatre is made available to interested parties on an ad hoc basis for a fee to cover any extra costs

incurred. This has proved to be another revenue-generating asset and funds made through this initiative are used to maintain this facility. Some of the capital works funds the ATM received in the previous financial years had been used to do some upgrades as the current infrastructure dates from 1975. Upgrades and additions to the Amphitheatre have been identified and are mentioned later in this report under Part C.

It is also important for Management that the Monument should be a safe place to work at, and more importantly, to visit. For this reason, extra funds were allocated to security services and specifically for more security guards. The ATM plans to request the assistance of the DPWI for the installation of security cameras at its sites due to various challenges the ATM faced in getting quotations. The Monument and Amphitheatre are however prioritised due to their remote location. Should it not be possible for the DPWI to also assist with security cameras for the Museum, the ATM will install the security cameras.

The general infrastructure of the Museum, Monument and Amphitheatre also remains a concern for Management as it is almost 50 years old. The Museum building is in dire need of urgent repairs (electricity, floors, gutters and interior walls). The Amphitheatre's structure has been compromised in such a way that it is still usable but has a structural crack in the roof of the artists' quarters that has to be patched after every winter. The Monument's water supply (pipes and reservoir) also needs to be refurbished or replaced. The electricity supply to the Monument and Amphitheatre remains a concern as there is no backup if the supply is cut. Water is pumped to the Monument and Amphitheatre, but without electricity, our staff members and visitors will not have any water while at the Monument and Amphitheatre. The ATM applied for funding for an emergency generator as well as installation thereof from the DSAC, which forms part of the approved capital works budget for 2019/2020. An electrical engineer was contracted in 2020 and determined that the ATM will not be able to link an emergency generator to the current electrical grid of the Taalmonument and Amphitheatre. The electrical distribution board and wiring are 45 years old, and the distribution board (installed under the Taalmonument) has deteriorated due to the wet conditions from cracks in the Monument. These cracks will, in the long run, compromise the integrity of the structure. A structural engineer was contracted in 2018 and the report we received was sent to the DSAC. This was also included in the UAMP for 2018 under maintenance of ATM buildings as the ATM does not have the funding for such a project. Upgrades, additions and maintenance to the buildings of the ATM has been identified and are mentioned later in this report under Part C.

It was considered that most service providers' fees and prices of goods and services increased exponentially, and provision was made for this in 2023/2024, where necessary. Overall, a price increase of 4% in goods and services was used.

### **Exhibitions**

The visitor centre at the Monument hosts exhibitions that are an extension of the current exhibitions at the Museum. The visitor centre also controls visitor flow, enquiries and visitor administrative logistics. Furthermore, its lecture hall serves as a place where groups can be informed about the different activities and aspects concerning the heritage of Afrikaans, and the language's contribution to nation-building and social cohesion.

### **Educational and public programmes**

Educational programmes aimed at the youth will continue and be updated; they will not only be presented at the ATM but also at the schools and in a virtual classroom. Public programmes will be used as an opportunity to spread awareness of violence against women and children; especially on Youth Day and Woman's Day.

#### 4. Programme resource considerations

##### 4.1 Summary of expenditure estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2019/2020	2020/2021	2021/2022		2023/2024	2024/2025	2025/2026
R thousand							
<b>Economic classification</b>							
Administration	12983	11271	12961	18156	12792	13178	13888
Business Development	1284	955	1139	1177	1295	1480	1489
Public Engagement	445	235	306	637	432	445	466
<b>Total Expenditure</b>	<b>14712</b>	<b>12461</b>	<b>14406</b>	<b>19970</b>	<b>14520</b>	<b>15103</b>	<b>15844</b>

##### 4.2 Revenue estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2019/2020	2020/2021	2021/2022		2023/2024	2024/2025	2025/2026
R thousand							
<b>Economic classification</b>							
Sale of goods and services other than capital assets	1984	457	1208	1635	1790	1881	1934
Entity revenue other than sales	1017	1020	1213	447	531	473	430
Transfers received	11009	10001	11722	11939	12199	12749	13480
Capital works funding	845	816	2385	5949	0	0	0
<b>Total Revenue</b>	<b>14855</b>	<b>12294</b>	<b>16528</b>	<b>19970</b>	<b>14520</b>	<b>15103</b>	<b>15844</b>

### 4.3 Expenditure estimates by economic classification

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Economic classification							
Current payments							
Compensation of employees							
Salary & wages	5411	5556	6092	6327	6892	7157	7527
Social contributions (employer only)	678	782	823	914	998	1036	1076
Goods and services							
Advertising	119	88	159	172	172	152	172
Audit costs	520	435	475	738	500	525	551
Bank charges	68	41	48	72	53	56	59
Board costs	194	148	302	316	406	425	444
Catering: internal activities	1500	411	690	894	906	962	950
Communication	90	105	100	106	104	107	112
Computer services	84	71	70	104	121	115	120
Consultants	259	150	252	280	282	296	310
Contractors	685	598	859	480	533	560	587
Inventory	80	25	53	57	57	57	57
Operating leases	11	35	40	46	83	85	92
Legal fees	0	0	0	0	0	0	0
Printing and publication	64	20	10	61	33	35	41
Repairs and maintenance	1047	1179	881	6858	335	356	400
Research and development	387	89	226	31	32	32	32
Training and staff development	197	56	120	112	120	125	131
Travel and subsistence	121	53	79	118	120	124	128
Insurance	86	88	106	92	118	124	130
Memberships and subscriptions	9	5	4	20	26	27	29
Administrative expenses	2599	2092	2495	1925	2608	2725	2875
Curation and exhibitions	2	17	17	245	19	19	19
Cleaning services	0	0	0	2	2	2	2
Depreciation and amortisation	502	416	500	0	0	0	0
Total Expenditure	14713	12460	14401	19970	14520	15103	15844

#### 4.4 Statement of Financial Position

Statement of Financial Position	Audited Outcome			Approved budget	Medium-term estimate		
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
<b>ASSETS</b>							
Current assets	7962	10765	13800	12031	9376	7266	6047
Current investments	6796	9585	13124	11354	8674	6531	5393
Inventory	78	53	62	55	50	45	49
Trade and other receivables from exchange transactions	2	2	2	2	2	2	2
Other receivables from non-exchange transactions	0	500	0	0	0	0	0
Prepayments	132	117	72	110	115	118	81
Cash and cash equivalents	954	508	540	510	535	570	522
Non-current assets	6058	6080	7728	7544	7284	7063	6813
Property, plant and equipment	3691	3561	5333	5150	4890	4670	4420
Intangible assets	4	1	6	5	5	4	4
Heritage assets	2363	2518	2389	2389	2389	2389	2389
Non-current investments	0	0	0	0	0	0	0
<b>Total assets</b>	<b>14020</b>	<b>16845</b>	<b>21528</b>	<b>19575</b>	<b>16660</b>	<b>14329</b>	<b>12860</b>
<b>LIABILITIES</b>							
Current liabilities	4529	7435	10123	8170	5255	2924	1455
Payments received in advance	0	0	0	0	0	0	0
Trade and other payables from exchange transactions	240	360	159	300	320	290	240
Current provisions	4289	7075	9964	7870	4953	2634	1215
Leave	112	95	133	105	97	102	115
Provisions for outstanding claims	0	0	0	0	0	0	0
Deferred income	4132	6980	9831	7765	4838	2532	1100
Other current financial liabilities	45	0	0	0	0	0	0
Non-current liabilities	68	0	0	0	0	0	0
Non-current provisions	68	0	0	0	0	0	0
<b>Total liabilities</b>	<b>4597</b>	<b>7435</b>	<b>10123</b>	<b>8170</b>	<b>5255</b>	<b>2924</b>	<b>1455</b>
<b>NET ASSETS</b>	9423	9410	11405	11405	11405	11405	11405
Accumulated surplus / (deficit)	7061	7048	9172	9172	9172	9172	9172
Reserves	2362	2362	2233	2233	2233	2233	2233
Non-cash reserves	2362	2362	2233	2233	2233	2233	2233
<b>Total net assets and liabilities</b>	<b>14020</b>	<b>16845</b>	<b>21528</b>	<b>19575</b>	<b>16660</b>	<b>14329</b>	<b>12860</b>

