



Die Afrikaanse
**Taalmuseum
& -monument**

an agency of the
Department of Arts and Culture

ANNUAL PERFORMANCE PLAN 2020/2021

RP16/2020
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Foreword by the Chairperson

The Annual Performance Plan (APP) 2020/2021 of the Afrikaanse Taalmuseum en -monument (ATM) gives expression to Council's commitment to promote good corporate governance, and continues to reinforce the position of the ATM as an inclusive, transformed and living entity that promotes social cohesion and nation-building. The performance plan is aligned to the Strategic Plan 2020-2025 of the ATM which articulates the strategic objectives of the Department of Sport, Arts and Culture (DSAC).

Drawing from lessons learnt from the previous year, the APP 2020/2021 was collectively developed to set out realistic and clear performance indicators and targets. These indicators and targets are developed in a collaborative and consultative manner, and have therefore the support of Council, Management and the staff of the ATM. To this end, the performance plan will help empower staff to perform the duties assigned to them in a mutually constructive spirit, and improve service delivery performance. The viable targets will help Council to measure whether the strategic objectives, as set out by it, are effectively implemented and attained.

One of the strategic focus areas for the 2020/2021 financial year is the ongoing expansion and transformation of our collections and exhibitions as well as the review of our educational programmes. New research projects will be undertaken in various provinces to ensure that our collections, exhibitions and programmes remain relevant and reflect the diversity of the Afrikaans language community. New educational programmes, informed by research, will be developed cognisant of the specific curriculum needs of the targeted schools. Furthermore, Council is committed to enhance access to information on the history of Afrikaans by digitising a selection of its archival collection over the next three years.

This APP 2020/2021 has been developed taking into account the significant economic and fiscal challenges the country is facing, as well as the intended changes to the heritage landscape as expressed in the revised draft White Paper on Arts, Culture and Heritage. The performance plan outlines the risks and challenges that the entity encounters on a regular basis, and how the entity intends to deal with these challenges in the next three years amidst fiscal constraints. The maintenance, upgrading and expansion of the facilities of the ATM remain an ongoing challenge. Council is of the considered view that by working closely with the DSAC, significant progress could be made in the next three years regarding the upgrading of the 45-year-old infrastructure and the expansion of some of its facilities to elicit greater public participation in ATM events and activities.

Council is confident that the outlined performance plan supports the strategic objectives of the DSAC as well as some key objectives of the National Development Plan. Council remains committed to manage the institution on sound governance principles and, to this end, will provide the necessary support to Management and staff to implement the performance plans effectively to improve service delivery. It is Council's view that by maintaining high levels of excellence in our performance, the ATM will grow from strength to strength to the benefit and service of the South African community at large, and continually contribute to the cherished goal of social cohesion and nation-building.



Prof EO Saal
Chairperson of the Council

Director's Report

After several strategic and sector-wide engagements with the Department of Sport, Arts and Culture (DSAC) and with the newly incorporated Department of Sport and Recreation, Management, in consultation with all the relevant stakeholders, had to rethink its priorities and desired outcomes. In rethinking the Afrikaanse Taalmuseum en -Monument's (ATM's) strategic objectives and outcomes, the emphasis for 2020/2021 will be on building social cohesion and human capital, providing universal access, and including the youth, the aged, children, women and people with special needs in our programmes. The values of the Constitution of the Republic of South Africa and the National Development Plan and Vision: 2030 will be central to all the ATM's operational activities and programmes.

The Annual Performance Plan (APP) details the approach that the ATM will follow in implementation, delivering and monitoring our performance for the 2020/2021 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 management approach's key strategies will include maintaining high levels of governance by continuously reviewing our strategies, policies, working operations, services and programming to ensure the ATM remains relevant and addresses the target audiences' needs. In order to achieve this, we need to building 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 compliance, implement management strategies, and manage resources efficiently, effectively and sustainably.

Phase two of the new communication strategy will be developed and implemented during the 2020/2021 financial year. The aim is to develop different platforms/mediums through which the ATM can reposition itself to become a leading language and cultural entity of the national DSAC. Through the diverse means/mediums of communication we furthermore will be able to communicate, market and promote greater visibility in the rest of the country and on all social media platforms.

A big concern and daily challenge, however, is our dire financial situation. Most of our programmes and projects are funded by self-generated income, which constitutes between 21% and 27% of the ATM's budget. A growing concern is the lack of suitable infrastructure that could support our fundraising efforts. To enhance economic development, we aim to increase the income potential of our facilities by compiling a master plan for all future infrastructure developments at the Monument. The proposed master plan will address existing as well as future needs of the public entity.

Management is furthermore 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 2020/2021, given the resources made available in the budget.

T Laing
Chief Financial Officer

Signature:



MJ Jonas
Director

Signature:



Approved by:

Prof EO Saal
Chairperson of the Board

Signature:



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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

No relevant court rulings to report on.

