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ANNUAL REPORT2015 | 2016

IZICO is an isiXhosa word, meaning 'hearth', traditionally and symbolically the social centre of the home; a place associated with warmth, kinship and ancestral spirits. Here food is prepared and shared, stories are told and knowledge passed from one generation to the next. Similarly, the museums that make up Iziko are spaces for cultural interaction. We are proud to ignite connections between our shared history, our heritage, and each other.

South African Museum and Planetarium

- South African National Gallery
- Maritime Centre, including the museum ship, SAS Somerset
- Slave Lodge Museum

OCEAA.

- William Fehr Collection (at the Castle of Good Hope)
- Michaelis Collection (at the Old Town House)
- Rust en Vreugd Museum re van de Goud
- Bertram House Museum " Sarbier in den S
- Koopmans-de Wet House Museum
- Groot Constantia Museum
- Bo-Kaap Museum



ANNUAL REPORT 2015 | 2016





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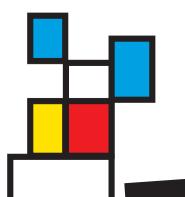
Cover image: Commemorative wooden box gifted to delegates at the *São José* memorialisation event held on 2 June 2015, in memory of the enslaved who perished aboard the vessel when it sank off the Cape coast in 1794. **Inside front and back cover images:** Some of the priceless artefacts salvaged from the wreck of the Portuguese slave ship, *São José*, includes ballast blocks, copper fastenings, nails and handle, wooden staves, and lead sheeting. Sketch map of Camps Bay and Kalk Bay by Lt. DM Barbier, 1788.

Red in the Rainbow: The Life and Times of Fred and Sarah Carneson provided the public with valuable insights into the struggles and sacrifices of activists during apartheid - thereby provoking reflection on our democracy and what it means in South Africa today. The exhibition was on at the Iziko Slave Lodge from 6 July 2015 to end July 2016.

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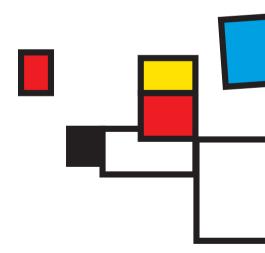
1 GENERAL INFORMATION

Visitors outside the Iziko Bo-Kaap Museum, one of the earliest houses built in the late 18th century in the Bo-Kaap, on the edge of the Cape Town business district.



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1.1 Strategic Overview

1.1.1 Foundation

Iziko Museums of South Africa (Iziko) is a Schedule 3A Public Entity and an agency of the national Department of Arts and Culture (DAC), bringing together the national museums of the Western Cape under a single governance and leadership structure.

In terms of the Cultural Institutions Act, 1998 (Act No. 119 of 1998), five national museums in the Western Cape - the South African Cultural History Museum, South African Museum, South African National Gallery, the William Fehr Collection and the Michaelis Collection - were amalgamated as the Southern Flagship Institution (SFI).

Iziko comprises of the following museums, each with its own history and character: • South African Museum & Planetarium • South African National Gallery • Maritime Centre, including the museum ship, SAS *Somerset* • Slave Lodge Museum • William Fehr Collection at the Castle of Good Hope • Michaelis Collection at the Old Town House • Rust en Vreugd Museum • Bertram House Museum • Koopmans-de Wet House Museum • Groot Constantia Museum • Bo-Kaap Museum

In addition, the renovated Social History Centre on Church Square provides a state-of-the-art facility to accommodate our Social History collections and library. The Natural History Library is located at the South African Museum, and the Art Library in the Annexe adjacent to the South African National Gallery. Iziko has successfully operated a Mobile Museum outreach programme for the past 14 years.

In July 2001, the SFI was officially renamed Iziko Museums of Cape Town, and in September 2012, renamed Iziko Museums of South Africa. The name Iziko, an isiXhosa word, meaning 'hearth', embodies the spirit of a transformed institution and our vision of African museums of excellence. The hearth is traditionally and symbolically the social centre of the home; a place associated with warmth, kinship and the spirits of ancestors. Iziko was thus envisaged as a space for all South Africans to gather, nourish body and soul, and share stories and knowledge passed from one generation to the next. Iziko seeks to celebrate our heritage whilst generating new cultural legacies for future generations, and a society that has moved beyond the shackles of the past.

The three 'flames' in our hearth logo represent the three collections brought together in our museums: Social History (ochre); Art (red); and Natural History (green). These are made accessible to learners and the public through Education and Public Programmes.

1.1.2 Vision

Iziko museums are African museums of excellence that empower and inspire all people to celebrate and respect our diverse heritage.

1.1.3 Mission

To manage and promote Iziko's unique combination of South Africa's heritage collections, sites and services for the benefit of present and future generations.

1.1.4 Values

Ubuntu - Human kindness () Community engagement and social responsiveness Batho Pele - Putting people first () Empower and inspire our visitors through education and research Communication & information sharing () Develop and sustain mutually beneficial local and international partnerships Professional, dependable and consistent service excellence () Mutual trust, respect, equality, honesty & dignity Good and transparent financial governance () Teamwork

Iziko values honesty and integrity, and has a zero tolerance for dishonesty.

1.1.5 Strategic Outcome Oriented Goals of the Institution

Strategic Outcome Oriented Goal 1	Administration	
Goal Statement	To ensure that Iziko is governed and managed efficiently and effectively to provide an enabling environment for our core functions departments to successfully manage, develop, showcase and transform our collections in terms of our heritage mandate and long-term vision.	
Strategic Outcome Oriented Goal 2	Business Development	
Goal Statement	To manage, grow and improve access to our collections, address unethical collection practices and improve capacity, productivity and relevance of research. To present diverse public events, and develop and improve corporate services to ensure an enabling environment to deliver on our heritage mandate.	
Strategic Outcome Oriented Goal 3	Public Engagement	
Goal Statement	To develop and execute an exhibition and public programmes plan which responds to the needs of our diverse audiences through enriching and enabling programmes in the areas of art, natural and social history. To train and offer teacher enrichment support. To increase our audience through greater awareness of what Iziko has to offer through outreach and special needs programmes, and the development of our website as a knowledge resource.	

1.2 Legislative and Other 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, 2001; the Cultural Institutions Act, 1998 (Act No. 119 of 1998), and other applicable Acts and Regulations.

Constitutional Mandates

The following sections of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) are relevant to Iziko:

Section of Constitution	Responsibility of Iziko
Section 31: Rights of persons belonging to a cultural, religious or linguistic community	Iziko must ensure that its programmes and projects respect the cultural diversity of South Africa.

Legislative Mandates

National Legislation	Responsibility of Iziko
Cultural Institutions Act (Act No. 119 of 1998)	Iziko is governed by a Council appointed by the Department of Arts and Culture, with duties prescribed in this Act.

Policy Mandates

Policy	Responsibility of Iziko
National White Paper on Arts, Culture and Heritage, 1996	Iziko develops its policies based on the principles set out in the policy paper.



L to R: Ms Rooksana Omar, Chief Executive Officer; Mr Bongani Ndhlovu, Executive Director Core Functions; Mrs Denise Crous, Executive Director Operations; Ms Ronell Pedro, Chief Financial Officer.

L to R (Front row): Mr Thembinkosi (Themba) Wakashe; Adv. Roshan Dehal; Mr Rowan (Nick) Nicholls; Ms Bernedette Muthien; Ms Rooksana Omar (Chief Executive Officer and Ex Officio); and Mr Andries (Andy) Mooke.

1.3 Organisational Structure

1.3.1 Governance

Iziko is governed by a Council, appointed for a threeyear term by the Minister of Arts and Culture.

The fifth Council of Iziko was inducted in August 2013.

The Council members are Ambassador Dikgang Moopeloa (Chairman), Mr Themba Wakashe, Advocate Roshan Dehal, Professor Sadhasivan Perumal, Mr Dawood Coovadia, Mr Richard (Nick) Nichols, Ms Bernedette Muthien, and Mr Andries (Andy) Mooke. Iziko Chief Executive Officer, Ms Rooksana Omar, is an Ex Officio member of Council.

The duties of Council, as described in the Cultural Institutions Act, 1998 (Act No. 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 or 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 a proper record of the property of the declared institution; submit to the Director-General any returns required by him or her in regard thereto, and to cause proper books of account to be kept;
- determine, subject to this Act and with the approval of the Minister, the objects of the declared institution; and,
- generally, carry out the objects of the declared institution.

In addition, the Council:

- appoints, in consultation with the Minister, the Chief Executive Officer (CEO); and,
- 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.

Sub-committees of Council.

The following Sub-committees of Council report to the Council:

- Corporate Governance and Compliance Committee
- Audit and Risk Committee
- Finance and Budget Committee
- Strategy and Policy Committee



L t o R (Back row): Ambassador Dikgang Moopeloa (Chairman of Council); Mr Dawood Coovadia; and Prof. Sadhasivan Perumal. L to R: Ms Fahrnaaz Johadien, Director Customer Services Management. Mr Rocco Human, Director Human Resources; Ms Susan Glanville-Zini, Director Institutional Advancement; Dr Hamish Robertson, Director Natural History Collections; and Dr Wayne Alexander, Director Education and Public Programmes.

1.3.2 Management 1.3.2.1 Corporate Governance and Compliance Committee

The Corporate Governance and Compliance Committee (Exco) consists of the Chief Executive Officer, the Executive Director Core Functions, the Executive Director Operations, and the Chief Financial Officer, with the Director Institutional Advancement in the Office of the CEO playing a supporting role.

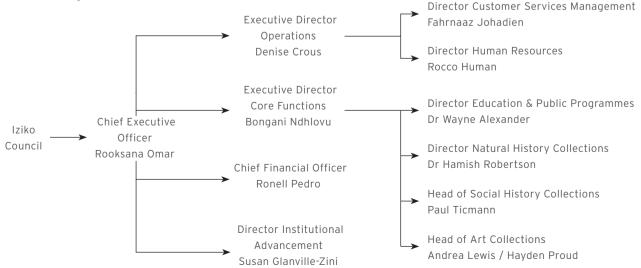
1.3.2.2 Senior Management Team

Iziko has three business units, namely Core Functions; Operations; and the Office of the CEO, comprising the departments of Institutional Advancement, and Finance and Administration.

The Core Functions unit includes the departments of Natural History Collections, Social History Collections, Art Collections, and Education and Public Programmes.

The Operations unit includes the departments of Customer Services Management and Human Resources. The heads of these departments – along with the Chief Financial Officer, the Director Institutional Advancement and the members of the Corporate Governance and Compliance Committee – constitute the Senior Management Team (SMT) of Iziko, under the leadership of the CEO.

Iziko Management Structure





Ambassador Dikgang Moopeloa, Chairman of Council

1.4 Foreword by the Chairman

It is a pleasure to submit the 2015/16 Annual Report of the 5th Council of Iziko Museums of South Africa (Iziko).

To give context to the year under review, it is essential to consider the impact of the #RhodesMustFall movement, initiated by student leaders at tertiary institutions all around South Africa. Significantly, this campaign introduced

broader ways of thinking about how history is represented in public spaces, and how the past is publicly celebrated and memorialised. This discourse also led to serious reflection and an evaluation of the role of museums and how they are perceived by the public - in light of the popularly held view that museums should become the storage sheds for these 'fallen' heroes.

The Council and Management of Iziko gave much thought to this debate. We unanimously concluded that, despite these views, museums indeed have a relevant role to play in South Africa - a country where there are marked disparities in the delivery of and access to educational and recreational offering to the public. It was therefore agreed that it is imperative for this and future Councils to develop strategies on how to improve Iziko's services and increase positive impacts to the benefit of our public.

Given ongoing financial and resource constraints, we note that the #RhodesMustFall and linked #FeesMustFall campaigns also foregrounded the fact that - like our academic institutions - museums have to receive adequate financial support. Strategically, this is essential to ensure that we are empowered to: fulfil our mandate; deal with issues that are relevant to living in a democratic society; and better address issues of social inequality. It is this Council's view that it is incumbent on Iziko to address how our society, and museums in particular, respectfully preserve our nation's powerful memories and diverse histories, whilst also providing a welcoming forum for healthy dialogue.

The Council, Management and the staff of Iziko are committed, and continue to work innovatively, often with minimal resources, to ensuring that our museums and their offering are relevant and accessible to all South Africans. These priorities were reflected in the 2015/16 Strategic Plan. In the last fiscal year, in keeping with the objectives set out in this strategy, the 5th Council of Iziko achieved the following:

- Reviewed the Strategic and Annual Performance Plan for the period 2016/17, and submitted this documentation to the Executive Authority for tabling;
- Approved the restructure of the organisation to streamline operations and increase inter-disciplinary cooperation between the various departments in order to increase effectiveness, modernise our approach, align our delivery with the imperatives of access and service; and
- Most importantly, the capital campaign initiated under the auspices of the Office of the Chief Executive Officer, by the Director Institutional Advancement, to raise funds to purchase a new digital planetarium, was partly fulfilled. Our sincere thanks goes to the Department of Science and Technology, the local higher learning institutions, and the entire team that supported this initiative.

Collectively, this Council has, during our term, accelerated the pace of strategic transformation of this leading national heritage institution, and defined a clear road map for Iziko's ongoing evolution and growth. As this year's report marks the end of this Council's tenure, I reflect briefly on the accomplishments of Iziko under my Chairmanship over the past three years. These include:

- Achieving improved governance and compliance;
- Developing a road map for the transformation and reimagining of these museums;
- Contributing to redress at all levels of our programming, but specifically via lziko's tireless work and contribution to developing national policies and strategies to tackle the issue of the repatriation of human remains;
- Ensuring that nearly 10% of our visitors, many of whom are youth or from disadvantaged communities, benefit from free access via 15 free commemorative days;
- Overseeing the implementation of major capital works projects, i.e. the Courtyard Project and Iziko Planetarium Digital Upgrade Project that will ensure that the Iziko South African Museum - South and southern Africa's oldest and largest museum - is upgraded and modernised, creating a new African Centre of Excellence for both exhibitions and research; and
- Developing and implementing new and innovative strategies for Advancement and increased sustainability.

Working in close collaboration with the Executive and Senior Management, a significant contribution has been made towards the deepening of the core projects of social transformation, socio-economic development, nation building, and social cohesion.

I would like to take this opportunity to thank my Council for their continued support and forward thinking. Recognition is given to the Minister of Arts and Culture, together with his Director-General and staff.

I am grateful to the Chief Executive Officer and her able team for their efforts, working in close cooperation with my Council over the past three years. To all the staff at Iziko, thank you for your hard work and contribution to making Iziko a successful and innovative public institution.

To every one of our funders and partners, who are all acknowledged further in the report, my Council and the staff at Iziko are ever grateful to you for your collaboration, and the intellectual and monetary support you have afforded Iziko during this Council's term.

Ambassador Dikgang Moopeloa Chairman of Council





Ms Rooksana Omar, CEO of Iziko Museums of South Africa

1.5 Chief Executive Officer's Overview

It is my privilege to present Iziko Museums of South Africa's (Iziko) highlights for the 2015/16 year. Iziko is a flagship heritage institution - and southern and South Africa's largest and oldest museum. We are committed to: the acquisition, conservation, storage, communication and exhibition of our tangible and intangible heritage, and the generation and transmission of culture and knowledge.

Iziko's Strategic Plan and its implementation are firmly rooted in the Freedom Charter, the Constitution, and the National Development Plan - Vision 2030 (NDP). Our primary focus is, thus, to optimise our contribution to the NDP, specifically to achieve: Outcome 14: A diverse and socially cohesive society with a common sense of identity - by proactively promoting nation building, social cohesion, social justice, and engendering a culture of active citizenry; and Outcome 11: Create a better South Africa and contribute to a better Africa and a better world.

Iziko also seeks to uphold the African Union Agenda 2063, a programme that foregrounds the role of culture in achieving positive change and development on the continent; specifically: Aspiration 5: An Africa with a strong cultural identity, values and ethics.

Our achievements, as set out in this Annual Report, clearly reflect Iziko's commitment and contribution to these important continental and local agendas that both direct and provide impetus for our delivery. In 2015/16, Iziko continued to make significant progress towards these objectives, of creating a museum that is an 'African Centre of Excellence' adapted to the requirements of our developing democracy and the ever evolving context of cultural, scientific and heritage sectors on the continent. This report provides an overview of Iziko's considerable achievements over the past year, despite having to navigate an environment fraught with challenges. Challenges included: the material constraints of progressively limited resources; the increasing burden of legislative and compliance requirements; adapting to an accelerated rate of change at every level of society – nationally, continentally and globally; and a deep-rooted interrogation of the values, ethics, and strategies of our institution.

Highlights of this past year's delivery included some ground-breaking achievements, including:

• The announcement of the first-ever discovery, globally, of the archaeological vestiges of a slave shipwreck - the Portuguese slaver, the São José, by Iziko's Maritime Archaeologist, Jaco Boshoff. This wreck, discovered just off the shores of Cape Town, is one of the thousands of vessels that sank while carrying enslaved Africans across the Atlantic. The research conducted on the São José to date, is indicative of how Iziko's strategic partnerships enable our work. Under the auspices of the Slave Wrecks Project, this discovery represents a global effort to uncover the story of slavery and its impact, involving researchers from South Africa, Mozambique, the United States, Portugal and Brazil. The George Washington University and the soon to be opened, Smithsonian National Museum of African American Art History & Culture (NMAAHC), are key partners in this initiative. Artefacts from the wreck will be displayed as part of the NMAAHC inaugural exhibition.

Research on the *São José* is ongoing and has the potential to provide an important global model for the research, conservation and interpretation of the history of slavery for current and future generations.

The Iziko Slave Lodge (ISL), one of Iziko's flagship museums, dedicated to the narrative 'From Human Wrongs to Human Rights' will, ultimately, feature the São José in an exhibition. Through memorialising those who were enslaved, Iziko aims to remind our public of the fact that abhorrent practices of slavery continue, even to this day, via human-trafficking, child labour, etc., and must be combatted.

 In partnership with government, academic institutions and the private sector, Iziko aims to digitally upgrade the Iziko Planetarium - creating a state-of-the-art fulldome theatre that will not only provide edu-tainment, but also a revolutionary tool for eResearch and data visualisation for scientists in many fields. To date, investment of more than R20,5 million towards the implementation of this capital works project has been secured from the Department of Science and Technology (DST) via the National Research Foundation (NRF); the National Lotteries Commission (NLC), and various academic partners. With more than 75% of the required funding in place, implementation has been initiated, and we hope to launch the upgraded facility by late 2016.

Planetarium technology has advanced at a rapid pace over the past decade. The Iziko Planetarium Digital Upgrade Project will provide a 360-degree azimuthal, overhead dome immersion using an 8K, mono, high-contrast integrated projection system, and dual computing clusters for eResearch purposes. This upgraded digital planetarium will offer: Perspective-3D entertainment; interactive visual learning; eResearch capacity enabling the rendering and visualisation of big data; and an exciting new platform for artistic and cultural production. This cutting-edge facility will act as a catalyst for furthering South Africa's exciting culture of innovation, with multiple benefits and stakeholders.

• The Courtyard Project, a major capital works project at the Iziko South African Museum (ISAM) that has been many years in planning and implementation, is finally nearing completion. More than R220 million is being invested by the DAC and DPW to renovate the existing four-storey research space, located in the back third of the museum, into a seven-storey, contemporary facility. This new wing will be partially accessible to the public, so that they can interact with the quintessence of this museum and Iziko's overarching offering, i.e. education, knowledge generation and research. Notably, the proposed upgrade of the Iziko Planetarium forms an important adjunct to this project. Completion is anticipated in 2017, shortly after the Planetarium launch. Together, these two major upgrades will result in a revamped, state-ofthe-art Iziko South African Museum - creating a new and unique African Centre of Excellence, to be further developed over the next decade in anticipation of this museum's 200-year anniversary.

Iziko's values emanate from our respect for the diversity of the people of South Africa, and inclusivity and social justice are key frameworks that inform our strategic outcomes. One of the cornerstones of Iziko's mandate is thus access for all, and our delivery in this area is critical.

To ensure access, specifically to those who lack the means to afford entrance fees, Iziko implements a diversified pricing structure that includes: free entry to students and pensioners on Fridays; discounted rates via family tickets; half-price entry for children and accompanying adults during school holidays; and most importantly, the provision of free entry on 15 days annually, linked to commemorative holidays – including a full week of free entry over the week that Heritage Day is celebrated.

Public programmes presented in conjunction with these free days are aligned with the commemorative focus such as: youth; human rights; women; emancipation; Africa; etc., thereby proactively contributing towards social cohesion and nation building. These programmes add value to the visitor experience, often resulting in a vibrant activation of our museums, turning them into spaces of celebration, diversity and inter-generational dialogue. In 2015/16, 40,617 visitors took advantage of Iziko's commemorative day concessions, including 13,441 children who all received free entry.

Furthermore, on 10 March 2016, the second edition of Museum Night, a collaboration between founding partners, Thursdays Projects and Iziko, took place at our museums. Museums in and around the city centre opened their doors after dark, with free entry granted from 18:00 to 22:00 PM. The public were invited to



L to R: Ms Rooksana Omar, Iziko CEO; Mr Jaco Boshoff, Iziko Maritime Archaeologist and his wife, Annelie; and Ambassador Dikgang Moopeloa, Chairman of Council at a luncheon held in celebration of the work Jaco Boshoff did in the discovery of the São José slave wreck.

The Iziko Planetarium is about to undergo an exciting digital upgrade, and will reopen early in 2017.

explore art, history and culture in an entirely new way, and a curated programme of performances, music, and hospitality were on offer. The turnout on the evening totalled 6,065, with many of the visitors being young people from diverse Cape Town communities.

These various concessions granted by Iziko not only ensure increased access and inclusive programming, but also form a significant part of Iziko's Social Responsibility contribution - with the equivalent Rand value of concessions granted in 2015/16 totalling R1,429,625. (See Chapter 3.7 for further information.)

In 2015/16, Iziko's varied education, public programmes and human capital development initiatives continued to open our spaces to the public as important knowledge resources dedicated to the production, dissemination and diffusion of our diverse culture, and knowledge; and making lifelonglearning accessible to all.

Iziko's Education and Public Programmes (EPP) department offered educational experiences in the museums and planetarium to 89,032 learners and 4,207 educators. The Iziko Mobile Museum outreach programme reached 15,678 members of communities that otherwise lack access to heritage and cultural resources - taking museums to the people - by visiting schools, community centres, libraries, shopping centres and festivals across the Western Cape and beyond. Access to Iziko for those located outside the city centre is recognised as an ongoing challenge for our audiences, and particularly for schools. Thus, in addition to our outreach programmes, Iziko, with the assistance of the HCI Foundation's Community Transport Support Programme, offered free transport to visit the museum. In 2015/16, 44 schools and organisations, mostly from marginalised and disadvantaged communities were assisted through the provision of buses - enabling access to our museums and educational programmes for 2,657 learners and community members. A total of 2,565 free educational resources were also made available to schools attending various educational programmes.

The significant value of Iziko's educational work lies in the synergy of the efforts of our educators and partners who work with schools, youth and the broader public in creative, interactive and inter-generational ways. In 2015/16, EPP hosted 12 public programmes linked to free commemorative days, and presented 29 special needs programmes, catering to the needs of differently-abled youth. In addition, Art, Natural and Social History Collection departments offered 62 public lectures, workshops and conferences, and hosted 88 tours.

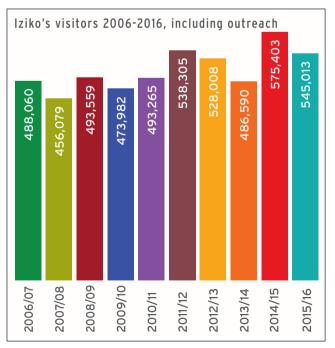
Wherever possible, Iziko facilitates human capital development via internships, and students placed at Iziko gain valuable work-based experience.



The Courtyard Project at the Iziko South African Museum is converting the existing four-storey research space into a seven-storey, contemporary facility that will be partially accessible to the public.

In 2015/16, Iziko hosted 35 interns and worked with a further 56 volunteers. Importantly, Iziko also accommodated 4 post-graduate students and 3 postdoctoral researchers, enabling research based on our collections and the use of our facilities.

Audience development, i.e. growing the number of visitors and ensuring that visitor demographics are more diverse and representative of the South African populace, remains a priority.



In 2015/16, visitor numbers (including outreach numbers) totalled 545,013 - down 5,3% from a record high of 575,403 in 2014/15. The drop in numbers is due to a decline at the two most visited Iziko sites the Iziko South African Museum and Castle of Good Hope, where major construction work and renovation is underway - negatively impacting on attendance. Despite this drop, Iziko's visitor numbers have in fact grown steadily from 373,493 recorded in 2005/06, and this year's performance represents a 12% increase from 486,590 visitors recorded in 2013/14. This overarching growth is a clear indication of the changing perception of museums, as well as their increasingly important role within the life of the city and communities.

Iziko's museums are spaces where we seek to present the public with relevant and engaging permanent and temporary exhibitions that showcase the historical, natural, social and aesthetic contexts of our times.

Exhibitions provide the public with new perspectives on history, contemporary society, life, nature, science, art and culture. Through our ongoing programme of temporary exhibitions, lziko aims to meet the needs and expectations of our target audiences, specifically: families; youth; tourists; historically marginalised communities; and those who previously lacked



Installation from *Red in the Rainbow: The Life and Times of Fred and Sarah Carneson* at the Iziko Slave Lodge. The retelling of narratives of the struggle remained a catalyst for many of Iziko's exhibitions in the past year.

access to museums as public spaces that offer both recreational and educational opportunities. In 2015/16, a total of 15 innovative temporary exhibitions were presented, engaging with diverse issues pertinent to South Africa today.

The retelling of narratives of the struggle remained a catalyst for many of Iziko's exhibitions in the past year. A special exhibition, titled Tata Madiba: Father of our Democracy, Father of our Nation, was curated collaboratively by curators from various Iziko collection departments, working with our EPP department. It was launched at the ISAM on 30 September 2015, in preparation for the second anniversary of the passing of Nelson Rolihlahla Mandela, on 5 December 2015, and to honour his legacy. The famous words of this iconic struggle hero, "I have walked that long road to freedom. ... But I can rest only for a moment, for with freedom comes responsibilities, and I dare not linger, for my long walk is not yet ended", engender the spirit of this exhibition. Drawing on artefacts from the Iziko Permanent Collections - art, natural history, and social history - as well as works on loan, the exhibition narrates the story of a leader, negotiator, statesman, and teacher who continues to inspire our nation.

Furthermore, on 25 July 2015, *Red in the Rainbow: The Life and Times of Fred and Sarah Carneson*, was opened by Honourable Judge, Albie Sachs, at the ISL. Curated by their daughter, Lynn Carneson, and based on a biographical novel with the same title, the exhibition depicts the Carneson's anti-apartheid activism during the 45 years of apartheid, using prison documents, letters, film footage, photographs and posters. This show is intended to run for at least a year, and provides the public with valuable insights into the struggles and sacrifices activists endured during apartheid, while also demonstrating their resilience and belief in a democratic future - thereby provoking reflection on our democracy and what it means in South Africa today.

Remembering the lives of talented but marginalised and near forgotten artists, writers and activists, was a theme that ran through a number of Iziko exhibitions over the past year. On Heritage Day, 24 September 2015, the exhibition, Moses Tladi Unearthed opened at the Iziko South African National Gallery (ISANG). Born in 1903, in remote Sekhukhuneland, Tladi was the first black artist to exhibit in this national gallery in 1931. However, following his untimely death in 1959, and despite being an accomplished landscape painter who flourished earlier in his career, Tladi fell into relative obscurity. This exhibition, nearly half a century after his death, brought this important South African artist back into the broader public view, to much acclaim. The exhibition is scheduled to travel to the National Arts Festival in 2016.



Visitors at the Iziko South African Museum. Growing the number of diverse and representative visitors to our museums and increasing access to culture, heritage and knowledge are key priorities for Iziko.

Renowned artist, photographer and historian, Omar Badsha addresses the audience at the opening of *Seedtime*, a retrospective exhibition of his drawings, woodcuts and photographic essays over the last 50 years.

The exhibition of Standard Bank Young Artist 2015: Kemang Wa Lehulere: *History Will Break Your Heart*, opened at the ISANG on 19 November 2015. This show evolved from an investigation by Lehulere into the story of Nat Nakasa - an activist, writer and journalist who died in exile in 1965, and whose remains were eventually repatriated and reburied at Heroes Acre at the Chesterville cemetery in early 2015. The entire body of work, using multi-media and video installations, exhibited by the artist, relates to Nakasa's life story.

As a counterpoint to exhibitions that lifted artists from obscurity, the work of world-famous South African artists were also recognised through exhibitions at the ISANG during this year. The seminal exhibition of William Kentridge, The Refusal of Time (in collaboration with Philip Miller, Catherine Meyburgh and Peter Galison) was extended to run until September 2015. This astounding artwork has been presented at major museums around the world, including The Metropolitan in New York. It was thus a significant achievement to finally exhibit this work in South Africa, to be appreciated by local audiences. Moreover, almost 50 years after her death in 1966, the ISANG presented the first dedicated showing of the complete holdings of internationally acclaimed Irma Stern's work in the Iziko permanent collections, alongside a number of works on loan from private

collections. *Brushing Up on Stern* explored the extraordinary rise in popularity of this South African painter who was active during the first half of the 20th century, and whose work more recently has achieved record-breaking sales at auctions, globally.

In keeping with a long tradition of presenting retrospectives of important living South African artists at the ISANG, two important photographic retrospectives were staged during this year: a midcareer retrospective of the works of Jodi Bieber titled, *Between Darkness and Light*; and, *Seedtime* a major exhibition by renowned South African documentary photographer Omar Badsha. Bieber was awarded the World Press Photo of the Year in 2010; and Badsha is recognised for having crafted a new vocabulary and way of seeing that challenged the established apartheid tropes.

Although the implementation of the Courtyard Project continued to restrict the scope of natural history exhibitions at the ISAM over the past year, the inaugural African edition of the international Nature's Best photographic competition, associated with the Smithsonian National Museum of Natural History, was presented in June 2015. This phenomenal photographic exhibition showcased myriad images of Africa's biodiversity and natural environments.



A guest at the opening of *Brushing Up on Stern* at the Iziko South African National Gallery, the first dedicated showing of the complete holdings of acclaimed artist Irma Stern's work in the Iziko Permanent Collections.

Learners on their way to the Iziko South African National Gallery. Iziko is engaged in the task of reinterpreting our buildings, collections and exhibitions to inform a 'Big Picture' road map for the future development of our museums.

The cultural and intellectual ferment of the #RhodesMustFall and #FeesMustFall campaigns most emphatically defined the local landscape over the past year - provoking important and far-reaching questions about notions of representation, identity, heritage, symbolism, art, history and heritage, language, and diversity. 2015 was therefore a watershed year, in which critical issues for the development of academic and heritage institutions in South Africa were foregrounded.

Iziko has been engaged for some years now with the major task of reinventing and reimagining our museums to inform a 'Big Picture' road map for the future development of our museums. We aim to create museums that embrace the memories, identities and cultures of all South Africans, and exhibitions that speak to current and future realities that can be viewed through the lens of our hard won democracy.

Extensive internal and external discussions to inform this process took place over the past year, representing an important milestone in our institution's unfolding development and transformation. Museums play a key role in the construction of imagined and actual communities. The reinterpretation of our buildings, collections and exhibitions, and rewriting divided histories are ambitious and complex tasks that require intellectual rigour, innovation and significant investment. The focus of this planning is initially on the three flagship sites ISAM, ISANG and ISL, thereby activating a 'cultural hub' around the city's Company's Gardens. The conceptual framework and curatorial solutions developed for these sites will later be expanded to include all our museums as the project unfolds. The Iziko website and Mobile Museum are also key sites for further development.

This overarching plan for the development of Iziko's offering, aims to create a curated journey through different times and perspectives - linking our museums via multiple narrative threads. It will engender an integrated and strategic approach to progamme planning, and entrench a multidisciplinary methodology; while also providing strategies for monitoring and evaluation that will ensure Iziko's diverse impacts and outcomes are optimised.

Iziko currently proactively implements fundraising and income generating activities to supplement the DAC subsidy, and self-generates around 23% of the operational budget annually.

The development and implementation of a focused Advancement Strategy to position Iziko to attract investment and optimise our ability to generate revenue, where appropriate, is a priority to ensure the successful delivery of Iziko's strategic objectives and sustainability.



A UCT Honours in Curatorship Programme student. Iziko continues to share and develop skills and proactively train people in conservation, an increasingly scarce skill, to ensure adequate conservation services for the heritage sector.

In 2015/16¹, self-generated income totalled R14,365,286 and donor income² banked totalled R17,192,761 - a significant increase of 40,4% from R12,248,827 banked in 2014/15.

In addition, significant commitments of funding for 2016/17 and beyond were secured from academic partners the University of Cape Town (UCT), University of the Western Cape (UWC), and Cape Peninsula University of Technology (CPUT) towards the digital upgrade of the Iziko Planetarium. Iziko is grateful for the generosity of all our donors and would especially like to acknowledge the ongoing funding and support from: the National Research Foundation (NRF); Andrew W. Mellon Foundation; National Lotteries Commission; Western Cape Government: Cultural Affairs & Sport; Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA); the US Consul; and HCI Foundation.

Given our current funding constraints, special exhibitions, educational programmes, conservation, acquisitions and research are often only possible via strategic partnerships. Iziko currently maintains 54 long-term partnerships, and this year, a total of 48 formal project-related partnerships contributed to Iziko's delivery, with an equivalent Rand value of R11,642,894.

utilised during the period, and not to funds raised and banked.

Despite Iziko's success in generating income and securing donor funding to date, we cannot sustain the funding of our key programmes. As a result, Iziko has seen a significant and progressive drop in spending on core function activities such as conservation, exhibitions, and education and public programmes. Increasingly, delivery of our key mandate is not possible without donor support or partnerships. Securing an increased subsidy, as well as fundraising from both the public and private sectors to help implement key institutional projects, specifically the strategic redevelopment of our museums, is a priority going forward. Iziko is therefore proactively seeking solutions and strategies to significantly increase current performance, both in terms of fundraising and income generation, and a revised Advancement Strategy geared to achieving this is in development.

(For further details on our donors and partners, see Appendices 6.2 and 6.3)

Iziko is aware of the need to constantly improve skills and professionalism in our sector, and to ensure the development of a workforce that is upto-date with international best practice, the rapid development of technology, and the changing nature of our work.

'Self-generated income' refers to revenue generated through sales, i.e. gate revenue, venue hire fees, rental income, etc.
 'Donor income banked' refers to donor funds secured and deposited in the Iziko account during the period. It should be noted that the term 'donations/ sponsorship', as used in the Financial Information, Chapter 5, refers only to donor income

Senior and Middle Management are consistently developed, and succession plans are implemented with a focus on those in middle management positions. Iziko also takes care to groom younger staff members, and ensure they receive the training required to make them the leaders of the future.

In the last financial year, Iziko appointed new Directors to serve the Council and execute complex museum operations. Under the leadership of these newly appointed Senior Managers: Ronell Pedro, Chief Financial Officer; Rocco Human, Director Human Resources; and Fahrnaaz Johadien, Director Customer Services, the institution will use their expertise and experience to achieve our ambitious future goals.

In closing, I would like to foreground a historic breakthrough achieved by our sector during the past year - one that will hopefully have far reaching and positive implications for all museums going forward - changing limited and outdated perceptions of heritage institutions.

On 17 November 2015, the United Nations Educational Scientific and Cultural Organization (UNESCO) adopted a new standard-setting instrument, the 'Protection and Promotion of Museums and Collections, their Diversity and their Role in Society'. This resolution recognises that, "museums and collections constitute the primary means by which tangible and intangible testimonies of nature and human cultures are safeguarded." It also emphasises the fact that the protection and promotion of cultural and natural diversity are some of the major challenges of the 21st century. Via this resolution, UNESCO seeks to, "... draw[s] the attention of Member States to the importance of the protection and promotion of museums and collections, so that they are partners in sustainable development through the preservation and protection of heritage, the protection and promotion of cultural diversity, the transmission of scientific knowledge, the development of educational policy, lifelong learning and social cohesion, and the development of the creative industries and the tourism economy".³

We trust that this call will be heard by our leaders and decision makers, and that going forward, it will encourage them to support us in achieving our mandate, and ensuring our contribution to society for the benefit of current and future generations.