## Part D: Technical indicator descriptions

Indicator title	<b>Access to the Museum and Monument:</b> <ul style="list-style-type: none"> <li>• <b>Number of visitors</b></li> <li>• <b>Number of picnic events and concerts</b></li> </ul>
Definition	Revenue collection, number of online visitors and number of visitors received at the Museum and Monument, including events and concerts
Purpose/importance	Showing revenue collected per annum, as well as number of visitors
Source/collection of data	Number of visitors: Visitor statistics, online statistics Number of picnic events and concerts: Events calendar
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Target all tourists (national and international)
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Increase the number of visitors to the Museum and Monument
Indicator responsibility	Communication and educational divisions

Indicator title	<b>Human resources management:</b> <ul style="list-style-type: none"> <li>• <b>Coordinate and manage training</b></li> </ul>
Definition	Defining present and future human resources needs. Empowering staff using post-related training programmes to ensure skilled personnel.
Purpose/importance	Ensuring well-trained staff to achieve a higher level of service delivery
Source/collection of data	Invoices of service providers, attendance reports
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Staff
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	To ensure well-trained staff
Indicator responsibility	Director and Financial division

Indicator title	<b>Property management:</b> <ul style="list-style-type: none"> <li>• <b>Annual repairs and maintenance</b></li> <li>• <b>Annual eco-management plan</b></li> </ul>
Definition	Maintenance of buildings, structures and equipment to be presentable and attractive to the public and to eco-manage the gardens, invasive alien plants, erosion, walking trails and firebreaks
Purpose/importance	By maintaining the buildings, structures and equipment a presentable, attractive and safe Museum and Monument to visit are created. By performing eco-management, well-kept gardens and conservation of the fauna and flora is assured
Source/collection of data	Annual repairs and maintenance: Invoices, job cards, work programme, reports Annual eco-management plan: Invoices, work programme, reports
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Ensure effective management of buildings, structures and equipment, and well-kept gardens as well as the conservation of the indigenous landscape
Indicator responsibility	Facilities Officer, Director



Indicator title	<b>Compliance with applicable legislation</b> <ul style="list-style-type: none"> <li>• Annual performance plan</li> <li>• Quarterly reports</li> <li>• Performance information and financial statements audited</li> <li>• Annual report audited</li> <li>• Strategic plan</li> <li>• Financial management systems and procedures updated</li> <li>• Policies reviewed</li> <li>• Enterprise risk management plan reviewed</li> </ul>
Definition	Complying with all applicable legislation, for example the Cultural Institutions Act, Public Finance Management Act, Treasury regulations and the National Heritage Resources Management Act
Purpose/importance	Complying with legislative requirements and sound corporate governance
Source/collection of data	Record of submissions, plans, reports, policies
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Calculation type	Cumulative (year-to-date)
Reporting cycle	Yearly
Desired performance	Unqualified audits
Indicator responsibility	Council, Audit committee, Director and Chief Financial Officer

Indicator title	<b>Fundraising and marketing</b> <ul style="list-style-type: none"> <li>• Fundraising events</li> <li>• Skills development courses</li> </ul>
Definition	Raising funds from the public and institutions, presenting courses and generating income from product sales
Purpose/importance	To raise funds from the public and institutions, and presenting courses to generate additional funds
Source/collection of data	Fundraising events: Events calendar Skills development courses: Events calendar
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	To increase funds raised from the public and institutions
Indicator responsibility	Communication manager

Indicator title	<b>Public programmes and communication</b> <ul style="list-style-type: none"> <li>• Special days for adults and youth</li> </ul>
Definition	Developing public awareness of the institution, encouraging the public to visit the ATM and promoting the ATM at all levels of society by offering public programmes
Purpose/importance	Creating and promoting public awareness
Source/collection of data	Events calendar
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	To create more public awareness and to encourage the public to visit the ATM

Indicator responsibility	Curatorial, Educational as well as Communication and Events divisions
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Indicator title	<b>Collection management</b> <ul style="list-style-type: none"> <li>• <b>Number of conservation, preservation and maintenance activities for the Museum collection</b></li> <li>• <b>Review or development of policy</b></li> </ul>
Definition	Collecting relevant documents, artefacts and books for purposes of reference, research and display, according to professional standards and the ATM's conservation policy. Maintain a digital acquisition and reference register
Purpose/importance	Ensuring the preservation of artefacts, documents and books for the future
Source/collection of data	Conservation, preservation and maintenance activities: Invoices, photos Review or development of policy: Policy document
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Collecting and conserving artefacts to preserve them for the future. Acquiring additional relevant and valuable documentation and books
Indicator responsibility	Curator and Director

Indicator title	<b>Research</b> <ul style="list-style-type: none"> <li>• <b>Articles written or lectures presented</b></li> <li>• <b>History snippets written for the website or Facebook</b></li> </ul>
Definition	Undertaking of subject- and object-based research on relevant themes to widen the information base for the benefit of the community. Dissemination of research results through various formats
Purpose/importance	Informing the public of well-researched, relevant and interesting issues and facts, thereby enhancing the image of the ATM.
Source/collection of data	Articles, lecture papers, written snippets
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Quality-research to lead to quality outputs disseminated in various forms
Indicator responsibility	Curator

Indicator title	<b>Exhibitions</b> • <b>Exhibitions held or updated</b>
Definition	Information transfer to the public using exhibitions
Purpose/importance	Presenting a balanced and inclusive history of the development and current expressions of Afrikaans through exhibitions
Source/collection of data	Exhibitions, invoices from professionals
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	To present quality exhibitions with accurate and relevant information
Indicator responsibility	Curator and Director

Indicator title	<b>Education</b> • <b>School visits</b> • <b>Educational programmes developed</b> • <b>E-programmes/E-learning</b> • <b>Sponsor-A-Bus project: number of groups transported</b> • <b>Language projects: established reading group</b> • <b>Competitions held for learners</b> • <b>Outreach projects</b>
Definition	To develop and offer educational and outreach programmes to schools
Purpose/importance	Promoting Afrikaans at all levels of society by offering curriculum-based educational programmes, guided tours and cultural activities
Source/collection of data	School visits: Booking forms, online statistics Educational programmes & e-learning: Educational programmes Sponsor-A-Bus project: Invoices, booking forms Language projects: Attendance registers, letters Competitions: Invoices, programmes Outreach projects: Invoices, programmes
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Target market: Youths Target market: Tour guides, Educationalists
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	To present school groups with quality programmes and teaching aids, based on the present school curricula
Indicator responsibility	Educational and Curatorial divisions