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 establishment and development of the Afrikaans language.

At the Monument, facilities have been built and installed to attract visitors and to 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 people 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 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 moneys received by the declared institution and to utilise those moneys for defraying expenses in connection with the performance of its functions;
- keep 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, financial division, and a communication and marketing division.

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 the 1%.

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-oriented goal	Goal statement	Link to government outcomes
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).	An integrated and inclusive society: An effective/impactful nation-building and social cohesion programme (14) An efficient, effective and developmental-oriented public service, and an empowered, fair and inclusive citizenship (12)
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.	A transformed and productive Arts, Culture & Heritage (ACH) sector: A sector that actively develops, preserves, protects and promotes diverse ACH Improve quality of basic education (1) An efficient, effective and developmental-oriented public service, and an empowered, fair and inclusive citizenship (12)
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.	Improve quality of basic education (1) Promotion of language as a vehicle for cultural development To provide access to information Intensify focus on languages as part of people's power
4	To work towards high standards of governance and financial sustainability to ensure service delivery.	Manage the ATM on sound financial principles and in line with the relevant legislative frameworks, generate revenue and raise funds.	Decent employment through inclusive economic growth (4) A skilled and capable workforce to support an inclusive growth path (5) An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship (12) Skills audit Reporting and compliance

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 2020/2021

Programme: Administration

Entrance to the Museum and Monument

Strategic outcome-oriented goal: 3

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

Links: National Outcome 12 and 14

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
To increase visitors and revenue at the Museum & Monument	Increase visitors by 2% per annum on average	Number of visitors per annum	89 912	78 247	72 032	66 000	67 320 25 000	68 700	70 074
	Number of events and concerts per annum	Number of picnic events and concerts per annum	18	19	18	15	15	15	15

* Target for 2020/2021 adjusted from 67 320 to 25 000. Due to the COVID-19 virus which is a global pandemic, South Africa went into a nationwide lockdown from 27 March 2020. All museums, including the Taalmuseum and Taalmonument, are closed for the public with the possibility of reopening after September 2020.

Human resources management

Strategic outcome-oriented goal: 4

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

Links: Skills audit, Reporting and Compliance, National Outcome 4, 5 and 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
To maintain a 100% evaluation rate and ensure well-trained staff	HR plan for training	Number of staff performance evaluations done per annum	100%	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)
	Evaluation schedule	Coordinate and manage training per annum	13 training interventions	11 training interventions	7 training interventions	6 training interventions	6 training interventions	6 training interventions	6 training interventions

* Targets adjusted to reflect measurable targets as the percentages were not clearly defined.

Property management

Strategic outcome-oriented goal: 4

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

Links: Reporting and Compliance, National Outcome 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
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: 75% 100%	Completed: Paintwork done 30 Jun Buildings repaired 30 Nov	Completed: Paintwork done – 30 Jun Buildings repaired – 30 Nov	Completed: Maintenance 30 Jun 30 Nov	Completed: 5	Completed: 5	Completed: 5
	Annual eco-management plan managed according to work programme for eco-management	Annual eco-management plan completed* - Water ditches cleaned - Invasive alien trees cleared - Firebreaks cleared	Completed: 100% 100% 100%	Completed: 30 Sep 31 Oct 30 Sep	Completed: 30 Jun 29 Mar 20 Nov	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

* Targets adjusted to reflect measurable targets as the percentages were not clearly defined.

Applicable legislation

Strategic outcome-oriented goal: 4

Strategic objective: To fully comply with applicable legislation

Links: Reporting and Compliance, National Outcome 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
To fully comply with applicable legislation	Annual performance plan	Annual performance plan	Accurate and on time	1 plan	1 plan	1 plan per annum	1 plan per annum	1 plan per annum	1 plan per annum
	Quarterly reports	Quarterly reports	Accurate and on time	4 reports	4 reports	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	Accurate and on time	1	1	1 per annum	1 per annum	1 per annum	1 per annum
	Annual report audited	Annual report audited	Accurate and on time	1 report	1 report	1 report per annum	1 report per annum	1 report per annum	1 report per annum
	Strategic plan	Strategic plan	Accurate and on time	-	-	1 every 5 years	-	-	-
	Financial management systems and procedures updated	Financial management systems and procedures updated	100% compliant	1 updated	1 updated	1 updated per annum	1 updated per annum	1 updated per annum	1 updated per annum
	Number of policies reviewed	Number of policies reviewed	100% implemented	4 reviewed	2 reviewed	1 reviewed per annum	1 reviewed per annum	1 reviewed per annum	1 reviewed per annum
	Enterprise risk management plan reviewed	Enterprise risk management plan reviewed	Plan approved and implemented	1 plan	1 plan	1 plan reviewed per annum	1 plan reviewed per annum	1 plan reviewed per annum	1 plan reviewed per annum

* Targets adjusted to reflect measurable targets as the percentages were not clearly defined.