In closing, I would like to extend a special thanks to the members of the 5th Iziko Council whose term ends in July 2016. They will be succeeded by the 6th Council on 31 July 2016.

Ms Rooksana Omar Chief Executive Officer Iziko Museums of South Africa

3 UNESCO 37 C/ Resolution 43, 195 EX. Decision 35, 2015

1.6 Statement of Responsibility and Confirmation of Accuracy for the Annual Report

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by the Auditor-General.

The annual report is complete, accurate and free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report, as issued by National Treasury.

The annual financial statements have been prepared in accordance with the GRAP Standards applicable to the Public Entity.

The Accounting Authority is responsible for the preparation of the annual financial statements and for the judgements made in this information.

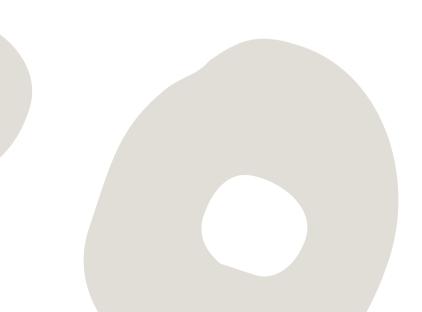
The Accounting Authority is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements. The external auditors are engaged to express an independent opinion on the annual financial statements.

In our opinion, the annual report fairly reflects the operations, performance information, human resources information and the financial affairs of the entity for the financial year ended 31 March 2016.

Yours faithfully

Ms Rooksana Omar Chief Executive Officer Iziko Museums of South Africa Date: 31 March 2016

Ambassador Dikgang Moopeloa Chairman of Council Iziko Museums of South Africa Date: 31 March 2016





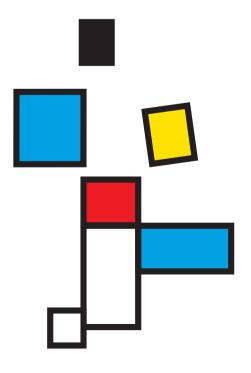
2 PERFORMANCE INFORMATION

Construction work at the Iziko South African Museum is well underway through the Courtyard Project, which will make the essence of this museum and Iziko's overarching offering - education, knowledge generation and research - partially accessible to the public.



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2.1 Overview of the Public Entity's Performance

2.1.1 Service Delivery Environment

The amalgamation of previously separate museums into the Southern Flagship Institution (SFI), now Iziko Museums of South Africa (Iziko), took place in 1999/2000; five years after liberation and at the dawn of a new millennium. The integration of these diverse museums, collections, their staff and leaders was intended to act as a catalyst for the transformation of national museums, forged during both colonial and apartheid eras, into dynamic heritage institutions able to serve the needs of our new democracy, and adaptive to the rapidly changing landscape of the 21st century.

The South African Museum was the first museum in South Africa and on the African continent, established in 1825, 191 years ago. Iziko is therefore deeply rooted in a long tradition of generating and disseminating knowledge. Our 11 museums, Planetarium and Mobile Museum are important showcases for our nation's diverse tangible and intangible heritage. Our vast collections, comprising more than 2,26 million artworks, and natural and social history artefacts, are invaluable to the national estate. They not only provide a substantial archive and knowledge resource, but enable the generation of new knowledge, culture and heritage.

Over the past 16 years, Iziko has emerged as a leading player in the heritage sector. We are held in high regard on the continent and internationally, and acknowledged as an innovative institution that has embraced the challenge to transform and set new benchmarks for South African museums.

Historically, museums have been perceived as being on the margins of economic, political and social debates. However, Iziko's performance clearly shows a different reality in a 21st century South African context. We offer a vital link to heritage for communities, creating awareness of the historical, natural, social and aesthetic context in which we live, and provide a platform for engagement and discussion. As a national museum, we are not passive custodians of the nation's rich art and heritage, but active participants in our society, making our collections and knowledge accessible. Through Iziko's collections, exhibitions, research, public programmes, outreach and other innovative activities, the mandate of the Department of Arts and Culture (DAC), as defined in the National Development Plan – to contribute to nation building, social cohesion and human capital development – is realised.

A key priority for Iziko is to change the perception of museums as exclusive spaces, and ensure that our diverse heritage and knowledge resources enrich the lives of all South Africans, and are accessible to everyone. Our primary areas of focus are: audience development; increased access to culture, heritage and knowledge; and ensuring our museums benefit all South Africans. Many of our programmes therefore engage historically disadvantaged communities and youth. We say to our visitors, 'our museums are *your* museums'. Inclusive and participatory education programmes for all museum visitors are foregrounded, and we also take outreach programmes to those who do not have access to museums in their communities, using our Mobile Museum.

The cornerstone of Iziko's 2015/16-2019/20 Strategic Plan is based on the Department of Arts and Culture's 2014-2015 Strategic Plan and the DAC Mzanzi's Golden Economy (MGE) impact strategy, informed by the imperatives of National Development Plan - Vision 2030. Our museums provide a powerful platform for regeneration, social justice and active citizenship. Through our offering and programmes, we proactively contribute to the development of human capital and social cohesion, and the museums constitute a substantial component of the national tourism product, thereby assisting this economy. In addition, Iziko's contribution to research across many spheres is growing, and this in turn contributes significantly to economic growth and development. This is evident in the planned digital upgrade of Iziko's planetarium that will provide a revolutionary tool for academic research that will also benefit economically strategic sectors such as space technology, astronomy and medical research.

One of Iziko's key strategies is to ensure that we continuously redefine our role within the heritage sector, so that we not only build a permanent public record of our natural, cultural and artistic world, but also create spaces that allow our public to engage, explore and shape their understanding of the world.

Through commitment to its employment equity (EE) priorities, lziko is now far more representative of the diverse audiences it serves than it was at the time of amalgamation, 16 years ago. It is our aim to create a more inclusive Museum that values and reflects the diversity of our citizenry. We encourage skills development and the study of contemporary museum practice by our staff.

Iziko has been involved in a number of internships, and supports many PhD students and post-doctoral research associates, while also assisting graduates gain the experience needed to be employable.

Since our amalgamation, Iziko staff have worked passionately to integrate our museums and collections, and transform mindsets and practices entrenched in previously separate institutional histories and collections. There is a definite move away from old organisational practices and structures, towards building a more dynamic and responsive Museum.

New local and international guidelines for museums are now in place and will provide critical points of reference for the further development of Iziko's strategies. These include:

- The DAC's new National Museum Policy; and
- UNESCO's introduction of a new normative instrument to establish the legal and policy standards for reinforcing the protection and promotion of museums and collections worldwide.

What is clear from the review of this Public Entity's performance is that Iziko contributes strategically in diverse ways, and is a highly successful and dynamic institution. However, one of the key challenges we face is an increasing lack of adequate resources.

Despite the fact that Iziko successfully raises approximately 16,18% of its income through

fundraising and income generating activities, the organisation is severely affected by increasingly limited funding and resources. The impact of budgetary constraints is cause for concern, and the organisation is affected at all levels.

Significantly, we face challenges in:

- recruiting and retaining skilled staff;
- implementing new technology; and
- acquiring contemporary artworks and social artefacts for future generations, and items that address historical imbalances caused by colonialism and apartheid in our collections.

In addition, new tasks of compliance from government, including adherance to Generally Recognised Accounting Practice (GRAP) 103 on Heritage Assets must be met without the provision of additional funding. Significant investment in infrastructure, such as the Social History Centre and the Courtyard Project, is not matched with funding to cover the additional operational costs that these have incurred. As a result, core function activities have had to be downscaled significantly.

Spending on the growth of collections, digitisation, conservation, exhibitions, research, education and public programmes for our 11 museums, Planetarium, Social History Centre and three libraries, has dropped in the past five years. Given the current subsidy, funding levels for core function activities will remain inadequate going forward.

During the 2015/16 financial year, Iziko's total revenue increased by 5% to R88,800,764 from R84,318,521 in 2014/15, while operating expenditure decreased by 5% from R86,002,383 to R81,534,948. In 2015/16, there was a further increase in the provision for Iziko's post-retirement medical benefit liability, to R67,850,659. This liability continues to escalate annually. Due to an increase in own revenue and savings on expenditure, Iziko has generated a surplus of R7,265,816 in 2015/16. Although Iziko's financial circumstances remain stable, without a significant increase in revenue, either via fundraising and income generating activities or increased subsidy, the growth and development trajectory that Iziko seeks to achieve will not be realised. Iziko's vision is to further transform our museums and implement a redevelopment plan that will ensure that our flagship national museum continues to be equal to international best practice, and serve the needs of our developing democracy. Adequate resources and funding to achieve these are, however, crucial to realising this vision.

In this regard, several projects that urgently require focused funding include the:

- upgrade and updating of permanent exhibitions to ensure that they are relevant and representative of diversity;
- acquisition of a new bus to replace the existing 14-year-old Mobile Museum for our outreach programmes;
- implementation of GRAP 103;
- conservation and digitisation of Iziko's collections; and
- further development of Iziko's online presence, and an interactive website to provide virtual access to our museums and resources.

All of these projects will contribute significantly to improving access to our collections and programmes to diverse audiences, including people in rural areas and townships, and to youth, learners, students and academics.

Investment in socio-economic developmental priorities is a national imperative. It is essential that these important cultural resources continue to receive sufficient public support and funding to sustain the momentum of the transformation that government initiated more than a decade ago. Adequate funding will enable us to create spaces for the generation and sharing of knowledge for public benefit. Investment in these resources will add value to the cultural economy, and ultimately secure our nation's legacy for future generations.

2.1.2 Organisational Environment

When a single organisation was envisioned for the Southern Flagship Institution, now known as Iziko, a flexible structure could not be developed, as all staff members from the five museums that had merged needed to be accommodated. It is critical that the organisational structure allows Iziko to respond to a changing environment, however, resources are limited, so more staff members cannot be appointed when the need arises.

The requirement to implement GRAP 103 on Heritage Assets has placed a huge burden on Iziko's resources - as an estimated 2,26 million artefacts have to be captured on an electronic database for financial reporting purposes. This is an enormous challenge considering that the South African Museum opened its doors in 1825, a time when museum objects were accessioned on a card system. The natural history collections started to be captured on an electronic database from about 1990, while the other four museums started to capture the art and social history collections much later.

In anticipation of the realignment of the organisational structure, Iziko has filled indefinite positions by appointing staff temporarily on a fixed-term contract - in some instances two junior collections staff against a more senior position, or by seconding indefinite staff to these positions as a development opportunity. Iziko does not plan to retrench staff, thus we require some positions to remain vacant while the restructure is implemented. Such interventions are intended to allow more flexibility during the realignment of the structure. We aim to ultimately ensure that Iziko has the human resources - not only to deliver on our heritage mandate, develop the capacity to implement contemporary technology, and increase sustainability, but also to meet the ever-increasing compliance requirements. The realigned structure will be implemented in the next reporting period.

2.2 Performance Information by Programme

2.2.1 Programme 1

Administration

Sub-programmes and objectives:

- Finance: To ensure that Iziko is compliant with legislation and accounting standards
- Human Resources: Develop a positive and efficient workforce to deliver on Iziko's objectives
- Information and Communication Technology (ICT): Effective digital management, access and communications through development and maintenance of the Information and Communication Technology infrastructure
- Facilities Maintenance: Ensure the maintenance and development of the facilities placed in the care of Iziko
- Advancement: To effectively position lziko to attract investment and support, and optimise fundraising and income generation potential; Effective marketing and communication

PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	ACHIEVEMENTS
PROGRAMME 1: AI	DMINISTRATION	
Sub-programme:	Finance	
Strategic Objecti	ve: To ensure that Iziko is co	ompliant with legislation and Accounting Standards
Financial manual developed	Development of Phase 3 of the financial manual	All chapters in the financial manual have been edited; collated into a uniform manual, and distributed within the Finance and Administration department for comment.
Number of financial policies and procedures revised	Revision of 1 policy and approval of 1 procedure	Draft Asset Management Policy (1) was revised and the related procedures revised and provided to Exco for scrutiny and to table with Council.
Number of financial policies and procedures developed	1 policy and procedure approved by Council	The policy and procedures related to heritage assets are in draft form, but due to the prioritisation of urgent projects, approval from Council had not been obtained by the end of the financial year.
Implementation of GRAP 103 on Heritage Assets	Implementation of Phase 2	Due to the size of the project, as well as challenges experienced with staff time and capacity constraints, the implementation of the planned Phase 2 has not been fully achieved. The Heritage Asset Policy is in draft form, but not approved. The heritage asset listing is in process, but has not been completed as per the target. The implementation is currently underway with the assistance of an external service provider.



Sub-programme:	Human resources	
Strategic Objecti	ve: Develop a positive and e	fficient workforce to deliver on Iziko's objectives
Improve the organisational culture	Implement the strategy to improve organisational culture	The Climate and Culture Strategy was approved on 30 September 2015, following an extensive consultation process with staff. The strategy is being implemented in terms of the timelines set in the approved Climate and Culture Strategy Implementation Plan. Progress is reported and monitored via quarterly reports.
Sub-programme:	Information and communicat	ion technology (ICT)
		ment, access and communications through development and cation technology infrastructure
Increased capacity in terms of ICT	Improve and maintain the infrastructure in terms of an ICT Strategy	Due to staffing and budget limitations within the ICT section, capacity can be increased only as resources allow. An ICT Strategic Plan will be completed within the next financial year, which will assist the organisation to increase capacity in planned and manageable phases to ensure the greatest impact on the entity's operations, while making optimal use of available resources.
Sub-programme:	Facilities maintenance	
Strategic Objecti	ve: Ensure the maintenance	and development of the facilities placed in the care of Iziko
A five-year Conservation and Maintenance Plan for Iziko sites developed and implemented	Implement the Maintenance Plan and Conservation Plan according to funding approved	A five-year Conservation and Maintenance Plan could not be completed during the reporting period due to challenges with regard to the procurement of an Architect. The tender evaluation process has been finalised and a motivation to appoint the preferred Architect was submitted to the Tender Adjudication Committee on 31 March 2016. The appointment of an Architect will be expedited in the first quarter of 2016/17. Please see Appendix 6.1.1
Sub-programme:	Advancement	
Strategic Objecti and income gene		iko to attract investment and support, and optimise fundraising
Implement "Turnaround Strategy" and Plan to create suitable foundations for successful fundraising and income generation	Implement strategy as set out in Plan	The key elements of the Turnaround Strategy developed in 2014/15 were integrated into the Advancement Strategy and the Advancement Plan 2015/16. The Turnaround Strategy was implemented as set out in this plan, and the progress of implementation was reported on quarterly throughout the fiscal. A Sustainability Report was also compiled at the end of March 2016 to give an overview of progress made in 2015/16, the current status of implementation, and the way forward.

Strategy to improve advancement of Iziko implemented	Finalise Advancement Strategy and implement in terms of targets set in strategy by March 2016	The existing Advancement Strategy was implemented according to targets set in the Advancement Plan 2015/16, and reported on quarterly throughout the fiscal. It was, however, not possible to draft a revised (5-year) Advancement Strategy during the reporting period. This was due to the fact that essential information required to draft a revised Advancement Strategy, pertaining to the 'Big Picture' Project and planned upgrade of exhibitions and sites, was not yet available in this reporting period. In discussion with the CEO, it was decided to prioritise motivating for the establishment of an Iziko Not-for-Profit-Trust (NPT) - thereby laying an important foundation for the future development and implementation of a revised Advancement Strategy. A recommendation by a legal expert motivating for the establishment of a NPT was prepared and submitted to the CEO and Exco in March 2016.
Initiate capital campaigns to strategically develop Iziko's exhibitions and sites	Capital campaign to secure funding for upgrade of Iziko's exhibitions and museums, including the Mobile Museum and audio visual content, implemented	The capital campaign for the Planetarium was implemented successfully. As of 31 March 2016, R20,5 million had been committed by the DST, NLC and academic partners towards the cost of this project, and R12,4 million banked. The volatile Rand makes it difficult to definitively state the current shortfall. However, it is currently estimated to be approximately R3,5 million. Iziko continues to fundraise proactively to raise the additional funds required. The capital campaigns for the Mobile Museum and Audio-Visual Project could not be implemented during this fiscal. This was due to the fact that the proposals necessary to implement these campaigns were not finalised, as research and development processes are still being conducted by the Core Functions department.
Increase in own income generated	10% increase over previous year	 Own income generated for 2015/16 increased by 9,6% and totalled R14,365,286 in 2015/16, up from R13,101,149 in 2014/15. Despite the fact that revenue increased during the period, the target of a 10% increase over the previous year's performance was not met. Factors contributing to lower than projected income generation included: A drop in gate revenue due to reduced visitor numbers. Fewer venue hires and reduced venue hire revenue due to prime venue hire spaces not being accessible because of construction. Rental revenue below target due to vacant properties.
Increase in donor income	10% increase over previous year	Donor income banked for 2015/16 totalled R17,192,761 - a significant increase of 40,4% from R12,248,827 banked in 2014/15. The target was exceeded due to donor funding of R12,4 million banked during this period towards the capital campaign for the upgrade of the Iziko Planetarium. Please see Appendix 6.2

Increase over previous year's total	In 2015/16, visitor numbers (excluding outreach numbers) totalled 529,335 which is a decrease of 5,11% from 557,871 visitors in 2014/15. The drop in numbers is due to a significant decline at the two most visited Iziko sites - the ISAM and Castle of Good Hope, where numbers dropped by 14% in 2015/16. This decline was unavoidable and due to sections of these museums being closed or unavailable because of renovations and construction, impacting negatively on visitor experience.
	In addition, Iziko Bertram House and Iziko Old Town House had to be closed to the public during the final quarter for urgent maintenance. Please see Appendix 6.10
170,000	In 2015/16, the main Iziko website had a total of 191,956 visitors. The positive variance was due to an increased focus on directing traffic to the Iziko website via all promotional platforms throughout the reporting period.
Facebook: 5,500 Twitter: 3,500	As of 31 March 2016, Iziko had 4,961 Facebook fans, up from 4,365 in 2014/15; and 3,386 Twitter followers, up from 2,866 in 2014/15. Despite the increase in followers during the fiscal, the annual targets were not met. It is not possible to definitively state the reason for the negative variance, as online audience behaviour and growth trends are affected by many variables. Intermittent challenges with resources to implement social media schedules and develop content during the reporting period may, however, have impacted negatively on the growth of our online presence.
Increase over previous year's total	Iziko database subscribers as of 31 March 2016 totalled only 8,728. This is an 11% decline of 1,010 subscribers from 31 March 2015, despite the fact that 1,307 new entries were captured during this fiscal. The negative variance is because a total of 1,408 existing subscribers were rendered as invalid due to various factors, including:
	total 170,000 Facebook: 5,500 Twitter: 3,500 Increase over previous year's

2.2.2 Programme 2

Business Development

Sub-programmes and objectives:

- Documentation, Assessment, Acquisition, Collections and Digitisation: Digitisation of collections
- Collection Management: Improve conditions for the collections and access to them
- **Research:** Improve capacity, productivity and relevance of research; grow the collections in line with strategic priorities and address unethical collection practices
- Policy Formulation: Ensure sound governance and compliance by communicating strategies via Iziko policies
- Transformation of Museum Sites: Transform museum business practices and develop infrastructure
- Events Management: Management of public programme events

PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	ACHIEVEMENTS
PROGRAMME 2: BUSINESS	DEVELOPMENT	
Sub-programme: Docume	ntation, assessm	ent, acquisition, collections and digitisation
Strategic Objective: Digit	isation of collec	tions
Number of new records entered on collections databases	AC: 200 SH: 1,000 NH: 20,000	AC: 198 new records were entered into the database. 99% of the target was achieved, and the non-achievement of 1% of the target can be attributed to challenges related to Iziko's capacity and budgetary constraints, which requires the Iziko workforce to focus on a range of tasks at any time and prioritise projects in order to unlock value and deliver on Iziko's core mandate. SH: 1,068 new records were entered into the database. The positive variance was due to the Registrar entering a section within a batch of index cards for the 'Odd Collection', which led to an additional entry of collection items. NH: 22,988 new records were entered into the database. The positive variance was due to improved methods of inputting data.
Sub-programme: Collectio	on management	
Strategic Objective: Impr	ove conditions f	or the collections and access to them
Total number of SH collections storerooms meeting criteria for good preservation	SH: 19	SH: 19 storerooms met the criteria for good preservation in 2015/16. Monitoring of environmental conditions, including humidity and temperature levels, was done quarterly and recorded in a conservation report.
Number of artworks restored	AC: 6	7 artworks were restored by AC during this fiscal. The positive variance is due to 1 additional artwork requiring urgent conservation.
Large Conservation Project	SH: 1	1 Large Conservation Project was implemented by SH during this fiscal. The restoration and treatment of large furniture items was done, and a Conservation and Treatment Report on them compiled.
Collections Development Strategy	Conduct one workshop	1 workshop on Collections Development Strategy was conducted by SH during 2015/16.
Index of curatorial status of collections	NH: To implement as per 2013/14 benchmark	As reported, a definitive benchmark was not recorded in 2013/14. As such, the outputs for 2015/16 will be used as a benchmark going forward. During 2015, the data structure was completed. The 2010 benchmark was set, based on retrospective survey. The 2015 survey and report were completed.

Sub-programme:	Research
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Sub-programme: Researc	h		
Strategic Objective: Improve capacity, productivity and relevance of research			
Number of peer-reviewed research publications	AC: 1 SH: 2 NH: 18	AC: 1 peer-reviewed article was published in 2015/16. SH: 1 peer-reviewed article was published in 2015/16. In addition, 3 articles have been submitted, and a response from the publishers is due. 50% of the target has been achieved and the non-achievement of 50% of the target can be attributed to challenges related to Iziko's capacity and budgetary constraints. NH: 18 peer-reviewed research articles were published in 2015/16. Please see Appendix 6.7	
Number of other research publications, including guides	AC: 4 SH: 4 NH: 1	AC: 10 research-related articles were produced in 2015/16. The positive variance was due to the contribution of articles by AC staff towards the <i>Brushing Up on Stern</i> publication. SH: 4 research-related articles were produced in 2015/16. NH: 2 research-related publications were produced due to an increased focus on publishing research during the 2015/16 reporting period. Please see Appendix 6.8	
Number of research publications adapted to provide new web content	NH: 9	4 research articles were adapted for online publication in 2015/16. The negative variance of 5 was due to the fact that only 4 articles were relevan for conversion into an online format.	
Number of externally- funded research projects	SH: 2 NH: 15	SH: 2 externally-funded research projects were implemented in 2015/16. NH: 20 externally-funded research projects were implemented in 2015/16. The positive variance was due to new NRF funding being available for additional research projects.	
Strategic Objective: Grov collection practices	v the collection	s in line with strategic priorities and address unethical	
Collections Development Strategy	Collections Development Strategy reviewed	Collections development strategies for the three collections departments were reviewed during the reporting period.	
Number of new acquisitions motivated in the light of collections gaps, research themes and thematic content of the museums	AC: 15 SH: 40 NH: 3,000	AC: 82 acquisitions were made into the Art collection in 2015/16. The positive variance was due to an initiative to work on the backlog, including works at the IOTH and ISANG. In addition, more presentations were made to the collections. The generosity of the Friends, in this regard, is highly appreciated SH: 18 groups of artefacts, totalling 194 acquisitions, were entered into the Social History collection during 2015/16. The negative variance was due to GRAP 103 implementation requirements and initiating systems, and working on backlogs linked to GRAP 103. NH: 2,622 acquisitions were made into the Natural History collection in 2015/16. Although nearly achieved, the target was not met as further specimens dating from before 2012 were catalogued, and priority was giver to these earlier samples for research reasons. Please see Appendix 6.6	
Number of outgoing loans	AC: 20 SH: 6 NH: 40	AC: 33 outgoing loans were concluded during this fiscal. This over- achievement was due to demands for artworks by external parties. SH: 7 groups of artefacts were issued as outgoing loans during this fiscal. This over-achievement was due to a request for artefacts by an external party NH: 49 outgoing loans were concluded during this fiscal. The positive variance was due to greater than anticipated loan requests for Karoo Palaeontology and Terrestrial Vertebrate collections. Please see Appendix 6.6	

Number of incoming loans Contributing to a process of developing a National Policy on Human Remains	AC: 200 SH: 4 NH: 2 Progress report	AC: 502 incoming loans were received in 2015/16. The positive variance was due to the number of loaned artworks sourced for exhibitions such as Moses Tladi Unearthed, Between Darkness and Light, and Seedtime. SH: 4 incoming loans were received in 2015/16. NH: 1 incoming loan was received in 2015/16. The target was not met, as there was no longer a need to request the second loan for research as projected. Please see Appendix 6.6 Significant contributions to the DAC's draft 'National Policy on Repatriation and Restitution of Human Remains and Heritage Objects' were made by Iziko during this reporting period. A progress report detailing this was
		compiled at the end of March 2016.
Sub-programme: Policy fo	ormulation	
Strategic Objective: Ensu	re sound govern	ance and compliance by communicating strategies via Iziko policies
Number of policies developed and reviewed to ensure compliance with relevant legislations and to meet Iziko's needs	1	The following policies were approved by Council during the period under review: Digitisation Policy; Collections Policy; and Council Charter during 2015/16. Initially, the target was to develop and review one policy, and in this instance, a positive variance of two was achieved.
Sub-programme: Transfor	mation of museu	ım sites
Strategic Objective: Trans	sform museum b	usiness practices and develop infrastructure
Implement an integrated Conservation Management Plan, Thematic Plan and User Asset Management Plan, subject to availability of funds	Integrated implementation of Conservation Management Plan, Thematic Plan and User Asset Management Plan as funding becomes available	No budget allocation was made available for this project. However, the Operations departments continued to work on the integrated Conservation Management Plan and User Asset Management Plan; and Core Functions departments continued to work on the Thematic Plan. These efforts are reported on by the respective business units.
Sub-programme: Events n	nanagement	
Strategic Objective: Mana	gement of publi	c programme events
Number of events hosted and managed per year	EPP: 12 AC: 3 SH: 2 NH: 1	EPP: 12 events were hosted in 2015/16. AC: 9 events were hosted in 2015/16. The positive variance was due to the fact that Iziko participated in the Johannesburg and Cape Town Art Fairs in 2015; an Irma Stern lecture and closing event; as well as Museum Night 2016 and 2 'Thursday-Late' events in partnership with The Thursdays. SH: 2 events were hosted in 2015/16. NH: 1 event was hosted in 2015/16.

2.2.3 Programme 3

Public Engagement

- Exhibitions and Public Programmes: Development and execution of a Thematic Plan for permanent and temporary exhibitions at the 11 lziko museums
- **Public Understanding of Arts and Culture:** Enriching and enabling education and public programmes; Outreach programme (Mobile Museum); Special needs initiatives; Implement promotional campaigns to promote public understanding of arts and culture and ensure audience development; Develop website as knowledge resource and implement strategy to improve Iziko's online presence
- Human Capital Development: Trainee and intern programme; Teacher enrichment and support
- Local and International Partnerships: Develop and sustain partnerships

PROGRAMME	ANNUAL	
PERFORMANCE	TARGET	ACHIEVEMENTS
INDICATOR	2015/2016	
PROGRAMME 3: PUBLIC ENGAGEMENT		

Sub-programme: Exhibitions and public programmes

Strategic Objective: Development and execution of a Thematic Plan for permanent and temporary exhibitions at the 11 Iziko museums

at the II IZIKO museums		
Number of new temporary exhibitions	AC: 8 SH: 3 NH: 2	AC: 7 temporary exhibitions were hosted in 2015/16. The negative variance of 1 is due to the decision to keep the <i>Studio</i> exhibition that is linked to the school curriculum up for an extended period to optimise benefits to learners and the public, as well as for strategic reasons, in order to give staff time to prepare the collection for the implementation of GRAP 103. This total of 7 excludes the exhibition, <i>Images from the Golden Age</i> , that was installed but not launched at the Iziko Old Town House, as this museum had to be temporarily closed for urgent maintenance. SH: 4 temporary exhibitions were hosted in 2015/16. The positive variance is due to the fact that Iziko took up an opportunity to host the exhibition, <i>The</i> <i>Price of Gold</i> . NH: 4 temporary exhibitions were hosted in 2015/16. The positive variance was due to two new exhibitions (<i>Homo naledi</i> and <i>Disclosure</i>) being accepted for exhibition during 2015.
Proposals and budgets developed and provided to IA to fundraise for new permanent exhibitions in collaboration with the relevant Core Function Director and Executive Director Core Functions	AC: 1 SH: 1 NH: 1	Please see Appendix 6.4 AC, SH and NH did not finalise the required proposal and budgets for fundraising in 2015/16. This target was not met due to the fact that Core Functions are still in the process of drafting and developing exhibition concepts for Iziko's three collections departments, and have also embarked on a further process that includes consultation with external stakeholders. Proposals and budgets will only be developed on completion of this process. A letter of intent was, however, drafted by SH as the first phase of a major application to the Ambassador's Fund for Cultural Preservation for the Slave Wrecks Project, including a linked ISL exhibition. It was submitted in January 2015/16. A detailed proposal with budgets for the second phase of this application process is in progress.

"The Thematic Plan" or "Big picture"	Roll-out based on Plan	The process to workshop and draft exhibition concepts was carried out as planned. Consultation was done with staff and external role players. A successful planning workshop, 'Re-imagining Iziko Museums of South Africa', attended by more than 50 persons, was hosted in March 2016. The workshop was run by external facilitators, and the workshop report has been presented to Iziko. Exhibitions were rolled out in terms of the exhibition schedule; but, due to capacity and budgetary restrictions, the organisation was only able to achieve a limited level of success in the achievement of this target. Management is committed to the implementation of the Thematic Plan, and efforts are being made to continue with the roll-out as resources allow.				
Number of tours of exhibitions and collections by curators, collections managers and conservators	AC: 30 SH: 35 NH: 20	AC: 35 tours were conducted during the fiscal. The positive variance was due to demand for tours, especially for exhibitions like <i>Brushing Up on Stern</i> . SH: 24 tours were conducted during the fiscal. The negative variance was due to staff involvement in the <i>São José</i> project and the Castle restoration and maintenance project. NH: 29 tours were conducted during the fiscal. The target was exceeded due to the success of Entomology collection tours.				
Number of workshops/ conferences/ panel discussions linked to exhibitions/ collections	AC: 8 SH: 7 NH: 15	AC: 4 workshops, conferences and panel discussions were hosted in 2015/16. The negative variance of 4 was partly due to the non-availability of experts scheduled to present at these forums. SH: 7 workshops, conferences and panel discussions were hosted in 2015/16. NH: 51 workshops, conferences and panel discussions were hosted in 2015/16. The positive variance is largely due to 21 lectures presented to UCT and 6 presentations to the Entomological Society. Please see Appendix 6.5				
Sub-programme: Public u	nderstanding o	f arts and culture				
Strategic Objective: Enri	ching and enabl	ling education and public programmes				
Number of learners visiting sites	55,000	53,789 learners visited Iziko sites during 2015/16. The negative variance was due to school vacation and administration challenges schools faced in the first quarter of the academic year. The upgrades at the ISAM and Castle have also impacted on the numbers of learners visiting these key sites.				
Number of resources developed/ updated	35	109 educational resources were developed and/or updated during 2015/16. The positive variance was due to new exhibitions and curriculum requirements, necessitating the updating and development of more educational resources.				
Number of educational resources distributed (booklets, lesson plans, training material)	2,200	2,565 educational resources distributed during 2015/16. The positive variance was due to the demand for these resources that add value to the classroom practice.				
Number of public programmes presented	12	12 public programmes were presented in 2015/16. Please see Appendix 6.9				
Number of learners attending planetarium shows	30,000	35,243 learners attended Iziko Planetarium shows in 2015/16. The positive variance is primarily due to an increase in popularity of planetarium shows as they provide edu-tainment to learners.				
Number of general public attending planetarium shows	35,000	 as they provide edu-tainment to learners. 41,342 public visitors attended shows at the Iziko Planetarium in 2015/16. The positive variance was due to the increased popularity of planetarium shows, as well as the free access to the Planetarium that was provided on some of Iziko's commemorative days, including Museum Night. 				

Number of outreach	40	55 outreach programmes were implemented during 2015/16. The positive
programmes implemented		variance was due to an increase in requests for the Mobile Museum to visit
		schools, marginalised communities, and other areas.
Strategic Objective: Spec	ial needs initia	tives
Number of special needs	16	29 special needs programmes were implemented in 2015/16. The positive
programmes		variance is in keeping with Iziko's inclusive approach that has resulted in the
		institution accommodating more special needs activities, and working with
<u></u>		partners such as MAP and special needs schools.
and ensure audience dev		onal campaigns to promote public understanding of arts and culture
Number of promotional	International	3 major promotional campaigns were implemented, i.e. International Museum
campaigns implemented	Museum	Day, Heritage Week and Celebrate Summer.
	Day (IMD)	
	campaign	
Increase in IMD visitors	Increase in number of	505 visitors were recorded on International Museum Day, 18 May 2015. This
over previous year	IMD visitors	was a drop of 80,89% from 2,642 in 2014/15. The decrease is due to the fact that in 2014/15, IMD fell over a weekend, and the programme ran over the
	over previous	Saturday and Sunday. The public were thus able to visit the museums in their
	year	leisure time, resulting in significantly higher numbers. In 2015/16, IMD fell on
		a workday (a Monday) and only ran for one day, resulting in fewer visitors.
Increase in Heritage Week	Increase in	Heritage Week visitor numbers totalled 20,741 in 2015, a decline of 23,25%
visitors over previous year	number of	from 27,024 visitors recorded during Heritage Week in 2014. The overall
	Heritage Week	number for the week, (excluding Heritage Day, 24 September 2015) was
	visitors over previous year	up 23,04%, from 5,573 in 2014/15 to 6,857 in 2015/16. However, there was a significant decline of 35,3% on Heritage Day itself. This is the day that
		the majority of Heritage Week visitors come to the museum. This drop in
		numbers on Heritage Day 2015 was due to both the Jewish and Islamic
		religious holidays of Yom Kippur and Eid-ul-Adha being celebrated on
		24 September 2015.
Increase in visitors during	Increase in	182,980 individuals visited Iziko during the 'Celebrate Summer' campaign
'Celebrate Summer' period	number of	period (1 December 2015 to 31 March 2016). This is a decline of 13% over the
over the previous year	visitors during	same period during 2014/15. One of the major reasons for the decline is that
	'Celebrate Summer'	this year's campaign was run with an extremely limited budget, and over an extended period of time. The resultant lack of profile in the media during the
	period over	campaign therefore negatively affected the results. In addition, the absence
	the previous	of popular exhibitions such as Wildlife Photographer of the Year, as well
	year	as the impact of construction and site closures, negatively affected lziko's
		offering and lead to lower visitor numbers. Promotional efforts linked to this
		campaign, made possible via partnership with the Cape Town Festival and
		The Thursdays, respectively, however, clearly added value and exposure. On
		Human Dishte Day 21 Marsh stations - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1
		Human Rights Day, 21 March, visitor numbers totalled 6,941 - an increase of 57% over numbers in 2014. On Museum Night, 10 March 2016, 6,409 visitors

Strategic Objective: Develop website as knowledge resource and implement strategy to improve Iziko's online presence

online presence						
Implement Phase 2 of WebImplementDevelopment ProjectWebDevelopmentProjectaccording to contractContract		All deliverables stipulated in the contract with African Web Science for the maintenance and development of the website for 2015/16 were implemented. Despite resource challenges in the first half of the year, Iziko made meaningful progress with updating and creating new content.				
Number of website page 720,000 views		A total of 508,062 page views were recorded using Google Analytics during 2015/16. Although this is an increase in page views from 493,251 in 2014/15, the target of 720,000 was not met. The negative variance is primarily because insufficient information rich, blog-type and audio-visual content was developed and uploaded to the Iziko website during this period. A lack or resources to generate the required online content is an ongoing challenge. This impacts on our ability to generate interesting in-depth content that encourages visitors to navigate through the site and click through to new pages, and thereby increasing page views to meet targets.				
New micro-sites and online exhibitions	NH: 1 new online exhibition	It was not possible to develop a new online exhibition due to the large number of vacancies and resultant lack of capacity.				
Implement Online Presence Strategy Strategy and implement		The Director NHC presented the Online Presence Strategy at a 1-day long- term planning workshop for physical and virtual spaces in the second quarter. The document was acknowledged as being excellent and well researched. However, it was also agreed that it required further input from Social History and Art Collections, and that this input would need to be informed by the final 'Big Picture' concept and plan for further development of exhibitions and sites, which is still in development. The Strategy could therefore not be finalised or implemented during the reporting period. It was also noted that resources, both human and financial, are required to drive the further development and implementation of the draft Online Presence Strategy, and this must be considered as part of the revised Iziko structure, which will be agreed in 2016/17, and accommodated for				
Sub-programme: Human c	apital developr	nent				
Strategic Objective: Train	ee and intern p	programme				
Number of interns/ WILS mentored	10	EPP: 10 interns were mentored by the EPP department in 2015/16. It is noted that this total does not include the 25 additional interns hosted by other departments during this period. Please see Chapter 3.7.3				
Number of volunteers engaged	16	EPP: 27 volunteers assisted the EPP department in 2015/16. The positive variance was due to a greater number of requests received and accommodated by the institution, after consultation with staff members. It is noted that this total does not include the 29 additional volunteers who assisted other departments during this period. Please see Chapter 3.7.3				

Strategic Objective: Teacher enrichment and support						
Number of teacher/ student enrichment sessions	9	23 teacher/ student enrichment sessions were conducted in 2015/16. The positive variance is due to the fact that more sessions were run in relation to exhibitions, specifically sessions at the beginning of the academic year for the <i>Studio</i> exhibition that is linked to the school art curriculum.				
Sub-programme: Local ar	nd internationa	l partnerships				
Strategic Outcome: Deve	lop and sustain	partnerships				
Number of long-term and Long-term: 3 project-based partnerships Project: 75		54 long-term partnerships continued in 2015/16. The target was exceeded, as many project-based partnerships from previous years were sustained, and certain project-based partnerships have become ongoing.				
		110 project-based partnerships contributed to Iziko's delivery in 2015/16. 48 partnerships were formalised via MOA/ MOU with an equivalent Rand value of R11,642,894. A further 62 partnerships were forged in support of the projects and initiatives of our EPP department.				
		The target was exceeded, as Iziko is compelled by limited budgets and resources to increase the number of project-related collaborations in order to sustain delivery. Please see Appendix 6.3				

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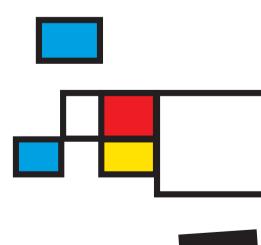
3 GOVERNANCE

With the assistance of the HCI Foundation, Iziko offered free transport to schools, thereby enabling access to our museums and educational programmes. Concessions granted by Iziko form a significant part of our Social Responsibility contribution.