## Part E: Infrastructure and other capital plans

### 1. Links to the long-term infrastructure and other capital plans

Requests: Capital works budget

No	Project Name	Programme	Municipality	Project description/type of structure	Outputs	Estimated project cost R'000	Expenditure to date (if any) R'000	Project duration	
								Start	Finish
1. New assets and replacement of assets (R thousand)									
	Construction of the staff's cloakrooms	Heritage promotion	Paarl	Monument		4 525	1 654	2019	2022
	Generator to supply emergency electricity to the Monument and coffee shop, with the upgrading of electrical infrastructure	Heritage promotion	Paarl	Monument		3 768	-	2019	
	Construction of new ablution facilities for the general public, staff, VIPs, etc	Heritage promotion	Paarl	Amphitheatre		18 000	-		
	Construction of a new multifunction building, consisting of conference facilities, staff offices and new learner classrooms	Heritage and educational promotion	Paarl	Monument		32 000			
Total new and replacement of assets						54 189	309		
2. Maintenance and repairs (R thousand)									
	Maintenance of ATM buildings including security - electrical infrastructure at Monument and Amphitheatre (Phase 2) - Security: CCTV at Museum, Monument and Amphitheatre - Remedial work (repairs, damp seal of Monument and stabilisation of floors, repairs, painting of the building, checking the roof and woodwork, stormwater management of Museum) - Waterproofing of buildings at Monument and Amphitheatre - Eco-management of grounds of	Heritage promotion	Paarl	Museum, Monument and Amphitheatre		11 698	-	2021	

	Monument and Amphitheatre (101ha): water ditches, fire breaks, invasive alien plants and trees, protection of natural flora								
<b>Total maintenance and repairs</b>						<b>11 698</b>	-		
<b>3. Upgrades and additions (R thousand)</b>									
	Increasing the reservoir capacity at the Monument and Amphitheatre – more water tanks with larger pumps to accommodate the increasing number of visitors	Heritage promotion	Paarl	Monument and Amphitheatre		Identified – no estimate yet	-		
	Waterproofing of roof surface areas	Heritage promotion	Paarl	Monument		17 400	-		
	Redevelopment of coffee shop and put-put area	Heritage promotion	Paarl	Monument		5 000			
	Upgrading of parking area	Heritage promotion	Paarl	Amphitheatre		22 605	-		
<b>Total upgrades and additions</b>						<b>45 005</b>			
<b>4.Rehabilitation, renovations and refurbishments (R thousand)</b>									
	Refurbishment of current cloakrooms, external stage and seating	Heritage promotion	Paarl	Amphitheatre		6 500	-		
<b>Total rehabilitation, renovations and refurbishments</b>						<b>6 500</b>	<b>0</b>		

## Annexure A

### Materiality and Significance Framework for the period ending 31 March 2023

#### 1. Background

In terms of Treasury Regulations (TR) 28.3: “For purposes of material [section 55 (2) of the PFMA] and significant [section 54 (2) of the PFMA], the accounting authority must develop and agree on a framework of acceptable levels of materiality and significance with the relevant executive authority.”

Public Entities are required to include the Materiality and Significance Framework in the Strategic Plan to be submitted to its Executive Authority [TR 30.1.3(e)]. In terms of Treasury Regulations 8.2.1 any material losses through criminal conduct and any irregular, fruitless and wasteful expenditure must be disclosed as a note to the annual financial statement of the public entity.

SAAS 320.03 defines materiality as follows: “Information is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial statements. Materiality depends on the size of the item or error judged in the particular circumstances of its omission or misstatement. Thus, materiality provides a threshold or cut-off point, rather than being a primary qualitative characteristic which information must have if it is to be useful.” Further guidance is drawn from SAAS 320.17 from a public sector perspective: “In an audit of financial statements in the public sector, the auditor’s assessment of materiality may be influenced by the public accountability of the audited entity, and the sensitivity of the entity’s accounts, activities and functions regarding matters of public interest.” The reference to “economic” decisions (SAAS 320.03 above) is therefore assessed as not being conclusive or wholly appropriate to a public entity such as the Afrikaanse Taalmuseum en -monument (ATM).

The Collins English Dictionary defines “significance” as the importance of something, usually because it will have an effect on a situation or shows something about a situation.

Materiality can be based on a number of financial indicators. Detailed below is an indicative table of financial indicators of the type that is widely accepted in the accounting profession as a basis for calculating materiality.

General basis used in accounting profession	Acceptable percentage range	ATM applicability
Total Revenue	0.25% - 1%	Applicable; they are grants received, entrance fees received, donations and project funds, rent received and interest received
Surplus	1% - 2%	Applicable; they are excess of grants over operating and capital expenditure
Equity	2% - 5%	Not applicable
Total Assets	0.5% - 2%	Applicable; they are opening carrying value, revaluation surplus, additions and depreciation of assets

#### 2. Broad framework for the ATM

The ATM will be dealing with this framework under two main categories, being quantitative and qualitative aspects.

##### 2.1 Materiality level

The Entity assessed the level of a material deviation as being 1% of the total revenue.

##### Motivation

It is recognised that different levels of materiality can be set for different classes of transactions. The ATM has, however, taken the approach of setting a materiality level that will be used for all classes of transactions.

**Factors considered**

In determining the said materiality value as 1% of the total expenditure, the ATM took into account factors that include:

**Nature of the ATM's business**

**Revenue:** Funding for the ATM primarily comprises grants received from the Department of Sport, Arts and Culture, self-generated income from tourist activities (entrance fees), memorabilia, rent received and interest earned on investments in deposit accounts, as well as donations for projects.

**Expenditure:** Given the nature of the ATM as an entity mandated to collect, conserve, exhibit, educate and research, preference is given to gross expenditure as a basis for defining the level of materiality.

**Statutory requirements applicable to the ATM**

- The ATM is an institution established under the Cultural Institutions Act, 119 of 1998.
- The ATM is listed as a PFMA Schedule 3A public entity.
- The Council of the ATM is required to execute the mandate in terms of the Cultural Institutions Act, 119 of 1998.

**The control and inherent risks associated with the ATM**

In assessing the control risk, the ATM concluded that a materiality level of 0.5% of expenditure is appropriate and prudent. This assessment is based on the fact that a sound control environment is being maintained. In this regard cognisance was taken of amongst others:

- Proper and appropriate governance structures have been established that include a Council, Audit and Risk Committee, Director, CFO and Internal Audit Function.
- The Director and CFO's positions have been created with specific risk management responsibilities.
- An Audit and Risk Committee that closely monitors the control environment of the ATM was established.
- The function of internal audit is sourced with a firm of professional internal auditors.
- A three-year Internal Audit plan, based on annual risk assessments being performed. This is annually reviewed and agreed on by the Audit and Risk Committee.

**3. ATM's general approach to qualitative aspects**

Materiality is not confined to the size of the Entity and the elements of its financial statements. The Entity recognises that misstatements that are large, either individually or in the aggregate, may affect a "reasonable user's" judgement. Further, misstatements may also be material on qualitative grounds. These qualitative grounds include amongst others:

- New ventures that the ATM may enter into.
- Unusual transactions entered into that are not of a repetitive nature and are disclosable purely due to the nature thereof owing to knowledge thereof affecting the decision-making of the user of the financial statements.
- Any fraudulent or dishonest behaviour of an ATM officer or staff member.
- Any infringement of the ATM's agreed performance levels.
- Procedures/processes required by legislation or regulation (e.g. PFMA and the Treasury Regulations).
- Unauthorised, irregular, fruitless and wasteful expenditure.
- Items of a non-financial nature, which would impact the continued operation and deliverables of the entity.