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 in order 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
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, reparation of 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
High governance cost – audit fees, printed reports etc.	Ensuring low printing costs by sourcing local printers, negotiate lower rates for audit
Security at the Language 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 Department of Public Works is still responsible for payment of this account. Unpaid municipal accounts are communicated to the Department of 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

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate				
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2020/2021 Adjusted	2021/2022	2022/2023
R thousand									
Entrance to the Museum & Monument	1044	1039	1475	1544	1473	757	1453	1576	
Human Resources Management	121	147	113	159	169	66	181	181	
Property Management	1048	1279	1733	4971	6715	4 187	6790	7034	
Other Administrative Expenses	6709	7542	8070	8559	9303	8 774	10011	10266	
Total	8922	10007	11391	15233	17660	13 784	18435	19057	
Change to budget estimate				0	0	0	0	0	

Economic classification

	8922	10008	11393	15232	17660	13 784	18435	19057
Current payments								
Compensation of employees	3576	3752	4472	5560	5766	5726	6158	6487
Goods and services								
<i>of which:</i>								
Advertising	112	47	133	148	140	131	147	147
Audit costs	583	104	472	684	665	511	721	726
Bank charges	59	67	68	72	76	69	79	79

Board costs	162	114	148	208	219	157	231	235
Catering: Internal activities	2640	3632	3072	2684	2863	2041	2919	3089
Communication	103	108	115	101	108	105	112	112
Computer services	34	53	62	106	112	83	118	118
Consultants, contractors and special services	302	650	768	870	859	829	919	842
Inventory	59	-16	31	32	34	24	36	36
Maintenance repair and running cost	362	604	1081	4027	6144	3615	6190	6403
Operating leases	63	37	0	45	48	48	51	51
Printing and publication	67	35	46	110	76	48	78	78
Training and staff development	32	39	45	62	66	66	72	72
Travel and subsistence	96	108	139	118	126	86	133	133
Insurance	63	86	78	79	84	84	88	88
Memberships and subscriptions	12	16	11	18	19	19	20	20
Cleaning services	33	22	24	33	35	35	37	37
Depreciation and amortisation	288	322	462	0	0	0	0	0
Other	276	228	166	275	220	107	326	303
Interest and rent on land	0	0	0	0	0	0	0	0
Financial transactions in assets and liabilities	0	0	0	0	0	0	0	0
Total	8922	10008	11393	15232	17660	13784	18435	19057

Revenue estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate			
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021 Adjusted	2021/2022	2022/2023
R thousand								
Economic classification								
Sale of goods and services other than capital assets	2 144	2 311	2 127	2 332	2 408	1826	2 536	2 670
Entity revenue other than sales	757	818	1 050	315	288	265	291	291
Transfers received	7 907	9 762	11 565	13 976	10 939	9939	11 512	11 939
Capital works funding					5 687	3187	5 736	5 949
Total Revenue	10 808	12 891	14 742	16 623	19 322	15217	20 075	20 849

Programme: Business Development

Fundraising and marketing

Strategic outcome-oriented goal: 4

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

Links: National Outcome 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Present skills development courses to generate additional funds	Number of courses per annum	Number of fundraising events per annum	3	1	2	1	-	-	-
		Number of skills development courses per annum	9	5	5	4	4	4	4

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

Public programmes and communication

Strategic outcome-oriented goal: 3

Strategic objective: To host special days per annum

Links: Promotion of language, National Outcome 1

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
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 per annum	7	10	9	8	6 3	6	6
		Sponsor-A-Bus project: number of groups transported	1	1	1	1	-	-	-

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

* Target for 2020/2021 adjusted from 6 to 3. Due to the COVID-19 virus which is a global pandemic, South Africa went into a nationwide lockdown from 27 March 2020. All museums, including the Taalmuseum and Taalmonument, are closed for the public with the possibility of reopening after September 2020.

Collection management

Strategic outcome-oriented goal: 2

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

Links: Promotion of language, National Outcome 1 and 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Ensuring the preservation of artefacts, documents and books for the future	Electronic catalogue for artefacts, books and documents. Inspection registers for collection, archive and exhibition	Number of artefacts acquired per annum	3	2	72	-	-	-	-
		Number of conservation, preservation and maintenance activities for Museum collection	-	-	-	-	12	12	12
		Number of items restored or repaired per annum	3	8	3	2	-	-	-
		Maintaining the register for the textile collection per annum	5	4	4	4	4	4	4

		Maintaining the register for inspection of the archives per annum	5	4	4	4	4	4	4
		Maintaining the register for climatic conditions in archives per annum	50	50	50	50	50	50	50
		Maintaining the register for inspection of the total exhibition per annum	9	12	12	12	12	12	12