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Social History Educator, Nadjwa Damon, takes visitors on a tour of the history of slavery at the Iziko Slave Lodge, one of our oldest museum spaces, on International Museum Day 2016.

The Iziko South African Museum, one of Iziko's flagship museums, houses millions of invaluable Natural and Social History Collections specimens that require optimal environmental conditions and care for their safeguarding.

3.1 Introduction

Council and Management are committed to responding positively to a changing environment, which includes managing the increase in operational costs that continue to escalate while financial resources are not supplemented accordingly. To this end, Council has embarked on a process to realign the organisational structure so that resources may be redeployed to ensure the efficient delivery of our heritage mandate.

The only income of which Iziko is assured is the grant from the Department of Arts and Culture (DAC) which is published for a three-year period in the Medium-term Expenditure Framework (MTEF). The Iziko salary budget comprised 99,62% of the grant as at 31 March 2016. As Iziko has contractual commitments in terms of staff salaries, the salary budget should not exceed 100% of the grant.

It is a challenge to review positions in the structure when all positions are filled. A decision was thus taken that some positions would be filled temporarily while the structure is being critically reviewed.

3.2 Risk Management

The Risk Management Committee comprises members of the Senior Management Team who are also members of the Disaster Management Committee. These committees monitor the implementation of the Risk Management Policy, as well as the Disaster Management Policy and Disaster Management Plan. The Senior Managers are also the Risk Managers for their departments, and are thus responsible for the identification of risks to be included in the Risk Register, the development of a risk mitigation plan, as well as the implementation of this plan in terms of set timeframes. Iziko also reports to the DAC regarding risk management through the Risk Exposure Report, which is submitted to the DAC annually in September.

Two Directors were appointed, and two Curators seconded as Heads of Department in the reporting period, and were thus required to stand in as Risk Officers. As such, the Executive Director Operations, Denise Crous, who also performs the additional duties of Chief Risk Officer, conducted a workshop on Risk and Disaster Management with Risk Managers on 29 October 2015. The focus was on the development and review of the Risk Register, which was due to be updated. The revised Risk Register was finalised in March 2016.

The Chief Risk Officer also discussed several riskrelated issues with Risk Managers at a meeting on 7 March 2016, and requested that they study the Risk Policy, Disaster Management Policy and Disaster Management Plan before developing and reviewing Disaster Management procedures for their departments.

The Risk Managers also attended the formal training course, "Hazard Identification Risk Assessment", facilitated by Iziko's Human Resources department.



The Castle of Good Hope. As custodians of the nation's heritage for current and future generations, Iziko is committed to preserving and protecting all movable and immovable property placed in our care.

Although Iziko had made every effort to mitigate the risk of a fire at the 18th century Iziko Old Town House (IOTH), two electrical incidents occurred in December 2015.

Iziko reported incidences of rising damp at the IOTH to the Department of Public Works (DPW) as far back as May 2010. Since then, Iziko has been following up in writing, including in October 2015, when the DPW was informed that the water in the walls at the museum was literally boiling as electricity made contact with the rising damp. DPW officials did a site inspection and reported that the matter had been referred to their Professional Services Department.

Just before the IOTH was closed on 10 December 2015, Iziko staff became aware of a smouldering fire inside the walls. The fire was extinguished, an electrician was called in to do temporary repairs, and the DPW was informed of this incident.

A safety inspection was done by the DPW, and Iziko was informed that the root cause of the fire was dampness that had resulted in poor insulation of electrical wires. Iziko was requested on 22 December 2015 to log another call, which was done. However, before any action could be taken, there was another electrical incident on 24 December 2015, when a chandelier fell from the ceiling due to a short circuit. A senior official from the DAC as well as the Iziko CEO and Executive Director Operations attended a meeting with the DPW Regional Manager of the Western Cape on 1 February 2016. Despite an undertaking that the fire risk at IOTH would be dealt with as a matter of urgency so that the museum could be opened to the public again, no repairs were completed, and the IOTH remains closed to the public.

The infrastructure of the buildings managed by Iziko is fragile. For example, the foundation of the Iziko Slave Lodge was laid as far back as 1679, and the IOTH, Cape Town's first Town Hall, was the first building to get electricity in 1895.

Iziko has thus expressed concern regarding the electrical supply of the buildings managed by Iziko, and requested the DPW in 2015 to assist by facilitating an electrical inspection at these sites so that an electrical Certificate of Compliance can be issued. A DPW official conceded via e-mail that the cost of issuing electrical Certificates of Compliance would be very high, and recommended that an electrical contractor be appointed to conduct tests on the electrical installations. However, Iziko was later advised that this is not the responsibility of the DPW. This issue was also raised at the meeting on 1 February 2016, but to date no response has been received.

3.3 Compliance with Laws and Regulations

A culture of compliance is nurtured by communicating relevant requirements in Laws, Regulations, Codes of Good Practice and Guides via user-friendly policies and procedures.

Heritage

Flagship institutions were established in terms of the Cultural Institutions Act, 1998 (Act No. 119 of 1998). Iziko complies with this Act, as well as all other heritage-related legislation, including the National Heritage Resources Act, 1999 (Act No. 25 of 1999). These legislative imperatives are complied with, and are communicated through policies and procedures related to collections management, exhibitions, acquisitions, human remains and education.

Finance

Iziko's financial management is regulated by the Public Finance Management Act, 1999 (Act No. 1 of 1999), as amended; National Treasury Regulations, as amended from time to time; as well as Generally Recognised Accounting Practices (GRAP) published by the Accounting Standards Board, and which come into effect in the reporting period.

Iziko has found it particularly challenging to comply with GRAP 103 on Heritage Assets, as some of our collections were procured as far back as 1825 when the South African Museum opened its doors to the public. Collections have been accessioned on paper, and being a progressive museum, slowly started placing the millions of natural history collections on an electronic database from about 1990 onwards.

Although a comprehensive stocktake has not been done, it is estimated that the natural history, social history and art collections comprise at least 2,26 million items, which include groups of items. All of these items must be transferred to a database before they can be evaluated and reflected in the financial statements as heritage assets.

While there is a strong culture of compliance within Iziko, we simply did not have the resources to

implement GRAP 103 within the timeframes set by the Accounting Standards Board.

Several documents guiding Supply Chain Management (SCM) have followed the Preferential Procurement Policy Act, 2000 (Act No. 5 of 2000) and Preferential Procurement Regulations of 2001, which have since been amended, with the latest version published for public comment in 2015.

While there is a need to regulate procurement, additional requirements placed on SCM staff have caused serious delays in dealing with procurement, which impacts negatively on the delivery of our mandate.

Employment

Iziko has implemented all recent amendments to employment legislation, and has commenced the process of reviewing relevant policies. Staff will be consulted with regard to the proposed amendments before a final draft is submitted to the Iziko Council for approval.

Risk Management

In terms of Section 38 of the Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999), as amended, the CEO, as Accounting Officer, must ensure that Iziko has and maintains effective, efficient and transparent systems of financial and risk management and internal control. To this end, the Council has approved a Risk Register, Risk Management Policy, Disaster Management Policy, and Disaster Management Plan.

A Fraud Prevention Policy has also been developed and implemented to mitigate risks.

3.4 Minimising Conflict of Interest

Procurement

Supply Chain Management (SCM) Officials, to the extent required by their position, should declare any business, commercial and financial interest or activities undertaken for financial gain that may raise a possible conflict of interest. SCM Officials should



The digitisation of our vast Natural History collections is greatly aided by funding from the National Research Foundation, empowering Iziko's research capacity.

Ofentse Letebele, newly appointed Iziko Planetarium Multi-media Designer.

not place themselves under any financial or other obligations to outside individuals or organisations that may seek to influence them in the performance of their official duties. A Code of Conduct and Terms of Reference for SCM Officials are in place and signed accordingly.

In terms of National Treasury Regulations, the mandatory document SBD 4 "Declaration of Interest" must be completed by each service provider that submits a price quotation and tender proposal. In terms of SCM procedures, panel members of Tender Evaluations and Bid Adjudication Committees are required to complete a Declaration of Interest form, indicating whether they are connected in any way with the Bidder or Service Provider, and specifically if they have any business interest with the Bidder or Service Provider. Where a panel member declares such a connection or business interest, the panel member must recuse him-/ herself from the process.

Recruitment

Iziko strictly adheres to employment legislation during the recruitment and selection process, and has taken cognizance of the fact that, in terms of Section 9 of the Employment Equity Act (EEA), 1998 (Act No. 55 of 1998), as amended, an employee is deemed to include an applicant for the purposes of the implementation of the following sections of the EEA: Section 6 - Prohibition of unfair discrimination; Section 7 - Medical testing; and Section 8 - Psychological testing and other similar assessments.

Iziko has developed an Employment Equity Plan for 2015-2020, as required by the EEA, which includes annual objectives that should be achieved over the five-year period in order to improve the Iziko workforce profile. To this end, the readership of a newspaper is considered before an advertisement is placed to ensure that the advertisement reaches the target audience. The under-represented groups in the relevant occupational level are consulted: during the shortlisting process; at the competencybased interviews; and when panels motivate for the appointments; as well as when the Governance and Compliance Committee makes the final decision in terms of an appointment. This has resulted in a significant improvement in the workforce profile over the past 12 months.

3.5 Code of Conduct

Iziko has developed and implemented a Code of Conduct that guides the conduct of staff members. The following Iziko Core Values and Best Practices developed by staff are included in the Code of Conduct.

- Open and honest in all dealings and disclosures;
- Non-sectarian and apolitical;
- Socially and environmentally responsible;



Providing safe and unrestricted access to our museums for all, including persons with disabilities, is imperative to ensuring that heritage is within reach of all our visitors.

- Aspiring to excellence in the quality of our products and services;
- Committed to our standing regarding integrity and credibility;
- Consistent in honouring our legal and moral obligations; and
- Aware of the need to foster loyalty and long, enduring relationships.

The following common law principles are also included in the Code of Conduct:

- Tender full performance;
- Follow reasonable instructions;
- Act with confidentiality and in good faith in terms of the employer's business;
- Deal honestly with the property of the employer; and
- Accept that the employer has the right to exercise some measure of control over the manner in which the employee's work is performed.

3.6 Health and Safety Issues

Health and safety issues are managed by Senior Managers who are supported by the Occupational Health and Safety Representatives appointed by them to monitor health and safety in the departments. When a Health and Safety issue is reported, it is assessed and measures implemented, where necessary, to ensure that the issue does not recur, or that the risk related to it is mitigated. Iziko also has a full-time Health, Safety and Security Officer who must monitor Health and Safety by doing regular inspections at sites to ensure that Iziko complies with the requirements in the Occupational Health and Safety Act, 1993 (Act No. 85 of 1993), as amended, as well as all Occupational Health and Safety Regulations.

3.7 Social Responsibility 3.7.1 Entrance Fee Concessions

Access for all is one of the cornerstones of Iziko's mandate. However, balancing this priority against the need to generate income through charging entrance fees to ensure sustainability is a challenge, considering that many South Africans, particularly those from previously disadvantaged communities, cannot afford these fees.

Iziko has successfully addressed this challenge by implementing a diversified pricing structure that includes: free entry to students and pensioners on Fridays; discounted rates via family tickets; halfprice entry for children and accompanying adults during school holidays; free entry for children 5 and under; free entry to Friends of the Iziko South African National Gallery, Friends of the Iziko South African Museum and Friends of the Iziko Michaelis Collection; and most importantly, the provision of free entry on 15 days annually. These free days are linked to commemorative holidays throughout the year, i.e.:



The Iziko Mobile Museum takes creative, educational and inspirational museum resources to schools and communities in historically disadvantaged metropolitan, rural and peri-urban communities.

Visitors at the Iziko South African National Gallery on Museum Night. The second edition of this event took place on 10 March 2016. Museums in and around the city centre opened their doors after dark, with free entry granted from 18:00 to 22:00 PM.

- Human Rights Day 21 March
- Freedom Day 27 April
- International Museum Day 18 May
- Africa Day 25 May
- Youth Day 16 June
- National Women's Day 9 August
- Heritage Week (19-25 September 2015), incorporating Heritage Day - 24 September
- National Aids Awareness Day/ Emancipation Day 1 December
- Reconciliation Day 16 December

During the reporting period, 40,617 people took advantage of Iziko's commemorative day concessions, including 13,441 children.

In addition to the concessions noted above, Iziko approves concessions for free entry on request, where appropriate. In 2015/16, a total of 1,056 additional concessions for free entry were granted, with an equivalent Rand value of R31,100. This excludes 2,985 concessions to visit the Castle of Good Hope, approved by the Castle Control Board.

Concessions that allow access to the Iziko Planetarium, are also granted on request, where appropriate. In 2015/16, 647 concessions were granted to adults to visit the Planetarium; and 630 children were granted concessions. Due to the negative impact on visitor experience at the Iziko South African Museum (ISAM) due to construction linked to the Courtyard Project, which entails upgrading the research facilities of the museum and creating public access to these areas, complimentary tickets to the Iziko South African National Gallery (ISANG) were issued during 2015/16. Concessions granting free entry to ISANG were utilised by 4,942 adults and 1,114 children.

On 10 March 2016, the second edition of Museum Night took place at Iziko. Inspired by similar events that run successfully in over 120 cities around the world, museums in and around the Company's Gardens stayed open after dark. Free entry was granted to the Iziko South African Museum; Iziko South African National Gallery; Iziko Slave Lodge; Iziko Bo-Kaap Museum; and Iziko Koopmans-de Wet House Museum from 18:00 until closing at 22:00 PM. The turnout on the evening exceeded expectation, with a total of 6,409 visitors visiting the five Iziko museums that were open.

Iziko's Education and Public Programmes department (EPP) offers financial and logistical support to schools and organisations that request assistance to facilitate visits to our museums.



We encourage voluntarism at Iziko. Some of the selfless volunteers who made Heritage Day 2015 a memorable occasion for visitors.

Learners at the interactive exhibition, *Studio*, at the Iziko South African National Gallery. Iziko's investment in art education inspires young school learners to express their creativity.

During the reporting period, concessions were offered to 3,567 visitors, the majority being learners from areas such as Athlone, Atlantis, Gugulethu, Parkwood, Paarl, Lotus River, Manenberg, Mitchell's Plain, Kuils River, and Khayelitsha.

The total value of concessions granted in 2015/16 is estimated to be R1,429,625.

3.7.2 Education

In addition to the concessions noted, 36 schools and organisations, totalling 2,193 people, received free transport sponsored by the HCI Foundation, while Iziko sponsored 8 buses for 464 people. The value of the free transportation provided totalled R101,600 - of which R85,000 was sponsored by the HCI Foundation, and R16,600 by Iziko.

Iziko also provides free educational resources to schools attending our educational and edu-tainment programmes. These are always well received, with teachers commenting that the resources assist with classroom practice. The equivalent Rand value of the 2,565 free educational resources made available by Iziko during 2015/16 was R27,600.

The Iziko Mobile Museum is an ongoing educational project designed to take the Museum to the people. It remains essential for Iziko to act as an agent to

connect people, and in keeping with our strategic objectives, the Mobile Museum takes creative, educational and inspirational museum resources to schools and communities in historically disadvantaged metropolitan, rural and peri-urban communities. The Mobile Museum undertakes trips to various schools, malls, libraries, community and youth centres, where the staff share stories and explore our shared heritage. Furthermore, the Mobile Museum staff participate in festivals across South Africa, including the SciFest in Grahamstown. This year, the Mobile Museum staff undertook 55 outreach trips, reaching 15,678 people. Iziko invested R48,000 during 2015/16 in making the Iziko Mobile Museum outreach activities possible.

An integral part of our various public engagement programmes include activities linked to South African commemorative days, on which the public is granted free entry and encouraged to visit our exhibitions and participate in programmes aimed at social cohesion and nation building. It is noted that some of the commemorative day celebrations and reflection programmes were done in collaboration with other organisations. Iziko invested R18,600 during 2015/16 in making public programme activities possible.

The educational concessions facilitated an increase in the number of historically disadvantaged schools and communities accessing the resources of Iziko.



The tranquil garden at Iziko Rust en Vreugd is one of the unique venues available for hire at Iziko.

This was made possible through the support received from organisations like the HCI Foundation, PENBEV, LOTTO, Rockefeller Foundation, Mellon Foundation, the DAC and DCAS.

3.7.3 Internships, WILS, PhD Students, Post-doctoral Researchers and Volunteers

Wherever possible, Iziko facilitates internships across various departments and areas of expertise. Many of these diverse intern programmes are part of ongoing institutional relationships with academic institutions. The students placed at Iziko gain valuable work-based experience. In addition, Iziko accommodates other students and post-doctoral researchers, enabling research based on our collections, and the use of our facilities. We also encourage voluntarism at Iziko.

Internships 2015/16

Iziko offered a total of 35 internships during the reporting period. Of these, 11 internships, valued at R235,750, were paid via the Iziko payroll.

PhD Students 2015/16

Iziko hosted four PhD students during the reporting period.

Post-doctoral Research Associates 2015/16 During the reporting period, Iziko hosted three postdoctoral research associates.

Volunteers 2015/16

During the reporting period, Iziko hosted 56 volunteers.

3.7.4 Venue Hire Concessions

Iziko Museums of South Africa offers a diverse range of versatile venues for corporate events, cocktail functions, conferences and weddings, large and small, for hire to public and private sector role players. The hire of Iziko's unique venues provides a key source of additional revenue, and serves to bring new audiences into our museums, thus promoting these national heritage sites, often to influential guests and decision-makers.

Iziko balances these commercial hires by extending limited concessions, and waiving venue hire fees for not-for-profit organisations that lack the means to afford these fees, where appropriate. Applications for concessions are considered by a Venue Hire Committee, up to a ceiling equivalent to 10% of revenue. The equivalent Rand value of venue hire concessions during 2015/16 was R18,500.



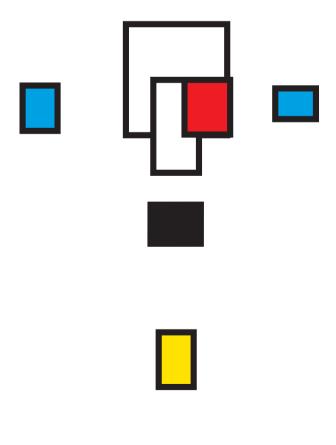
4 HUMAN RESOURCE MANAGEMENT

Chris Ledochowski. *White Wedding, Bonteheuwel,* 1984. Medium: Hand-coloured silver print with handmade ceramic frame. 252 mm x 372 mm. Iziko Permanent Collection.



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4.1 Introduction

4.1.1 The Value of Human Resources

The Core Values and Best Practices that were formulated by staff members in 2001 are included in the Iziko Code of Conduct. The need to review these values and best practices has been identified during consultation sessions with staff members.

4.1.2 Human Resource Priorities for the Year under Review and the Impact of these Priorities

The Director Human Resources, Mr Rocco Human, manages the strategic objective to develop and implement a strategy to improve the climate and culture within Iziko (see 4.1.5).

A Learning and Development Programme is instituted annually to ensure that staff members have the competency to perform their duties, but also to provide opportunities for staff to be developed beyond the competency requirements for their positions. In 2015/16, Iziko funded the tertiary studies of 6 staff members from Black designated groups.

4.1.3 Workforce Planning Framework and Key Strategies to Attract and Recruit a Skilled, Capable Workforce

As Iziko has limited resources to deliver on our mandate, the efficient deployment of our human resources is critical. The senior level of the structure has been realigned and will be implemented in the next reporting period when the staff in each department will also be realigned, taking into account the recommendations of the Senior Managers.

As advertisements are costly, Iziko now employs the strategy of listing the positions that are available in the newspaper, and directing the reader to the Iziko website, where the duties, salary and benefits, as well as the requirements in terms of qualifications, experience and competencies, are listed. The advertisements are also distributed to Iziko staff, and forwarded to the South African Museums Association (SAMA), universities and interest groups.

Shortlisted applicants are invited to a competencybased interview and, where appropriate, a practical test to ensure that skilled and capable applicants are employed. Iziko receives many applications from former staff members. In the year under review, a Curator was re-employed following recruitment and selection process. This is an indication that Iziko has become a preferred employer in the heritage sector.

4.1.4 Employee Performance Management Framework

The performance appraisal system is based on the 'management by objective' principle. Prior to the reporting period, which is the same as the financial year, the manager and employee formally agree on objectives to be met in the reporting period, as per the timelines set. Staff members are then assessed bi-annually on their level of performance. The process provides valuable information on the need for further development and career advancement of staff members, as specific sections regarding learning and development are included in the appraisal form. Development requirements are then prioritised by the Senior Manager and entered in the Skills Audit Form. The Skills Audit Form for each staff member is used as a source document in the preparation of the annual Learning and Development Programme.

In terms of the approved Iziko Performance Management Policy, staff members who performed excellently or above average in a reporting period may be rewarded by way of a performance bonus, subject to funding being available in the reporting period.

4.1.5 Climate and Culture

Staff members were consulted on how to improve the Iziko organisational culture, and recommendations were included in the strategy. The initiatives and interventions in the approved strategy are being implemented in terms of the timelines set in the implementation plan.

The following recommendations were put into effect in this reporting period:

 The Executive Director Operations, Denise Crous, facilitated a workshop with the SMT to discuss the approved Learning and Development Policy and processes. She will present workshops to staff in the first quarter of the next reporting period;

- a more effective process to share exit interviews conducted with staff members leaving the organisation was implemented and;
- performance bonuses were paid to staff in the fourth quarter, as staff had requested during consultation sessions that the payment be made in the last quarter of the reporting period.

4.2 Human Resource Oversight Statistics

On 31 March 2016, there were 232 staff members in the employ of Iziko, comprising of 183 appointed indefinitely, 18 on long-term fixed-term contracts, and 31 appointed on short-term contracts.

Staff members were appointed temporarily to stand in for other staff members while they were away, e.g. on maternity leave, to fill a vacancy while the recruitment and selection process for that position was underway, to fill a position which was being reviewed during the realignment process; or to work on a project, e.g. a National Research Foundation (NRF) project. The salaries of 8 of the 31 staff members on a short-term contract were funded externally.

All staff members appointed for more than three months receive retirement benefits and are eligible to receive housing and medical aid benefits.

4.3 Expenditure

TABLE 1. PERSONNEL COSTS FOR 2015/16

TOTAL EXPENDITURE	PERSONNEL EXPENDITURE	TRAINING EXPENDITURE	CONSULTANCY SERVICES	PERSONNEL COSTS AS A % OF TOTAL EXPENDITURE	AVERAGE PERSONNEL COST PER EMPLOYEE
R81,534,948	R57,591,595	R339,535	R635,416	70,64%	R248,240

4.3.1 Average Personnel Cost per Employee

The cost per employee increased marginally compared to the previous financial year, when it was R242,054, primarily as a result of the annual salary increase of 4,59% implemented in August 2015. In line with the approved Iziko Performance Management Policy, a total of R855,320 was paid to staff members in recognition of their performance.

4.3.2 Training Expenditure

Iziko allocates 1% of the salary budget to learning and development, however, the percentage of the salary budget is calculated in terms of the Skills Development Levies Act, 1999 (Act No. 9 of 1999), and is thus less than 1% of the total personnel expenditure. More detail regarding skills development is provided in 4.13.

SALARIES		OVERTIME		HOUSING SUBSIDY				
Amount	Salaries as a % of personnel cost	Amount	Overtime as a % of personnel cost	Amount	Housing Subsidy as a % of personnel cost			
R37,889,475	65,79%	R1,147,528	1,99%	R369,695	0,64%			

TABLE 2. DETAILS OF THE 2015/16 SALARY EXPENDITURE

Continues on next page ...

Continued from previous page ...

MEDICAL AID CONTRIBUTIONS (STAFF)		MEDICAL AID CONTRIBUTIONS (PENSIONERS)		PENSION CONTRIBUTIONS	
Amount	Medical Aid Contributions (Staff) as a % of personnel cost	Amount	Medical Aid Contributions (Pensioners) as a % of personnel cost	Amount Pension Contributions as a of personnel cost	
R2,772,662	4,81%	R2,481,480	4,31%	R6,803,964	11,81%

FIXED ALLOWANCES		OTHER ALLOWANCES		LECTURE FEES	
Amount	Fixed Allowances as a % of personnel cost	Amount	Other Allowances as a % of personnel cost	Amount	Lecture Fees as a % of personnel cost
R1,044,885	1,81%	R271,470	0,47%	R29,900	0,05%

ANNUAL BONUSES*		ONCE-OFF PERFORMANCE BONUSES*		SUBSISTENCE & TRAVEL	
Amount	Annual Bonuses as a % of personnel cost	Amount	Once-off Performance Bonuses as a % of personnel cost	Amount	Subsistence & Travel as a % of personnel cost
R3,270,402	5,68%	R855,320	1,49%	R58,567	0,10%

STATUTORY LEVIES (UIF & WCA)		LEAVE GRATUITIES ON TERMINATION*		ARBITRATION AWARD	
	Statutory Levies as a % of personnel cost	Amount	Leave Gratuities as a % of personnel cost	Amount	Arbitration Award as a % of personnel cost
R376,914	0,65%	R299,759	0,52%	R50,000	0,09%

The above figures reflect that details of the actual salary expenditure that accrued in 2015/16 differ from the financial statements, as leave and bonus liability figures as at 31 March 2016 are excluded. It is further noted that the expenditure referred to above and hereafter excludes externally funded projects.

4.3.3 Salaries

The funding of salaries must be covered by a guaranteed annual income, which is the annual grant received from the Department of Arts and Culture (DAC). The staff salary increase approved by Council for the year under review was 4,59%, equal to the annual increase in grant as announced in the Medium-term Expenditure Framework (MTEF). Salary expenditure increased from R36,818,158 to R37,889,475 due to salary increases and the appointment of staff members to positions that had been vacant in the previous reporting period.

4.3.4 Overtime

A very small percentage of the overtime cost is spent on employees having to work overtime in order to meet deadlines. The overtime budget is spent on staff working on weekends and public holidays to keep museums open to the public, as well as working after hours at events and public programmes. Overtime is also worked during venue hire events, and in such instances, the cost of overtime is covered by the venue hire income.

The overtime expenditure decreased slightly from R1,233,026 to R1,147,528 since the last reporting period. The decrease in overtime worked is mainly due to less venues being hired out due to capital works, repairs and maintenance projects at four museums during the year under review.

4.3.5 Housing Subsidies

The amount spent on housing subsidies decreased from R392,717 to R369,695 due to some employees having cleared their bonds and therefore no longer being eligible for a housing subsidy.

4.3.6 Employer Medical Aid Contributions (Staff)

Medical aid contributions decreased from R2,821,274 to R2,772,662 due to staff members who had been members of a designated medical aid and thus receiving benefits, leaving the organisation. Some staff members also cancelled their medical aid membership.

4.3.7 Employer Medical Aid Contributions (Pensioners)

Medical aid contributions for pensioners increased from R2,091,340 to R2,481,480 due to the annual increase in medical aid fees, and six employees who retired having been eligible for post-retirement medical aid benefits. Post-retirement medical aid benefits require Iziko to continue to pay two-thirds of the pensioner's medical aid contribution. In an attempt to contain the post-retirement medical aid liability, a Council decision was taken in 2004 that staff members appointed after 1 October 2004 do not qualify for the post-retirement medical aid benefits.

4.3.8 Employer Pension Contributions

Employer pension fund contributions increased from R6,516,154 to R6,803,964 due to an amendment in employment legislation which requires Iziko to pay a pension contribution for all staff members employed on a fixed-term contract for more than 3 months.

4.3.9 Fixed Allowances

The amount spent on fixed allowances increased from R1,003,786 to R1,044,885, an increase of 1,81%. This was due to the general increase in August 2015, as well as the fact that three Senior Management positions that were vacant for part of the previous reporting period, were filled - two in May 2015 and one in September 2015.

4.3.10 Other Allowances for Additional Work

Once-off allowances are paid to staff who take on additional duties, or where more senior positions are vacant and employees are temporarily seconded to these positions. This expenditure increased from R256,237 to R271,470, mainly due to payment of nonpensionable and temporary cellphone allowances.

4.3.11 Lecture Fees

Lecture fees for presenting Planetarium shows increased from R21,700 to R29,900 as a result of an increase in tariffs with effect of 1 July 2015.

4.3.12 Annual Bonuses

This expenditure increased from R3,056,802 to R3,270,402. The increase is as a result of the fact that bonuses increase when salaries are increased, and that staff members on fixed-term contracts exceeding three months are now paid bonuses.

4.3.13 Once-off Performance Bonuses

Subject to funding, employees may qualify for a once-off performance bonus if they performed in the 'excellent' category (in the top 10% of their group) or in the 'above average' category (in the next 20% of their group) as stated in the approved lziko Performance Management Policy. In the year under review, performance bonuses were paid to 74 members of staff.

4.3.14 Subsistence and Travel

The expenditure in these categories decreased from R94,181 to R58,567, due to fewer official trips being undertaken in 2015/16. The figure includes subsistence and travel funded by Iziko for staff who travelled on official business. Subsistence and travel funded externally, e.g. NRF, are allocated to the relevant funding account, and are not reflected as part of personnel costs.



The female staff of Iziko, who were treated to a special programme at the Iziko South African Museum in celebration of Women's Day on 9 August 2015.

4.3.15 Statutory Levies

Levies in terms of the Unemployment Insurance Act, 2001 (Act No. 63 of 2001) as amended, and Compensation for Occupational Injuries and Diseases Act, 1993 (Act No. 130 of 1993) as amended, are deducted from the salary of staff members. The levies are charged at a percentage of the staff member's salary, so increase as salaries increase. This accounts for the increase from R371,683 to R376,914, as salaries increased by 4,59% in the year under review.

4.3.16 Leave Gratuities

The value of leave paid to staff members on termination of service is based on the salary package of the staff member. Leave gratuities paid to staff whose services were terminated in the reporting period decreased from R487,436 to R299,759. Although 44 staff members left lziko in 2015/16 compared to 33 in the last year, five of the staff members who left lziko last year were Senior Managers, so their leave gratuities were substantially higher than those of the staff members who left this year, who were mostly Museum Attendants.

4.3.17 Special Award

A special award of R50,000 was paid, as per instruction by the Council, to a Curator who was awarded an A-rating status as Researcher by the NRF.

4.3.18 Labour Court Guarantee

A staff member was dismissed for, amongst other reasons, making a racist remark. The staff member referred the matter to the CCMA, and the Commissioner instructed that the staff member be reinstated. Iziko has referred this award to the Labour Court for review, so the employee's reinstatement has been placed on hold. Iziko was therefore required to place an amount of R187,682, calculated in terms of Section 35(5), of the Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997), in the trust account of Iziko's legal counsel as a guarantee that monies would be available to pay the employee, should the review application be unsuccessful. The amount is reflected in the financial statements under the balance sheet.

4.4 Employment 4.4.1 Appointments

In this reporting period, 40 posts were filled. These comprised 18 indefinite posts, 5 long-term contracts and 17 short-term contracts.

POSITION	NUMBER OF STAFF APPOINTED	TYPE OF APPOINTMENT	TOTAL APPOINTMENTS
Administrative Assistant	2	Indefinite	
Curator	4	Indefinite	
Exhibitions Designer	1	Indefinite	
Human Resources Manager	1	Indefinite	
Information and Communication Technology Manager	1	Indefinite	
Multi-media Designer	1	Indefinite	
Museum Attendant	5	Indefinite	
Photographer	1	Indefinite	
Senior Educator	1	Indefinite	
Supply Chain Manager	1	Indefinite	
TOTAL		Indefinite	18
Marketing and Public Relations Coordinator	1	Long-term contract	
Photographer	1	Long-term contract	
Registrar	2	Long-term contract	
Specimen Preparator	1	Long-term contract	
TOTAL		Long-term contracts	5
Assistant Collections Manager	1	Short-term contract	
Collections Assistant	1	Short-term contract	
Finance Manager	1	Short-term contract	
Fossil Excavator	1	Short-term contract	
Media Officer	1	Short-term contract	
Museum Attendant	2	Short-term contract	
Online Content Developer	1	Short-term contract	
Registrar	1	Short-term contract	
Research Assistant	1	Short-term contract	
Administrative Assistant	1	Short-term contract	
Curator	1	Short-term contract	
Debtors Administrator	1	Short-term contract	
Documentation and Social History Researcher	1	Short-term contract	
Finance Advisor	1	Short-term contract	
General Assistant	1	Short-term contract	
Supply Chain Manager	1	Short-term contract	
TOTAL		Short-term contracts	17
TOTAL		Appointments	40

TABLE 3. INDEFINITE AND OTHER APPOINTMENTS

4.4.2 Terminations

The services of 44 employees were terminated in the reporting period. Of these, 20 were appointed indefinitely or on a long-term contract, and 24 on a short-term contract. The reasons for their leaving lziko are provided in Table 4.