#### 4. Framework

Section of PFMA	Description of materiality and significance	Levels of materiality and significance
54 (2)	<p>Before a public entity concludes any of the following transactions, the accounting authority for the entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its executive authority for approval of the transaction:</p> <p>(a) establishment of or participation in the establishment of a company;</p> <p>(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement;</p> <p>(c) acquisition or disposal of a significant shareholding in a company;</p> <p>(d) acquisition or disposal of a significant asset;</p> <p>(e) commencement or cessation of a significant business activity; and</p> <p>(f) a significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement</p>	<p>(a) Each and every instance</p> <p>(b) Each and every instance</p> <p>(c) Each and every instance</p> <p>(d) Above R500 000</p> <p>(e) Each and every instance</p> <p>(f) Each and every instance</p>

Section of PFMA	Description of materiality and significance	Levels of materiality and significance
55 (2)	<p>The annual report and financial statements must include particulars of:</p> <p>(a) any material losses through criminal conduct and any irregular, fruitless and wasteful expenditure that occurred during the financial year;</p> <p>(b) any legal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure;</p> <p>(c) any losses recovered or written off; and</p>	<p>(a) All instances will be included in the accounting authority's annual report – amount greater than 1% of the total value of the expenditure per AFS</p> <p>(b) All instances will be included in the accounting authority's annual report</p> <p>(c) All instances will be included in the accounting authority's annual report – amount greater than 1% of the total value of the expenditure per AFS</p> <p>(d) All instances will be included in the accounting authority's annual report</p>



	(d) any financial assistance received from the state and commitments made by the state on the accounting authority's behalf.	
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## **Risk Management Plan**

Both the Council of the ATM and the Director are committed to the process of risk management through the principles of good corporate governance as set out in the Public Finance Management Act (PFMA), Act 1 of 1999.

### **1. What is the aim of the strategy?**

This strategy will promote and ensure that:

- 1.1 Management of risk is linked to performance improvement and the achievement of the ATM's strategic objectives.
- 1.2 Board members, senior Management and staff responsible for managing risks to the ATM as a whole, manage these risks.
- 1.3 Ownership and accountability for the management of risks throughout the ATM are clearly assigned.
- 1.4 There is a commitment to embed risk management into the ATM's culture and organisational processes at all levels including strategic, project and operational.
- 1.5 Board and staff members acknowledge the importance of risk management as a process, through which key risks and opportunities are identified, evaluated, managed and contribute towards good corporate governance.
- 1.6 Effective monitoring and reporting mechanisms are in place to continuously review the ATM's exposure to, and management of, risks and opportunities.
- 1.7 Best-practice systems for managing risk are used throughout the ATM, including mechanisms for monitoring and reviewing of effectiveness against agreed standards and targets.
- 1.8 Accountability is fully demonstrated to all stakeholders through periodic reviews of the ATM's risks, which are reported to the Board.
- 1.9 Fraud and corruption can be better prevented.
- 1.10 The risk management strategy is reviewed and updated annually in line with the risks identified and steps taken to address these risks.

### **2. What is risk management?**

Risk management, according to the online dictionary *The Free Dictionary*, "is the techniques used to minimise and prevent accidental loss to business".

It is the process of identifying, assessing and controlling risks that an organisation face. It is not about eliminating the risk, but about recognising the issues that could affect the achievement of the objectives and developing actions to control or reduce those risks.

Legislative imperatives on risk management are contained in sections 38 to 42 of the PFMA and chapter 3 of the Treasury Regulations for Public Service Institutions. These imperatives deal specifically with the financial and fraud risk categories. Risk management processes, responsibilities and even punitive measures for non-compliance are incorporated in the responsibilities allocated to accounting officers and audit committees with an extension thereof to all managers in terms of the provisions of section 45 of the PFMA. The extension of the general responsibilities, in terms of section 45 of the PFMA, to all managers is a cornerstone of the institutionalisation of risk management in the public service. It establishes accountability for risk management with all levels of management and does not limit it to the accounting officer, financial division or internal audit unit.

An effective risk management system identifies and assesses risks, decides on appropriate responses and then provides assurance that the chosen responses are effective.

### **3. Risk management process**

The risk management process is a continual process of identifying risks, evaluating their potential consequences, and determining the most effective methods of controlling them and/or responding to them. The risks faced by the ATM are constantly changing and the continual process of monitoring risks should ensure that we can respond to new challenges. This process is referred to as the risk management cycle. Below it is set out in four stages:

#### Stage 1 – Identify potential risks

What can possibly go wrong? Identifying and understanding the hazards and risks facing the ATM are crucial if informed decisions are to be made about policies or service delivery methods.

#### Stage 2 – Risk analysis

What is the likelihood of the risk occurring and if so, what is the impact? Once risks have been identified, they need to be systematically and accurately assessed. If a risk is seen to be unacceptable, then steps need to be taken to control or respond to it.

#### Stage 3 – Risk control

The process of taking action to minimise the likelihood of the risk event occurring and/or reducing the severity of the consequences should it occur.

#### Stage 4 – Monitor results

Is your plan working? Are changes or updates required? The process does not finish with the risk control procedures in place. Their effectiveness in controlling risk must be monitored and reviewed. It is also important to assess whether the nature of the risk has changed over time.

### **4. Responsibility for risk management**

As per the King Report III, Management is accountable to the Council for designing, implementing and monitoring the process of risk management and integrating it into the day-to-day activities of the ATM. Designated ownership of risks and risk mitigation should be allocated to responsible persons or bodies within the ATM. Management is also accountable to the Council for providing assurance that it has done so.

The risk management process does not reside in any one individual or function but requires an inclusive, team-based approach for effective application across the ATM.

The following defines the responsibility for the risk management process within the ATM:

**Council of the ATM** – Overall, they are accountable and must ensure that the necessary policies are in place. They must endorse the strategic direction of risk management.

**Audit Committee of the ATM** – Responsible for the supervision of ATM control, governance and risk management. The responsibilities of the Audit Committee with respect to risk management are formally defined in its charter. The Audit Committee provides an independent and objective view of the efficiency of the ATM's risk management.

**Director (CEO) of the ATM** – Accountable to the Council, and must ensure that the risk management process integrates into the ATM's day-to-day activities.

**Management** – Responsible for coordination of the risk management process, coordinating and preparing reports, and providing advice and support.

**All employees** – To understand and take ownership of the need to identify, assess, and help manage risk in their individual areas of responsibility, and at the earliest opportunity to bring to Management's attention details of any emerging risks that may adversely impact service delivery.

**Internal audit** – The role of the internal audit function in risk management is to offer an independent, objective assurance of the effectiveness of the ATM's system of risk management. During the internal audit, the effectiveness of the whole system of risk management is evaluated and recommendations for improvement are made, where necessary.

**External audit** – Provides an independent opinion on the effectiveness of risk management.

## 5. Objectives of the ATM

The ATM endeavours to adopt best practices in the identification, evaluation, cost-effective control and monitoring of risks across all processes to ensure that risks are properly considered and reduced as far as practicable.

The objectives of the ATM in following the risk management process are to:

- 5.1 Integrate risk management into the day-to-day activities of the ATM.
- 5.2 Manage risk in accordance with best practices.
- 5.3 Anticipate and respond to changing social, environmental and legislative requirements.
- 5.4 Prevent injury, damage and losses, and reduce the cost of risk.
- 5.5 Raise awareness of the need for risk management by all those connected with the delivery of services.
- 5.6 Ensure that opportunities are properly maximised through the control of risk.
- 5.7 Prevent fraud and corruption.

## 6. Risk categories

Risks identified are divided into two types, namely internal and external risks. Under these two types, the risks will then be divided into categories when recorded in the risk register. These categories may be adjusted if a specific risk does not fit within an established category.