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

Research

Strategic outcome-oriented goal: 2

Strategic objective: Dissemination of research results in various formats

Links: Promotion of language, National Outcome 1 and 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Dissemination of research results in various formats	Produce content for website/Facebook	Number of articles written or lectures presented per annum	3	5	4	2	-	-	-
		Number of active research projects per annum	-	-	-	-	4	4	4
		Number of history snippet written for website/Facebook per annum	6	24	42	6	6	6	6

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

Risk management

Risk	Mitigation action
Bad weather may lead to 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 expenditure 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 disappointments

Expenditure estimates: Business development

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate				
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2020/2021 Adjusted	2021/2022	2022/2023
R thousand									
Funding and marketing	50	30	29	56	57	59	63	63	
Public programmes and communication	669	775	439	94	104	41	103	104	
Collection management	5	0	51	178	260	260	224	236	
Research	602	565	655	627	682	679	722	762	
Heritage	0	9	6	0	0	0	0	0	
Total	1326	1379	1180	955	1103	1039	1112	1165	
Change to budget estimate				0	0	0	0	0	

Economic classification

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2020/2021 Adjusted	2021/2022	2022/2023
Current payments	1326	1378	1180	955	1103	1039	1112	1165
Compensation of employees	1184	1017	801	774	907	907	910	961
Goods and services								
<i>of which:</i>								
Funding & marketing	50	29	30	56	57	59	63	63
Public programmes	78	113	246	94	103	42	104	103
Research and development	10	209	87	25	27	25	29	29
Curation and collection	5	0	10	7	7	7	8	8
Heritage programmes and projects	-1	10	6	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Total	1326	1378	1180	955	1103	1039	1112	1165

Revenue estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate			
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2020/2021 Adjusted	2021/2022
R thousand								
Economic classification								
Sale of goods and services other than capital assets	2 144	2 311	2 127	2 332	2 408	1826	2 536	2 670
Entity revenue other than sales	757	818	1 050	315	288	265	291	291
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Programme: Public Engagement

Exhibitions

Strategic outcome-oriented goal: 2

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

Links: Promotion of language, National Outcome 1

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
To convey information to the public by means of exhibitions	Exhibitions on display	Number of exhibitions held or updated per annum	1	1	3	1	1	1	1

Education

Strategic outcome-oriented goal: 3

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

Links: Promotion of language, National Outcome 1

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2020/2021	2022/2023
To educate, and to liaison and undertake outreach programmes to reach as many schools as possible	Liaise and invite schools by means of a database	Number of school tours conducted per annum	114	111	129	70	80 0	80	80
		Number educational programmes developed per annum	-	-	-	-	2	2	2
		Number of educational programmes upgraded per annum	-	-	-	-	2	2	2
	Schools apply for sponsorships	Sponsor-A-Bus project: number of school groups transported per annum	18	15	15	15	16 0	16	16
	Reading campaign through reading groups	Language projects: Established reading group per annum	3	5	2	2	2	2	2
	Writing and public speaking competition to stimulate learners' creativity and teaching them techniques of public speaking	Number of competitions held for learners per annum	2	2	2	2	2 0	2	2
	Provide access to the Museum's activities	Number of outreach projects per annum	2	0	1	0	2	2	2

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

* Target for 2020/2021 for number of school tours conducted was adjusted from 80 to 0, schools applying for sponsorships was adjusted from 16 to 0 and competitions for learners was adjusted from 2 to 0. Due to the COVID-19 virus which is a global pandemic, South Africa went into a nationwide lockdown from 27 March 2020. All museums, including the Taalmuseum and Taalmonument, are closed for the public with the possibility of reopening after September 2020.

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 problems	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 are dependent on sponsorships and availability of volunteers for the sustainability of the project	Liaise with libraries to assist

Expenditure estimates: Public engagement

Sub-programme	Expenditure outcomes			Adjusted appropriation 2019/2020	Medium-term expenditure estimate			
	2016/2017	2017/2018	2018/2019		2020/2021 Adjusted	2021/2022	2022/2023	
R thousand								
Exhibitions	1	39	7	124	211	131	192	281
Education	253	244	298	312	345	259	338	348
Total	254	283	305	436	556	390	530	629
Change to budget estimate				0	0	0	0	0

Economic classification

Current payments	255	283	306	436	556	390	530	629
Compensation of employees	140	165	170	178	205	205	194	204
Goods and services								
<i>of which:</i>								
Exhibitions	1	39	8	124	211	131	192	282
Education	114	79	128	133	140	54	144	143
Other	0	0	0	0	0	0	0	0
Total	255	283	306	436	556	390	530	629

Revenue estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate			
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021 Adjusted	2021/2022	2022/2023
R thousand								
Economic classification								
Sale of goods and services other than capital assets	2 144	2 311	2 127	2 332	2 408	1826	2 536	2 670
Entity revenue other than sales	757	818	1 050	315	288	265	291	291
Transfers received	7 907	9 762	11 565	13 976	10 939	9939	11 512	11 939
Capital works funding					5 687	3187	5 736	5 949
Total Revenue	10 808	12 891	14 742	16 623	19 322	15217	20 075	20 849