REASON FOR TERMINATION OF SERVICE	INDEFINITE STAFF	CONTRACT STAFF	TOTAL TERMINATIONS	% OF TOTAL
Death	0	0	0	0,00%
Resignations	3	1	4	1,72%
Expiry of contract	2	23	25	10,78%
Dismissal due to operational changes	0	0	0	0,00%
Dismissal due to misconduct	6	0	6	2,59%
Discharge due to ill health	1	0	1	0,43%
Retirement	8	0	8	3,45%
Other	0	0	0	0,00%
TOTAL	20	24	44	
Percentage of the total number of employees as at 31 March 2016				18,97%

TABLE 4. REASONS WHY STAFF MEMBERS ARE LEAVING THE INSTITUTION

4.5 Job Evaluation

It was not necessary to grade a position during the reporting period.



4.6 Employment Changes

TABLE 5. ANNUAL TURNOVER RATE BY SALARY LEVELS FOR THE PERIOD 1 APRIL 2015 TO 31 MARCH 2016

OCCUPATIONAL LEVELS	NO. OF EMPLOYEES ON 31 MARCH 2015	NO. OF EMPLOYEES ON 1 APRIL 2015	APPOINTMENTS & TRANSFERS INTO THE INSTITUTION	TERMINATIONS & TRANSFERS OUT OF THE INSTITUTION	TURNOVER RATE	TRANSFERS INTO LEVEL	TRANSFER FROM LEVEL	NO. OF EMPLOYEES ON 31 MARCH 2016	NO. OF EMPLOYEES ON 1 APRIL 2016
Top Management	1	1	0	0	0,00%	0	0	1	1
Senior Management	2	2	0	0	0,00%	0	0	2	2
Professionally qualified and experienced specialists and mid- management	6	4	0	2	33,33%	4	0	6	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	98	96	17	10	10,20%	0	4	99	97
Semi-skilled and discretionary decision-making	79	78	6	6	7,59%	1	0	79	79
Unskilled and defined decision-making	15	15	0	0	0,00%	0	1	14	14
TOTAL INDEFINITE STAFF	201	196	23	18	8,96%	5	5	201	199
CONTRACT STAFF	40	34	17	20	50,00%	0	0	31	27
TOTAL STAFF	241	230	40	38	15,77%	5	5	232	226



Some of the friendly and helpful Customer Services Management staff based at the Iziko South African National Gallery.

Iziko Junior Archaeologist, Jake Harding at work cleaning objects in the mechanical cleaning chamber.

4.7 Promotions

Ten staff members were appointed to the next higher position.

TABLE 6. TOTAL N	NUMBER OF STAFF	MEMBERS APPOINTE	D TO MORE SENIO	R POSITIONS FROM
1 APRIL 2015 TO 3	31 MARCH 2016			

N0.	GROUP	GENDER	FORMER POSITION	NEW POSITION
1	Indian	Female	Programmes Manager	Director Customer Services*
2	White	Male	Human Resources Manager	Director Human Resources*
3	Coloured	Female	Financial Manager	Chief Financial Officer*
4	White	Male	Curator	Senior Curator**
5	African	Female	Assistant Curator	Curator
6	Coloured	Male	Assistant Curator	Curator
7	Coloured	Female	Assistant Collections Manager	Collections Manager
8	African	Female	Debtors & Creditors Administrator	Debtors & Creditors Controller
			Assistant Remuneration & Benefits	
9	Coloured	Female	Coordinator	Remuneration & Benefits Coordinator
10	African	Male	General Cleaner	Museum Attendant

A total of 9 staff members were appointed to more senior positions when they responded to advertisements and were found to be the preferred candidate for a more senior position.

*Three staff members who had been appointed indefinitely accepted appointments to senior management positions, which are five-year fixed-term contract positions.

** The Council appointed a Curator as Senior Curator in recognition of outstanding performance in his field of research when he became an A-rated Researcher.



Iziko staff from all departments and museum sites got into the spirit of Africa Month in May 2015, and welcomed visitors in style, wearing a mix of traditional African dress. L to R: Stephanie Hoffman, Marie Scheepers, Beneditor Daza and Florence Ntumuka. Natural History Assistant Collections Manager, Jofred Opperman at home with his Terrestrial Vertebrates collections.

4.8 Employment Equity

TABLE 7. TOTAL NUMBER OF STAFF MEMBERS IN EACH OF THE FOLLOWING OCCUPATIONAL LEVELS AS AT 31 MARCH 2016

POST LEVEL	MALE			FEMALE				FOREIGN NATIONALS		TOTAL	
	Α	С	I	W	A	С	1	W	М	F	
Top Management	0	0	0	0	0	0	1	0	0	0	1
Senior Management	1	0	0	0	0	0	0	1	0	0	2
Professionally qualified and experienced specialist in mid-management	0	1	0	2	0	1	1	1	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	11	20	0	12	11	32	3	10	0	0	99
Semi-skilled and discretionary decision-making	14	21	0	2	16	21	0	3	2	0	79
Unskilled and defined decision-making	3	1	0	0	5	5	0	0	0	0	14
TOTAL INDEFINITE STAFF	29	43	0	16	32	59	5	15	2	0	201
CONTRACT STAFF	6	4	1	2	3	8	0	7	0	1	31
TOTAL STAFF	35	47	1	18	35	67	5	22	2	0	232

Iziko is making every effort to address the workforce profile to ensure that under-represented groups become fully represented. The readership of a newspaper is taken into account when a position is advertised, so when the occupational level related to that position indicates that Black designated groups are under-represented, the position is advertised in a newspaper with a high Black readership.

Shortlisting and interview panels are provided with the occupational level related to the grade of the relevant position, so that they can take into account whether an applicant is in an under- or over-represented group.

Out of the 23 indefinite appointments made in the year under review, 20 were from Black designated groups. Out of the 10 promotions in the reporting period, 8 were from Black designated groups.

POST LEVEL	MALE				FEMA	FEMALE				FOREIGN NATIONALS	
	A	С	1	W	A	С	1	W	М	F	
Top Management	0	0	0	0	0	0	1	0	0	0	1
Senior Management	1	0	0	0	0	0	0	1	0	0	2
Professionally qualified and experienced specialist in mid-management	0	1	0	2	0	1	1	1	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	12	20	1	13	11	33	3	16	0	0	109
Semi-skilled and discretionary decision-making	18	25	0	2	19	28	0	4	2	0	98
Unskilled and defined decision-making	4	1	0	1	5	5	0	0	0	0	16
TOTAL	35	47	1	18	35	67	5	22	2	0	232
IZIKO TARGETS	40	63	1	22	34	53	1	18	0	0	232
OVER (+)/ UNDER (-) REPRESENTATION	-5	-16	0	-4	1	14	4	4	2	0	

TABLE 8. IZIKO'S WORKFORCE PROFILE AS AT 31 MARCH 2016

Iziko is investing in the development of staff members from Black designated groups in terms of succession planning and mentorship programmes, and 8 of the 10 staff members who were promoted are from Black designated groups.

4.9 Foreign Workers

The number of foreign workers has decreased in the current reporting period from 4 to 2. Both are nationals from other African countries.

4.10 Leave Utilisation for the Period 1 April 2015 to 31 March 2016 4.10.1 Annual Leave

Iziko annually calculates the cost of annual leave not taken as at 31 March 2016, so that this liability can be included in the annual financial statements, as required by the Financial Services Board. On 31 March 2016, the leave liability was R2,210,726, and is reflected in the provisions.

Staff members were encouraged to take their 2015 annual leave days before 31 March 2016 so that more funding could be made available for operational costs. This has resulted in the leave liability figure decreasing by R69,825 compared to the figure as at 31 March 2015.

4.10.2 Sick Leave

STATUS	NUMBER OF STAFF MEMBERS	TOTAL DAYS TAKEN PER YEAR	AVERAGE DAYS TAKEN PER PERSON PER YEAR	COST OF SICK LEAVE TAKEN THIS YEAR
Indefinite	219	1,526	6,97	R1,005,875
Contract	51	161	3,16	R60,168
TOTALS	270	1,687	6,25	R1,066,044

TABLE 9. *SUMMARY OF SICK LEAVE 1 APRIL 2015 TO 31 MARCH 2016

*Includes staff members terminated during the reporting period.

The Human Resources (HR) department has been monitoring absenteeism more closely, resulting in the average number of sick leave days taken being 6,25, compared to 6,42 in the previous reporting period.

4.10.3 Special Leave

During the reporting period, special leave was granted in the categories of maternity, paternity, family responsibility, compassionate, religious and study leave.

4.11 Health Promotion Programmes

Iziko has an Employee Assistance Programme (EAP) that aims to improve the health and well-being of our staff members by primarily creating an awareness of health issues, and promoting ongoing healthy living.

The HR department facilitated awareness sessions by inviting the local clinic to give talks on breast and ovarian cancer, HIV/Aids, obesity and related illnesses, as well as stress/ mental health. Staff members were also offered hypertension and glucose screening, and voluntary HIV/Aids counselling and testing. The South African National Council on Alcoholism and Drug Dependence (SANCA) provided staff with information on alcohol and drug dependency. As part of the lifeskills programme, the South African Revenue Service (SARS) educated staff members on their civic duty to pay tax.

BestMed Medical Aid, as part of their service offering, presented a wellness day to its members. BestMed members were screened for body-mass index (BMI), glucose, cholesterol and hypertension. As a result of the wellness day, individuals requiring referral to a dietician could have 5 sessions with a registered dietician between August and December 2015. Several staff members followed a diet plan and lost a great deal of weight, thereby improving their health.

In this reporting period, the HR department identified the need for 3 staff members to be referred for counselling interventions.

4.12 Labour Relations

The HR department assisted line managers with regard to disciplinary action against 14 staff members.

MALE				FEMALE				0.1170.0115	
A	С	1	W	A	С		W	OUTCOME	
1	2	0	0	0	2	0	1	Dismissal	
1	1	0	0	0	0	0	0	Final Written Warning	
0	3	0	1	1	0	0	1	Written Warning	

TABLE 10. DISCIPLINARY ACTION TAKEN FROM 1 APRIL 2015 TO 31 MARCH 2016

It also facilitated an incapacity counselling process for one staff member.



Faith Songelwa manages all bookings for Iziko's Education and Public Programmes department.

Librarian, Shaheeda Danté gets her blood pressure tested at an Iziko wellness day. Iziko aims to improve the wellbeing of our staff members by creating an awareness of health issues, and promoting ongoing healthy living.

4.13 Skills Development 4.13.1 Learning and Development

Iziko annually develops a Learning and Development Programme funded by a budget comprising 1% of payroll, as calculated in terms of the Skills Development Levies Act, 1999 (Act No. 9 of 1999. In the year under review, emphasis was placed on training initiatives that support the achievement of Iziko's strategic objectives. The programme focuses on training required to meet our mandate, as well as compliance requirements, such as those related to GRAP 103. Training in fields such as security, first aid and fire fighting are aimed at being prepared for disasters, so training courses such as these are presented annually for new employees, or when the necessary certificates expire. Senior Managers also attended a Hazard Identification and Risk Assessment (HIRA) workshop.

4.13.2 Training Opportunities

Table 11 reflects the number of employees who received training in the reporting period. In some instances, employees attended more than one training course. The number of training opportunities is reflected in Table 12.

POST LEVEL	MALE				FEMAL	E			
	А	С	I	W	A	С	I	W	TOTAL
Top Management	0	0	0	0	0	0	1	0	1
Senior Management	1	0	0	0	0	0	0	1	2
Professionally qualified and experienced specialists and mid-management	0	1	0	1	0	1	1	1	5
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	7	16	0	9	10	28	3	7	80
Semi-skilled and discretionary decision-making	16	11	0	3	10	12	0	2	54
Unskilled and defined decision-making	2	1	0	0	3	3	0	0	9
TOTAL INDEFINITE STAFF	26	29	0	13	23	44	5	11	151
Contract Staff	4	4	1	1	2	4	0	4	19
TOTAL STAFF	30	33	1	13	25	48	5	15	170

TABLE 11. TOTAL NUMBER OF STAFF MEMBERS IN EACH OCCUPATIONAL LEVEL WHO RECEIVED TRAINING DURING THE PERIOD 1 APRIL 2015 TO 31 MARCH 2016

TABLE 12. TOTAL NUMBER OF TRAINING OPPORTUNITIES PROVIDED DURING THE PERIOD 1 APRIL 2015 TO 31 MARCH 2016

MALE	FEMALE							TOTAL
Α	С	I	W	А	A C I W			
60	73	1	29	51	104	9	25	352*

*Includes six candidates enrolled for tertiary studies, as well as training attended by three interns.

Tertiary studies were approved for 6 staff members, all of whom are from Black designated groups. These studies include a PhD in Biodiversity and Conservation, a PhD in Geology, a PhD in Zoology, 1 Bachelors degree, and 2 Diplomas in Human Resource Management. One of the staff members, an African female, whose studies for a Bachelor of Arts degree were funded by Iziko, obtained her degree in the reporting period.

TABLE 13. TOTAL NUMBER OF TERTIARY TRAINING COURSES SUPPORTED BY IZIKO DURING THE PERIOD 1 APRIL 2015 TO 31 MARCH 2016

MALE				FEMALE	FEMALE				
Α	С	Ι	W	Α	A C I W				
0	2	0	0	3	1	0	0	6	

In conclusion, Iziko offered 52 courses and provided a total of 358 training opportunities (including tertiary studies) for 170 participants in the reporting period.

4.14 Injury on Duty

Four incidents of injury on duty were reported, none of which were serious.

4.15 Utilisation of Consultants

An amount of R635,416 was spent on consultants, compared to R486,875 spent in the previous reporting period. The nature of the consultancy work is listed in Table 14.

TABLE 14. COST OF CONSULTANTS

SPECIFY DATABASE MAINTENANCE	CONSERVATION SERVICES	ADMINISTRATIVE SERVICES	LABOUR LAWYER FEES	LECTURE FEES	TOTAL CONSULTANCY COSTS
R30,000	R368,640	R72,992	R72,060	R91,725	R635,416

The cost increased mainly due to more funds being spent on conservation services, Specify database maintenance services, and legal fees.

PAGE 65

Subfamily: PapilioninaeTribe:TroidiniPharmacophagusHaase 1891Pkarmacophagus antenor (Drury 1773)

 Family:
 PAPILIONIDAE

 Subfamily:
 Papilioninae

 Tribe:
 Papilionini

 Papilio (Princeps)
 Hübner, [1807]

 Papilio (Princeps) dardanus cenea
 Stoll, [1790]



SAM-LEP-A002069

SAM-LEP. A002071

SAM-LEP 4002073

SAM-LEP-

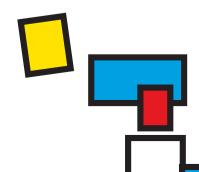
Butterfly specimens from the Natural History collections.



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Statement of Responsibility

The Public Finance Management Act, 1999 (Act No. 1 of 1999), as amended, requires the Council to ensure that Iziko Museums of South Africa (Iziko) keeps full and proper records of its financial affairs. The annual financial statements (AFS) should fairly present the state of affairs of Iziko, its financial results, its performance against predetermined objectives, and its financial position at the end of the year in terms of the prescribed Standards of Generally Recognised Accounting Practices (GRAP).

The AFS are the responsibility of the Council. The Auditor-General of South Africa (AGSA) is responsible for independently auditing and reporting on the financial statements. The AGSA has audited Iziko's financial statements, and the Auditor-General's report appears on page 72.

The financial statements have been prepared in accordance with the prescribed GRAP, including any interpretation of such standards issued by the Accounting Standards Board. These AFS are based on appropriate accounting policies, supported by reasonable and prudent judgements and estimates.

The Council has reviewed Iziko's budgets and cash flow forecasts for the year ending 31 March 2017. On the basis of the review, and in view of the current financial position, the Council has every reason to believe that Iziko will be a going concern in the year ahead, and has continued to adopt the going concern basis in preparing the financial statements.

The Council sets standards to enable Management to meet the above responsibilities by implementing systems of internal control and risk management, where possible, that are designed to provide reasonable, but not absolute assurance against material misstatements and losses. The entity maintains internal financial controls to provide assurance regarding:

- The safeguarding of assets against unauthorised use or disposition; and
- The maintenance of proper accounting records and the reliability of financial information used within Iziko or for publication.

The controls contain self-monitoring mechanisms, and actions are taken to correct deficiencies as they are identified. Even an effective system of internal control, no matter how well designed, has inherent limitations, including the possibility of circumvention or the overriding of controls. An effective system of internal control, therefore, aims to provide reasonable assurance with respect to the reliability of financial information and the presentation of financial statements. However, because of changes in conditions, the effectiveness of internal financial controls varies over time.

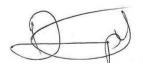
The Council has reviewed Iziko's systems of internal control and risk management for the period from 1 April 2015 to 31 March 2016. The Council is of the opinion that Iziko's systems of internal control and risk management were effective for the period under review.

In the opinion of the Council, based on the information available to date, except for the matter of non-compliance with the accounting standard, GRAP 103 on Heritage Assets, the AFS fairly present the financial position of Iziko at 31 March 2016 and the results of its operations and cash flow information for the year, and that the Code of Corporate Practices and Conduct has been adhered to.

The annual financial statements for the year ended 31 March 2016, set out on pages 78 to 123, were submitted for auditing on 31 May 2016 and approved by the Council in terms of section 51(1)(f) of the Public Finance Management Act, 1999 (Act No. 1 of 1999), as amended, and are signed on its behalf by:



Ms R Omar Chief Executive Officer Date: 31 July 2016



Ambassador D Moopeloa Chairman of Council

Date: 31 July 2016

Report of the Audit and Risk Committee for the Financial Year Ended 31 March 2016

We are pleased to present the Audit and Risk Committee Report for Iziko Museums of South Africa for the financial year ended 31 March 2016.

Audit and Risk Committee Members and Attendance

The Audit and Risk Committee of the fifth Council, appointed by the Minister of Arts and Culture in August 2013, consists of two non-executive members of Council and one independent Audit Committee member who have been reappointed by Council for a third term.

The Audit and Risk Committee met six times during the year to 31 March 2016. The attendance of the sittings of the Audit and Risk Committee for the period 1 April 2015 to 31 March 2016, where there were additional meetings held with Management, was as follows:

Name of Member	Number of Meetings Attended April 2015 to 31 March 2016
Mr D Coovadia (Non-executive	
Council member and Chairman)	6
Mr A Mooke (Council member)	5
Ms L A K Robinson (Reappointed Independent Member)	5
Mr M Hassim (Reappointed Independent Member	
- resigned from the committee 30 November 2015	5



Mr Dawood Coovadia, Audit Committee Chairman

Representatives of the Auditor-General of South Africa attended the Audit and Risk Committee meetings, as required.

Mr Coovadia also attended three other meetings in his capacity as Audit Committee Chairman during the financial year. They are as follows:

Date				
4	May 2015			
11	January 2016			
11	April 2016			

Meeting CFO interviews Meeting with CEO and CFO Internal audit meeting

Audit and Risk Committee Responsibility

The Audit and Risk Committee reports that it has complied with its responsibilities arising from sections 51(1) (a) (ii) and 76(4) (d) of the Public Finance Management Act and Treasury Regulation 27.

The Audit and Risk Committee further reports that it reviewed and reaffirmed the Audit and Risk Committee Charter during the year, has regulated its affairs in compliance with this Charter, and has discharged its responsibilities as contained therein.

Internal Audit

The internal audit activity has substantially fulfilled its responsibilities as set out in the Internal Audit Charter. A risk-based three-year and one-year Internal Audit Plan was considered and adopted by the Audit Committee, as required by Treasury Regulation 27.2.7.

The internal audit activity, which consists of one staff member only, is not able to adequately perform work on the financial, information technology, performance and supply chain management functions. Therefore, during the year under review, in conjunction with Management, a co-sourced internal audit arrangement was concluded by appointing the company Ernst & Young from 22 April 2015, for a three-year period.

The Effectiveness of Internal Control Internal control is the system of controls and directives that is designed to provide cost-effective assurance that assets are safeguarded, that liabilities and working capital are efficiently managed, and that the organisation fulfils its mandate, in compliance with all relevant statutory and governance duties and requirements.

From the review undertaken by internal audit, the Audit and Risk Committee is able to report that the system of internal control for the year under review is considered effective, as the various reports of the internal audit, and the Auditor-General of South Africa (AGSA) have not reported any significant or material non-compliance with prescribed policies and procedures and legislation, except for the material misstatements on heritage assets, identified by the auditors in the submitted financial statements, which were not adequately reported and disclosed due to the impracticality to implement the Accounting Standard of GRAP 103 on Heritage Assets. This resulted in the financial statements receiving a qualified audit opinion. The implementation date for GRAP 103 became due on 31 March 2015, and although processes were put in place to adhere to these Standards, Management did not have sufficient time and resources to implement this Standard of GRAP.

Matters identified in the management letter of the AGSA were monitored by the Audit and Risk Committee and internal audit, during the year.

The following are areas of concern:

- The institution's post-retirement medical aid liability
- The implementation of the Accounting Standard on Heritage Assets: GRAP 103

Donor Funding

The Audit and Risk Committee is pleased to report that the expenditure relating to the National Research Foundation project grants and donor funds was tested and reviewed by the AGSA during the year, and that Management is to be complimented on the manner in which these funds were managed and controlled.

Reporting on Predetermined Objectives The Audit and Risk Committee has reviewed Iziko's reported performance information against selected predetermined objectives, reviewing the manner in which the outcomes and achievements relating to performance are measured and reported. There were no material findings.

In-Year Management and Quarterly Reports Iziko has reported and submitted quarterly reports to the Executive Authority, the Department of Arts and Culture, as is required by the PFMA. The Committee is satisfied with the reports prepared and issued during the year under review.

Evaluation of Financial Statements The Audit and Risk Committee has:

- Reviewed and discussed the audited annual financial statements included in the annual report with the AGSA and with the Chief Executive Officer on behalf of Council, which is Iziko's Accounting Authority;
- Reviewed the AGSA's Management Report and Management responses;
- Reviewed changes in accounting policies and practices, where applicable;
- Reviewed and endorsed adjustment that resulted from the audit; and
- Reviewed the report of the AGSA for the year ended 31 March 2016

Auditor's Report

The Audit and Risk Committee has reviewed Iziko's implementation plan for the audit issues raised in the prior year, and is satisfied that the matters have been adequately resolved. The Audit Committee expressed its concerns, and notes that the Accounting Standard, GRAP 103 on Heritage Assets could not be implemented timeously due to lack of adequate resources, and the impracticality of its application due to vast heritage collections of Iziko, and the limited tie in which to implement the standard.

The Audit and Risk Committee accordingly concurs with and supports the AGSA's conclusion on the annual financial statements, and is of the opinion that the audited annual financial statements should be accepted and read together with the AGSA's report.

Stakeholders

The Committee, on behalf of the Iziko Council, extends its gratitude to the Management Team, the Auditor-General and the Internal Audit activity for the manner in which they have discharged their duties to safeguard good governance. The Committee thanks the Council for the support and confidence it has placed in it.

Dawlard leavadre

Mr Dawood Coovadia Chairman Audit Committee

Date: 25 July 2016

Report of the auditor-general to Parliament on the Iziko Museums of South Africa

Report on the financial statements Introduction

 I have audited the financial statements of the Iziko Museums of South Africa set out on pages 78 to 123, which comprise the statement of financial position as at 31 March 2016, the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting authority's responsibility for the financial statements

2. The accounting authority is responsible for the preparation and fair presentation of these financial statements in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA), and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-general's responsibility

- 3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
- 4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal

control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

 I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

Basis for qualified opinion

Heritage assets and operating expenditure

- 6. As described in note 1.6 to the financial statements, the entity did not recognise and measure heritage assets in accordance with GRAP 103, *Heritage assets*. As the entity did not maintain adequate records of heritage assets on which I could place reliance, I was unable to verify the information through alternative means. Consequently, I was unable to determine the full extent of the understatement of heritage assets and the impact on any other financial statement item, as it was impracticable to do so.
- 7. The entity did not recognise all items of heritage assets in accordance with GRAP 103. Heritage assets. Additions to heritage assets were incorrectly recognised as expenditure. Consequently, heritage assets and retained earnings were understated by R1 207 277 (2015: R910 943) and R910 943 (2015: R203 772), respectively, and total expenditure overstated by R296 334 (2015: R707 171). There was a resultant impact on the surplus for the period and on the accumulated surplus. In addition, the acquisition values for heritage assets bought before the 2012-13 financial year were not included in the assessment. I was not able to determine the impact of the aforementioned exclusion on the heritage assets and retained earnings, as it was impracticable to do so.

Qualified opinion

8. In my opinion, except for the possible effects of the matters described in the basis for qualified opinion paragraphs, the financial statements present fairly, in all material respects, the financial position of the Iziko Museums of South Africa as at 31 March 2016 and its financial performance and cash flows for the year then ended, in accordance with SA Standards of GRAP and the requirements of the PFMA.

Emphasis of matter

9. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Restatement of corresponding figures

10. As disclosed in notes 11 and 19 to the financial statements, the corresponding figures for 31 March 2015 have been restated as a result of errors discovered during the 2015-16 financial year in the financial statements of the Iziko Museums of South Africa at, and for the year ended, 31 March 2015.

Report on other legal and regulatory requirements

11. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives of selected programmes presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

Predetermined objectives

- 12. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information of the following selected programmes presented in the annual performance report of the entity for the year ended 31 March 2016:
- Programme: 1: Administration on pages 27 to 30
- Programme: 2: Business development on pages 31 to 33
- Programme: 3: Public engagement on pages 34 to 38

- 13. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned programmes. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's *Framework for managing programme performance information* (FMPPI).
- I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
- 15. I did not raise any material findings on the usefulness and reliability of the reported performance information for the following programmes:
- Programme: 1: Administration
- Programme: 2: Business development
- Programme: 3: Public engagement

Additional matters

16. Although I raised no material findings of the usefulness and reliability of the reported performance information for the selected programmes, I draw attention to the following matters:

Achievement of planned targets

 Refer to the annual performance report on pages
 27 to 38 for information on the achievement of planned targets for the year.

Adjustment of material misstatements

18. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of programme 1: Administration, programme 2: Business development and programme 3: Public engagement. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

Compliance with legislation

19. I performed procedures to obtain evidence that the entity had complied with applicable legislation regarding financial matters, financial management and other related matters. My material findings on compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:

Annual financial statements

20. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework as required by section 55(1)(b) of the PFMA. Material misstatements of non-current liabilities, current liabilities, expenditure and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected, but the uncorrected material misstatements resulted in the financial statements receiving a qualified audit opinion.

Internal control

21. I considered internal control relevant to my audit of the financial statements, performance report and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on the performance report included in this report.

Leadership

22. Management faced challenges with the implementation of GRAP 103, and after the provisional period that came to an end on 31 March 2015, the heritage assets recognition and measurement processes have not been completed. These challenges, among others, included the completeness and accuracy of accession registers, limited financial and staff resources and limited time in which to complete the exercise to ensure full compliance. Although processes were put in place by leadership to ensure compliance with GRAP, this could not be achieved within the required time, due to the above challenges experienced.

Financial and performance management

23. Processes implemented by management for the review of the financial statements were inadequate as the misstatements identified were not detected and corrected during the preparation and finalisation of the financial statements.

Auditor-General

Cape Town

Date: 29 July 2016



Auditing to build public confidence

Accounting Authority's Report for the Year Ended 31 March 2016

Report by the Council to the Executive Authority, Minister of Arts and Culture, and Parliament of the Republic of South Africa.

1. General Review of the State of Financial Affairs

Iziko's results for the year show satisfactory progress despite the adverse economic climate. Investments, cash and cash equivalents have increased by 24% from R87,757,834 to R109,185,742. This increase is due mainly to the funds received from various donors for core functions projects and the Department of Arts and Culture (DAC) for capital projects.

Iziko received most of its funding through a subsidy allocation from the government, i.e. the national Department of Arts and Culture. During the year under review, Iziko's total revenue increased by 5% to R88,800,764 from R84,318,521 in 2014/15.

The subsidy allocation from the DAC increased by 5% from R65,331,000 to R68,336,000 for the year. The subsidy represents 77% of total income, while 6% of income was derived from donor funding and 17% of the total income was own income generated through entrance fees, venue hire, rental of premises and professional museums services.

Iziko's operating expenditure decreased by 5% from R86,002,383 to R81,534,948. This is due mainly to a 100% decrease in the post-retirement actuarial loss, as well as a decrease of 26% in sundry operating expenses. The post-retirement medical liability increased by R3,925,811, and Iziko has generated a net surplus of R7,265,816 as a result of the increase in total revenue and decrease in total expenditure during the year under review.

Iziko's financial circumstances remain stable. While Iziko has received limited funding for its operations over the last few years, it has practiced good governance with regard to management of its funds; observing the requirements of its donors; as well as compliance with the Public Finance Management Act and National Treasury Regulations, where applicable. While a great deal of work still lies ahead to improve the bottom line and meet the targets set in the Strategic Plan, the results for the year show progress, and Management remains committed to achieving its strategic objectives.

2. Services Rendered by Iziko

2.1 List of Services Rendered Iziko's core business is to manage and promote its unique combination of South Africa's heritage collections, sites and services for the benefit of present and future generations. The services rendered by Iziko in these areas, among others are: Exhibitions; Education and Public Programmes; Collections Management (including loans to other institutions); Development of Collections; Conservation; Research; Curatorial Services; and Publications (both popular and scientific).

The three Collections departments, in collaboration with the Education and Public Programmes department, offer exhibitions that meet the diverse needs of education and life-long learning. The selection of exhibitions gives priority to correcting the imbalances of the past in the representation of art and social history, thus contributing to nation building, social cohesion and transformation.

In addition to Iziko's core business, services such as venue hire, outsourcing of coffee shops, museum retail shops and professional museum services are rendered.

2.2 Tariff Policy

Tariffs are charged for entrance fees, rental of premises, venue hire, photographic services and professional museum services. Tariffs are negotiated at the outset of entering into a service agreement. Iziko reviews tariffs on an annual basis.

3. Capacity Constraints

During the year under review, Executive Management continued the implementation of the realigned organisational structure to effectively and efficiently deliver the objectives of the Strategic Plan. Due to insufficient funding, Iziko is not able to grow its human capital to its full potential, and is unable to employ the necessary staff required to fulfil its core function activities to the maximum potential. An increase in the number of younger staff in key areas would allow for the transfer of skills, capacity development and succession planning. Executive Management continued to evaluate the efficiency of the realigned structure and to maximise opportunities to diversify our demographic profile.

4. Utilisation of Donor Funds

Donor funds amounting to R5,324,455 were received from national government agencies, research foundations, corporate business, and private individual donors during the year under review. The funds are regarded as committed funds because they are earmarked and utilised for specific projects, such as acquisitions, exhibitions, conservation, collection management, research, education, and capital works projects that have a lifespan of more than one year. These projects form an integral part of the Museum's core function activities, and contributed significantly to Iziko's success.

5. Public Entity

Iziko is listed as a Schedule 3A national Public Entity in terms of the Public Finance Management Act, 1999 (Act No. 1 of 1999, as amended by Act No. 29 of 1999), and is governed by the Cultural Institutions Act, 1998 (Act No. 119 of 1998). Iziko operates under the jurisdiction of the Council. The national Department of Arts and Culture is the controlling Executive Authority.

Business address: 25 Queen Victoria Street Cape Town 8000 **Postal address:** PO Box 61 Cape Town 8001

6. Jurisdiction

Iziko resides and is effectively managed in South Africa. The controlling Executive Authority is the national Department of Arts and Culture.

7. New/ proposed Activities

The professional staff in the Art, Natural History and Social History Collections departments are skilled in museum practice and in specialised areas of historical and scientific knowledge. They are well placed to transfer their skills, but Iziko needs funding to support trainee positions from previously disadvantaged communities, in line with its Employment Equity Strategy.

Major projects for the next three to five years include: the upgrade of the Planetarium for which funds have been secured in partnership with academic institutions and the Department of Science and Technology; the capital works project to develop the courtyard at the Iziko South African Museum is progressing well; development of a Maintenance and Conservation Plan for Iziko sites; the continued development of the Iziko Slave Lodge as a museum that focuses on both slavery and human rights; and the proposed development of a Centre for Contemporary Art in Cape Town; the proposed development of the Iziko Maritime Museum; and the upgrade and maintenance of the IT infrastructure, and Iziko sites.

Other projects that will continue in 2016/2017 are the implementation of the Accounting Standard, GRAP 103 on Heritage Assets in compliance with Treasury Regulations; the digitisation of the heritage assets; and the completion of the network infrastructure and disaster recovery site project that will enhance the efficiency and speed of Iziko's network, as well as addressing business continuity in terms of our Disaster Management Plan.

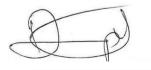
8. Approval

The annual financial statements set out on pages 78 to 123 have been approved by the Council.

1 OS

Ms R Omar Chief Executive Officer

Date: 31 July 2016



Ambassador D Moopeloa Chairman of Council

Date: 31 July 2016

Corporate Governance

Governance of the institution was streamlined through the operation of a system of committees of Council. The sub-committees in operation are the Strategy and Policy; Finance and Budget; and Corporate Governance and Compliance Committees. In addition, an independent Audit and Risk Committee continued to provide oversight of the financial reporting process, the audit process, the system of internal controls and compliance with laws and regulations.

During the year under review, the internal audit unit, under the direction of an Internal Auditor, continued with the mandate of carrying out an effective internal audit of Iziko's internal controls, as informed by the relevant policies, systems and operating procedures.

The Council recognises that good governance and compliance practices are crucial for the sustained development of Iziko, and is committed to instilling good governance and compliance processes in all its operations going forward.

Risk Management

Senior Managers are members of the Risk Management Committee and the Disaster Management Committee. These committees are guided by the Risk Management Policy and the Disaster Management Policy and Plan approved by Council. The performance of Senior Managers is measured in terms performance and the management of risks and disasters related to their areas of responsibility.

Senior Managers annually identify risks that can be removed from the Risk Register and those risks that should be included in the Risk Register. A plan to mitigate or eradicate each risk in terms of a set timeframe is included in the Risk Register. The risks deemed to pose the highest risk to Iziko are placed on the Risk Dashboard, which is monitored by the CEO.

The Disaster Management Committee met in the reporting period to discuss the effectiveness of the response to two fires at Iziko sites. Although positive feedback was received regarding the response to both fires, the Committee identified areas that could be improved. Disaster Management Procedures were reviewed and, where appropriate, improvements were made to the procedures.

Materiality and Significance Framework for 2015/2016 Financial Year

In terms of the PFMA and National Treasury Regulation 28.1.5, the Council has developed and agreed to a framework of acceptable levels of materiality and significance.