Risk type	Risk category	Description
Internal	Human resources	Risks that relate to human resources. These risks can have an effect on the ATM's human capital with regard to: <ul style="list-style-type: none"><li>• Integrity and honesty;</li><li>• Recruitment;</li><li>• Skills and competence;</li><li>• Employee wellness;</li><li>• Employee relations;</li><li>• Retention; and</li><li>• Occupational health and safety.</li></ul>
	Knowledge and information management	Risks relating to the management of knowledge and information. In identifying the risks, consider the following aspects related to knowledge management: <ul style="list-style-type: none"><li>• Availability of information;</li><li>• Stability of the information;</li><li>• Integrity of information data;</li><li>• Relevance of the information;</li><li>• Retention; and</li><li>• Safeguarding.</li></ul>
	Litigation	Risks the ATM might suffer losses due to litigation and lawsuits against it. Losses from litigation can emanate from: <ul style="list-style-type: none"><li>• Claims by employees, the public, service providers and other third parties; and</li><li>• Failure by the ATM to exercise certain rights that is to its advantage.</li></ul>
	Loss and theft of assets	Risks that the ATM might suffer due to either theft or loss of assets.
	Material resources (procurement risk)	Risks relating to the ATM's material resources. Possible aspects to consider include: <ul style="list-style-type: none"><li>• Availability of material and resources;</li><li>• Costs and means of acquiring and procuring resources; and</li><li>• Wastage of material resources.</li></ul>

Service delivery	The ATM strives to provide quality service to every visitor. The risk will arise if the appropriate quality of service is not delivered.
Information technology (IT)	Risks relating specifically to IT. Possible considerations could include the following when identifying applicable risks: <ul style="list-style-type: none"> <li>• Security problems/concerns;</li> <li>• Availability of technology/internet;</li> <li>• Applicability of IT infrastructure;</li> <li>• Integration of systems/software;</li> <li>• Effectiveness of technology; and</li> <li>• Obsolescence of technology.</li> </ul>
Third-party performance	Risks related to the ATM's dependence on the performance of a third party. Risk in this regard could be that there is the likelihood that a service provider might not perform according to the service level agreement entered into with the ATM. Non-performance could include: <ul style="list-style-type: none"> <li>• Outright failure to perform;</li> <li>• Not rendering the required service in time;</li> <li>• Not rendering the correct service; and/or</li> <li>• Inadequate or poor performance quality.</li> </ul>
Health and safety	Risks from occupational health and safety issues, e.g. injury on duty, outbreak of disease at the ATM etc.
Disaster recovery and business continuity	Risks related to the ATM's preparedness or absence thereof regarding disasters that could impact the normal functioning of the ATM, e.g. impact of natural disasters, acts of terrorism etc. This would lead to the disruption of processes and service delivery and could include the possible disruption of operations from the onset of a crisis, up until the resumption of critical activities. Factors to consider include: <ul style="list-style-type: none"> <li>• Disaster management procedures; and</li> <li>• Contingency planning.</li> </ul>
Compliance and regulatory aspects	Risks related to the compliance requirements that the ATM has to meet. Aspects to consider in this regard are: <ul style="list-style-type: none"> <li>• Failure to monitor or enforce compliance;</li> <li>• Monitoring and enforcement of mechanisms;</li> <li>• Consequences of non-compliance; and</li> <li>• Fines and penalties.</li> </ul>
Fraud and corruption	These risks relate to illegal or improper acts by employees resulting in a loss of the ATM's assets or resources.
Financial	Risks encompassing the entire scope of general financial management. Potential factors to consider include: <ul style="list-style-type: none"> <li>• Cash flow adequacy and management thereof;</li> <li>• Financial losses;</li> <li>• Wasteful and irregular expenditure;</li> <li>• Budget allocations;</li> <li>• Financial statement integrity;</li> <li>• Revenue collection; and</li> <li>• Increasing operational expenditure.</li> </ul>
Cultural	Risks relating to the ATM's overall cultural and control environment. The various factors related to organisational culture include: <ul style="list-style-type: none"> <li>• Effective communication channels;</li> </ul>

		<ul style="list-style-type: none"> <li>• Cultural integration;</li> <li>• Entrenchment of ethics and values;</li> <li>• Adaptability to ATM objectives; and</li> <li>• Management style.</li> </ul>
	Reputation	Factors that could result in the tarnishing of the ATM's reputation, public perception and image.
Risk type	Risk category	Description
External	Economic environment	Risks related to the ATM's economic environment. Factors to consider include: <ul style="list-style-type: none"> <li>• Inflation; and</li> <li>• Interest rates.</li> </ul>
	Political environment	Risks emanating from political factors and decisions that have an impact on the ATM's mandate and operations. Possible factors to consider include: <ul style="list-style-type: none"> <li>• Political unrest;</li> <li>• Local, provincial and national elections; and</li> <li>• Changes in office bearers.</li> </ul>
	Social environment	Risks related to the ATM's social environment. Possible factors to consider include: <ul style="list-style-type: none"> <li>• Unemployment; and</li> <li>• Migration of workers.</li> </ul>
	Natural environment	Risks related to the ATM's natural environment and its impact on normal operations. Consider factors such as: <ul style="list-style-type: none"> <li>• Depletion of natural resources;</li> <li>• Environmental degradation;</li> <li>• Spillage; and</li> <li>• Pollution.</li> </ul>
	Technological environment	Risks emanating from the effects of advancements and changes to technology.
	Legislative environment	Risks related to the ATM's legislative environment, e.g. changes in legislation or conflicting legislation.

## 7. Links

Risk management mustn't operate in isolation from other management processes. To fully implement Risk Management in its day-to-day activities, the ATM has to demonstrate that risk management is always considered and influences all its decisions.

There must be a defined link between the results of managing risk and the following:

- 7.1 Strategic plan
- 7.2 Budget
- 7.3 Internal audit plan
- 7.4 Contingency plan

## 8. Action required

The following actions will be implemented to achieve the objectives set out in number 5 of this strategy document:

- 8.1 Developing a risk register that identifies the key risks and operational risks, and outlines the actions to be taken in respect of these risks.
- 8.2 Considering risk management as part of the ATM's strategic planning and corporate governance arrangements.
- 8.3 Ensuring that the responsibility for risk management is clearly and appropriately allocated.
- 8.4 Maintaining documented procedures for managing risk.
- 8.5 Maintaining a corporate approach to identifying and prioritising key services and key risks across the ATM, and assessing risks associated with key projects.

- 8.6 Maintaining a corporate mechanism to evaluate these key risks and determining whether they are being adequately managed and financed.
- 8.7 Establishing a procedure for ensuring that there is a cohesive approach to linking the risks to other management processes.
- 8.8 Including risk management considerations in all reports to the Board.
- 8.9 Ensuring appropriate risk management awareness training for Management and staff.
- 8.10 Establishing a reporting system that will provide assurance on how well the ATM is managing its key risks and one that ensures the appropriate Management and staff members are fully briefed on risk issues.
- 8.11 Preparing contingency plans in areas where there is a potential for an occurrence to have a significant effect on the ATM and its business capability.
- 8.12 Regularly reviewing the risk process to ensure that it complies with current national governance standards and regulations.

## **9. Reporting and review**

To ensure that the risk management process is effective, it will need to be measured and reported to the Council at least every six months, with an annual review by the internal auditors demonstrating the effectiveness of the risk management programme. The results of the internal auditors' review should be submitted to the Audit Committee to ensure that the ATM complies with all internal policies and procedures as well as all applicable laws and regulations.

## **Fraud prevention plan**

### **1. Purpose**

The purpose of the plan is to develop control measures that will help with the prevention of fraud against the ATM, the Department of Sport, Arts and Culture (DSAC), and the government as a whole. The ATM intends to promote consistent organisational behaviour by providing guidelines and assigning responsibility for the development of controls and conducting investigations as needed.