2.2 Quarterly targets for 2020/2021

Programme: Administrative

Entrance to the Museum and Monument

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Number of visitors per annum	25 000	-	-	12 000	13 000	Visitor statistics
Number of picnic events and concerts per annum	15	-	-	7	8	Events calendar

Human resources management

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Number of staff performance evaluations done per annum	2 (bi-annually)	-	1	-	1	Performance evaluations
Coordinate and manage training per annum	6 training interventions	1	2	1	2	Invoices, reports

Property management

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Annual repairs and maintenance completed - Museum - Monument - Amphitheatre - Parking area - Hiking trails	Completed: 5	Completed: 2	1	Completed: 2	-	Invoices, work programme
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

Quarterly budget for Administration

Sub-programme	Actual target	Quarterly targets			
	2020/2021	1st	2nd	3rd	4th
R thousand					
Entrance to the Museum & Monument	757	112	112	266	266
Human Resources management	66	10	24	13	21
Property management	4187	547	1547	1447	647
Other administrative expenses	8774	1194	1394	3094	3094
Total	13784	1862	3076	4819	4027

Programme: Business Development

Fundraising and marketing

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Number of skills development courses per annum	4	1	3	-	-	Events calendar

Public programmes and communication

Strategic objective: To host special days per annum

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Number of special days per annum	3	1	1	1	0	Events calendar

Collection management

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Number of conservation, preservation and maintenance activities on Museum collection	12	3	3	3	3	Invoices
Maintaining the register for textile collection per annum	4	1	1	1	1	Monitoring form
Maintaining the register for inspection of the archives per annum	4	1	1	1	1	Monitoring form
Maintaining the register for climatic conditions in archives per annum	50	13	13	12	12	Monitoring form
Maintaining the register for inspection of the total exhibition per annum	12	3	3	3	3	Monitoring form

Research

Strategic objective: Dissemination of research results in various formats

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Number of active research projects per annum	4	1	1	1	1	Articles/lecture papers
Number of history snippet written for website/Facebook per annum	6	2	1	2	1	Written snippets

Quarterly budget for Business Development

Sub-programme	Actual target	Quarterly targets			
	2020/2021	1 st	2 nd	3 rd	4 th
R thousand					
Funding and marketing	59	13	18	14	13
Public programmes and communication	41	2	6	14	18
Collection management	260	58	73	56	75
Research	679	190	149	190	150
Total	1039	263	246	274	256

Programme: Public Engagement

Exhibitions

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Number of exhibitions held or updated per annum	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

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Number of school tours conducted per annum	-	-	-	-	-	Booking forms
Number educational programmes developed per annum	2	1	-	1	-	Educational programmes
Number of educational programmes upgraded per annum	2	1	-	1	-	Educational programmes
Sponsor-A-Bus project: number of school groups transported per annum	-	-	-	-	-	Invoices and booking forms
Language projects: Established reading group per annum	2	0	1	0	1	Attendance registers
Number of competitions held for learners per annum	-	-	-	-	-	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			
	2020/2021	1 st	2 nd	3 rd	4 th
R thousand					
Exhibitions	131	52	33	33	13
Education	259	52	78	52	78
Total	390	104	110	85	91

2.3 Reconciling performance targets with the budget and MTEF

Income estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate			
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	Adjusted	2021/2022	2022/2023
R thousand								
Economic classification								
Revenue								
Sale of goods and services other than capital assets								
<i>Of which:</i>								
Administrative fees								
Entrance fees	1683	1936	1621	1799	1823	1381	1913	2004
Sales by market establishments								
Rent on buildings	461	375	506	533	585	445	623	666
Entity revenue other than sales								
<i>Of which:</i>								
Interest, dividends and rent on land								
Interest	151	305	402	186	155	155	151	143
Unclassified revenue								
Funding and marketing	473	407	550	79	80	80	84	88
Other income	133	106	98	50	53	30	56	60
Transfers received								
Other government units								
National government's Executive authority (Department of Arts and Culture)	7907	9762	11565	13976	10 939	9939	11 512	11 939
Capital works funding					5 687	3187	5 736	5 949
Total Revenue	10808	12891	14742	16623	19322	15217	20075	20849

Expenditure estimates

Programme: Administration

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate				
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2020/2021 Adjusted	2021/2022	2022/2023
R thousand									
Entrance to the Museum & Monument	1044	1039	1475	1544	1473	757	1453	1576	
Human Resources Management	121	147	113	159	169	66	181	181	
Property Management	1048	1279	1733	4971	6715	4 187	6790	7034	
Other Administrative Expenses	6709	7542	8070	8559	9303	8 774	10011	10266	
Total	8922	10007	11391	15233	17660	13 784	18435	19057	
Change to budget estimate				0	0	0	0	0	