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Statement of Financial Position at 31 March 2016

			Restated
	Notes	2016	2015
		R	R
ASSETS			
Non-current Assets		10,968,509	11,142,040
Property, plant and equipment	2	10,618,864	10,096,379
Intangible assets	3	349,645	329,173
Investment	6.1	-	716,488
Current Assets		114,195,375	88,212,927
Inventories	4	114,381	81,003
Trade and other receivables from non-exchange transactions	5	2,836,126	153,164
Trade and other receivables from exchange transactions		2,059,127	937,414
Investment at fair value	6	15,638,010	13,912,474
Cash and cash equivalents	7	93,547,731	73,128,872
TOTAL ASSETS		125,163,884	99,354,967
LIABILITIES			
Non-current Liabilities		65,089,049	78,767,866
Provision: Post-retirement medical benefit	9.2	64,954,096	61,390,717
Deferred income - Unspent conditional grants	10	134,953	720,477
Deferred income - Unspent conditional government grants	10.1	-	16,656,672
Current Liabilities		55,680,101	23,458,183
Trade and other payables from exchange transactions	8.1	9,159,675	8,865,928
Trade and other payables from non-exchange transactions	8.2	3,821,940	3,800,000
Provision: Post-retirement medical benefit		2,896,563	2,534,131
Deferred income - Unspent conditional grants	10	17,213,508	2,071,445
Deferred income - Unspent conditional government grants	10.1	22,588,415	6,186,679
TOTAL LIABILITIES		120,769,150	102,226,049
NET ASSETS		4,394,734	(2,871,082)
TOTAL NET ASSETS		125,163,884	99,354,967

Statement of Financial Performance for the Year Ended 31 March 2016

			Restated
	Notes	2016	2015
		R	R
REVENUE		88,800,764	84,318,521
Revenue from non-exchange transactions		73,994,085	71,217,372
Government grant: Department of Arts and Culture		68,336,000	65,331,000
Government grant: Capital works projects		254,937	690,942
Sponsorship		5,324,455	4,875,975
Cash and asset donations		78,693	319,455
Revenue from exchange transactions		14,806,679	13,101,149
Interest revenue		5,880,732	4,281,365
Admission fees	11.1	6,028,645	6,370,039
Rental income		691,879	673,359
Fair value gain		7,329	-
Reversal of impairment		79,610	-
Post-retirement actuarial gain		354,454	-
Other income		1,764,030	1,776,386
EXPENSES	11	81,534,948	86,002,383
Personnel		58,845,287	57,868,953
Administrative		2,851,085	2,809,018
Depreciation and amortisation expenses		2,323,452	2,758,868
Fair value loss		-	75,019
Impairment loss		-	79,610
Post-retirement actuarial finance costs		5,508,053	4,989,709
Post-retirement actuarial loss		-	4,612,346
Other operating expenses		12,007,071	12,808,860
NET SURPLUS /(DEFICIT) FOR THE YEAR		7,265,816	(1,683,862)

Statement of Changes in Net Assets for the Year Ended 31 March 2016

	Total net assets and reserves
	R
Balance at 1 April 2014	(1,187,220)
Deficit for the year	(1,683,862)
Balance at 31 March 2015 restated	(2,871,082)
Balance at 1 April 2015	(2,871,082)
Surplus for the year	7,265,816
Balance at 31 March 2016	4,394,734

Cash Flow Statement for the Year Ended 31 March 2016

			Restated
	Notes	2016	2015
		R	R
Cash flows from operating activities			
Cash generated in operations	12	18,338,927	15,565,565
Cash receipts from customers and donors		93,421,914	86,178,096
Cash paid to suppliers and employees		(75,082,987)	(70,612,531)
Interest received		5,880,732	4,281,365
interest received		5,880,752	4,201,303
	l		
Net cash inflow from operating activities		24,219,659	19,846,930
Cash flows from investing activities			
Purchase of investments		(929,439)	(745,997)
Purchase of property, plant and equipment		(2,721,055)	(1,558,038)
Purchase of intangible assets		(150,306)	(24,511)
Prior period adjustment		-	-
Net cash outflows from investing activities		(3,800,800)	(2,328,546)
Net increase in cash and cash equivalents		20,418,859	17,518,384
Cash and cash equivalents at beginning of year		73,128,872	55,610,488
Cash and cash equivalents at end of year		93,547,731	73,128,872

Notes to the Financial Statements

1. Accounting Policies

The following are the principal accounting policies of Iziko Museums of South Africa, which are consistent in all material respects, with those applied in previous years. The Museum applies uniform accounting policies as prescribed by the National Treasury, except to the extent that the entity has requested a deviation from the Treasury.

1.1 Basis of Preparation

The annual financial statements (AFS) have been prepared in accordance with the effective Standards of Generally Recognised Accounting Practices (GRAP), including any interpretations and directives issued by the Accounting Standards Board (ASB).

The following standards have been issued by the ASB, and the entity is required to apply the Standards of GRAP where the Minister has determined the effective date. The Minister has determined the effective date for the Standards of GRAP outlined below.

REFERENCE	ТОРІС
GRAP Framework	Framework for the preparation and presentation of financial statements
GRAP 1	Presentation of financial statements
GRAP 2	Cash flow statements
GRAP 3	Accounting policies, changes in accounting estimates and errors
GRAP 4	The effects of changes in foreign exchange rates
GRAP 5	Borrowing costs
GRAP 6	Consolidated and separate financial statements
GRAP 7	Investments in associates
GRAP 8	Interests in joint ventures
GRAP 9	Revenue from exchange transactions
GRAP 10	Financial reporting in hyperinflationary economies
GRAP 11	Construction contracts
GRAP 12	Inventories
GRAP 13	Leases
GRAP 14	Events after the reporting date
GRAP 16	Investment property
GRAP 17	Property, plant and equipment
GRAP 18	Segment reporting
GRAP 19	Provisions, contingent liabilities and contingent assets
GRAP 21	Impairment of non-cash-generating assets
GRAP 23	Revenue from non-exchange transactions
GRAP 24	Presentation of budget information in financial statements
GRAP 25	Employee benefits
GRAP 26	Impairment of cash-generating assets
GRAP 27	Agriculture
GRAP 31	Intangible assets
GRAP 100	Discontinued operations

GRAP 103	Heritage assets
GRAP 104	Financial instruments
GRAP 105	Transfers of functions between entities under common control
GRAP 106	Transfers of functions between entities not under common control
GRAP 107	Mergers
IPSAS 20	Related party disclosures

In the current year, the entity has adopted all new and revised standards and interpretations issued by the ASB that are effective and relevant to its operations.

At the date of authorisation of the financial statements, the following Standards of GRAP are issued but do not have an effective date:

REFERENCE	TOPIC
GRAP 20	Related party disclosures
GRAP 32	Standard of GRAP on service concession arrangements: Grantor
GRAP 108	Statutory receivables

In terms of Directive 2 "Transitional Provision for the Adoption of Standards of GRAP by Public Entities, Municipal Entities and Constitutional Institutions" issued by the Accounting Standards Board, the entity has formulated an Accounting Policy following the principles of GRAP 20.

At the date of authorisation of the financial statements, the following Standards of GRAP are issued but not yet effective:

REFERENCE	TOPIC	EFFECTIVE DATE
GRAP 18	Segment reporting	1 April 2015
GRAP 105	Transfer of functions between entities under common control	1 April 2015
GRAP 106	Transfer of functions between entities not under common control	1 April 2015
GRAP 107	Mergers	1 April 2015

Changes in accounting policies are only effected if a Standard of GRAP requires a change in the current Accounting Policy which will result in more reliable and relevant information about the impact of the transactions or events on the entity's financial statements.

1.2 Significant Judgements and Sources of Estimation Uncertainty

In preparing the AFS, Management is required to make estimates and assumptions that affect the amounts presented in the AFS and related disclosures. Estimates are only based on reliable available information that does not undermine the reliability of the AFS. Use of available information and the application of judgements are inherent in the formation of estimates. Actual results in the future could differ from these estimates, which may be material to the AFS. Significant judgements include:

Trade Receivables

The entity assesses its trade receivables for impairment at the end of each reporting period. The entity makes judgements as to whether there is observation indicating a measurable decrease in the estimated future cash flows from a financial asset.

Allowance for Doubtful Debts

On debtors, an impairment loss is recognised in surplus and deficit when there is objective evidence that it is impaired. Such impairment is measured as the difference between the debtors carrying amount and the present values of estimated future flows, discounted at the effective interest rate, computed at initial recognition.

Fair Value Estimation

The carrying value, less impairment provision of trade receivables and payables, is assumed to approximate their fair value.

Post-retirement Benefits

The present value of the post-retirement obligation depends on a number of factors that are determined on an actuarial value using a number of assumptions. The assumptions used in determining the net cost (income) include the discount rate. Changes in these assumptions will impact on the carrying amount of post-retirement obligations.

1.3 Going Concern Assumption

The Council has reviewed Iziko's budgets and cash flow forecasts for the year ended 31 March 2016. On the basis of the review, and in view of the current financial position, the Council has every reason to believe that Iziko will be a going concern in the year ahead, and has continued to adopt the going concern basis in preparing the financial statements.

1.4 Property, Plant and Equipment

Property, plant and equipment are tangible noncurrent assets (including leasehold improvement and infrastructure assets) that are held for use in production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the item can be measured reliably.

Property, plant and equipment are initially measured at cost. The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bringing the asset to its location and condition necessary for it to be capable of operating in the manner intended by Management. Trade discount rebates are deducted in arriving at the cost.

Where an asset is acquired at no cost, or for a nominal cost, its cost is its fair value as at date of acquisition.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment, and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

The initial estimate of the costs of dismantling and removing the items and restoring the site on which it is located is also included in the cost of property, plant and equipment, where the entity is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for the purposes other than the production of inventories.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the condition necessary for it to be capable of operating in the manner intended by Management.

Property, plant and equipment are carried at cost, less accumulated depreciation, and any impairment losses, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Items of property, plant and equipment are depreciated on the straight-line basis over their expected useful lives to the estimated residual value. The depreciation calculation is based on the following estimated useful lives:

ITEM	AVERAGE USEFUL LIFE
Furniture	1-23 years
Vehicles	1-14 years
Equipment	1-25 years
Computers	1-23 years
Fibre optic network	20 years
Leasehold improvement	5-15 years

The residual value, and the useful life and depreciation method of each asset are reviewed at the end of each reporting period.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each period is recognised in surplus or deficit, unless it is included in the carrying amount of another asset.

Items of property, plant and equipment are derecognised when the asset is disposed of, or when no further benefits or service potential is expected from the use of the asset.

The gain or loss arising from derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

Annual Reassessment of Useful Life

The useful life of an item of property, plant and equipment is the period over which the asset is expected to be available for use. The useful life of assets is reassessed on an annual basis to ensure that the estimated useful lives are still appropriate. When a change in the estimated useful life is identified, the change is accounted for as a change in accounting estimates on a prospective basis.

1.5 Intangible Assets

An asset is identified as an intangible asset when:

- it is capable of being separated or divided from an entity, and sold, transferred, licensed, rented or exchanged either individually or together with a related contract, asset or liability; or
- it arises from contractual rights or other legal rights, regardless of whether those rights are transferable or separated from the entity or from other rights and obligations.

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. Where an intangible asset is acquired at no nominal cost, the cost shall be its fair value as at the date of acquisition. Intangible assets are carried at cost, less any accumulated amortisation and any impairment losses.

Intangible assets are amortised on the straight-line basis over their expected useful lives to the estimated residual value. The amortisation rates are based on the following estimated useful lives:

ITEM	AVERAGE USEFUL LIFE
Intangible assets	1-18 years

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Impairment of Property, Plant and Equipment and Intangible Assets

All items of property, plant and equipment and intangible assets are considered to be non-cash-generating assets, as no commercial return is generated from these assets.

The carrying amounts of assets are reviewed at each reporting date to determine whether there is an indication of impairment. If there is an indication that an asset may be impaired, its recoverable service amount is estimated. The estimated recoverable service amount is the higher of the asset's fair value, less cost to sell and its value in use. When the recoverable service amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. The reduction is an impairment loss.

The value in use is determined through depreciated replacement cost, restoration cost approach, or service units approach. The decision to the approach to use is dependent on the nature of the identified impairment.

The impairment loss is recognised immediately in the Statement of Financial Performance. After the recognition of an impairment loss, the depreciation charge for the asset is adjusted in future periods, to a period that allocates the asset's revised carrying amount, less its residual value, if any, on a systematic basis over its remaining useful life.

1.6 Heritage Assets

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance, and are held indefinitely for the benefit of present and future generations. In line with similar organisations, the value of collections (heritage assets) has not been recognised in the statement of financial position.

Iziko is in the process of developing its Accounting Policy that will establish the manner in which heritage assets will be classified, recognised and measured in the financial statements, in accordance with the requirements of GRAP 103, while simultaneously performing a verification and valuation of all its heritage assets. Due to the magnitude of the heritage asset base, this process will be completed by 31 March 2017.

Iziko has not applied the measurement requirements of the standard, nor any associated presentation and disclosure requirements required to be complied with, in accordance with the requirements of GRAP 103, for the period under review.

1.7 Financial Instruments

Classification

The entity classifies financial assets and financial liabilities into the following categories:

- Loans and receivables; and
- Financial liabilities measured at amortised cost;
- Financial assets at fair value.

Initial Recognition and Measurement

Financial instruments are recognised initially when the entity becomes a party to the contractual provisions of the instrument. The entity classifies financial instruments, or their component parts, on initial recognition as a financial asset, a financial liability or an equity instrument, in accordance with the substance of the contractual arrangement.

Financial instruments are measured initially at fair value, except for equity investments for which a fair value is not determinable, which are measured at cost and are classified as available-for-sale financial assets.

For financial instruments that are not at fair value through surplus or deficit, transaction costs are included in the initial measurement of the instrument.

Subsequent Measurement

Loans and receivables are subsequently measured at amortised cost, using the effective interest method, less accumulated impairment losses.

Financial liabilities at amortised cost are subsequently measured at amortised cost, using the effective interest method.

Impairment of Financial Assets

At each end of the reporting period, the entity assesses all financial assets, other than those at fair value, through surplus or deficit, to determine whether there is objective evidence that a financial asset or group of financial assets have been impaired.

For amounts due to the entity, significant financial difficulties of the debtor and probability that the debtors will enter bankruptcy and default of payments are all considered indicators of impairment. Where financial assets are impaired through use of an allowance account, the amount of the loss is recognised in surplus or deficit with the operating expenses. When such assets are written off, the write off is made against the relevant allowance account. Subsequent recoveries of amounts previously written off are credited against operating expenses.

Trade and Other Receivables

Trade receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost under the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in surplus or when there is objective evidence that the asset is impaired. Significant financial difficulties of the debtor, probability that the debtors will enter bankruptcy or financial reorganisation, and default or delinquency in payments, are considered indicators that the trade receivable is impaired.

The allowance recognised is measured as the difference between the asset's carrying and the present value of estimated future cash flows, discounted at the effective interest rate computed at initial recognition.

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the deficit is recognised in surplus or deficit with operating expenses. When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against operating expenses in surplus or deficit.

Trade and Other Payables

Trade payables are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method.

Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and at bank, as well as demand deposits and other short-term, highly liquid investments that are readily convertible to a known amount of cash, and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value.

For the purposes of the Cash Flow Statement, cash and cash equivalents comprise cash on hand and deposits held on call with banks.

Financial Assets at Fair Value

Gains and losses in the fair value of such investments are recognised in the Statement of Financial Performance.

1.8 Leases

A lease is classified as a finance lease if it transfers, substantially, all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer, substantially, all the risks and rewards incidental to ownership.

Finance Leases - Lessee

Finance leases are recognised as assets and liabilities in the Statement of Financial Position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding liability to the lessor is included in the Statement of Financial Position as a finance lease obligation.

No finance lease agreements are currently in place.

Operating Leases - Lessor

Receipts from operating leases are recognised as an income on a straight-line basis over the lease term. The difference between the amounts is recognised as revenue and included in the Statement of Financial Performance, and the contractual payments are recognised as an operating lease asset or liability and included in the Statement of Financial Position.

Operating Leases - Lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts is recognised as an expense and charged to the Statement of Financial Performance, and the contractual payments are recognised as an operating lease asset or liability, and included in the Statement of Financial Position.

1.9 Inventories

Inventories are initially measured at cost, and except where inventories are acquired at no cost or for nominal consideration, their costs are their fair value as at the date of acquisition. Subsequent inventories are measured at the lower of cost and net realisable value. Inventories consisting of consumable stores and finished goods are valued at the lower of cost realisable value on the first-in, first-out basis. Redundant and slow moving inventories are identified and written down through the Statement of Financial Performance.

1.10 Employee Benefits Short-term Employee Benefits

The cost of short-term employee benefits (those payable within 12 months after the service is rendered, such as paid leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which services are rendered, and are not discounted.

The expected cost of compensated absences is recognised as an expense, as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of bonus payments is recognised as an expense when there is a legal or contractual obligation to make such payments as a result of past performance.

Defined Contribution Plans

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

Payments made to state plan retirement benefit schemes are dealt with as a defined contribution benefit where the entity's obligation under the schemes is equivalent to those arising in a defined contribution retirement benefit plan.

Defined Benefit Plans

For defined benefit plans, the cost of providing the benefits is determined using the projected credit method.

Actuarial valuations are conducted every three (3) years for the museums pension fund, and on an annual basis for the medical aid benefit fund, by independent actuaries, separately for each plan.

Consideration is given to any event that could impact the funds up to the end of the reporting period, where the interim valuation is performed at an earlier date.

Actuarial gains and losses are recognised in full in the Statement of Financial Performance in the year that they occur. Past service costs are recognised immediately to the extent that the benefits are already vested, and are otherwise amortised on a straight-line basis over the average period until the amended benefits become vested.

Post-retirement Medical Benefit

The entitlement to post-retirement healthcare benefits is based on the employee remaining a contributing member of the medical aid schemes and remaining in the service up to retirement age.

Post-retirement healthcare benefits are based on the following subsidy policy:

- An employee who joined the medical aid scheme before 1 October 2004 contributed one third (1/3) of the total healthcare contribution, and Iziko the balance.
- An employee who joined Iziko from 1 October 2004 would, after retirement, pay 100% of the total healthcare contribution.

Valuation of these obligations is carried out by independent, qualified actuaries. Key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date are used for the post-retirement medical liability, as per the actuarial valuation disclosed. See note 9.2. The amount accrued for post-retirement medical benefits is included within the non-current provisions.

The expected costs of these benefits are accrued over the period of employment, using the projected unit credit method. Actuarial gains and losses arising from experience, adjustments and changes in actuarial assumptions are charged to the Statement of Financial Performance in full in the current period.

1.11 Provisions and Contingencies

Provisions are recognised when:

- the entity has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date. Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement shall not exceed the amount of the provision.

Provisions are not recognised for future operating deficits.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 18.

1.12 Revenue from Exchange Transactions

Revenue from exchange transactions refers to revenue that accrued to the entity directly in return for services rendered and goods sold, the value of which approximates the consideration received or receivable. The full amount of the revenue is recognised, and any impairment losses are subsequently recognised.

An exchange transaction is one in which the entity receives assets or services, or has liability extinguished, and gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

Fair value is the amount at which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Measurement

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts.

Sale of Goods

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:

- The entity has transferred to the purchaser the significant risks and rewards of ownership of the goods;
- The entity retains neither continuing managerial involvement to the degree usually associated with ownership and effective control over the goods sold;
- The amount of revenue can be measured reliably;
- It is probable that the economic benefits or service potential associated with the transaction will flow to the entity; and
- The cost incurred or to be incurred in respect of the transaction can be measured reliably.

Rendering of Services

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all of the following conditions are satisfied:

- The amount of revenue can be measured reliably;
- It is probable that the economic benefits or service potential associated with the transaction will flow to the entity;
- The stage of completion of the transaction at the reporting date can be measured reliably; and
- The costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

Interest and Rental Income

Revenue arising from the use by others, of entity assets yielding interest and rental income, is recognised when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity; and
- the amount of the revenue can be measured reliably.

Interest is recognised, in surplus or deficit, using the effective interest rate method.

Revenue from rental of facilities and equipment is recognised on an accrual basis in accordance with the substance of the agreements.

Concessions

As part of Iziko's strategic objectives of allowing access and enhancing the museum experience to the broader community, Iziko offers free entry to all its museums to members of the public on certain holidays and on certain commemorative days. In addition, concessionary rates are granted to learners, school groups and pensioners, as well as waiving venue hire fees for not-for-profit organisations where appropriate. The value of concessions granted is not recognised in the financial statements, but is disclosed in note 11.1 to the financial statements.

1.13 Revenue from Non-exchange Transactions

In a non-exchange transaction, an entity receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

Control of an asset arises when the entity can use or otherwise benefit from the asset in pursuit of its objectives, and can regulate the access of others to that benefit.

Stipulations on transferred assets are terms in laws and regulation, or a binding arrangement, imposed upon the use of a transferred asset by entities external to the reporting entity.

Recognition

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow. As the entity satisfies a present obligation, recognised as a liability, in respect of an inflow of resources from a non-exchange transaction, recognised as an asset, it reduces the carrying amount of the liability recognised, and recognises an amount of revenue equal to that reduction.

Measurement

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the entity.

Where a liability is required to be recognised, it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets. When a liability is subsequently reduced because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

1.14 Comparative Figures

Where necessary, comparative figures have been reclassified to conform to changes in presentation in the current year.

1.15 Irregular, Fruitless and Wasteful Expenditure

Irregular expenditure is expenditure other than unauthorised expenditure, incurred in contravention of, or that is not in accordance with, a requirement of any applicable legislation, including the Public Finance Management Act (Act No. 1 of 1999, as amended by Act No. 29 of 1999), or any regulations made in terms of this Act.

Fruitless expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the Statement of Financial Performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

1.16 Taxation

Iziko is exempt from taxation in terms of the provision of Section 10(1)(cA)(i) of the Income Tax Act, 1962 (Act No. 58 of 1962), as amended.

1.17 Related Parties

The entity operates in an economic sector currently dominated by entities directly or indirectly owned by the South African Government. As a consequence of the constitutional independence of the three spheres of government in South Africa, only other public entities where control exists are considered to be related parties.

Management is regarded as related parties of Iziko. Management is defined as being individuals with the authority and responsibility for planning, directing and controlling the activities of the entity. All individuals from the level of Senior Management, as well as the members of the Accounting Authority are considered Management.

A related party transaction is a transfer of resources or obligation between related parties, regardless of whether a price is charged. Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions, or if the related party and another entity are subject to common control.

1.18 Segment Reporting

A segment is an activity of an entity:

- a. That generates economic benefits or service potential (including economic benefits or service potential relating to transactions between activities of the same entity);
- b. Whose results are regularly reviewed by Management to make decisions about resources to be allocated to that activity and in assessing its performance; and
- c. For which separate financial information is available.

Iziko has identified the following segments to be reported on: Natural History Collections; Social History Collections; Art Collections and Education and Public Programmes. These four segments represent the core functions at Iziko, and meet the criteria set out to be disclosed as reportable segments. The other departments are more administrative in nature, and will thus form part of the unallocated/ central total. Furthermore, only certain expenditure is reported separately and reviewed for each of these segments, whilst assets and liabilities are all central and unallocated in the segmented reporting.

Information reported on about these segments is used by Management as one of the bases for evaluating the segments' performances and for making decisions about the allocation of resources. The disclosure of information about these segments is also considered appropriate for external reporting purposes.

Iziko has a national focus, with sites of varying sizes located in close proximity of less than a 20 kilometre radius within the central Cape Town area, and reporting cannot be distinguished per geographic area, as the information is not classified as such in Iziko's records. This approach has not been considered to be feasible for Iziko.

							2010
	Furniture	Vehicles	Equipment	Computers	Fibre optic network	Improvement to leased property	TOTAL
	R	R	R	R	R	R	R
Gross carrying amount at beginning of year	2,246,776	482,555	10,002,327	4,962,422	4,990,321	3,150,448	25,834,849
Accumulated depreciation at beginning of year	(1,985,028)	(201,294)	(7,534,274)	(4,069,753)	(1,185,202)	(762,919)	(15,738,470)
Net carrying amount at beginning of year – restated	261,748	281,261	2,468,053	892,669	3,805,119	2,387,529	10,096,379
Acquisitions	81,789	1,500	1,943,453	656,011	-	38,302	2,721,055
Disposals	(2,403)	-	(32,864)	(4,324)	-	-	(39,591)
Accumulated depreciation on disposals	2,403	-	27,912	4,324	-	-	34,639
Depreciation expense for the year	(124,096)	(40,256)	(1,061,559)	(419,258)	(249,516)	(298,933)	(2,193,618)
Net carrying amount at end of year	219,441	242,505	3,344,995	1,129,422	3,555,603	2,126,898	10,618,864
Gross carrying amount at end of year	2,326,162	484,055	11,912,916	5,614,109	4,990,321	3,188,750	28,516,313
Accumulated depreciation at end of year	(2,106,721)	(241,550)	(8,567,921)	(4,484,687)	(1,434,718)	(1,061,852)	(17,897,449)

2. Property, Plant and Equipment

Property, Plant and Equipment includes historical assets acquired prior to 2010 amounting to R3,172 with nil and R1 take-on values, which are fully depreciated but still in use.

2016

Restated 2015

							2015
	Furniture	Vehicles	Equipment	Computers	Fibre optic network	Improvement to leased property	TOTAL
	R	R	R	R	R	R	R
Gross carrying amount at beginning of year	2,248,916	232,555	9,028,350	5,350,387	4,990,321	3,055,554	24,906,083
Accumulated depreciation at beginning of year	(1,794,904)	(169,533)	(6,430,145)	(3,951,190)	(935,685)	(481,284)	(13,762,741)
Net carrying amount at beginning of year	454,012	63,022	2,598,205	1,399,197	4,054,636	2,574,270	11,143,342
Acquisitions	19,448	250,000	1,124,891	68,805	-	94,894	1,558,038
Disposals	(21,588)	-	(150,914)	(456,770)	-	-	(629,272)
Accumulated depreciation on disposals	21,588	-	144,484	446,034	-	-	612,106
Depreciation expense for the year	(211,712)	(31,761)	(1,248,613)	(564,597)	(249,517)	(281,635)	(2,587,835)
Net carrying amount at end of year	261,748	281,261	2,468,053	892,669	3,805,119	2,387,529	10,096,379
Gross carrying amount at end of year	2,246,776	482,555	10,002,327	4,962,422	4,990,321	3,150,448	25,834,849
Accumulated depreciation at end of year	(1,985,028)	(201,294)	(7,534,274)	(4,069,753)	(1,185,202)	(762,919)	(15,738,470)

Property, plant and equipment includes historical assets acquired prior to 1999 to the amount of R3,204 with nil and R1 take-on values, which are fully depreciated but still in use. Included in the amount at the end of the year are assets identified to be written off which have a historical cost value of R61,913 with a net book value of R14,305 due to obsolescence during the year. At the time of reporting, Council had not yet approved the disposal of this equipment.

3. Intangible Assets

Intangible assets comprise of computer software purchased.

	2016	2015
	R	R
Carrying amount at beginning of year	329,173	475,696
Cost	1,256,474	1,241,246
Accumulated amortisation	(927,301)	(765,550)
Current year movement		-
Additions	150,306	24,511
Disposals	-	(9,283)
Re-estimation	-	-
Accumulated amortisation on disposals	-	9,282
Amortisation expense for the year	(129,834)	(171,033)
Carrying amount at end of year	349,645	329,173
Cost	1,406,780	1,256,474
Accumulated amortisation	(1,057,135)	(927,301)

No intangible assets were internally generated during the year under review.

4. Inventories

	2016	2015
	R	R
Consumables	93,461	58,606
Finished goods	20,920	22,397
	114,381	81,003

5. Trade and Other Receivables

		Restated
	2016	2015
	R	R
Gross carrying amount	4,895,253	1,145,180
Provision for impairment	-	(54,602)
	4,895,253	1,090,578
Receivables from non-exchange transactions	2,836,126	153,164
Receivables from exchange transactions	2,059,127	937,414
	4,895,253	1,090,578

Reconciliation of the provision for impairment of trade and other receivables

	2016 R	2015 R
Opening balance	54,602	20,794
Bad debts written off	3,673	-
Provision raised	-	33,808
Provision reversed	(58,275)	
Closing balance	-	54,602

Bad debts amounting to R63,087, including current write offs and amounts previously provided as doubtful debts, were approved by Iziko's Council after year-end.

6. Investments at Fair Value

	2016	2016	2015
	Credit rating AAA	R	R
Stanlib - Enhanced Yield Fund (Cash Plus Fund)			
Stanlib Enhanced Yield account		15,638,010	13,912,474
Stanlib Enhanced Yield Fund balance		14,841,912	13,912,474
Transfer from Stanlib Enhanced Yield ABIL Retention Fund		796,098	-

The Stanlib Enhanced Yield Fund (Cash Plus Fund) is a product which, whilst it falls under the unit trust act, has a fixed base price and earns interest on a monthly basis in the same way that the money market call account provides interest. It is a collective investment scheme in which the value of participatory interests may fluctuate. Participatory interest prices are calculated on a net asset value basis, which is the total value of all assets in the portfolio, including any income accrual, and less any permissible deductions, divided by the number of participatory interests in issue.

During the year under review, a fair value gain of R7,329 (2015: Fair value loss of R75,019) was incurred on the investment.

6.1 Investment (Retention Fund)

The Stanlib Enhanced Yield Fund had fixed interest exposure to African Bank Investment Limited (ABIL), which was placed under curatorship on 10 August 2014, and created unforeseen losses to investors with holdings in ABIL. The value of the fixed interest instrument on 8 August 2014, exposure before write-down, was 6,06%, and post write-down on 11 August 2014 was 5,54%. Therefore, the impact on the value of the fund effective on 11 August 2014 was 0,61%.

To ensure that the investment is protected and to avoid further losses to investors, a Retention Fund was created to segregate illiquid ABIL debt asset in a side pocket, and funds with exposure to ABIL were switched out to a Stanlib Enhanced Yield ABIL Retention Fund. The value has not been withdrawn from the investment account, and the account remains in the name of Iziko under the retention account. No redemptions will be allowed from this account until the Reserve Bank releases the curatorship.

On 4 April 2016, the curator of the African Bank launched the Good Bank, called African Bank Limited. On the launch of African Bank Limited, the curator paid out accrued interest for the period of curatorship (from 10 August 2014).

On 6 May 2016, Stanlib announced that it has managed to dispose of additional assets in the Stanlib Enhanced Yield ABIL Retention Fund. Eighty five percent (85%) of Iziko's amount invested was sold, and the amount was reinvested in the Stanlib Enhanced Yield Fund Account. The remaining assets will be kept in the retention funds until the fund managers can dispose of them.

As a result of the switch out of the long-term side pocketed funds, the investment of Iziko as at 31 March 2016 has been included in current assets.

	2016	2015
	R	R
Gross carrying amount (Stanlib Enhanced Yield ABIL Retention Fund)	796,098	796,098
Transfer to Stanlib Enhanced Yield Fund	(796,098)	-
Provision for impairment	-	(79,610)
Stanlib Enhanced Yield ABIL Retention Fund	-	716,488

6.2 Impairment of Investment

The provision for impairment has been reversed at 31 March 2016.

	2016	2015
	R	R
Reconciliation of the provision for impairment		
Opening balance	79,610	-
Provision raised/(reversed)	(79,610)	79,610
Closing balance	-	79,610

7. Cash and Cash Equivalents

		2016	2015
		R	R
ABSA - 90-day fixed deposit	F1	9,485,376	8,862,834
Investec - Private money fund	F1	21,670,638	20,216,722
Standard Bank - Call deposit	F1	49,006,043	31,556,498
Standard Bank - Current account	F1	13,371,674	12,479,468
Cash on hand		14,000	13,350
		93,547,731	73,128,872

8. Trade and Other Payables 8.1 Payables from Exchange Transactions

	2016	2015
	R	R
Deferred lease liability	-	52,767
Rent deposits	99,381	115,353
Leave pay	2,210,727	2,140,901
Annual bonus	3,095,794	2,461,865
Trade creditors and accruals	3,753,773	4,095,042
	9,159,675	8,865,928

8.2 Payables from Non-exchange Transactions

	2016	2015
	R	R
Grant deposit	3,800,000	3,800,000
Other payables	21,940	
	3,821,940	3,800,000

The entity received a grant deposit from the National Research Foundation (NRF). This capital amount is only used to finance NRF funded projects at the institution.

9. ProvisionsEmployee Benefits9.1 Post-retirement Pension Benefit

The provision for post-retirement pension benefit represents Iziko's liability towards the unfunded actuarial liabilities for the defined pension fund covering all participating employees.

According to the April 2012 valuation reports, no shortfall exists in respect of accrued liabilities, and a funding level of 100% certifies that the Museums Pension Fund is currently in a financially sound position. Any deficit advised by the actuaries is funded through increased contributions to ensure the ongoing soundness of the pension fund.

9.2 Post-retirement Medical Benefit

	2016	2015
	R	R
Balance at beginning of year	63,924,848	55,341,149
Increase in provision	3,925,811	8,583,699
Balance at end of year	67,850,659	63,924,848
Provision: Post-retirement medical benefit (Non-current liability)	64,954,096	61,390,717
Provision: Post-retirement medical benefit (Current liability)	2,896,563	2,534,131
	67,850,659	63,924,848

The provision was increased for Iziko's liability towards future post-retirement medical benefits to cover all participating employees and retirees.

Medical Aid

Iziko operates a post-retirement medical benefit scheme that covers all employees appointed prior to 1 October 2004.

The medical schemes are funded by payments from retirees and Iziko. Iziko's contribution to the medical schemes is charged to the income statement in the year to which it relates.

The latest full valuation of Iziko's liability in respect of post-retirement medical benefits for the financial yearend was performed on 31 March 2016, and will be valued at yearly intervals thereafter. The actuary forecast the expense for the year following the valuation date and the forecast position at the year-end following the valuation date, ignoring any gains or losses arising over the period. The liability was projected based on sixtytwo (62) retirees and thirty-eight (38) employees participating as at 31 March 2016. The liability and future increases are charged to income.



Amounts for the current and previous four periods are as follows:

	2016	2015	2014	2013	2012
	R	R	R	R	R
Opening balance	63,924,848	55,341,149	42,228,872	39,256,500	36,293,586
Current service cost	1,306,343	1,214,360	998,919	832,574	737,967
Interest cost	5,508,053	4,989,709	3,596,117	3,210,591	3,238,565
Expected return on plan assets	-	-	-	-	-
Liability recognised	-	-	-	-	-
Actuarial (gain)/loss	(354,454)	4,612,346	10,343,271	442,266	343,412
Past service cost	-	-	-	-	-
Expected employer benefit payments	(2,534,131)	(2,232,716)	(1,826,030)	(1,513,059)	(1,357,030)
	67,850,659	63,924,848	55,341,149	42,228,872	39,256,500

Actuarial Gain

An actuarial gain of R354,454 has arisen over the past year.

This gain has arisen due to the following reasons:

- Medical scheme contributions for 2016, and hence the subsidies payable by the employer, increased on average by 9,8% compared to the increase of 6,3% that was assumed in the previous valuation. This resulted in an actuarial loss of R4,109,405.
- Changes made to the assumptions, specifically the reduction of the net discount rate from negative 0,6% to negative 0,5% per annum resulted in an actuarial gain of R3,356,034.
- The difference between actual demographic experience (resignation, retirement, mortality, etc.) and that assumed in the previous valuation gave rise to an actuarial gain of R1,107,825.

During the year under review, an additional provision of R3,925,811 (2015: R8,583,699) was raised in the financial statements to increase Iziko's future liability towards the post-retirement employee medical benefit scheme to R67,850,659 (2015: R63,924,848)

Total Expense Recognised in the Statement of Financial Performance:

	2016	2015
	R	R
Service costs	1,306,343	1,214,360
Interest costs	5,508,053	4,989,709
Actuarial (gain)/loss	(354,454)	4,612,346
Personnel costs	6,459,942	10,816,415

Key Assumptions Used

The changes from the previous valuation include:

- An increase in the discount rate used, from 8,7% to 10,1% per annum.
- An increase in the long-term medical cost inflation assumption, from 9,4% to 10,6% per annum.
- The two changes above result in an increase in the net discount rate from negative 0,64% to negative 0,45% per annum.

The actuary has assumed that healthcare cost inflation will be 2.0% higher than CPI inflation. The rates used in the valuation are shown in the following table.

Assumed Rates of Contribution Increases

	2016/2017	2017/2018	2018/2019	Thereafter
Medical inflation	7,9%	8,4%	8,7%	10,6%

All other assumptions remain unchanged from those used in the previous valuation prepared by the Actuary.

The mortality assumptions used in the calculation of the liabilities were as follows:

Pre-retirement	Male	SA 85-90 (light)
	Female	SA 85-90 (light) down by 3 years
Destautions and	Male	PA90
Post-retirement	Female	PA90

Other Assumptions

The valuation was based on the current subsidy levels specified in the data provided.

The actuary has assumed that no significant changes will occur in the structure of the healthcare and subsidy arrangements. No allowance was made for the effect of the proposed Risk Equalisation Fund (REF) on the scheme contributions. It is unlikely that REF will be implemented.