The plan applies to investigations of any fraud or suspected fraud, involving employees and/or Council members of the ATM, as well as stakeholders, employees of such agencies, and/or any other parties in a business relationship with the ATM.

Any investigation will be carried out without taking into account the alleged offender's service period, position, title or relationship with the ATM.

### **2. Plan**

It is Management's responsibility to detect and prevent fraud. Fraud is defined as the intentional false representation or concealment of a material fact for the purpose that another's actions will be to the detriment of the ATM or themselves. Each member of the Management team must familiarise themselves with the types of fraud that may occur within their division and be alert to any indication of suspicious behaviour.

Any detected or suspected fraud must be reported immediately to the Director. Any staff member may also use the DSAC's fraud and corruption report line (0800 701 701) and report any fraud or corruption that is detected.

The terms 'defalcation', 'misappropriation' and 'other fiscal offences' refer, but are not limited, to:

- Any dishonest or fraudulent act.
- Forgery or alteration of any document or account that belongs to the ATM.
- Forgery or alteration of a cheque or any other financial document.

### **3. Actions that constitute fraud**

The following are mere examples and should in no way be seen as a complete list.

- 3.1 Improper handling or reporting of money or financial transactions.

- 3.2 Seeking profit as a result of extensive/specific knowledge of the ATM's activities.
- 3.3 Making confidential information or information that belongs to the ATM known to parties, including the media or social media, outside of the ATM.
- 3.4 Making security information in which the ATM is involved or contemplating involvement known to parties outside the ATM.
- 3.5 Writing false statements that may have an impact on the business of the ATM and/or its policies and procedures.
- 3.6 Having knowledge of fraudulent incidents and not reporting them.
- 3.7 Applying for a leave of absence to deceive the ATM.
- 3.8 Adding unauthorised changes or additions to an invoice from a supplier.
- 3.9 Forging any signature on any document.
- 3.10 Asking or accepting anything of material value from contractors, vendors or persons providing goods or services to the ATM with the aim of enriching oneself.
- 3.11 Exchanging personal property and equipment with those belonging to the ATM.
- 3.12 Using expenses or fleet cards of the ATM for personal purposes.
- 3.13 Using the ATM's procedures and equipment to purchase items for personal use (and not for business), e.g. stationery, consumable stores, fuel, medical supplies, clothing, books, equipment etc.
- 3.14 Nepotism.
- 3.15 Destroying, removing without permission or inappropriately using records, furniture, fixtures or equipment.
- 3.16 Using the ATM's property, assets, equipment, working hours, furniture or fittings for personal benefit/revenue or for reducing personal debt/spending.
- 3.17 Failing to identify and disclose personal use of ATM assets or equipment.
- 3.18 Knowingly help an employee with any act of a fraudulent nature.
- 3.19 Committing a service provider to a service without an official order.
- 3.20 Committing the ATM in a prejudicial or improper manner without the approval of the Director.
- 3.21 Using suppliers that are not registered on the supplier database (see policy regarding supply chain management).
- 3.22 Making changes to an official order without the approval of the divisional head or supply chain management (SCM) officer.
- 3.23 Any similar or related inappropriate behaviour as the above.

#### **4. Acceptable business conduct**

The code of conduct for Management and staff of the ATM gives an outline of the issues that are acceptable and/or unacceptable, and staff should read the code in conjunction with this plan.

#### **5. Duty to report**

Every employee has the responsibility to report incidents of fraud or behaviour that can lead to incidents of fraud (even if it can't be prevented) to the Director.

#### **6. Responsibility to investigate**

The Director has the primary responsibility to investigate all suspected fraudulent deeds. If the investigation confirms that fraudulent activities have occurred, the person who conducted the investigation will immediately issue a report to the Director.

The decision to prosecute will be based on the results of the report after which appropriate law enforcement and/or regulatory agencies will be contacted for an independent investigation. The final decision will be determined by the final outcome of these investigations.

#### **7. Confidentiality**

The Director and Chief Financial Officer shall handle all information received, as well as the source, confidentially. Any employee who suspects dishonest or fraudulent activity must immediately inform the Chief Financial Officer and/or Director. This employee should be trustworthy and not be involved in any suspected fraudulent act.

Investigation results will not be disclosed or discussed with anyone other than those who have a legitimate reason to be informed. This is determined by the investigating authority, which will be the internal auditors. It is important



to avoid damage to the reputation of the person that is suspected, but not found guilty, of any wrongful conduct, as it may lead to a potential civil liability legal process against the ATM.

**8. Authorisation for investigation of alleged fraud**

The internal auditors or any other parties will be appointed by the Director and will report directly to him/her. The appointed investigators will have the following:

- 8.1 Free and unlimited access to all the ATM's records and premises, whether owned or leased.
- 8.2 The authority to examine, copy and/or remove all or any part of the contents of files, desks, cabinets and other storage facilities that can be used to store any such items on-site without prior knowledge or consent of any individual when it is within the scope of their investigation. The Director must be notified of all documents removed from the premises and a register should be kept of these documents.
- 8.3 If the documents are necessary for the day-to-day management of the ATM, the original may be removed from the site and copies of these documents may be left with the manager of the division.

**9. Procedures for reporting**

The investigation should be handled with great care and confidentiality when irregularities or violations are suspected. Accusations or warning of suspected individuals during an ongoing investigation should be avoided.

An employee who suspects or discovers fraudulent activities should immediately report it to the Chief Financial Officer and Director. The employee or any other complainant may insist on anonymity. All inquiries concerning the activity under investigation should be referred to the investigators.

No information about the status of the investigation will be given to any parties other than those involved in the investigation process and the Director. Employees involved in the investigation may not disclose any information to any other party, including the media or social media. Only the investigators, Director or Chief Financial Officer may disclose the information if needed. The response to any query is: "I am not at liberty to discuss this matter." Under no circumstances should any reference be made to "the allegation", "crime", "fraud", "fake", "embezzlement", "misrepresentation" or any other specific wording.

The individual doing the reporting must be informed of the following:

- Not to contact the suspected individual to get facts or for a claim of compensation.
- Not to discuss the case, facts, suspension or allegations with anyone, unless specifically asked to do so by the Director.

**10. Decision**

Internal audit reports will be evaluated and reviewed in conjunction with the Human Resources Officer.

The Human Resources Officer will make recommendations based on the investigator's report.

Following the results of the investigation, as well as the recommendations of the Human Resources Officer and the decision of the Director, disciplinary action may be taken.

## Annexure B

### Charter of the ATM Council

#### 1. Purpose of the Council Charter

The purpose of this document is to set out the duties and responsibilities of the Council of the Afrikaanse Taalmuseum en -monument (ATM). The Council is the ATM's Accounting Authority in terms of the Public Finance Management Act, No 1 of 1999 (PFMA).

#### 2. The role of the ATM Council

The role of the ATM Council, in an overall capacity, is to provide strategic direction to the ATM cognisant of the regulatory framework, provide oversight of the activities of the ATM, determine policy, appoint senior staff and comply with auditing and statutory regulations. Some of the primary functions listed as follows may be delegated, but are not limited to:

- Ultimately accountable and responsible for the performance and affairs of the ATM and for corporate governance.
- Fiduciary duty and duties of skill and care towards the ATM, providing effective, ethical leadership.
- Ensure that all decisions and actions are in the best interest of the ATM.
- Define delegation of powers to Management.
- Formulates, monitors and reviews corporate strategy, major plans of action, risk policy, annual budgets and business plans.
- Give strategic direction and monitor the implementation of approved policies and strategies.
- Retains full and effective control over the ATM.
- Ensure that the ATM complies with applicable laws, regulations and government policy.
- Unrestricted access to the information of the ATM.
- Ensures that performance objectives are achieved.
- Manages potential conflicts of interest.
- Develops a clear definition of levels of materiality.
- Ensures that financial statements are prepared.
- Evaluate and report on reasons that lead to the 'going concern' statement.
- Maintain integrity, responsibility and accountability.