Economic classification

	8922	10008	11393	15232	17660	13 784	18435	19057
Current payments								
Compensation of employees	3576	3752	4472	5560	5766	5726	6158	6487
Goods and services								
<i>of which:</i>								
Advertising	112	47	133	148	140	131	147	147
Audit costs	583	104	472	684	665	511	721	726
Bank charges	59	67	68	72	76	69	79	79
Board costs	162	114	148	208	219	157	231	235
Catering: Internal activities	2640	3632	3072	2684	2863	2041	2919	3089
Communication	103	108	115	101	108	105	112	112
Computer services	34	53	62	106	112	83	118	118
Consultants, contractors and special services	302	650	768	870	859	829	919	842
Inventory	59	-16	31	32	34	24	36	36
Maintenance repair and running cost	362	604	1081	4027	6144	3615	6190	6403
Operating leases	63	37	0	45	48	48	51	51
Printing and publication	67	35	46	110	76	48	78	78
Training and staff development	32	39	45	62	66	66	72	72
Travel and subsistence	96	108	139	118	126	86	133	133
Insurance	63	86	78	79	84	84	88	88
Memberships and subscriptions	12	16	11	18	19	19	20	20
Cleaning services	33	22	24	33	35	35	37	37
Depreciation and amortisation	288	322	462	0	0	0	0	0
Other	276	228	166	275	220	107	326	303
Interest and rent on land	0	0	0	0	0	0	0	0

Financial transactions in assets and liabilities	0	0	0	0	0	0	0	0
Total	8922	10008	11393	15232	17660	13784	18435	19057

Expenditure estimates

Programme: Business Development

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate			
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2020/2021 Adjusted	2021/2022
R thousand								
Funding and marketing	50	30	29	56	57	59	63	63
Public programmes and communication	669	775	439	94	104	41	103	104
Collection management	5	0	51	178	260	260	224	236
Research	602	565	655	627	682	679	722	762
Heritage	0	9	6	0	0	0	0	0
Total	1326	1379	1180	955	1103	1039	1112	1165
Change to budget estimate				0	0	0	0	0

Economic classification

Current payments	1326	1378	1180	955	1103	1039	1112	1165
Compensation of employees	1184	1017	801	774	907	907	910	961
Goods and services								
<i>of which:</i>								
Funding & marketing	50	29	30	56	57	59	63	63
Public programmes	78	113	246	94	103	42	104	103
Research and development	10	209	87	25	27	25	29	29
Curation and collection	5	0	10	7	7	7	8	8
Heritage programmes and projects	-1	10	6	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Total	1326	1378	1180	955	1103	1039	1112	1165

Expenditure estimates

Programme: Public Engagement

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate				
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2020/2021 Adjusted	2021/2022	2022/2023
R thousand									
Exhibitions	1	39	7	124	211	131	192	281	
Education	253	244	298	312	345	259	338	348	
Total	254	283	305	436	556	390	530	629	
Change to budget estimate				0	0	0	0	0	

Economic classification

Current payments	255	283	306	436	556	390	530	629
Compensation of employees	140	165	170	178	205	205	194	204
Goods and services								
<i>of which:</i>								
Exhibitions	1	39	8	124	211	131	192	282
Education	114	79	128	133	140	54	144	143
Other	0	0	0	0	0	0	0	0
Total	255	283	306	436	556	390	530	629

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 is 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 (DPW), who in turn is making payments to the local municipality on behalf of the ATM. Unfortunately, the DPW 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.

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 DPW has been making payments for, 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 DPW. All expenses will reflect under administrative expenses.

Personnel expenditure

The ATM has 20 approved positions of which 18 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 18 permanent staff members, 9 casual workers and 2 contract staff members.

The total staff costs will be average of 42% of the total budgeted expenses over the projected MTEF period. The ATM has allocated separate funds for a study fund for staff members who would like to study. Development of criteria and an agreement was done in 2019/2020. With the approval of a long-service policy, the long service recognition was implemented during 2018/2019 and R30 000 included in the budget for 2021/2022 for two qualifying staff members.

An amount of R143 200 for 2020/2021 (2021/2022 = R151 800, 2022/2023 = R160 600) is budgeted for performance bonuses and will form part of the ATM's new evaluation and performance system. The ATM also included a study fund for staff that would like to further their studies, but do not have the funds or are unable to get a loan from a financial institution.