Sensitivity Analysis

The sensitivity analysis is performed by making changes to the assumption being considered and comparing the results to the base scenario. The results are particularly sensitive to changes in the assumption regarding future increases in medical scheme contributions. This is illustrated in the tables below.

Sensitivity Analysis - F2016 Accounting Entries

	Base	Inflation plus 1,0%	Inflation plus 0,5%	Inflation minus 1,0%	Inflation minus 0,5%
Liability brought forward as at 1 April 2015	63,924,848	63,924,848	63,924,848	63,924,848	63,924,848
Settlements	(2,534,131)	(2,534,131)	(2,534,131)	(2,534,131)	(2,534,131)
Service cost	1,306,343	1,306,343	1,306,343	1,306,343	1,306,343
Interest cost	5,508,053	5,508,053	5,508,053	5,508,053	5,508,053
Actuarial (gain)/loss	(354,454)	9,005,518	4,108,489	(8,155,552)	(4,429,022)
Liability as at 31 March 2016	67,850,659	77,210,631	72,313,602	60,049,561	63,776,091

Sensitivity Analysis - F2017 Accounting Entries (projected)

	Base	Inflation plus 1,0%	Inflation plus 0,5%	Inflation minus 1,0%	Inflation minus 0,5%
Liability brought forward as at 1 April 2016	67,850,659	77,210,630	72,313,602	60,049,560	63,776,091
Settlements	(2,896,563)	(2,896,563)	(2,896,563)	(2,896,563)	(2,896,563)
Service cost	1,151,704	1,378,665	1,258,893	969,311	1,055,610
Interest cost	6,764,801	7,721,620	7,220,971	5,967,679	6,348,417
Actuarial (gain)/loss	-	-	-	-	-
Liability as at 31 March 2017	72,870,601	83,414,352	77,896,903	64,089,987	68,283,555

Discount Rate - Sensitivity Analysis

	Base	Discount rate plus 1,0%	Discount rate minus 1,0%
	R	R	R
Liability as at 31 March 2016	67,850,659	60,004,188	77,451,717

10. Deferred Income - Unspent Conditional Grants

Deferred income consists of funds received for specific projects, on condition that any unspent funds are returned to the transferor. A liability is recognised for advance receipts until the event that makes the transfer arrangement binding occurs and all other conditions under the agreement are fulfilled. When that event occurs and all other conditions under the agreement are fulfilled, the liability is discharged and revenue is recognised. The liability is measured at the amount required to settle the obligation.

Conditional grants are received for research projects, art exhibitions and educational projects from a number of different donors.

				R
Projects per department	Number of projects	Total deferred income	To be utilised within one year	To be utilised in year 2 and thereafter
		R	R	R
Natural History Collections	8	595,184	595,183	-
Social History Collections	4	704,767	569,814	134,953
Art Collections	5	1,147,242	1,147,242	-
Education and Public Programmes	1	14,901,269	14,901,269	-
TOTAL		17,348,462	17,213,508	134,953

2016

Projects per department	Number of projects	Total deferred income	To be utilised within one year	To be utilised in year 2 and thereafter
		R	R	R
Natural History Collections	12	624,485	624,485	-
Social History Collections	3	481,605	481,605	-
Art Collections	8	1,618,627	898,150	720,477
Education and Public Programmes	3	67,205	67,205	-
Institutional Advancement		-	-	-
TOTAL		2,791,922	2,071,445	720,477

10.1 Deferred Government Grant

2016

			R
Project	Total deferred income	To be utilised within one year	To be utilised in year 2 and thereafter
Courtyard Project	5,402,929	5,402,929	-
Maintenance and Conservation Project	9,308,686	9,308,686	-
Climate Control Project	376,800	376,800	-
Halon Gas and Fire Suppression System Project	7,500,000	7,500,000	-
TOTAL	22,588,415	22,588,415	-

2015

			R
Project	Total deferred income	To be utilised within one year	To be utilised in year 2 and thereafter
Courtyard Project	5,632,240	1,126,448	4,505,792
Maintenance and Conservation Project	9,334,311	933,431	8,400,880
Climate Control Project	376,800	376,800	-
Halon Gas and Fire Suppression System Project	7,500,000	3,750,000	3,750,000
TOTAL	22,843,351	6,186,679	16,656,672

Funding received from the DAC in respect of capital works for the Courtyard Project at the Iziko South African Museum (ISAM):

2015 R

	2016	2015
	R	R
Carrying amount at beginning of year	5,632,240	6,149,521
Amount received during current year	-	-
Amount utilised during the year	(229,311)	(517,281)
Carrying amount at end of year	5,402,929	5,632,240

Funding received from the DAC to be utilised for the maintenance and conservation of all Iziko sites:

	2016	2015
	R	R
Carrying amount at beginning of year	9,334,311	9,507,971
Amount received during current year	-	-
Amount utilised during the year	(25,625)	(173,660)
Carrying amount at end of year	9,308,686	9,334,311

Funding received from the DAC in respect of the Climate Control Project at the ISAM:

	2016	2015
	R	R
Carrying amount at beginning of year	376,800	376,800
Amount received during current year	-	-
Amount utilised during the year		-
Carrying amount at end of year	376,800	376,800

Funding received during the current year from the DAC in respect of the Halon Gas and Fire Suppression System at the ISAM:

	2016	2015
	R	R
Carrying amount at beginning of year	7,500,000	-
Amount received during current year	-	7,500,000
Amount utilised during the year		-
Carrying amount at end of year	7,500,000	7,500,000
TOTAL	22,588,415	22,843,351
Deferred income - Unspent conditional government grants:		
Non-current liability	-	16,656,672
Deferred income - Unspent conditional government grants:		
Current liability	22,588,415	6,186,679
	22,588,415	22,843,351

11. Net Surplus/(Deficit) for the Year

Net surplus/(deficit) has been arrived at after charging:

2016 2015 Notes R R Personnel expenses 57,896,953 57,591,595 Salaries and benefits 57,591,595 56,7759,569 Provision for post-retirement benefits 9.2 1,253,692 1,072,984 Audit fees 1,817,034 1,183,559 8,845,332 2,758,867 Bank and legal costs 398,463 494,985 2,232,452 2,758,867 Consultants 2,193,618 2,587,834 171,033 171,033 Impairment loss on investment - 79,610 2,193,618 171,033 Impairment loss on investment - 79,610 1,434,774 1,555,892 Insurance 4,452,971 1,232,255 1,1434,774 1,555,892 Insurance 3,47,684 425,475 970vision for doubtful debts 8,485 3,809 Licenses and computer networking costs 2,043,925 2,75,281 1,22,255 1,22,255 Library costs 2,044,921 1,23,255 1,452,971 1,32,255 1,452,971 1,32,828 <t< th=""><th></th><th></th><th></th><th>Restated</th></t<>				Restated
Personnel expenses 58,845,287 57,868,953 Salaries and benefits 57,591,595 1,072,944 Audit fees 1,817,034 1,183,559 Bank and legal costs 398,463 494,985 Consultants 944,790 1,267,159 Depreciation 2,193,618 2,587,834 Amortisation: Intangible assets 129,834 129,8361 Impairment loss on investment - 79,610 Loss on disposal of assets 4,952 17,166 Operating leases 1,434,774 1,555,892 Insurance 347,684 425,475 Provision for doubtful debts 8,485 33,809 Licenses and computer networking costs 1,462,971 1,212,225 Library costs 24,921 36,695 Relocation costs - Courtyard Project 221,901 517,255 Staff training and promotions 33,505 30,840 Telephone expenses 548,333 509,833 Subsistence and travel 1,210,971 1,133,898 Motor vehicle and transport costs 36			2016	2015
Salaries and benefits 57,591,595 56,795,969 Provision for post-retirement benefits 9.2 1,253,692 1,072,984 Audit fees 1,817,034 1,183,559 Bank and legal costs 398,463 494,985 Consultants 944,790 1,267,159 Depreciation 2,193,618 2,58,867 Depreciation 2,193,618 2,58,867 Impairment loss on investment 79,610 1,033 Loss on disposal of assets 4,952 17,166 Operating leases 1,434,774 1,555,892 Insurance 347,664 425,475 Provision for doubtful debts 8,485 33,809 Licenses and computer networking costs 1,462,971 1,231,225 Library costs 2,4921 36,665 Relocation costs - Courtyard Project 221,901 517,282 Website maintenance costs 2,09,226 275,251 Advertising, marketing and promotions 313,507 255,946 Staff training and development 339,535 301,840 Telep		Notes	R	R
Provision for post-retirement benefits 9.2 1,253,692 1,072,984 Audit fees 1,817,034 1,183,559 Bank and legal costs 398,463 494,985 Consultants 944,790 1,267,159 Depreciation 2,323,452 2,758,867 Depreciation 2,193,618 2,587,834 Amortisation: Intangible assets 129,834 171,033 Impairment loss on investment - 79,610 Loss on disposal of assets 4,952 17,166 Operating leases 1,447,774 1,555,892 Insurance 347,664 425,475 Provision for doubtful debts 8,485 33,809 Licenses and computer networking costs 1,462,971 1,231,225 Library costs 2,49,21 36,695 Relocation costs - Courtyard Project 221,901 517,282 Website maintenance costs 209,326 275,511 Advertising, marketing and promotions 313,507 255,946 Staff training and development 339,535 301,840 Tel	Personnel expenses		58,845,287	57,868,953
Audit fees 1.817.034 1.183.559 Bank and legal costs 398,463 494,985 Consultants 944,790 1,267,159 2.323,452 2.758,867 Depreciation 2,193,618 2,587,834 Amortisation: Intangible assets 171,033 171,033 Impairment loss on investment - 79,610 Loss on disposal of assets 4,952 171,66 Operating leases 1,434,774 1,555,892 Insurance 347,684 425,475 Provision for doubtful debts 8,485 33,809 Licenses and computer networking costs 1,462,971 1,231,225 Library costs 24,921 36,695 Relocation costs - Courtyard Project 221,901 517,282 Website maintenance costs 209,326 275,251 Advertising, marketing and promotions 313,507 255,946 Staff training and development 339,535 301,840 Telephone expenses 548,437 478,070 Cleaning, hygiene and garden services 444,562 397,002 Consumables 571,755 762,410 </td <td>Salaries and benefits</td> <td></td> <td>57,591,595</td> <td>56,795,969</td>	Salaries and benefits		57,591,595	56,795,969
Bank and legal costs 398,463 494,985 Consultants 944,790 1,267,159 2,323,452 2,758,867 Depreciation 2,193,618 2,587,834 Amortisation: Intangible assets 129,834 171,033 Impairment loss on investment - 79,610 Loss on disposal of assets 4,952 17,166 Operating leases 1,434,774 1,555,892 Insurance 347,684 425,475 Provision for doubtful debts 8,485 33,809 Licenses and computer networking costs 1,462,971 1,231,225 Library costs 24,921 36,695 Relocation costs - Courtyard Project 221,901 517,282 Website maintenance costs 209,326 275,251 Advertising, marketing and promotions 333,507 255,946 Staff training and development 339,535 301,840 Telephone expenses 548,333 509,833 Subsistence and travel 1,210,971 1,135,898 Motor vehicle and transport costs 364,877	Provision for post-retirement benefits	9.2	1,253,692	1,072,984
Consultants 944,790 1,267,159 2,323,452 2,758,867 Depreciation 2,193,618 2,587,834 Amortisation: Intangible assets 129,834 171,033 Impairment loss on investment - 79,610 Loss on disposal of assets 4,952 17,166 Operating leases 1,434,774 1,555,892 Insurance 347,684 425,475 Provision for doubtful debts 8,485 33,809 Licenses and computer networking costs 1,462,971 1,231,225 Library costs 24,921 36,695 Relocation costs - Courtyard Project 221,901 517,282 Website maintenance costs 209,326 275,251 Advertising, marketing and promotions 333,507 255,946 Staff training and development 339,535 301,840 Telephone expenses 548,333 509,833 Subsistence and travel 1,210,971 1,135,898 Motor vehicle and transport costs 364,877 478,070 Cleaning, hygiene and garden services <td< td=""><td>Audit fees</td><td></td><td>1,817,034</td><td>1,183,559</td></td<>	Audit fees		1,817,034	1,183,559
2,323,452 2,758,867 Depreciation 2,193,618 2,587,834 Amortisation: Intangible assets 129,834 171,033 Impairment loss on investment 79,610 Loss on disposal of assets 4,952 17,166 Operating leases 1,434,774 1,555,892 Insurance 347,684 425,475 Provision for doubtful debts 8,485 33,809 Licenses and computer networking costs 1,462,971 1,231,225 Library costs 24,921 36,695 Relocation costs - Courtyard Project 221,901 517,282 Website maintenance costs 209,326 275,251 Advertising, marketing and promotions 313,507 255,946 Staff training and development 339,535 301,840 Telephone expenses 548,333 509,833 Subsistence and travel 1,210,971 1,135,898 Motor vehicle and transport costs 366,750 367,292 Consumables 571,755 762,410 Printing and stationery 366,750 367,292 </td <td>Bank and legal costs</td> <td></td> <td>398,463</td> <td>494,985</td>	Bank and legal costs		398,463	494,985
Depreciation 2,193,618 2,587,834 Amortisation: Intangible assets 129,834 171,033 Impairment loss on investment - 79,610 Loss on disposal of assets 4,952 17,166 Operating leases 1,434,774 1,555,892 Insurance 347,684 425,475 Provision for doubtful debts 8,485 33,809 Licenses and computer networking costs 1,462,971 1,231,225 Library costs 24,921 36,695 Relocation costs - Courtyard Project 221,901 517,282 Website maintenance costs 209,326 275,251 Advertising, marketing and promotions 333,507 255,946 Staff training and development 339,535 301,840 Telephone expenses 548,333 509,833 Subsistence and travel 1,210,971 1,135,898 Motor vehicle and transport costs 364,877 478,070 Cleaning, hygiene and garden services 571,755 762,410 Printing and stationery 366,750 367,292	Consultants		944,790	1,267,159
Amortisation: Intangible assets 129,834 171,033 Impairment loss on investment 79,610 Loss on disposal of assets 4,952 17,166 Operating leases 1,434,774 1,555,892 Insurance 347,684 425,475 Provision for doubtful debts 8,485 33,809 Licenses and computer networking costs 1,462,971 1,231,225 Library costs 24,921 36,695 Relocation costs - Courtyard Project 221,901 517,282 Website maintenance costs 209,326 275,251 Advertising, marketing and promotions 313,507 255,946 Staff training and development 339,535 301,840 Telephone expenses 548,333 509,833 Subsistence and travel 1,210,971 1,135,898 Motor vehicle and transport costs 444,562 397,002 Consumables 571,755 762,410 Printing and stationery 366,750 367,292 Repairs and maintenance 438,831 395,802 Security expenses			2,323,452	2,758,867
Impairment loss on investment 79,60 Loss on disposal of assets 4,952 17,166 Operating leases 1,434,774 1,555,892 Insurance 347,684 425,475 Provision for doubtful debts 8,485 33,809 Licenses and computer networking costs 1,462,971 1,231,225 Library costs 24,921 36,695 Relocation costs - Courtyard Project 221,901 517,282 Website maintenance costs 209,326 275,251 Advertising, marketing and promotions 313,507 255,946 Staff training and development 339,535 301,840 Telephone expenses 548,333 509,833 Subsistence and travel 1,210,971 1,135,898 Motor vehicle and transport costs 364,877 478,070 Cleaning, hygiene and garden services 571,755 762,410 Printing and stationery 366,750 367,292 Repairs and maintenance 438,831 395,802 Security expenses 1,319,259 1,187,121 Post-retirement	Depreciation		2,193,618	2,587,834
Loss on disposal of assets 4,952 17,166 Operating leases 1,434,774 1,555,892 Insurance 347,684 425,475 Provision for doubtful debts 8,485 33,809 Licenses and computer networking costs 1,462,971 1,231,225 Library costs 24,921 36,695 Relocation costs - Courtyard Project 221,901 517,282 Website maintenance costs 209,326 275,251 Advertising, marketing and promotions 313,507 255,946 Staff training and development 339,535 301,840 Telephone expenses 548,333 509,833 Subsistence and travel 1,210,971 1,135,898 Motor vehicle and transport costs 364,877 478,070 Cleaning, hygiene and garden services 344,562 397,002 Repairs and maintenance 438,831 395,802 Security expenses 1,319,259 1,187,121 Post-retirement actuarial finance costs 5,508,053 4,989,709 Publications 49,554 79,604	Amortisation: Intangible assets		129,834	171,033
Operating leases 1,434,774 1,555,892 Insurance 347,684 425,475 Provision for doubtful debts 8,485 33,809 Licenses and computer networking costs 1,462,971 1,231,225 Library costs 24,921 36,695 Relocation costs - Courtyard Project 221,901 517,282 Website maintenance costs 209,326 275,251 Advertising, marketing and promotions 313,507 255,946 Staff training and development 339,535 301,840 Telephone expenses 548,333 509,833 Subsistence and travel 1,210,971 1,135,898 Motor vehicle and transport costs 364,877 478,070 Cleaning, hygiene and garden services 344,562 397,002 Consumables 571,755 762,410 Printing and stationery 366,750 367,292 Repairs and maintenance 438,831 395,802 Security expenses 1,319,259 1,187,121 Post-retirement actuarial finance costs 5,508,053 4,989,709	Impairment loss on investment		-	79,610
Insurance 347,684 425,475 Provision for doubtful debts 8,485 33,809 Licenses and computer networking costs 1,462,971 1,231,225 Library costs 24,921 36,695 Relocation costs - Courtyard Project 221,901 517,282 Website maintenance costs 209,326 275,251 Advertising, marketing and promotions 313,507 255,946 Staff training and development 339,535 301,840 Telephone expenses 548,333 509,833 Subsistence and travel 1,210,971 1,135,898 Motor vehicle and transport costs 364,877 478,070 Cleaning, hygiene and garden services 364,877 478,070 Cleaning, hygiene and garden services 366,750 367,292 Printing and stationery 366,750 367,292 Repairs and maintenance 438,831 395,802 Security expenses 1,319,259 1,187,121 Post-retirement actuarial finance costs 5,508,053 4,989,709 Publications 5,508,053 4,989,709 </td <td>Loss on disposal of assets</td> <td></td> <td>4,952</td> <td>17,166</td>	Loss on disposal of assets		4,952	17,166
Provision for doubtful debts8,48533,809Licenses and computer networking costs1,462,9711,231,225Library costs24,92136,695Relocation costs - Courtyard Project221,901517,282Website maintenance costs209,326275,251Advertising, marketing and promotions313,507255,946Staff training and development339,535301,840Telephone expenses548,333509,833Subsistence and travel1,210,9711,135,898Motor vehicle and transport costs364,877478,070Cleaning, hygiene and garden services414,562397,002Consumables571,755762,410Printing and stationery366,750367,292Repairs and maintenance438,831395,802Security expenses1,319,2591,187,121Post-retirement actuarial loss-4,612,346Post-retirement actuarial finance costs5,508,0534,989,709Publications49,55479,604Studry operating expenses2,044,9212,783,582	Operating leases		1,434,774	1,555,892
Licenses and computer networking costs 1,462,971 1,231,225 Library costs 24,921 36,695 Relocation costs - Courtyard Project 221,901 517,282 Website maintenance costs 209,326 275,251 Advertising, marketing and promotions 313,507 255,946 Staff training and development 339,535 301,840 Telephone expenses 548,333 509,833 Subsistence and travel 1,210,971 1,135,898 Motor vehicle and transport costs 364,877 478,070 Cleaning, hygiene and garden services 414,562 397,002 Consumables 571,755 762,410 Printing and stationery 366,750 367,292 Repairs and maintenance 438,831 395,802 Security expenses 1,319,259 1,187,121 Post-retirement actuarial loss - 4,612,346 Post-retirement actuarial finance costs 5,508,053 4,989,709 Publications 49,554 79,604 79,604 Sundry operating expenses 2,044,921 <t< td=""><td>Insurance</td><td></td><td>347,684</td><td>425,475</td></t<>	Insurance		347,684	425,475
Library costs24,92136,695Relocation costs - Courtyard Project221,901517,282Website maintenance costs209,326275,251Advertising, marketing and promotions313,507255,946Staff training and development339,535301,840Telephone expenses548,333509,833Subsistence and travel1,210,9711,135,898Motor vehicle and transport costs364,877478,070Cleaning, hygiene and garden services414,562397,002Consumables571,755762,410Printing and stationery366,750367,292Repairs and maintenance438,831395,802Security expenses1,319,2591,187,121Post-retirement actuarial loss-4,612,346Post-retirement actuarial finance costs5,508,0534,989,709Publications49,55479,604Sundry operating expenses2,044,9212,783,582	Provision for doubtful debts		8,485	33,809
Relocation costs - Courtyard Project221,901517,282Website maintenance costs209,326275,251Advertising, marketing and promotions313,507255,946Staff training and development339,535301,840Telephone expenses548,333509,833Subsistence and travel1,210,9711,135,898Motor vehicle and transport costs364,877478,070Cleaning, hygiene and garden services414,562397,002Consumables571,755762,410Printing and stationery366,750367,292Repairs and maintenance438,831395,802Security expenses1,319,2591,187,121Post-retirement actuarial finance costs5,508,0534,989,709Publications49,55479,604Sundry operating expenses2,044,9212,783,582	Licenses and computer networking costs		1,462,971	1,231,225
Website maintenance costs209,326275,251Advertising, marketing and promotions313,507255,946Staff training and development339,535301,840Telephone expenses548,333509,833Subsistence and travel1,210,9711,135,898Motor vehicle and transport costs364,877478,070Cleaning, hygiene and garden services414,562397,002Consumables571,755762,410Printing and stationery366,750367,292Repairs and maintenance438,831395,802Security expenses1,319,2591,187,121Post-retirement actuarial loss-4,612,346Post-retirement actuarial finance costs5,508,0534,989,709Publications49,55479,604Sundry operating expenses2,044,9212,783,582	Library costs		24,921	36,695
Advertising, marketing and promotions 313,507 255,946 Staff training and development 339,535 301,840 Telephone expenses 548,333 509,833 Subsistence and travel 1,210,971 1,135,898 Motor vehicle and transport costs 364,877 478,070 Cleaning, hygiene and garden services 414,562 397,002 Consumables 571,755 762,410 Printing and stationery 366,750 367,292 Repairs and maintenance 438,831 395,802 Security expenses 1,319,259 1,187,121 Post-retirement actuarial finance costs 5,508,053 4,989,709 Publications 49,554 79,604 Sundry operating expenses 2,044,921 2,783,582	Relocation costs - Courtyard Project		221,901	517,282
Staff training and development339,535301,840Telephone expenses548,333509,833Subsistence and travel1,210,9711,135,898Motor vehicle and transport costs364,877478,070Cleaning, hygiene and garden services414,562397,002Consumables571,755762,410Printing and stationery366,750367,292Repairs and maintenance438,831395,802Security expenses1,319,2591,187,121Post-retirement actuarial loss-4,612,346Publications55,508,0534,989,709Publications49,55479,604Sundry operating expenses2,044,9212,783,582	Website maintenance costs		209,326	275,251
Telephone expenses 548,333 509,833 Subsistence and travel 1,210,971 1,135,898 Motor vehicle and transport costs 364,877 478,070 Cleaning, hygiene and garden services 414,562 397,002 Consumables 571,755 762,410 Printing and stationery 366,750 367,292 Repairs and maintenance 438,831 395,802 Security expenses 1,319,259 1,187,121 Post-retirement actuarial loss - 4,612,346 Post-retirement actuarial finance costs 5,508,053 4,989,709 Publications 49,554 79,604 Sundry operating expenses 2,044,921 2,783,582	Advertising, marketing and promotions		313,507	255,946
Subsistence and travel1,210,9711,135,898Motor vehicle and transport costs364,877478,070Cleaning, hygiene and garden services414,562397,002Consumables571,755762,410Printing and stationery366,750367,292Repairs and maintenance438,831395,802Security expenses1,319,2591,187,121Post-retirement actuarial loss4,612,3464,612,346Publications49,55479,604Sundry operating expenses2,044,9212,783,582	Staff training and development		339,535	301,840
Motor vehicle and transport costs364,877478,070Cleaning, hygiene and garden services414,562397,002Consumables571,755762,410Printing and stationery366,750367,292Repairs and maintenance438,831395,802Security expenses1,319,2591,187,121Post-retirement actuarial loss-4,612,346Post-retirement actuarial finance costs5,508,0534,989,709Publications49,55479,604Sundry operating expenses2,044,9212,783,582	Telephone expenses		548,333	509,833
Cleaning, hygiene and garden services414,562397,002Consumables571,755762,410Printing and stationery366,750367,292Repairs and maintenance438,831395,802Security expenses1,319,2591,187,121Post-retirement actuarial loss-4,612,346Post-retirement actuarial finance costs5,508,0534,989,709Publications49,55479,604Sundry operating expenses2,044,9212,783,582	Subsistence and travel		1,210,971	1,135,898
Consumables571,755762,410Printing and stationery366,750367,292Repairs and maintenance438,831395,802Security expenses1,319,2591,187,121Post-retirement actuarial loss-4,612,346Post-retirement actuarial finance costs5,508,0534,989,709Publications49,55479,604Sundry operating expenses2,044,9212,783,582	Motor vehicle and transport costs		364,877	478,070
Printing and stationery366,750367,292Repairs and maintenance438,831395,802Security expenses1,319,2591,187,121Post-retirement actuarial loss-4,612,346Post-retirement actuarial finance costs5,508,0534,989,709Publications49,55479,604Sundry operating expenses2,044,9212,783,582	Cleaning, hygiene and garden services		414,562	397,002
Repairs and maintenance438,831395,802Security expenses1,319,2591,187,121Post-retirement actuarial loss-4,612,346Post-retirement actuarial finance costs5,508,0534,989,709Publications49,55479,604Sundry operating expenses2,044,9212,783,582	Consumables		571,755	762,410
Security expenses1,319,2591,187,121Post-retirement actuarial loss-4,612,346Post-retirement actuarial finance costs5,508,0534,989,709Publications49,55479,604Sundry operating expenses2,044,9212,783,582	Printing and stationery		366,750	367,292
Post-retirement actuarial loss-4,612,346Post-retirement actuarial finance costs5,508,0534,989,709Publications49,55479,604Sundry operating expenses2,044,9212,783,582	Repairs and maintenance		438,831	395,802
Post-retirement actuarial finance costs 5,508,053 4,989,709 Publications 49,554 79,604 Sundry operating expenses 2,044,921 2,783,582	Security expenses		1,319,259	1,187,121
Publications 49,554 79,604 Sundry operating expenses 2,044,921 2,783,582	Post-retirement actuarial loss		-	4,612,346
Sundry operating expenses 2,044,921 2,783,582	Post-retirement actuarial finance costs		5,508,053	4,989,709
	Publications		49,554	79,604
81,534,948 86,002,383	Sundry operating expenses		2,044,921	2,783,582
			81,534,948	86,002,383

Restatement of Expense Categories

The expense categories below, which were listed in terms of their function in the prior year, have been restated to reflect the nature of the expense in accordance with the entity's accounting policy, as follows:

Museum core function activities	(6,126,404)
Other operating expenses	(16,744,266)
Salaries and benefits	1,995,156
Consultants	775,538
Insurance	185,354
Licenses and computer networking costs	865,634
Relocation costs - Courtyard Project	517,282
Website maintenance costs	275,251
Advertising, marketing and promotions	255,946
Staff training and development	301,840
Telephone expenses	509,833
Subsistence and travel	1,135,898
Motor vehicle and transport costs	478,070
Cleaning, hygiene and garden services	397,002
Consumables	762,410
Printing and stationery	367,292
Repairs and maintenance	395,802
Security expenses	1,187,121
Post-retirement actuarial loss	4,612,346
Post-retirement actuarial finance costs	4,989,709
Publications	79,604
Sundry operating expenses	2,783,582

11.1 Concessions

As part of Iziko's strategic objectives of allowing access and enhancing the museum experience to the broader community, Iziko offers free entry to all its museums to members of the public on certain holidays and on certain commemorative days. In addition, concessionary rates are granted to learners, school groups and pensioners, as well as waiving venue hire fees for not-for-profit organisations, where appropriate.

The value of these concessions amounted to R1,429,625 (2015: R1,716,218) during the year under review.



12. Cash Generated in Operations

		Restated
	2016	2015
	R	R
Net surplus/(deficit) for the year	7,265,816	(1,683,862)
Adjustments for non-cash items:		
Depreciation on property, plant and equipment	2,193,618	2,587,835
Amortisation on intangible assets	129,834	171,033
Increase in post-employment obligation	3,925,811	8,583,699
Impairment of investment (reversed)/raised	(79,610)	79,610
Loss on disposal of assets	4,952	17,166
	13,440,421	9,755,481
Interest received	(5,880,732)	(4,281,365)
Operating surplus before working capital changes	7,559,689	5,474,116
Working capital changes	10,779,238	10,091,449
(Increase)/decrease in trade and other receivables	(3,804,673)	232,944
(Increase)/decrease in inventories	(33,380)	27,276
Increase/(decrease) in deferred income	14,556,540	(918,228)
(Decrease)/increase in government grant	(254,937)	6,809,058
Increase in trade and other payables	315,688	3,940,399
Cash generated by operations	18,338,927	15,565,565

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13. Financial Instruments

Exposure to Financial Risk

Financial instruments carried on the Statement of Financial Position consist of trade and other payables, investments at fair value, cash and cash equivalents, and trade and other receivables. The main risks arising from the financial instruments are credit and interest risks.

13.1 Liquidity Risk

Liquidity risk is managed by keeping sufficient cash available for funding through an adequate amount of committed credit facilities and the ability to move funds from short-term financial instruments. Iziko manages liquidity risk by monitoring its cash flow requirements, and optimises its cash return on investments. The Council is of the opinion that Iziko has sufficient cash available to settle its financial liabilities.

Maturity Analysis

The table below analyses Iziko's financial liabilities, based on the remaining period at the reporting date, to the contractual maturity date.

	2016	
	Less than 12 months	Over 12 months
Trade payables	1,341,972	-
Accruals	803,901	-
Other payables	6,479,143	
	8,625,016	-
	2015	
	Less than 12 months	Over 12 Months
Trade payables	1,421,975	-
Accruals	1,116,718	-
Other payables	5,423,674	-
	7,962,367	

The deferred government grant and other deferred income are not financial liabilities, as they are similar to revenue received in advance, and have been excluded from the maturity analysis. They will only become financial liabilities if they become repayable.

13.2 Interest Rate Risk

The Council is not locked into long-term interest rates because cash and cash equivalents consist of short-term investments held at registered banks with high credit ratings. Interest rate exposure is therefore low on Iziko's bank accounts. These deposits attract interest at rates linked directly to the prime overdraft rate.

Sensitivity Analysis: Cash and Cash Equivalents

The following tables illustrate the impact of a 1% increase and decrease in the interest rate on the Statement of Financial Performance:

Financial Assets

		2016	2015
		R	R
Investments		-	716,488
Investments at fair value		15,638,010	13,912,474
Cash and cash equivalents		93,547,731	73,128,872
		109,185,741	87,757,834
Interest received			
Interest earned - Investments		5,880,732	4,281,365
Interest rate		5%	5%
Effect of a change in interest rate on interest earned from external investments:			
Effect of change in interest rate	1% decrease	(1,513,303)	(771,051)
Effect of change in interest rate	1% increase	670,412	984,105

13.3 Credit Risk

Cash and Cash Equivalents

Financial assets, which potentially subject the Council to concentrations of credit risk, consist primarily of cash and cash equivalents, investments at fair value, as well as trade and other receivables. Iziko's exposure to credit risk is mitigated by the fact that Iziko only deposits and invests funds with registered banking institutions.

Accounts and Other Receivables

The maximum exposure to credit risks at the reporting date is the fair value of trade and other receivables as disclosed in note 5. The amount presented in the Statement of Financial Position is net of provision for doubtful debts, which is estimated based on prior experience and current economic conditions.

Debtors arise from rental of facilities and professional services rendered. Management is of the opinion that these debts are fully recoverable.

13.4 Currency and Other Price Risk

Iziko is not exposed to currency and other price risks.

Fair Value of Financial Instruments

At year-end, the carrying values of cash and cash equivalents, trade and other receivables and other payables approximated their fair value due to the short-term maturities of these assets and liabilities.

Financial Assets by Category

The accounting policies for financial instruments have been applied to the line items below:

		Restated
	2016	2015
	R	R
Investment at amortised cost	-	716,488
Investment at fair value	15,638,010	13,912,474
Cash and cash equivalents at amortised cost	93,547,731	73,128,872
Loans and other receivables at amortised cost	4,895,253	1,090,578
	114,080,994	88,848,412

Trade Receivables Past Due But Not Impaired

The ageing of amounts past due but not impaired is as follows:

		Restated
	2016	2015
	R	R
Current	2,669,247	139,326
1 month past due	43,375	21,630
2 months past due	131,376	91,693
3 months past due	84,484	78,909
	2,928,482	331,558

At year-end, the carrying amounts of the financial assets approximate their fair values due to the short-term maturities of these assets.

Financial Liabilities by Category

		Restated
	2016	2015
	R	R
Trade payables at amortised cost	1,341,972	1,421,975
Accruals at amortised cost	803,901	1,116,718
Other payables at amortised cost	6,479,143	5,423,674
	8,625,016	7,962,367

14. Operating Leases Iziko as Lessor

IZIKO as Lessor Operating leases relate to

Operating leases relate to restaurants and retail spaces in buildings occupied by Iziko Museums of South Africa, with lease terms of between 2 to 5 years, with an option to renew. All operating lease contracts contain market review clauses, in the event that the lessee exercises its option to renew. The property rental income earned under operating leases amounted to R691,879 (2015: R673,359).

Amounts Receivable Under Operating Leases

At the reporting date, the following minimum lease payments were receivable under non-cancellable operating leases for property, plant and equipment, which are receivable as follows:

	2016	2015
	R	R
Up to 1 year	478,321	487,976
2 to 5 years	-	-
	478,321	487,976

The following restrictions have, *inter alia*, been imposed by Iziko in terms of the lease agreements:

- i. The lessee shall not have the right to sublet, cede or assign the whole or any portion of the premises let.
- ii. The lessor or its duly authorised agent or representative shall have the right, at all reasonable times, to inspect the premises let.
- iii. The lessee shall use the premises let for the sole purpose prescribed in the agreement.

No contingent rental income was recognised as revenue in the reporting period.

Iziko as Lessee

The operating leases relate to rentals charged for vehicles, berthing fees, photocopiers and the VoIP telephone system, with lease terms of between 2 to 5 years, with options to extend. All operating lease contracts contain market review clauses, in the event that the lessee exercises its option to renew. Payments under operating leases amounted to R1,434,774 (2015: R1,555,892).

Amounts Payable Under Operating Leases

At the reporting date, the total future minimum lease payments are as follows:

	2016	2015
	R	R
Up to 1 year	240,245	366,372
2 to 5 years	2,268,805	
	2,509,050	366,372

The following restrictions have, inter alia, been imposed in terms of the lease agreements:

- i. The lessee shall not have the right to sublet, cede or assign the whole or any portion of the property, vehicles or equipment let.
- ii. The lessor or its duly authorised agent or representative shall have the right, at all reasonable times, to inspect the property, vehicles or equipment let.
- iii. The lessee shall use the property, vehicles or equipment for the sole purpose prescribed in the agreement.

No contingent rent expenses were recognised in the reporting period.

Property Owned by the Department of Public Works

All buildings occupied by Iziko are owned by the Department of Public Works and have been occupied at no cost during the year. The lease of the buildings is open-ended with no lease term.

15. Emoluments of Council, Committee Members and Senior Management 15.1 Honorarium of Council Members

		Nestateu
	2016	2015
	R	R
D Moopeloa (Chairperson)	39,648	31,080
S Perumal	9,648	10,248
N Nicholls	5,680	9,061
D Coovadia	18,168	4,320
T Wakashe	-	8,776
B Muthien	3,408	30,488
R Dehal	-	13,464
A Mooke	20,784	2,160
	97,336	109,597

Restated

15.2 Honorarium of Audit Committee Members

		Restated
	2016	2015
	R	R
D Coovadia (Chairperson)	22,704	22,208
L Robinson	9,471	12,816
M Hassim	9,184	17,168
A Mooke	8,944	2,176
N Nicholls		3,264
	50,303	57,632

M Hassim resigned from the Audit Committee on 30 November 2015.