The circumstance would determine whether the members are jointly and/or severally liable for any wilful or negligent breach of duty.

The Code of Conduct for ATM Councillors should guide the conduct and actions of the Council.

#### 3. Institution and composition

- 3.1 A minimum of 7 councillors are appointed by the Minister of Sport, Arts and Culture, after a process of nominations from the general public.
- 3.2 At least one councillor should have experience in financial matters.
- 3.3 A councillor is appointed for 3 years and may be appointed for a second term of 3 years on the condition that no member serves more than two terms of office.
- 3.4 The Minister may appoint another council member to replace a councillor that evacuated his office before the end of his term or in case of death.
- 3.5 The Minister may dissolve a council on any reasonable grounds.

#### **4. Leadership of Council**

The Chairperson, appointed by the Minister of Sport, Arts and Culture from appointed members of Council, shall be a non-executive, independent member. The Chairperson of Council and the Director shall not be the same person. The Council must appoint a Deputy Chairperson who will assist the Chairperson in fulfilling his/her role as Chairperson.

The Chairperson's role includes:

- Setting the ethical tone of the Council.
- Providing overall leadership to the Council without limiting the principle of collective responsibility for Council decisions, while being aware of the individual duties of Council members.
- Formulating (with the Director and Council secretary) the yearly work plan for the Council.
- Presiding over Council meetings and ensuring productive time management.
- Ensuring that Council members play a full and constructive role.
- Managing conflicts of interest.
- Being a link between the Council and Management.
- The Chairperson should not be a member of the Audit and Risk Committee, and should not chair any other committee.

The Chairperson must appoint an independent, non-executive member of the Council as Acting Chairperson should he/she be absent for any period due to illness, vacation, travel etc.

#### **5. Orientation and training of members**

Members have a responsibility to acquaint themselves with their fiduciary duties and responsibilities, as well as with the issues pertaining to the operations and business environment of the ATM so that they can fulfil their duties. The Council, with the assistance of Management, should establish a formal orientation programme for new members, which includes the provision of background material and also meetings with Management.

Training should be provided as per need, on a timely and ongoing basis.

Further, briefings on relevant new laws and changing risks should be held periodically.

#### **6. Conflict of interest**

- 6.1 A register of declarations of direct or indirect personal or business financial interest should be kept, and updated annually, with an opportunity for declaring changes, or interests that affect the day's proceedings, at all the Council and Committee meetings. In addition to the members' personal interests, the members must also disclose any financial interests of their spouses/partners and close family members (up to two levels of relationship).
- 6.2 Full disclosure of the nature of a member's interests regarding any matter before the Council is required.
- 6.3 Members may not vote on any matter in which they have an interest but must disclose any material information relating to the matter. Additionally, they should be recused from the meeting at the time when such matters are discussed.
- 6.4 A member, as an individual, is disqualified, by virtue of his/her office in the ATM, from contracting with the ATM.
- 6.5 The Director must distinguish between his/her role as a member and that of a manager. Should he/she be unable to reconcile the two roles, he/she should withdraw from the discussion.
- 6.6 The Chairperson may for good reason, as determined by the Council, request the Director to leave the Boardroom for any part of the Council meeting. This is especially so during deliberations relating to executive performance or remuneration.

**7. Cooling-off period**

Members are prohibited from entering into any contract with the ATM for at least 12 months post-employment or post-directorship. Any contracts entered into by ex-members must be disclosed.

**8. Risk management and internal control**

The Council is responsible for determining the policies and processes necessary to ensure the integrity of risk management and internal controls. The Council must ensure that a formal risk assessment is undertaken at least annually to identify and evaluate key risk areas. The Council must also ensure that it continually reviews and forms its own opinion on the effectiveness of the risk management process within the ATM.

A Council committee or a risk management focus group will assist the Council in reviewing the risk management process and the significant risks facing the ATM.

The risk-management policy/strategy should be clearly communicated to all employees.

**9. Monitoring of operational performance**

The Council should ensure that procedures are in place for monitoring and evaluating the implementation of its strategies, policies and business plans, as a measure of management and operational performance. The Council also takes responsibility for the oversight of organisational performance management and reporting.

**10. Meetings**

10.1 Council must meet a minimum of four times per financial year.

10.2 A quorum is the majority of members. The decision of the majority of the voting members present at the Council meeting will be the decision of the meeting provided that there is a quorum present. Where there is a tied vote, the Chairperson may cast a deciding vote, in addition to a deliberative vote. The Director does not have any voting rights.

10.3 A record should be kept of the attendance of members at the Council meetings.

10.4 In the absence of the Chairperson or vice-Chairperson, a councillor appointed by the council should lead the meeting.

10.5 The Council Secretary shall establish the agenda for each Council meeting and in doing so should consult with the Chairperson, Director and other members. Any item proposed in writing by a member shall be placed on the agenda.

10.6 The Director shall, with the assistance of the Council Secretary, ensure that information and data which is important for the Council's understanding of the business be distributed in writing before the Council meets. This material should be as brief as possible while still providing the essential information.

10.7 Minutes of all Council meetings shall record the proceedings and decisions made, the details of which shall remain confidential.

10.8 A Council meeting may be called for by any two Council members and by providing notice to all members.

10.9 Councillors and members of committees are entitled to honoraria as reimbursement for their services – members in full-time service of the State are excluded from honoraria.

10.10 Councillors are also entitled to be reimbursed for reasonable expenses.

10.11 A member of council must vacate office if:

- 10.11.1 that member resigns in writing,
- 10.11.2 has been absent from three consecutive meetings of the council without its leave,
- 10.11.3 is an unrehabilitated insolvent,
- 10.11.4 is found to be of unsound mind by a court of law,
- 10.11.5 is convicted for an offence involving dishonesty or bodily harm and is sentenced to imprisonment without the option of a fine, or
- 10.11.6 materially breaches the code of ethics of the institution.

## **11. Council relationship with staff and external advisors**

### **11.1 Attendance of staff and external advisors at Council meetings**

The Chairperson may permit members of the ATM staff and external advisors to attend all or part of Council meetings at specific or regular times. The purpose for such attendance is to provide the Council with expert insights to their deliberations or as capacity building for potential directors/members.

### **11.2 Council access to staff, company information and records and professional advisors**

Council members have unrestricted access to consult with the ATM staff regarding information about the operations of the entity, to records, documents and property, which they may require to make competent decisions. Such contact should not be distracting to the business operations of the entity and must be requested for in writing to the Council secretary and the Chairperson of the Council. The Council may also request advice from external advisors through the Chairperson and the Council secretary.

## **12. Committees of Council**

### **12.1 Audit and Risk Committee**

The Council should establish an Audit and Risk Committee that has at least two members of Council. The audit and risk committee are responsible for improving management reporting by overseeing audit functions, internal controls and the financial reporting process. The majority of the members of the audit and risk committee should be financially literate. The audit and risk committee should select a chairperson who is an independent non-executive member and who is not the chairperson of Council. The audit and risk committee should have written terms of reference, sufficiently describing its membership, authority and duties.