Goods and services

All available funds not allocated towards the compensation of our employees is spent to ensure we have a skilled workforce, comply with necessary regulations, ensure effective core functions and achieve strategic goals and key outcomes. With the innovative means to attract more visitors and, in doing so, receive more revenue, the full moon and stargazing picnics as well as the picnic concerts were introduced – it is reviewed annually. Up-and-coming as well as more established artists are invited to perform at the Monument. This meant that the expenses also increased, 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 aim of the project is to promote a culture of reading and awaken a love of books, and to create an environment where children will feel at home with books. This is mainly aimed at rural schools without reading facilities and 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 will also have two shows at the Amphitheatre, which can accommodate over 4 200 seated spectators. The Amphitheatre is also made available to interested parties on an ad hoc basis for a fee in order to cover any extra costs incurred. This has proved to be another revenue-generating asset and funds made through this initiative is 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 has been identified and are mentioned later in this report under Part C.

It is also a concern for Management that the Monument should be a safe place to work at, but more importantly, to visit. For this reason, extra funds were allocated to security services and specifically for more security guards. Funds will also have to be allocated for security cameras for the Museum, Monument and Amphitheatre. Unfortunately, this is not possible within the ATM's MTEF budget and for this reason the ATM included this in its business plan for funding at the DSAC. Funding was received in 2018/2019 as it formed part of the maintenance to be done at the Monument and Amphitheatre, with the first phase of the security cameras that should be completed by 31 March 2020. The second phase is planned for 2020/2021.

The general infrastructure of the Museum, Monument and Amphitheatre also remains a concern for Management as it is 45 years old. The Museum building is in dire need of urgent repairs (electricity, floors, gutters and the 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. The Monument also has cracks which, in the long run, will 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 2020/2021, where necessary. Overall, a price increase of 5% in goods and services was used.

Exhibitions

The visitor centre at the Monument hosts an exhibition that is an extension of the current exhibitions at the Museum. The visitors' 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. In the 2020/2021 the ATM plans to update the current exhibition (funds to be sourced from the ATM's reserve funds).

4. Programme resource considerations

4.1 Summary of expenditure estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate			
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021		2021/2022
R thousand					2020/2021	Adjusted	2021/2022	2022/2023
Economic classification								
Administration	8 924	10 008	11 391	15 231	17 664	13788	18 433	19057
Business Development	1 325	1 379	1 179	956	1 103	1039	1 113	1 164
Public Engagement	254	284	306	436	555	390	529	629
Total Expenditure	10 503	11 671	12 876	16 623	19 322	15217	20 075	20849

4.2 Revenue estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate			
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2020/2021 Adjusted	2021/2022	2022/2023
R thousand								
Economic classification								
Sale of goods and services other than capital assets	2 144	2 311	2 127	2 332	2 408	1826	2 536	2 670
Entity revenue other than sales	757	818	1 050	315	288	265	291	291
Transfers received	7 907	9 762	11 565	13 976	10 939	9939	11 512	11 939
Capital works funding					5 687	3187	5 736	5 949
Total Revenue	10 808	12 891	14 742	16 623	19 322	15217	20 075	20 849

4.3 Expenditure estimates by economic classification

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate				
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2020/2021 Adjusted	2021/2022	2022/2023
R thousand									
Economic classification									
Current payments									
Compensation of employees									
Salary & wages	4 340	4 431	4 896	5 851	6 161	6 024	6 532	6 850	
Social contributions (employer only)	631	602	623	820	868	868	920	972	
Goods and services									
Advertising	114	42	143	124	130	121	136	136	
Audit costs	583	104	472	684	665	511	721	726	
Bank charges	59	67	68	72	76	69	79	79	
Board costs	162	114	148	208	219	157	231	235	
Catering: internal activities	931	902	1 358	1 299	1 399	533	1 368	1 468	
Communication	103	108	115	101	108	105	112	112	
Computer services	34	53	62	106	112	83	118	118	
Consultants	93	137	143	210	221	191	232	243	
Contractors	209	514	625	660	638	638	687	599	
Inventory	59	-16	31	32	34	24	36	36	
Operating leases	63	37	0	45	48	48	51	51	
Legal fees	0	0	0	0	0	0	0	0	
Printing and publication	67	35	46	110	76	48	78	78	
Repairs and maintenance	362	604	1 081	4 027	6 144	3 615	6 190	6 403	
Research and development	10	209	87	25	27	25	29	29	
Training and staff development	121	147	113	159	169	66	181	181	
Travel and subsistence	96	108	139	118	126	86	133	133	
Insurance	63	86	78	79	84	84	88	88	
Memberships and subscriptions	12	16	11	18	19	19	20	20	
Administrative expenses	2 097	3 016	2 158	1 738	1 775	1 759	1 929	1 999	
Curation and exhibitions	6	39	17	132	218	138	199	288	
Cleaning services	0	0	0	5	5	5	5	5	
Depreciation and amortisation	288	322	462	0	0	0	0	0	
Total Expenditure	10 503	11 677	12 876	16 623	19 322	15 217	20 075	20 849	