15.3 Remuneration of Senior Management

2016 R

							R
Name	Job function	Salary	Bonus	Allowances	Employer contributions	*Other	Total cost to company
Ms RH Omar	Chief Executive Officer	1,206,061	185,859	192,700	195,985	14,292	1,794,897
Mr BC Ndhlovu	Executive Director Core Functions	873,968	133,041	120,788	203,760	7,808	1,339,365
Ms D Crous	Executive Director Operations	873,968	129,346	126,788	285,339	2,817	1,418,258
Dr WD Alexander	Director Education & Public Programmes	536,368	80,742	97,237	101,560	12,371	828,278
Ms R Pedro (from 1 September 2015)	Chief Financial Officer	267,701	6,374	57,512	49,846	1,435	382,868
Ms SL Glanville-Zini	Director Institutional Advancement	520,040	76,965	107,548	98,906	4,230	807,689
Ms F Johadien (from 1 May 2015)	Director Customer Services Management	415,639	19,121	83,860	71,141	2,264	592,025
Mr RC Human (from 1 May 2015)	Director Human Resources	415,639	19,121	89,360	67,541	2,263	593,924
Mr R Naidoo (to 31 May 2015)	Director Art Collections	86,740	25,299	19,884	15,295	6,075	153,293
Dr HG Robertson	Director Natural History Collections	616,824	92,856	103,239	229,773	2,462	1,045,154
TOTAL		5,812,948	768,724	998,916	1,319,146	56,017	8,955,751

*Includes staff members terminated in the reporting period.

2	0	1	5	
			D	

							R
Name	Job function	Salary	Bonus	Allowances	Employer contributions	*Other	Total cost to company
Ms RH Omar	Chief Executive Officer	986,608	202,003	183,923	160,324	33,080	1,565,938
Mr BC Ndhlovu	Executive Director Core Functions	831,512	173,576	115,212	194,561	24,197	1,339,058
Ms D Crous	Executive Director Operations	831,512	173,576	121,212	274,946	2,419	1,403,665
Dr WD Alexander	Director Education & Public Programmes	510,312	106,526	92,806	97,326	2,754	809,724
Ms F Allie (to 31 March 2015)	Chief Financial Officer	494,780	141,216	86,806	180,082	45,755	948,639
Ms SL Glanville-Zini	Director Institutional Advancement	494,780	103,284	99,054	94,802	7,109	799,029
Ms SA Manley (to 31 May 2014)	Director Customer Services Management	58,530	17,071	13,893	10,711	29,487	129,692
Mr JP Matthews (to 31 October 2014)	Director Human Resources	284,530	42,050	53,419	53,436	69,366	502,801
Ms JL Meltzer (to 31 March 2015)	Director Social History Collections	586,864	152,972	44,722	183,588	115,434	1,083,580
Mr R Naidoo	Director Art Collections	301,058	66,607	69,166	91,312	276,880	805,023
Dr HG Robertson	Director Natural History Collections	586,864	122,506	98,806	212,572	3,759	1,024,507
TOTAL		5,967,350	1,301,387	979,019	1,553,660	610,240	10,411,656

*Included under the category 'Other' is payments for subsistence and travel and 3G card costs. In addition, an amount of R257,673.75 was paid to the Director Art Collections in back-pay awarded by the Commissioner for Conciliation, Mediation and Arbitration (CCMA) following a dispute brought before the CCMA relating to the non-renewal of his employment contract. The amount awarded was in respect of earnings for the months May 2014 to September 2014, and was paid as a lump sum in August 2014.

16. Related Parties

The controlling entity of Iziko is the Department of Arts and Culture (DAC), which provided a subsidy grant for its operations. All public entities under the control of the Department of Arts and Culture, as well as the Minister of Arts and Culture, are a related party to Iziko. During the year under review, Iziko did not enter into any transaction with any of the entities.

Department of Arts and Culture

The entity also entered into transactions related to expense recoveries during the year under review. During the prior year, the DAC also provided funding for special projects. The amounts involved in the transactions are as follows:

	2016	2015
	R	R
Grant received - Subsidy	68,336,000	65,331,000
Expenses recovered		7,855
Income received - Hire of equipment		-
Grant received - Halon Gas and Fire Suppression System		7,500,000
Grant received - Courtyard Project		-
Grant received - Climate Control Project		-
Balance due to Iziko at year-end		7,855

The subsidy grant will continue during the next three financial years.

Department of Public Works

All buildings occupied by Iziko are owned by the Department of Public Works and have been occupied at no cost during the year as stated in note 14. The lease of the buildings is open-ended with no lease term.

Castle of Good Hope

The Iziko William Fehr Collection is housed at the Castle of Good Hope, and there is an agreement that Iziko will receive one third (1/3) of the admission fees.

	2016	2015
	R	R
Admission fees	861,176	986,755
Balance due to Iziko at year-end	704,186	1,150

Management and Council

The two major classes of Management are Iziko's Senior Management, and its Council.

Iziko's Senior Management consists of those persons responsible for planning, directing and controlling the activities of the entity, and Iziko's Council is charged with the governance of the entity in accordance with legislation. The remuneration of Management, as required by the PFMA, is disclosed in note 15.

17. Other Employee Benefits

Pension Fund

Iziko operates pension funds that provide benefits on both defined benefit and defined contribution plans for all indefinite employees. The Alexander Forbes Retirement Fund (an umbrella fund now incorporating the Iziko Retirement Fund) and Museums Pension Fund are administered on behalf of Iziko by pension fund administrators, and are governed by the Pension Funds Act (Act No. 24 of 1956), as amended, while the Associated Institutions Pension Fund Act (Act No. 41 of 1963) governs the Associated Institutions Pension Fund. An independent Board of Trustees manages each fund.

The Museums Pension Fund is a multi-employer plan. The assets of the Museums Pension Fund, which is a defined benefit plan fund, represented a funding position of 100% and Iziko's updated liability as at 1 April 2016 was nil.

The rules of the Museums Pension Fund were amended to include a defined contribution category, and states that no new members are allowed to join the defined benefit category with effect from 1 April 2003. All new employees appointed with effect from 1 April 2003 are required to join the defined contribution category, while the existing participating employees have remained members of the defined benefit category of the Museums Pension Fund at the existing contribution rate.

Contribution Rates

The following rates of contribution are applied:

Alexander Forbes Retirement Fund

Defined contribution category: Employee contribution is 7,5% of pensionable salary (basic salary plus annual bonus) and the employer contributes 20,62%. In respect of all new employees appointed with effect from 1 July 2007 who join the Alexander Forbes Retirement Fund, the employer contributes 15%, while the contribution for existing participating employees remains the same.

Museums Pension Fund

Defined benefit category: Employee contribution is 7,5% of pensionable salary (basic salary plus annual bonus) and the employer contributes 20%. The employer contribution rates can fluctuate as a result of changes to the insured benefit rate.

Defined contribution category: Employee contribution is 7,5% of pensionable salary (basic salary plus annual bonus) and the employer contributes 15%.

Associated Institutions Pension Fund

Defined benefit category: Employee contribution is 7,5% of pensionable salary (basic salary only) and the employer contributes 12%.

18. Contingent Liabilities

18.1 Post-retirement Medical Benefits

Seven (7) staff members who joined the institution before 1 October 2004 qualify for the post-retirement medical aid benefits but have not yet elected to utilise this benefit. The estimated contingent liability is R5,074,952 (2015: R5,220,970).

18.2 Labour Dispute

Two unrelated labour cases by a Director and an Iziko employee, which may result in liabilities for the entity, have been brought before the CCMA. At the date of this report, the outcomes of the matters are unknown, and as a result, no provision has been made in the financial statements. The legal costs associated with the matters have been estimated at R300,000 (2015: R200,000).

18.3 Retention of Cash Surplus

In terms of Section 53(3) of the PFMA, public entities are required to obtain prior written approval from National Treasury in order to retain cash surpluses that were realised in the current financial year amounting to R1,398,206. A written application was made on 30 May 2016 for the abovementioned amount to be retained. To date, approval has not been received.

19. Prior Period Adjustments

19.1 Retained Earnings - Exhibition Expenditure

It was discovered that accounts payable in years prior to the previous financial period for catalogues printed is unable to be refunded to the creditor, and should be reversed. The original entry resulted in an overstatement of accounts payable and expenditure, causing retained earnings to be understated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2015
	R
Net effect on the statement of financial performance	
Increase in retained earnings	9,840
Decrease in other operating expenses	
Net effect on the statement of financial position	
Decrease in current liabilities	
Accounts payable	(9,840)
Increase in net assets	
Accumulated funds	9,840
Net cash effect in cash flow statement	
Increase/(Decrease) in cash paid to suppliers and employees	-
Increase in cash generated in operations	-

19.2 Retained Earnings - Venue Hire Income

It was discovered that accounts payable in years prior to the previous financial period for an overpayment on venue hire is unable to be refunded to the creditor and should be reversed. The original entry resulted in an overstatement of accounts payable and an understatement in venue hire income, causing retained earnings to be understated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2015
	R
Net effect on statement of financial performance	
Increase in retained earnings	
Increase in other income	500
Net effect on statement of financial position	
Decrease in current liabilities	
Accounts payable	(500)
Increase in net assets	
Accumulated funds	500
Net cash effect in cash flow statement	
Increase in cash receipts from customers and donors	500
Increase in cash paid to suppliers and employees	500

2015

19.3 Retained Earnings - Repairs and Maintenance

It was discovered that accounts payable in years prior to the previous financial period for repairs to a glass door is unable to be refunded to the creditor, and should be reversed. The original entry resulted in an overstatement of accounts payable, and an overstatement in repairs and maintenance to buildings, causing retained earnings to be understated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2015
	R
Net effect on the statement of financial performance	
Increase in retained earnings	
Decrease in other operating expenses	(1,285)
Net effect on the statement of financial position	
Decrease in current liabilities	
Accounts payable	(1,285)
Increase in net assets	
Accumulated funds	1,285
Net cash effect in cash flow statement	
Increase/(Decrease) in cash paid to suppliers and employees	-
Increase in cash generated in operations	-

19.4 Retained Earnings - Printing Expenses

It was discovered that accounts payable for an overpayment on catalogue sales in years prior to the previous financial period is unable to be refunded to the creditor, and should be reversed. The original entry resulted in an overstatement of accounts payable and an understatement in printing expenses, causing retained earnings to be understated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2015
	R
Net effect on the statement of financial performance	
Increase in retained earnings	
Decrease in other operating expenses	(3,722)
Net effect on the statement of financial position	
Decrease in current liabilities	
Accounts payable	(3,722)
Increase in net assets	
Accumulated funds	3,722
Net cash effect in cash flow statement	
Increase/(Decrease) in cash paid to suppliers and employees	-
Increase in cash generated in operations	-

19.5 Retained Earnings - Catalogue Sales Income

It was discovered that accounts payable in years prior to the previous financial period for an overpayment on catalogue sales is unable to be refunded to the creditor, and should be reversed. The original entry resulted in an overstatement of accounts payable and an understatement in other income, causing retained earnings to be understated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	R
Net effect on the statement of financial performance	
Increase in retained earnings	
Increase in other income	671
Net effect on the statement of financial position	
Decrease in current liabilities	
Accounts payable	(671)
Increase in net assets	
Accumulated funds	671
Net cash effect in cash flow statement	
Increase in cash receipts from customers and donors	671
Increase in cash paid to suppliers and employees	671

19.6 Retained Earnings - Fines and Penalties

It was discovered that in the prior year an expense payment for fines and penalties was incorrectly stated as a debtor, against which a provision for doubtful debts was raised. A correction has been made in which the bad debt was reversed, and a fine and penalty expense was raised. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2015
	R
Net effect on the statement of financial performance	
Bad debts - Decrease in administrative expenses	(52,303)
Fines and penalties - Increase in other operating expenses	52,303
Net effect on the statement of financial position	
Increase/(Decrease) in current assets	
Trade and other receivables from exchange transactions	-
Decrease in net assets	
Accumulated funds	-
Net cash effect in cash flow statement	
Increase/(Decrease) in cash paid to suppliers and employees	-
Increase/(Decrease) in cash generated in operations	-

2015

19.7 Depreciation and Amortisation Expenses

During the prior year, the depreciation accounts for the asset re-estimation were incorrectly credited when they should have been debited, resulting in the incorrect value for property, plant and equipment accumulated depreciation and intangible assets accumulated amortisation. The error has been corrected, and the prior year's figures have been restated to reflect the adjustment. The net effect of the error is outlined below:

> 2015 R

Net effect on statement of financial performance	
Increase in retained earnings	(259,982)
Decrease in depreciation	(271,911)
Increase in amortisation	11,929
Net effect on statement of financial position	
Increase in property, plant and equipment	271,911
Decrease in intangible assets	(11,929)
Increase in net assets	
Accumulated funds	(259,982)
Net cash effect in cash flow statement	
Increase/(Decrease) in cash paid to suppliers and employees	-
Decrease in cash generated in operations	-

19.8 Retained Earnings - Professional Services

It was discovered that in the previous financial period, a debtor was invoiced for services rendered in the prior year, and should be reversed. The original entry resulted in an overstatement of accounts receivable and an overstatement in income from professional services, causing retained earnings to be overstated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2015
	R
Net effect on the statement of financial performance	
Decrease in retained earnings	
Decrease in other income	(34,500)
Net effect on the statement of financial position	
Decrease in current assets	
Accounts receivable	(34,500)
Decrease in net assets	
Accumulated funds	(34,500)
Net cash effect in cash flow statement	
Increase/(Decrease) in cash paid to suppliers and employees	
Increase in cash generated in operations	

19.9 Retained Earnings - Honorarium Audit Committee

It was discovered that honorariums due to an Audit Committee member were not included, causing retained earnings and accounts payable to be overstated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2015
	R
Net effect on the statement of financial performance	
Decrease in retained earnings	
Increase in administrative expenses	8,787
Net effect on the statement of financial position	
Increase in current liabilities	
Accounts payable	8,787
Decrease in net assets	
Accumulated funds	(8,787)
Net cash effect in cash flow statement	
Increase/(Decrease) in cash paid to suppliers and employees	-
Decrease in cash generated in operations	-

19.10 Retained Earnings - Other Operating Expenses

It was discovered that accounts payable was overstated in years prior to the previous financial period for airfare of R5,020; and repairs to equipment of R1,500, and should be reversed. The original entry resulted in an overstatement of accounts payable and an overstatement in repairs and maintenance to equipment, causing retained earnings to be understated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2015
	R
Net effect on the statement of financial performance	
Increase in retained earnings	
Decrease in other operating expenses	(6,520)
Net effect on the statement of financial position	
Decrease in current liabilities	
Accounts payable	6,520
Increase in net assets	
Accumulated funds	6,520
Net cash effect in cash flow statement	
Increase/(Decrease) in cash paid to suppliers and employees	-
Increase in cash generated in operations	-

19.11 Retained Earnings - Personnel Expenditure

It was discovered that provision for performance bonus was not adequately provided for in the prior year, thus resulting in trade and other payables from exchange transactions being understated by R703,570, causing retained earnings to be overstated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2015
	R
Net effect on the statement of financial performance	
Decrease in retained earnings	
Increase in personnel expenditure	703,570
Net effect on the statement of financial position	
Increase in current liabilities	
Accounts payable	703,570
Decrease in net assets	
Accumulated funds	(703,570)
Net cash effect in cash flow statement	
Increase/(Decrease) in cash paid to suppliers and employees	-
Decrease in cash generated in operations	-

19.12 Retained Earnings - Personnel Expenditure

It was discovered that the increase in the provision: post-retirement medical aid was not allocated to the correct expenditure items as required by the GRAP Standard, thus resulting in the personnel expense being overstated in the prior year by an amount of R9,602,055; the post-retirement actuarial finance cost understated by R4,989,709; and the post-retirement actuarial loss understated by R4,612,346. The error resulted in the incorrect disclosure in the statement of financial performance, but has no effect on the retained earnings amount. The prior year figures have been restated, and the effect on the financial statements is as follows:

2015

	2015
	R
Net effect on the statement of financial performance	
Decrease in personnel expenditure	(9,602,055)
Increase in post-retirement actuarial finance cost	4,989,709
Increase in post-retirement actuarial loss	4,612,346
Net effect on the statement of financial position	
Increase/(Decrease) in non-current liabilities	
Provision: Post-retirement medical aid	
Decrease in net assets	
Accumulated funds	
Net cash effect in cash flow statement	
Increase (Decrease) in cash paid to suppliers and employees	-
Increase/(Decrease) in cash generated in operations	-

20. Change in Accounting Estimates

Adjustment to Depreciation on Intangible Assets

During the current year, Iziko re-estimated the useful lives of certain assets by a further two years. This resulted in an amortisation surplus amounting to R22,232 (2015: R11,550).

	2016	2015
	R	R
Net effect on statement of financial performance		
Decrease in operating deficit	(22,232)	(11,550)
Decrease in amortisation	(22,232)	(11,550)
Net effect on statement of financial position		
Increase in intangible assets		
Intangible assets	22,232	11,550
Increase in net assets		
Accumulated funds	22,232	11,550

Adjustment to Depreciation on Property, Plant and Equipment

During the current year, Iziko re-estimated the useful lives of certain assets by a further two years. This resulted in a depreciation surplus amounting to R450,501 (2015: R169,791).

	2016	2015
	R	R
Decrease in operating deficit	(450,501)	(169,791)
Decrease in depreciation	(450,501)	(169,791)
Net effect on statement of financial position		
Increase in property, plant and equipment	450,501	169,791
Increase in net assets		
Accumulated funds	450,501	169,791

21. Deviations from Internal Procedures

During the financial year 1 April 2015 to 31 March 2016, expenditure amounting to R2,606,570 (2015: R2,689,143) incurred represented deviations from Iziko's internal procedures.

These expenditures are deviations from the Supply Chain Management (SCM) Policy and procedures with regard to procurement of goods and services. Due to the conditions prevailing at the time, and the nature of the special services required, it would have been impracticable to follow the prescripts of the SCM regulations and internal policies and procedures. It can be confirmed that these deviations were not as the result of fraudulent, corrupt and criminal activities or actions that deprived the state of value for money that may result in the state instituting a civil claim against a third party. No amounts need be recovered from any official because no one is liable in law, and the amounts remain as a debit against the relevant programme/ expenditure item.

22. Fruitless and Wasteful Expenditure

	2016	2015
	R	R
Opening balance	-	-
Fruitless and wasteful expenditure relating to prior year	-	-
Fruitless and wasteful expenditure relating to current year	55,221	4,421
Less amount condoned by the Accounting Authority	(55,221)	(4,421)
	-	-

During the year under review, expenditure in respect of penalties, fines and interest on late payments, travel fee cancellations and staff overtime costs amounting to R55,221 (2015: R4,421) could have been avoided had sufficient care been taken. These amounts are therefore regarded as fruitless and wasteful expenditure as defined by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA). The Accounting Authority condoned the expenditure as it was found that the expenditure arose mainly from an oversight in performing an administrative task and not an intentional transgression of relevant laws and regulations. Therefore, there is no need to recover such expenditure because no official is liable in law and it was out of the control of Management/ individual due to the conditions and circumstances under which this expenditure was incurred. The amount remains as a debit against the relevant programme/ expenditure item. The condonement process was finalised by Council at a meeting held on 27 May 2016.

23. Irregular Expenditure

	2016	2015
	R	R
Opening Balance	-	-
Irregular expenditure relating to prior year	-	-
Irregular expenditure relating to current year	83,857	-
Less amount condoned by the Accounting Authority/ National Treasury	-	-
	83,857	

During the year under review, expenditure amounting to R83,857 was incurred in contravention of Section 2(1)(f) of the Preferential Procurement Policy Framework Act. The amount is therefore regarded as irregular expenditure, as defined.

24. Service in Kind

During the year under review, an amount of R5,631,772 (2015: R4,149,944) was paid on behalf of the entity by the Department of Arts and Culture, directly to the Department of Public Works. The payment was made in respect of municipal rates service charges incurred on the buildings occupied by the entity and owned by the Department of Public Works, as noted in note 14 and 16. In addition, operating lease payments amounting to R1,326,878 (2015: R859,205) were made on behalf of the entity for premises occupied by the entity and belonging to parties other than the Department of Public Works.

The payments made towards these expenditures are not significant in terms of the strategic objectives and the overall mission and vision of the entity.

25. Segment Reporting

General Information

The entity is organised and reports to Management on the basis of four major functional areas: Natural History Collections, Social History Collections, Art Collections and Education and Public Programmes. These segments were organised around the economic benefits offered to the public, and Management uses these segments to determine strategic objectives.

The Natural History Collections department consists of marine biology collections, entomology, palaeontology, rocks and minerals, and terrestrial vertebrates.

The Social History Collections department aims to increase public awareness of the history and cultural heritage of South Africa, past and present. It does this primarily through the interpretation of its collections in pre-colonial, maritime and historical archaeology, as well as historical and contemporary collections. In addition, collections from other parts of the world, from antiquity to the present, form part of our holdings.

The Art Collections department consists mainly of African art, modern painting and sculpture, historical painting and sculpture collections, prints and drawings, photography and new media.

The Education and Public Programmes department offers a range of learning experiences for everyone, irrespective of age or interest. The following activities are carried out, namely, school programmes, public programmes and outreach programmes.



						R
Segment	Natural History Collections	Social History Collections	Art Collections	Education and Public Programmes	Unallocated	Total
Income						
Government grant	11,304,779	8,199,292	5,038,926	4,860,323	38,932,680	68,336,000
Other income	145,499	28,752	207,073	1,736,933	6,807,690	8,925,947
Donations/ Sponsorship	3,693,008	945,364	202,940	162,064	654,709	5,658,085
Interest revenue (Unallocated)					5,880,732	5,880,732
Total income	15,143,286	9,173,408	5,448,939	6,759,320	52,275,811	88,800,764
Expenditure						
Programme 1: Administration	10,043,802	7,907,852	4,552,333	6,289,876	40,248,642	69,042,505
Programme 2: Business development	2,107,918	770,575	373,258	698	33,746	3,286,195
Programme 3: Public engagement	201,589	92,903	357,738	400,918	321,595	1,374,743
Post-retirement actuarial finance costs					5,508,053	5,508,053
Depreciation and amortisation (Unallocated)					2,323,452	2,323,452
Total expenditure	12,353,309	8,771,330	5,283,329	6,691,492	48,435,488	81,534,948
Surplus/ Deficit	2,789,977	402,078	165,610	67,828	3,840,323	7,265,816
Unallocated portion of non-current assets					10,968,509	10,968,509
Unallocated portion of current assets services					114,195,375	114,195,375
Total assets					125,163,884	125,163,884
Unallocated portion of non-current liabilities					65,089,050	65,089,050
Unallocated portion of current liabilities					55,680,101	55,680,101
Total liabilities					120,769,151	120,769,151



						ĸ
	Natural	Social		Education		
	History	History	Art	and Public		
	Collections	Collections	Collections	Programmes	Unallocated	Total
Income						
Government grant	11,049,042	8,879,868	5,203,773	4,843,259	35,355,058	65,331,000
Own income	302,955	41,737	213,504	1,711,033	6,550,055	8,819,284
Donations/ Sponsorship	2,860,452	1,406,720	421,919	369,143	828,638	5,886,872
Interest revenue (Unallocated)					4,281,365	4,281,365
Total income	14,212,449	10,328,325	5,839,196	6,923,435	47,015,116	84,318,521
Total expenditure						
Programme 1: Administration	9,973,683	8,324,132	4,430,489	5,952,376	42,788,995	71,469,675
Programme 2:						
Business development	2,696,293	1,154,627	403,247		52,726	4,306,893
Programme 3:						
Public engagement	404,133	557,075	495,062	708,338	312,630	2,477 238
Post-retirement actuarial finance costs					4,989,709	4,989,709
Depreciation and amortisation						
(Unallocated)					2,758,868	2,758,868
Total expenditure	13,074,109	10,035,834	5,328,798	6,660,714	50,902,928	86,002,383
Surplus/ Deficit	1,138,340	292,491	510,398	262,721	(3,887,812)	(1,683,862)
Unallocated portion of						
non-current assets					11,142,040	11,142,040
Unallocated portion of current assets					88,212,927	88,212,927
Total assets					99,354 967	99,354 967
Unallocated portion of						
non-current liabilities					78,767,866	78,767,866
Unallocated portion of current liabilities					23,458,183	23,458,183
Total liabilities					102,226,049	102,226,049

NB: There are no inter-segmental transactions and therefore no eliminations required.

26. Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA)

Section 55 (2)

No material losses through criminal conduct were incurred during the year. Fruitless and wasteful expenditure has been disclosed in note 27.

Section 53 (3)

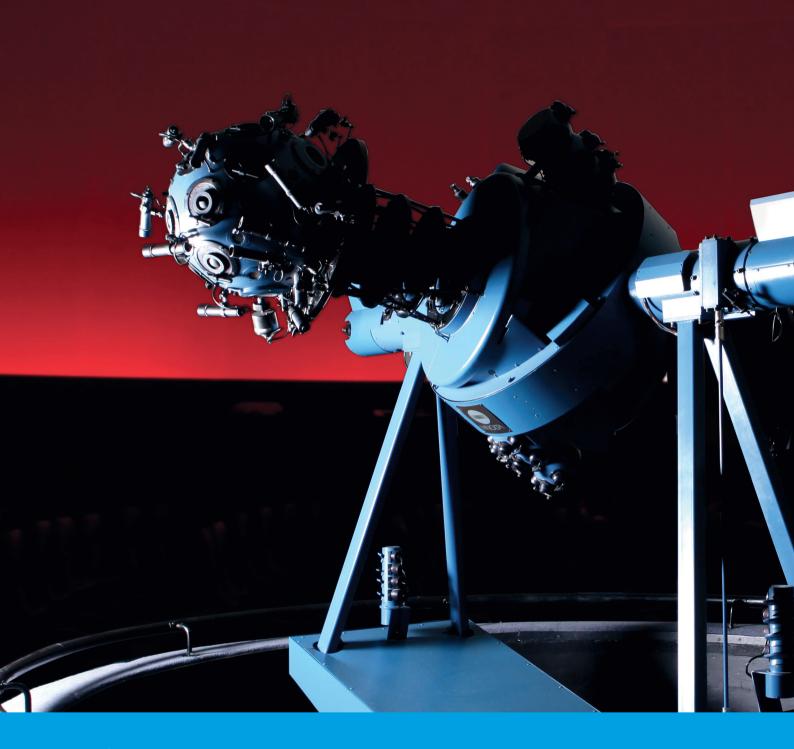
The Council may not accumulate surpluses unless prior written approval of the National Treasury has been obtained. Application was made to the National Treasury, via the Department of Arts and Culture, to be exempted from investing Iziko's surplus funds with the Corporation for Public Deposits as prescribed in Treasury Regulation 31. In terms of guidelines from the Treasury, the surplus arrears are to be related to accumulated surplus as per the Statement of Financial Position at the time of application. Iziko had an accumulated cash surplus, and approval was therefore sought to retain the cash surplus as at 31 March 2016.

Section 54 (2)

In terms of the PFMA and National Treasury Regulations 28.1.5, the Council has developed and agreed to a framework of acceptable levels of materiality and significance.

2015

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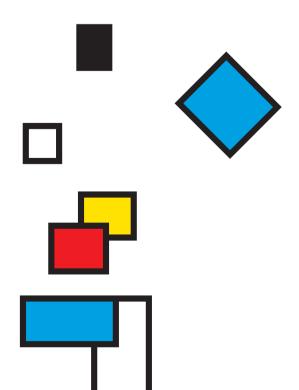
6 A P P E N D I C E S

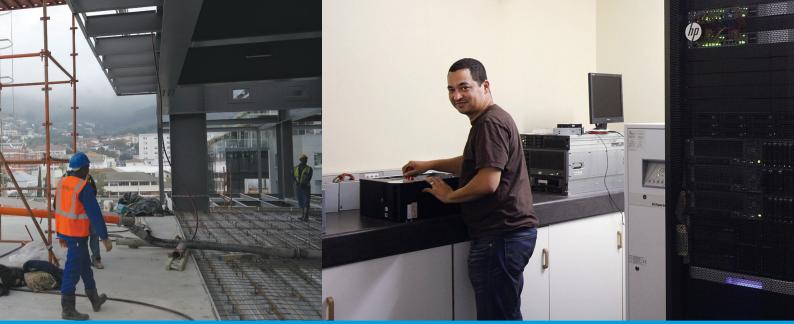
The Minolta Star Machine that has been in use at the Iziko Planetarium since the mid-1980s, and which will be replaced by a high-contrast integrated digital projection system through the Iziko Planetarium Digital Upgrade Project early in 2017.



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The completion of the Courtyard Project at the Iziko South African Museum will provide our visitors with access to view collections in storage, as well as specimen preparators working on fossils and other specimens.

André Makka, ICT Manager. Effective digital management is achieved through development and maintenance of the information and communication technology infrastructure.

6.1 Facilities Management 6.1.1 Conservation and Maintenance Plan

The Department of Arts and Culture (DAC) approved R9,51 million for the appointment of an Architect to develop a five-year Conservation and Maintenance Plan (Plan) for the nine sites managed by Iziko.

An Architect was appointed to draft a detailed Scope of Work to be included in the invitation to Architects to tender, and to brief the Architects who show an interest on submitting an application. Several challenges were experienced during the tender process, mainly due to the Iziko Supply Chain Management unit not having the capacity to deal with the number of tenders in progress.

Due to the delays, an Architect with extensive heritage experience advised that the tender brief should be amended to call for an Architect to develop an "Existing Building Condition Report" as phase one, and to then proceed with the development of the Plan as a second phase of the project. This would allow Iziko to request funding for urgent repairs and maintenance while the Plan is being developed.

The project to appoint an Architect is well underway, and no major challenges are foreseen, as the motivation to appoint was submitted to the Tender Adjudication Committee on 31 March 2016.

6.1.2 Capital Projects

The DAC funded the following capital projects during 2015/16 that are in the process of being implemented:

6.1.2.1 Courtyard Project

The DAC invested in a capital works project at the Iziko South African Museum (ISAM) where the existing four-storey research space is being renovated into a seven-storey, contemporary facility that will be partially accessible to the public. The new facility will provide the public with access to view collections in storage, as well as specimen preparators working on fossils and other specimens.

The project, referred to as the Courtyard Project, is managed by the Department of Public Works (DPW), and is expected to be completed towards the end of 2016.



Effective signage and wayfinding mechanisms allow our visitors to make their way around our museum spaces safely and easily.

Curator/Scientist Marine Invertebrate Collections, Dr Wayne Florence, whose work on "South African Bryozoa Diversity and Biogeography" places Iziko Natural History Collections at the forefront of research in this field.

6.1.2.2 Signage and Wayfinding Project

The Signage and Wayfinding Project, which aims to provide Iziko sites with new signage, is managed by Iziko. An audit of the wayfinding signage of each museum, as well as a survey of the mandatory signage required, was completed in consultation with the relevant Curators responsible for the various museums. A proposal detailing all signage requirements was also developed. The DPW appointed an Architect to design the signage, but progress has been very slow.

6.1.2.3 Installation of a Fire Suppression System at the Iziko South African National Gallery (ISANG)

Iziko identified the urgent need to replace the Halon Gas Fire Suppression System in the storage section at the ISANG for health and safety reasons. It also found that a fire suppression system needed to be installed in the rest of the Gallery and the ISANG Annexe to ensure that the building and precious art collections housed in the building are protected against fire. This will also allow the site to host future international exhibitions, as artworks on loan will be protected more effectively against fire.

The DAC allocated R7,5 million to install a fire suppression system in the ISANG and the ISANG Annexe. As Iziko does not have the necessary technical expertise, the services of a Consultant, specialising in the design of fire suppression systems, was procured to develop a Scope of Work for the installation of an FM 200 Fire Suppression System at both sites.

6.2 Donors

Iziko Museums of South Africa gratefully acknowledges the generous contributions over the past year of various donors who have assisted to supplement our subsidy from the DAC, thereby making key exhibitions, educational programmes, research and training possible.

Donor income banked totalled R17,192,761 in 2015/16, an increase of 40,4% from R12,248,827 banked in 2014/15.

It is noted that the large increase in donor funding is mainly due to R12,4 million received from the Department of Science and Technology (DST) (via the National Research Foundation) and the National Lotteries Commission being banked during this period to fund the Iziko Planetarium Digital Upgrade Project. Funding was received from the following donors, whose contribution to the successful delivery of exhibitions, education programmes, audience development projects, conservation and research is gratefully acknowledged:

- Abe Bailey Trust Abe Bailey Collection conservation
- Business and Arts South Africa (BASA) In-Herit Festival programme
- Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) -Graduate programme
- Centre of Excellence in Palaeosciences Various research projects
- Department of Science and Technology (DST) via National Research Foundation (NRF) Iziko Planetarium Digital Upgrade Project
- George Washington University African Slave Wrecks Project
- HCI Foundation In-Herit Festival programme
- HCI Foundation Museum Night 2016
- John Heraty Research project, Dr Simon van Noort
- Leaky Foundation Curation of the Human Remains Collection
- Lidderdale Trust Iziko Bertram House
- National Lotteries Commission Iziko Planetarium Digital Upgrade Project
- NRF Various projects**
- South African National Biodiversity Institute (SANBI) Jody Taft Honours Student Award
- SANBI SeaKeys research
- Tswalu Foundation Trust Survey of Hymenoptera in Tswalu
- University of Cape Town (UCT) Mellon Moses Tladi exhibition
- University of the Witwatersrand CoE Project Funds, Romala Govender
- Western Cape Provincial Government Expanded Public Works Programme (EPWP)
- WWF Green Trust WWF internship

** The NRF makes a major and ongoing contribution to empowering Iziko's research capacity, using funding channelled from the DST. During 2015/16, the NRF supported seven research projects, contributing significantly to our capacity and productivity in this key area of museum work:

- Research on the "Archaeologies of the Antarctic" by Jaco Boshoff, regarding shipwreck survivors on Marion Island.
- Incentive Funding for Rated Researchers: Grant to Simon van Noort for research on the systematics and biodiversity of African Hymenoptera (wasps, bees and ants); grant to Roger Smith for research on Karoo palaeontology; and grant to Thalassa Matthews for research on fossil frogs and micromammals and their use in palaeoecological reconstruction.
- African Origins Programme: Grants to Roger Smith for technical skills support (employment of personnel for Karoo fossil preparation and West Coast Fossil Park fossil sorting); research on the "Palaeoecology of Western Gondwana"; and a new grant on the "Ecology of Earliest Triassic Tetrapods in Gondwana".
- Thuthuka Programme: PhD research grant to Dylan Clarke for project on "African West Coast Polychaete Worm Diversity and Biogeography"; and individual grant to Wayne Florence for research on "South African Bryozoa Diversity and Biogeography".
- Natural History Collections Funding Instrument: Grant for upgrading and digitisation of Natural History collections, in particular photographing specimens to be incorporated into the Specify database.
- Extended bursary support for Masters and doctoral study: Funding to PhD student, Terry Reynolds (supervised by Simon van Noort) on the "Systematics of the Ichneumonid Wasp Subfamily Banchinae".
- Foundational Biodiversity Information Programme: Funding to Simon van Noort for project concerning the "Survey and Systematics of South African Hymenoptera (wasps, bees and ants)".