### **12.2 Remuneration and Human Resource Committee**

The Council should establish a Remuneration and Human Resources Committee comprising of at least two members of Council. The Remuneration and Human Resources Committee is responsible for reviewing and maintaining human resources and compensation policies and plans, to enable the ATM to attract and retain employees, managers and the Director, and maintain an effective Council. The Remuneration and Human Resources Committee should have written terms of reference, sufficiently describing its membership, authority and duties.

## **13. Succession and emergency planning**

The Council, in consultation with the Remuneration and Human Resources Committee as well as the Director, should determine succession plans for the Director and for senior management. Similarly, acting arrangements for periods when the Director is away or indisposed for more than two weeks should be pre-planned. Should the Director be indisposed for an extended period or indefinitely, the Chairperson should consult with the Council on acting arrangements, before an acting Director is appointed.

**14. Role of the ATM Director**

The ATM Council should appoint the Director whose role should be separate from that of the Chairperson of the ATM Council. The Director's role should focus mainly on the operations of the ATM, ensuring that the entity is run efficiently and effectively, and in accordance with the strategic decisions of the Council. The Director as the Accounting Officer is accountable to the Council (the Accounting Authority).

**15. Role of the Council secretary**

The Council is responsible for the selection, appointment and removal of the Council secretary. In addition, the Council should recognise the role played by the Council secretary in the provision of corporate governance services, and empower this individual accordingly.

The Council secretary must co-ordinate the functioning of the Council and its committees, and the role must carry the necessary authority.

The Council secretary must maintain an arms-length relationship with the Council and should therefore not be a member of the Council.

The Council secretary reports to the Council via the Chairperson on all statutory duties and functions performed in relation to the Council, and to the Director on all other functions and administrative matters. The Council evaluates the performance of the Council secretary at least annually.

The Council secretary or deputy shall attend all Council and committee meetings, and must ensure that minutes of all council meetings and any committee meetings are properly recorded.

Should a vacancy arise with respect to the function, the Council must appoint the Council secretary within 60 business days.

The Council secretary will be appointed from the staff from the ATM's finance and administrative division.

**16. Public communication**

Public communications on the affairs of the entity should normally be dealt with by Management. The Council may by exception decide to communicate directly, in which case only the Chairperson should make any such communications.

**17. Code of conduct**

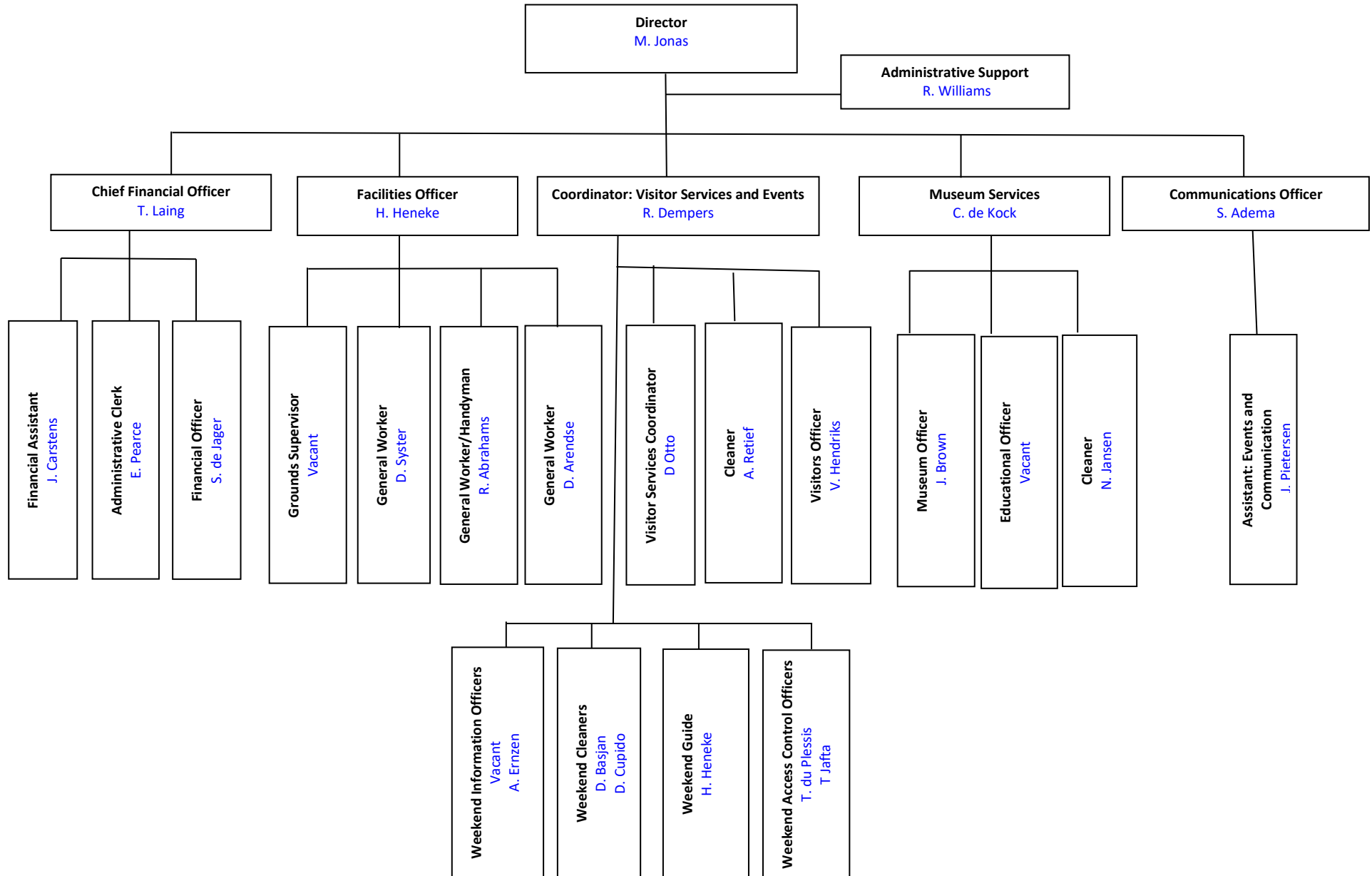
The Council shall exercise its powers in good faith and in the best interest of the ATM with care, skill and diligence. The Code of Conduct is detailed further in the 'ATM Council Code of Conduct'.

The Council shall establish the values of the entity in support of its mission, and establish principles and standards of ethical business practice in support of such values. These principles and standards shall be communicated, and the Council shall assume responsibility and accountability for compliance with them.

  
.....  
CHAIRPERSON

02/07/2021  
DATE

## ORGANISATIONAL STRUCTURE 2022/2023



## Audit Outcomes Implementation Plan

AUDIT FINDING	DESCRIPTION	START DATE	COMPLETION DATE	RESPONSIBLE PERSON	POSITION	PROGRESS	NARRATIVE
Administrative matters	Intangible assets – R1 assets on register	-	31/03/2023	Ms T Laing	Chief Financial Officer	Task in progress	Register to be reviewed.
Administrative matters	Interest income – restated disclosure of interest income in the financial statements 2021/2022 should have been included in the prior period adjustment note	-	31/03/2023	Ms T Laing	Chief Financial Officer	Task in progress	This entry will be evaluated when the next financial statements will be compiled to determine if it should be disclosed, or not.
Administrative matters	Trade payables - during the audit, it was noted that the client does not have a supplier ledger and only writes a journal at year-end to account for creditors. This results in uncertainty that creditors are complete.	-	31/03/2023	Ms S de Jager	Financial Officer	Task in progress	The ATM will explore the possibility of adding a creditor's ledger. Previous assessments indicated the cost outweighs the benefit.