4.4 Statement of Financial Position

Statement of Financial Position	Audited Outcome			Approved budget	Medium-term estimate		
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
ASSETS							
Current assets	4 560	6 569	5 129	4 834	4 448	4 147	3 652
Current investments	2 906	4 984	3 869	3 531	3 381	3 503	2 800
Inventory	32	72	80	28	32	30	35
Trade and other receivables from exchange transactions	44	5	93	7	15	8	30
Prepayments	50	42	198	48	50	46	45
Cash and cash equivalents	1 528	1466	889	1 220	970	560	742
Non-current assets	3 290	4 862	5 745	4 267	4 390	4 208	4 107
Property, plant and equipment	1 675	3 254	4 136	2 604	2 730	2 550	2 449
Intangible assets	14	7	10	13	10	8	8
Heritage assets	1 601	1 601	1 601	1 650	1 650	1 650	1 650
Non-current investments	-	-	-	-	-	-	-
Total assets	7 850	11 431	10 874	9 101	8 838	8 355	7 759
LIABILITIES							
Current liabilities	2 409	4 573	2 422	1 906	1 636	1 146	555
Payments received in advance	24	-	-	-	-	-	-
Trade and other payables from exchange transactions	582	2 192	396	525	533	549	555
Current provisions	537	472	2 026	531	563	597	-
Leave	64	-	-	-	-	-	-
Provisions for outstanding claims	473	472	-	531	563	597	-
Deferred income	1 266	1 909	2 026	850	540	-	-
Non-current liabilities	103	110	106	116	123	130	125
Non-current provisions	103	110	106	116	123	130	125
Total liabilities	2 512	4 683	2 528	2 022	1 759	1 276	680
NET ASSETS	5 338	6 748	8 346	7 079	7 079	7 079	7 079
Accumulated surplus / (deficit)	3 737	5 147	6 745	5 429	5 429	5 429	5 429
Reserves	1 601	1 601	1 601	1 650	1 650	1 650	1 650
Non-cash reserves	1 601	1 601	1 601	1 650	1 650	1 650	1 650
Total net assets and liabilities	7 850	11 431	10 874	9 101	8 838	8 355	7 759

Part D: Technical indicator descriptions

Indicator title	Entrance to the Museum and Monument
Definition	Revenue collection and number of visitors received at the Museum and Monument
Purpose/importance	Showing revenue collected per annum, as well as number of visitors
Source/collection of data	Entrance tickets, entrance forms used for collecting data
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Target all tourists (national and international)
Reporting cycle	Monthly
Desired performance	Increase the number of visitors to the Museum and Monument
Indicator responsibility	Communication and educational divisions

Indicator title	Fundraising and marketing
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 register, activities scheduled according to a programme and stocktake sheet
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Reporting cycle	Monthly
Desired performance	To increase funds raised from the public and institutions
Indicator responsibility	Communication manager

Indicator title	Public programmes and communication
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	Annual programme for special days and commemorative cultural and environmental days
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Reporting cycle	Monthly
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

Indicator title	Human resources management
Definition	Defining present and future human resources needs. Empowering staff by means of post-related training programmes to ensure skilled personnel. Evaluating staff on a regular basis to promote efficiency within the organisation
Purpose/importance	Ensuring well-trained staff to achieve a higher level of service delivery
Source/collection of data	Invoices of service providers and evaluation documents
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Staff
Reporting cycle	Quarterly
Desired performance	To maintain a 100% evaluation rate and ensuring well-trained staff
Indicator responsibility	Director and Financial division

Indicator title	Property management
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 is created. By performing eco-management, well-kept gardens and conservation of the fauna and flora is assured
Source/collection of data	Maintenance programme
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
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	Site supervisor, Director and Curatorial division

Indicator title	Collection management
Definition	Collecting of 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	Electronic catalogue for artefacts (<i>Logosflow Humanities CMD</i>), electronic catalogue for books and documents (<i>Logosflow Resource MD</i>), inspection registers, invoices from professionals
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
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	Research
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	Document files for research done, electronic documents and printed publications of articles written, electronic documents and PowerPoint files of lectures presented, ATM website
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Reporting cycle	Quarterly
Desired performance	Quality-research to lead to quality outputs disseminated in various forms
Indicator responsibility	Curator

Indicator title	Exhibitions
Definition	Information transfer to the public by means of 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	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Reporting cycle	Quarterly
Desired performance	To present quality exhibitions with accurate and relevant information
Indicator responsibility	Curator and Director

Indicator title	Education
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	List of interactions with schools and related institutions on local, provincial and national levels
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Target market: Youths Target market: Tour guides, Educationists
Reporting cycle	Monthly
Desired performance	To present school groups with quality programmes and teaching aids, based on the present school curricula
Indicator responsibility	Educational and Curatorial divisions

Indicator title	Compliance with applicable legislation
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 submission
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Reporting cycle	Quarterly
Desired performance	Unqualified audits
Indicator responsibility	Council, Audit committee, Director and Chief Financial Officer