6.3 Partners

During 2015/16, 54 long-term partners⁴ continued to contribute in diverse ways to the successful delivery of our strategic objectives. It is noted that although not all these relationships have been formalised via memoranda of understanding (MOUs), they are acknowledged herein as relationships that supported lziko's ongoing productivity and delivery in 2015/16. These include:

- Abe Bailey Trust
- Andrew W. Mellon Foundation
- ArtAfrica Magazine
- British Council | South Africa
- Brown University: Center for the Study of Slavery and Justice
- Business and Arts South Africa (BASA)
- Cape Craft and Design Institute (CCDI)
- Cape Peninsula University of Technology (CPUT)
- Cape Town Festival
- Cape Town Partnership
- Cape Town Tourism
- Castle Control Board
- Ceramics Southern Africa Western Cape
- City of Cape Town
- Consul de France au Cap/ Consul of France in Cape Town
- Consulate General of Brazil in Cape Town
- Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA)
- Department of Public Works (DPW)
- Department of Science and Technology (DST)
- DST/NRF Centre of Excellence in Palaeosciences
- Embassy of the Kingdom of the Netherlands
- Freedom Park
- Friends of the Iziko Michaelis Collection
- Friends of the Iziko South African Museum
- Friends of the Iziko South African National Gallery
- George Washington University
- Global Biodiversity Information Facility (GBIF)
- Golden Arrow Bus Services
- Groot Constantia Trust
- HCI Foundation
- International Committee of Museums (ICOM)
- Inyathelo: The South African Institute for Advancement
- Lidderdale Trust Fund
- Michaelis School of Fine Art
- National Heritage Council of South Africa (NHC)
- National Lotteries Commission
- National Research Foundation (NRF)
- Palaeontological and Scientific Trust
- Peninsula Beverages
- Rhodes University (RU)
- 4 The term 'long-term partner' is used by Iziko to denote relationships that add value and enable Iziko's productivity and delivery over a period of more than one year and that are not linked to a single project, but multiple initiatives. Although some of these partners may also be acknowledged as donors during the reporting period as they provided banked donor income to the institution, they also continued to act as ongoing supporters and enablers.



A guest at the opening of *Brushing Up on Stern* at the Iziko South African National Gallery on 23 July 2015.

Through a partnership with Cape Town Festival linked to Human Rights Day celebrations, Iziko hosted a musical concert in the ISAM amphitheatre on this commemorative day.

- Smithsonian Institution National Museum of African American History & Culture (NMAAHC)
- South African Astronomical Observatory (SAAO)
- South African Institute of Aquatic Biodiversity (SAIAB)
- South African National Biodiversity Institute (SANBI)
- Standard Bank of South Africa Limited
- Standford University
- University of Cape Town (UCT)
- University of Stellenbosch (SUN)
- University of the Western Cape (UWC)
- University of the Witwatersrand (Wits)
- US Consulate General in Cape Town
- West Coast Fossil Park Trust
- Western Cape Government; Cultural Affairs & Sport (DCAS)
- Western Cape Government; Education Department (WCED)

Project Partnerships 2015/16

During 2015/16, a number of strategic partnerships were forged in support of specific exhibitions, education and research projects. A total of 48 project partnerships with an equivalent Rand value of R11,642,894 were formalised via MOA/ MOU. In addition, a further 62 partnerships were forged in support of the projects and initiatives of our Education and Public Programmes (EPP) department.

The following project partners supported various Iziko projects and programmes:

- !Khwa ttu San Culture and Education Centre: An EPP partnership linked to the Planetarium show, *Full Circle: Star lore comes back to Africa*. The Iziko Planetarium required images to illustrate the age-old indigenous culture and knowledge portrayed in this in-house production, and !Khwa ttu granted permission to take photographs on location, using its staff members to generate these.
- African Earth Ceramics Southern Africa: A promotion partnership whereby the magazine provided Iziko with a free quarter page advertisement for the ongoing exhibition *From African Earth*, presented at the ISL.
- Anonymous partner: A partner who wished to remain anonymous paid directly all the costs related to the production of a catalogue, insurances and transit costs associated with the Irma Stern exhibition, *Brushing Up* on Stern, presented at the ISANG from 22 July to 1 November 2015.



Graffiti artist, Falko paints *Siamese Heart* onto a wall in room 5 of the Iziko South African National Gallery as part of the exhibition *Studio: Celebrating the lives and work of South African artists* to inspire young people using this room as a studio space during the exhibition.

- *ArtAfrica* Magazine: A promotional partnership whereby the magazine provided lziko with a free full page advertisement for four issues of *ArtAfrica*, i.e. December 2015, March 2016, June 2016 and September 2016.
- Artjamming: An EPP partnership with Artjamming to host holiday workshops during the exhibition of *Studio: Celebrating the lives and work of South African artists*, designed to develop freedom of creativity in young learners and adults visitors. Artjamming seeks to inspire and develop our youth culturally and creatively through paint, mosaic, sand and pencil work.
- BirdLife South Africa: An exhibition partnership to present the Oceans of Life Festival and annual photographic exhibition produced by BirdLife South Africa in order to showcase the beauty of the marine environment, and promote the conservation of seabirds and marine biodiversity, at the ISAM from 13 October to 22 November 2015.
- Brown University: Center for Slavery and Justice: A collaborative partnership between the Iziko Social History Collections department and Brown University to write, design and publish a catalogue for educational purposes on the exhibition at the ISL, *Singing Freedom: Music and the Struggle for Freedom in South Africa*. All costs pertaining to this publication were paid by Brown University.
- Cape Town Festival: An EPP partnership with Cape Town Festival linked to Human Rights Day Celebrations, on 20-21 March 2016, to host a musical concert in the ISAM amphitheatre.
- Cape Town Hollow Hotel: A partnership in support of Iziko hospitality through provision of lunch packs for the Karoo *Disclosure* debate participants at the ISAM on 24 and 26 September 2015.
- Craig Cupido (Falko): An EPP partnership with a local graffiti artist, Falko, who creates colourful, imaginative and politically inspired street art that echoes South Africa's politics and history. Titled Project Falko, a graffiti image was painted onto a wall in room 5 of the ISANG as part of the exhibition *Studio: Celebrating the lives and work of South African artists* to inspire young people using this particular room as a workshop/ studio during the exhibition.
- DST internships (administered by the NRF): The DST entered into internship partnerships with Iziko for four interns Sarina Govender, Tracy Cornellissen, Victor Mutavhatsindi and Kutala Zwabu.
- Distell Foundation: Two partnerships in support of Iziko hospitality were concluded in 2015/16. Provision of wine for the Slave Wrecks Project Announcement at the ISL on 2 June 2015; provision of wine for the opening of Standard Bank Young Artist 2015, Kemang Wa Lehulere: *History Will Break Your Heart*, hosted at the ISANG on 18 November 2015.

- Field Museum, Chicago, USA and University of Teresina, Brazil: Collaboration by Roger Smith with project leaders Ken Angielczyk and Juan Cisneros in a project entitled "Early tetrapod evolution in equatorial Pangea", funded by the National Science Foundation (NSF), USA. Dr Smith has been a team participant in field trips to Brazil, the latest being in March 2016.
- Friends of the Iziko South African Museum: The Friends partnered with Iziko in improving the TH Barry Lecture Theatre facilities through the acquisition of a new data projector.
- Friends of the Iziko South African National Gallery: The Friends entered into two major partnerships with Iziko in 2015/16. In discussion with Iziko, a number of significant works were purchased for the Gallery's collection this year, including a major sculpture by Maurice Mbikayi, entitled *E-Mukishi*; photographic prints by Thania Petersen; ceramics by S'bonelo Tau Lethuli; and an oil painting by Johannes Phokela. A second partnership was linked to educational projects and public programmes. In addition to the lectures and other educational activities offered by the Friends, they also covered the cost of providing buses to transport learners from several disadvantaged schools to view *Studio*, an exhibition that is linked to the school art curriculum.
- Groot Constantia Trust: Three project partnerships were negotiated with Groot Constantia during 2015/16. The Trust provided partnership in support of Iziko hospitality through provision of wine for the opening of Moses *Tladi Unearthed* at the ISANG on 23 September 2015; the opening of *Brushing Up on Stern* at the ISANG on 23 July 2015; and for the Slave Wrecks Project reception at the US Consul General residence on 1 June 2015.
- HCI Foundation: Iziko negotiated four project partnership agreements during the reporting period. An EPP partnership agreement for 2015 and a further partnership agreement for 2016 were concluded with the HCI Foundation to support the provision of buses, as required, to transport learners and individuals from marginalised and rural communities to Iziko museums to attend educational programmes, seminars and workshops. The Institutional Advancement (IA) department negotiated a third partnership linked to Museum Night 2016, to assist with the provision of buses for three community groups, i.e. Seawind Youth & Community Group, Emmanuel Worship Group, and Munerudien Islamic Group on Museum Night 2016, therby allowing previously disadvantaged communities access to this event. In partnership with EPP, an agreement with the HCI Foundation was negotiated to assist with the provision of buses for six Western Cape visual arts focus schools, based in disadvantaged communities, to view *Studio*, an exhibition linked to the school art curriculum, at the ISANG.
- Jodi Bieber: An exhibition partnership with South African artist and photographer Jodi Bieber, titled *Between Darkness and Light*, comprising of 100 photographic artworks (including a multi-media piece with sound) at the ISANG from 28 August to 19 November 2015.
- Kansai Plascon: A partnership negotiated by the IA department with Kansai Plascon to provide the paint required for an exhibition titled, *A Walk Through Time*. Curated by Iziko's Pre-Colonial Archaeology Unit, the exhibition illustrates South Africa's rich archaeological history, as well as key scientific discoveries. The exhibition will provide a novel educational platform for both learners and visitors, and will also introduce visitors to human evolution.
- Lynn Carneson McGregor: An exhibition partnership with exhibition curator and daughter of political activists Fred and Ruth Carneson, titled *Red in the Rainbow*, about the Carnesons anti-apartheid activism, presented at the ISL from 6 July 2015 to end July 2016.
- MMI Holdings: The IA department, in collaboration with The Thursdays, negotiated a partnership with MMI Holdings to provide funding for Museum Night 2016. Iziko and The Thursdays are the founding partners in this initiative.
- Nature's Best Photography: An exhibition partnership to present the *Nature's Best Photography Africa 2015* exhibition, an exhibition of printed photographs at the ISAM from 24 June to 16 September 2015.
- Omar Badsha: An exhibition partnership to present a retrospective exhibition of South African artist and photographer Omar Badsha's work, titled *Seedtime*, showcasing photographic works created throughout his career, spanning more than 50 years. The exhibition was presented at the ISANG from 24 April to 2 August 2015.
- Peninsula Beverages: The IA department, in collaboration with EPP, negotiated a partnership with Peninsula Beverages to provide refreshments to 120 learners (February to September 2016) during the exhibition of *Studio*.

- Rhodes University (RU): The university entered into three partnerships with Iziko in support of PhD students in 2015/16. Candice Owen (supervised by Simon van Noort) - Ada and Bertie Levenstein bursary; Candice Owen -Rhodes University Philanthropies; Sariana Faure (supervised by Simon van Noort) - NRF Sarchi PhD bursary.
- South African National Biodiversity Institute (SANBI): Two collaborative research partnerships with Iziko scientist Simon van Noort to implement the Biogaps Project (project leader, Domitilla Raimondo) aimed at filling biodiversity information gaps to support development decision making in the Karoo. The two partnerships included a seed funding grant, followed by full funding of this project.
- Standard Bank of South Africa Limited: An annual exhibition partnership with Standard Bank to present exhibitions by the Standard Bank Young Artist Award winners. The 2015 winner, Kemang Wa Lehulere, presented the exhibition, *History Will Break Your Heart* at the ISANG from 19 November 2015 to 20 January 2016.
- The Karoo Disclosure Collective (KDC): An exhibition partnership to present *Disclosure*, a multi-media installation comprising of video artwork with soundscape, photographic series, display objects and information, that explores issues regarding proposed fracking in the Karoo. The KDC includes artists Deborah Weber, Damien Shurmann, Elgin Rust, Gina Waldman, Margaret Stone, Michelle Liao, Lisa Bauer, Maxim Starche, Tom Glenn, Paula Kingwill and Peet van Heerden.
- Thursdays Projects: A collaborative partnership with The Thursdays, organisers of First Thursdays Cape Town, to stage the second edition of 'Museum Night' in Cape Town on 10 March 2016. Museum Night is a cultural event in which museums and cultural institutions in an area cooperate to remain open late into the night to introduce themselves to new potential patrons. Iziko and The Thursdays are the founding partners in this initiative that now includes other museums and sites across the city.
- Treatment Action Campaign (TAC): An SHC exhibition partnership to present the exhibition titled, *The Price of Gold*, created by Thom Pierce (Photographer) and commissioned by the TAC. The collection of 56 portraits features individuals (miners, ex-miners and their families) from the Eastern Cape, Free State and Lesotho, who have been diagnosed with silicosis and tuberculosis, as well as widows of miners who died from silicosis-related illnesses, was installed at the ISL from 1 December 2015 to 31 March 2016.
- US Consulate General in Cape Town: The US Consul General supported Iziko by hosting a reception event at the Consul General's home on 1 June 2015, and by contributing towards the hosting of a media and public event at the ISL on 2 June 2015. Both events were linked to the public announcement and memorialisation of the world-first discovery of the São José slave ship that sank off the coast in Cape Town, as part of the Slave Wrecks Project. This project is a collaborative initiative with Iziko Museums of South Africa; the Smithsonian Institution's National Museum of African American History & Culture (NMAAHC); and George Washington University.
- University of Cape Town (UCT): A research and development (R&D) partnership in support of the lziko Planetarium Digital Upgrade Project, a capital campaign to effect the digital upgrade of the lziko Planetarium. The upgraded Planetarium facility is required to meet the needs of multiple stakeholders, from museum visitors, learners and educators; to post-graduate students and academic researchers. Moreover, proof of sustainability is a prerequisite of investing partners, including the DST and NRF. UCT supported both the lziko Planetarium Technical Advisory and Operations Committees during 2015 to further define technical requirements and a business model (2016-24), to meet these requirements via the UCT eResearch, Finance and Project Management Departments; and also funded a week-long R&D workshop with local and international experts.
- University of Stellenbosch (SUN): Two collaborative research partnerships with Iziko scientist Simon van Noort and Professor Michael Cherry for the NRF-Foundational Biodiversity Information Programme (FBIP) project on the effect of habitat fragmentation on faunal diversity of Eastern Cape forests. The two partnerhips included a seed funding grant, followed by full funding for this project.
- University of Washington, USA: Collaboration by Roger Smith with Christian Sidor in a NSF-funded project on Triassic fossils from southwestern Tanzania. Dr Smith has been a team participant in field trips to Tanzania, including one in June 2015.

In addition to the strategic partnerships noted above, our EPP department and Planetarium benefit from the following, often ongoing, relationships that enhance our sustained delivery in this high priority focus area:

- Artjamming
- Asirawan Siam Healing House & SA Thai Slave Heritage Center
- Battswood Art Centre
- Cape Argus
- Cape College Tourism
- Cape Peninsula University of Technology (CPUT) Interns, student development and public events, the Iziko Planetarium Digital Upgrade Project/ Tourism Department/ CPUT Design School
- Cape Town Festival Human Rights programme
- Cape Town Science Centre
- Centre for Conservation
- Children's Art Centre Artmaking programme
- City of Cape Town Public programmes
- Community Chest of the Western Cape Public programmes
- Department of Basic Education
- Department of Science and Technology Iziko Planetarium Digital Upgrade Project
- Desmond Tutu HIV Foundation Awareness programme
- District Six Museum Education and public programmes
- EPP Advisory Committee
- Facebook Teachers' Network
- False Bay College Tourism department
- Golden Arrow Bus Services Community Transport Programme
- Gordon Institute for Performing and Creative Arts (GIPCA)
- HCI Foundation Community Transport Support Programme/ educational programmes
- Ibhabhathane
- International Fund for Agricultural Development (IFAD)
- Infecting the City Public programmes
- Institute for Healing of Memories
- Johannesburg Planetarium
- Khayelitsha Museum
- Kirstenbosch Botanical Gardens Outreach and environmental activities
- Lalela Project Art and exhibition making
- Lalela
- Learn to Earn
- M&C Saatchi Abel
- Mary Harding Special needs projects
- Mary Harding School for Children with Barriers to Learning
- Masala Productions
- Meaningful Access Project (MAP) (special needs) Artmaking
- Meaningful Access Projects (MAP)
- National Research Foundation (NRF) Iziko Planetarium Digital Upgrade Project
- Northlink College Tourism
- Ort SA Tech Science and technology activities
- Partners with After School Care Projects (PASCAP)
- Peninsula Beverage Co.
- Planetarium Lobby Group

- Professor Sandra Shell
- Shikaya History project
- South African Astronomical Observatory (SAAO) Iziko Planetarium Digital Upgrade Project
- South African National Biodiversity Institute (SANBI) Biodiversity Project
- St Mary's Primary
- St Mary's Primary After-school art club
- The Children's Art Centre
- Tiervlei Arts & Development
- University of Stellenboch (SUN) Research & Development: Iziko Planetarium Digital Upgrade Project
- University of the Western Cape (UWC) Research & Development: Iziko Planetarium Digital Upgrade Project/ UWC History Department
- Wildlife and Environment Society of South Africa (WESSA)
- Western Cape Education Department
- Western Cape Government; Cultural Affairs & Sport Expanded Public Works Programme (EPWP)
- Western Cape Government; Education Department Curriculum Development Project
- Western Cape Museum Education Forum Museum education development
- Women of Strength
- Zonnebloem Art School

Friends Organisations

Iziko's three Friends organisations add value through their public programmes, financial support, and their enthusiasm for specific museums and collections.

Friends of the Iziko South African National Gallery

This not-for-profit organisation is operated by a Council Chaired by Andrew Lamprecht that includes Robert Mulders; Hoosein Mahomed; Winnie Sze; Jilly Cohen; Clare Graaff; Sandra Prosalendis; Barbaro Martinez-Ruiz; Gcotyelwa Mashiqa; Phillippa Duncan; and the secretary, Lizzie O'Hanlon. Working with their members, they ensure that the Friends of the Iziko South African National Gallery is a vibrant and productive organisation.

2015 was a year of tremendous change and development within the Friends Council, as, after ten dedicated years as Chairperson, Robert Mulders stood down from this position in March 2015. Andrew Lamprecht was elected as the new Chair, with a brief to begin the process of constitutional change within the organisation. This process is nearing completion, and a revised constitution will be tabled at the next AGM.

During 2015/16, the Friends embarked on new projects for fundraising, and explored ways to initiate substantial transformation of the organisation to better reflect the demographic and age profiles of a broader South Africa. Participation in both the Jo'burg Art Fair in 2015 and the Cape Town Art Fair in February 2016 supported both these agendas. Many new members were enlisted and significant funds were generated via the sale of limited-edition prints at these events. The first two artists to participate in this ongoing project to create a portfolio of prints in 2015 were Gerald Machona and Athi-Patra Ruga. The first edition of each print was donated to the Iziko South African National Gallery.

Over the reporting period, the Friends purchased a number of works in support of the Gallery, and these donations are acknowledged in detail on page 145. They also continued to support Iziko's educational projects, and add value via their programme of lectures and other educational activities at Iziko.



The Friends of the Iziko South African Museum sponsored the Sistahood Girls Club, a group of young girls from Imizamo Yethu, for a tour of the museum and Planetarium, followed by lunch.

Visitors view the Moses Tladi Unearthed exhibition, which ran at the Iziko South African National Gallery from 23 September 2015 to 4 May 2016.

Friends of the Iziko South African Museum

The Friends of the Iziko South African Museum is a not-for-profit organisation supported by a committee of eight members. Rosemary Smythe, Munro Bloch, Gill Grose, Medeé Rall, Professor JP van Niekerk, Dr CP van der Merwe, Maxine Davies and Charlotte Honiball are committed to promoting the Iziko South African Museum, especially the research and work of its world rated scientists. This is achieved through a programme of monthly lectures, field trips and day outings, reflecting the culture of the Iziko South African Museum.

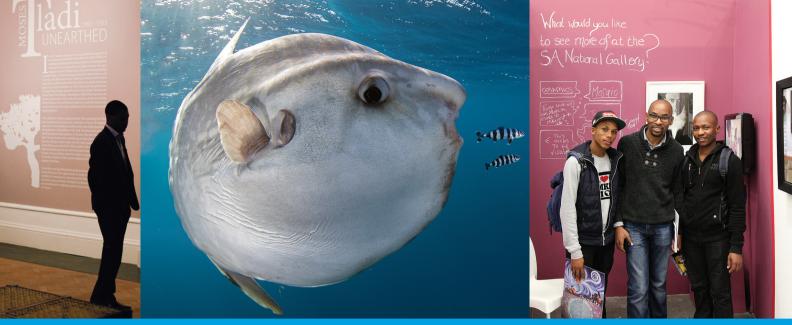
Open to people of all ages who are interested in learning about and exploring the natural and social history of our country, membership currently stands at approximately 350 people. With the increased use and spread of social media, the Friends has been able to reach a wider and more diverse audience interested in their lectures and activities - such as behind-the-scenes tours at the Social History Centre, including the Maritime department, visits to the Cape Boland Leopard Trust project, Jewish Museum, the energy efficient Black River Business Park, and the Company's Garden and SA National Library.

Regular popular field trips included fossil hunting in the Karoo with Dr Roger Smith, the Kogelberg Nature Reserve, and overnight stays at Cape Point. Other well supported outings included a visit to Laingsburg and surrounds, including exploring Seweweekspoort with local guides.

The monthly lecture programme, made up of specialists and experts in different fields such as astronomers, botanists, palaeontologists, entomologists, historians and zoologists, always attracts large audiences.

During 2015/16, the Friends sponsored the Sistahood, a group of young girls from Imizamo Yethu, for a tour of the museum by educator Anton van Wyk, including sponsored entrance to the Planetarium and lunch in the Company's Gardens. Through connections with the Cape Leopard Trust, a group from Manenberg, the Rock Girls, were also sponsored for a guided tour of the Museum, followed by a Planetarium show.

The Friends have earmarked funds to go towards the continuing upgrade of the Discovery Room in 2016.



Chris Fallows. *Old man behind the pilots*. (1st place winner From the Oceans of Life photographic exhibition, Iziko South African Museum.

Librarian Ziphezinhle Gwala (centre) at the booth the Friends of the Iziko South African National Gallery ran at the Cape Town Art Fair in February 2016.

Friends of the Iziko Michaelis Collection

This not-for-profit organisation seeks to promote the collection of 17th century Dutch and Flemish masters and the Iziko Old Town House where it resides. The Friends Committee, comprising Helen Binckes, Michael Cohen, Barnaba Golek, Clare Graaff, Liezl Hartman, Shirley Kellner, Rosalind Malandrinos, Colin Stevens and Melissa Sutherland, work together with Iziko Curator, Hayden Proud, to organise and facilitate a programme of events throughout the year.

While 2014 marked the centenary of the donation of the collection to the nation, 2015 marked the centenary of the installation of the collection in the Iziko Old Town House. Following on from the previous year, the Committee presented a full programme of events. More concerts were enjoyed, including the ongoing Music from the Golden Age series featuring Antoinette Lohman, Andrew Cruikshank and Sandile Mabaso; a jazz concert by our Parisian friend of the collection, Christopher Culpo; an evening of Spanish and Portuguese music presented by Canto Lyrico; and a romantic programme of landscapes evoked by Lente Louw and friends.

A fascinating lecture on the Jews in 17th century Amsterdam was given by Milton Shain, Emeritus Professor of the Kaplan Centre for Jewish Studies, and a sold-out lecture by our honourable secretary, Rosalind Malandrinos on the intricacies of Pre-Raphaelite painting.

At the end of 2015, the Iziko Old Town House closed for maintenance. The paintings of the Michaelis Collection have been moved to the Iziko South African National Gallery while the necessary work is done, and the Friends hope to present a programme of events at alternate venues during this period.

6.4 Exhibitions

Art Collections

- Seedtime: Omar Badsha Retrospective, ISANG, 24 April to 2 August 2015.
- Brushing Up on Stern, ISANG, 23 July 2015 to 1 November 2015.
- Jodi Bieber: Between Darkness and Light, partner Jodi Bieber, ISANG, 27 August 2015 to 19 November 2015.
- Moses Tladi Unearthed, University of Cape Town (UCT-Mellon Fund), ISANG, 23 September 2015 to 4 May 2016.
- *History Will Break Your Heart* by Kemang Wa Lehulere: Standard Bank Young Artist 2015, Standard Bank, ISANG, 18 November 2015 to 20 January 2016.

- *Studio: Celebrating the lives and work of South African artists*, ISANG, 17 December 2015 to 30 September 2016.
- Selections from our Historical Collections, ISANG, 10 March to 2 October 2016.

Natural History Collections

- Nature's Best Photography Africa, ISAM, 23 June to 16 September 2015.
- Disclosure, ISAM, 29 August to 15 November 2015.
- Homo naledi, ISAM, 24 September 2015.
- Oceans of Life, ISAM, 12 October 2015 to 31 March 2016.

Social History Collections

- Common Struggles Shared Heritage: The São José, ISL, 2 June 2015 to December 2015.
- Red in the Rainbow, Lynn McGregor, ISL, 25 July 2015 to 31 July 2016.
- Viewing Bo-Kaap, IBKM, 20 October 2015 to 20 September 2017.
- The Price of Gold, Treatment Action Campaign (TAC), ISL, 3 December 2015 to 29 February 2016.

6.5 Workshops and Conferences

- Panel discussion, "Seedtime: Omar Badsha Retrospective", ISANG, 6 June 2015.
- Mellon funded talk, "Contemporary Issues in Art Conservation" (Sanchita Balachandran), ISANG, 15 July 2015.
- Brushing Up on Stern closing event, ISANG, 1 November 2015.
- Re-Imagining Iziko Museums of South Africa Workshop, Cape Craft and Design Institute, 22 March 2016.

Education and Public Programmes

- Daksha Naran, attended SANBI-Rising, Kirstenbosch, 8 May 2015.
- Laetitia Swanepoel, attended Suid Afrikaanse Onderwys Unie (SAOU) Teachers' Conference, Stellenbosch, 28 May 2015.
- All Social History educators, attended São José Symposium, ISAM, 3 June 2015.
- Wayne Alexander and Theo Ferreira, attended Planetarium Digital Transformation Workshop, ISAM, 6 July 2015.
- Daksha Naran, attended TEACH Conference, Grahamstown, 28-30 August 2015.
- Wandile Kasibe, attended Youth Summit, "Ending poverty, inequality and climate change: Role of young people", Parliament, 11 September 2015.
- Temba Matomela, attended NRF Astronomy Cluster panel discussion, SAAO Observatory, 16 September 2015.
- Wayne Alexander, attended SOS Shark Education Centre, Kalk Bay, 16 September 2015.
- Theo Ferreira, attended Digital Sky Workshop, Naval Hill Planetarium, Bloemfontein, 16-23 September 2015.
- Wayne Alexander, attended Peace Conference, Cape Town City Hall, 17-18 September 2015.
- Daksha Naran, attended "Safeguarding our Oceans", Two Oceans Aquarium, 22 October 2015.
- Wayne Alexander, attended "Nation Building, Social Cohesion", Johannesburg, 21 January and 1 February 2016.
- Daksha Naran, attended "Careers at Kirstenbosch", Kirstenbosch, 3 March 2016.
- Hayley Hayes-Roberts, attended Writing Workshop, UWC, 8-11 March 2016.
- Yentl Kohler, attended Fire Fighting, Pinelands, Cape Town College Campus, 29 March 2016.
- Nadjwa Damon, attended Stellenbosch Student Conference, Stellenbosch, 30 March 2016.
- Nadjwa Damon, attended Curators' Slavery Project, Iziko Social History Centre, 30-31 March 2016.

Natural History Collections

• Simon van Noort gave a lecture, "Exploring the wonderful world of wasps - a hidden microcosm of intrigue" to the public and Iziko staff, 17 April 2015.

- Graham Avery gave a lecture, "5 Million Years of Changing Sea Levels, Coastlines and Biodiversity" to members of the Leakey Foundation, 30 April 2015.
- Graham Avery conducted tours of: Saldanha, West Coast Fossil Park archaeological/palaeontological sites; Ysterfontein archaeological/palaeontological sites; the Cape Peninsula (Sea Point contact and other geology features); and the Iziko Social History Centre (Elandsfontein and Klasies Homo sapiens fossils) for members of Leakey Foundation, 1-4 May 2015.
- Romala Govender gave a seminar on preparation of the Cenozoic Collections for Digitisation, ISAM, 11 May 2015.
- Roger Smith gave a lecture, "Continental Drift and Evolution" to Masimbambisane High Grade 12, 29 April 2015; and Charlie Hofmeyer High Grade 12, Ceres, 14 May 2015.
- Roger Smith gave a workshop about African dinosaur and coelacanth displays to Oakley High Grade 10, 13 May 2015.
- Romala Govender gave a lecture on Langebaanweg and its marine fauna to UCT Zoology Honours students, 2 June 2015.
- Simon van Noort gave a presentation, "Systematics of Ichneumonidae (parasitoid wasps): Challenges associated with mobilisation of foundational biodiversity knowledge for hyper-diverse invertebrate groups", at the Foundational Biodiversity Information Programme Forum, Pretoria, 3 June 2015.
- Eugene Bergh conducted a workshop, "Fossils: Evidence of Life Through Time", for CPUT first-year Life Sciences students, 10-11 June 2015.
- Simon van Noort gave two talks on wasps and digitisation; Sariana Faure (PhD student of Simon van Noort) gave a talk on chalcidid wasps; Candice Owen (PhD student of Simon van Noort) gave a talk on a spider egg parasitoid wasp; and Terry Reynolds (PhD student of Simon van Noort) gave a talk on systematics of Banchinae ichneumonid wasps, at the Joint XIX Entomological Society of Southern Africa (ESSA) and the 37th Zoological Society of Southern Africa (ZSSA) Congress, 12–17 July 2015, Rhodes University, Grahamstown, 13–14 July 2015.
- Dr Leslie W Powrie from SANBI gave a seminar, "From paper to cloud: Elevating text from specimens and field notes to the WWW cloud", to staff and public, ISAM, 21 July 2015.
- Eugene Bergh conducted a workshop, "Fossils and Environments Through Time", for CPUT second-year Environmental Management students, 30 July 2015.
- Romala Govender gave a lecture on evolution, "Fossils: the story they tell", to learners from Bardens High School, 7 August 2015.
- Roger Smith gave two lectures to Friends of ISAM Karoo trip participants, 16-17 August 2015.
- Eugene Bergh gave five lectures on palaeontology to UCT first-year Geology students, 17-21 August 2015.
- Romala Govender gave a seminar, "Mio-Pliocene cetacean assemblage from South Africa's west coast", to Centre of Excellence for the Palaeosciences grantees, Wits, 26 August 2015.
- Eugene Bergh gave two lectures on Micropalaeontology to UCT Geology Honours students, 3-4 September 2015.
- Eugene Bergh gave 13 lectures on palaeontology to UCT first-year Geology students, 8-25 September 2015.
- Graham Avery conducted a tour of Die Kelders Cave (Klipgat) for members of the Western Cape Branch of the South African Archaeological Society, 19 September 2015.
- Roger Smith gave a lecture on Karoo fossils to UWC Geology students, ISAM, 30 October 2015.
- Graham Avery was a palaeontological guide on a West Coast tour for participants of the ICOM ICEE Conference, 20 November 2015.
- Roger Smith gave a lecture on tetrapod burrows in post-extinction Karoo basin, at the Cape Karoo Imbizo, Port Elizabeth, 26 November 2015.
- Eugene Bergh gave a lecture, "A Cenozoic foraminiferal record from the south-western continental margin of Africa", and a presentation on preliminary results: micropalaeontology, to lead scientists and students of the *Meteor* M123 cruise expedition, 5 February 2016 and 20 February 2016.
- Simon van Noort gave a presentation on "Wasp Diversity" to the public on Museum Night, ISAM, 10 March 2016.



Iziko Curator Invertebrate Palaeontology and Geology, Eugene Bergh (right) and Lukas Gander from Jena University, sample a multi-core aboard the RV *Meteor*, in February 2016.

Curator, Paul Tichmann gave a public presentation on Mozambican slaves at the Cape at the Iziko Slave Lodge on Heritage Day, 24 September 2015.

Social History Collections

- Paul Tichmann facilitated a workshop, "Slavery and Freedom", focussing on the Slave Lodge, narrative of slavery at the Cape and the *Singing Freedom* exhibition to interrogate issues of slavery, identity, resistance and freedom, for Handspring Trust and Barrydale 'Net vir Pret' CBO, 16-17 April 2015.
- Paul Tichmann and Jaco Boshoff presented a public symposium, "Bringing the São José into Memory", for the public and Slave Wrecks Project participants, 3 June 2015.
- Jaco Boshoff (in partnership with Smithsonian NMAAHC and George Washington University) presented an African Slave Wrecks Archaeological workshop on the conservation of maritime archaeological objects to museums and heritage bodies: Iziko, SAHRA, Eduardo Mondlane University (Mozambique), Ifan-Universe and Cheikh A. Diop (Senegal), 3-5 June 2015.
- Lynn Abrahams gave a viewing of the *Singing Freedom* exhibition, followed by a screening of documentary film, *Action Kommandant*, and a discussion session on the documentary and the story of Ashley Kriel, 19 September 2015.
- Jake Harding and Paul Tichmann gave a public presentation on the *São José* slave shipwreck and Mozambican slaves at the Cape, 24 September 2015.
- Shanaaz Galant participated in a panel discussion to commemorate Emancipation Day, with presentations by Dr Sandy Shell, Dr Rod Sauls and Sam North, ISL, 1 December 2015.
- Paul Tichmann and Shanaaz Galant gave a presentation and lead discussions on the *Singing Freedom* exhibition for staff and students from the Stellenbosch Music Department and visiting German academics, 8 February 2016.

6.6 Acquisitions (key purchases, bequests and donations to collections) Social History Collections Purchases

- Earthenware figure of a glazed rabbit by Nico Masemolo (1985-2015), Calitzdorp, 2015.
- Ceramic vessel, '*My Father's Book/ Incwadi kababa*', by S'bonelo Tau Luthuli (2012), inscribed with wording from a letter written by the artist to his father.
- Lucia ware ceramic vase (1950s), Boksburg East Potteries.
- Smoke-fired vessel, 'Umbhaco', by Cape Town based ceramic artist, Andile Dyalvane.
- Colour screen prints: 2 paper and 2 fabric prints by Rod Sauls.
- District Six lino-cuts, series of 3 prints by Rod Sauls.



Mervyn Gers, ceramic platter and cup decorated with printed designs of koi fish. Social History <u>Collections.</u>

Social History Collections Donations

- Smoke-fired ceramic vessel in shell-shaped form, inspired by the finds of Blombos cave. Made and donated by Renata Kruyswijk, Johannesburg, 2014.
- Smoke-fired ceramic vessel with lacework-inspired decoration. Made and donated by Erna Ziegelmeier, Hermanus, 2014.
- Part tableware service/ crockery (26 pieces), used in the South African Parliament from the 1960s until 2007. Made by Continental China, South Africa. Decorated with the old Parliamentary emblem (crossed Mace and Black Rod). Donated by Artworks Office, Parliament of South Africa.
- T-shirt produced for the Black Sash's 60th birthday celebrations with the slogan 'Friends of the Black Sash: Making Human Rights Real'. Donated by Robert Mulders.
- T-shirt, Museums Association of Namibia. Donated by Rooksana Omar.
- Shweshwe dress with white and yellow patterns and khaki embroidered circles. Donated by Dr Patricia Davison.
- Wooden box made in Mozambique, given as memento to participants at the *São José* Memorial Tribute held at the home of Justice Albie Sachs, 2 June 2015.
- Boxed set of table linen and a cutlery set related to the 1952 Van Riebeeck Festival.
- Ink framed drawing of Malay Quarter by John Adair. Donated by Cheryl Anderson, artist's niece.
- Slides and film footage of Bo-Kaap space and people, by artist John Adair. Donated by Cheryl Anderson.
- 1 T-shirt; 2 badges; 1 magazine; 2 pamphlets; 1 membership form Equal Education. Donated by Ms K Tichmann, Equal Education staff member.
- Photograph mounted on wood with a glossy resin finish, '*Thanx Tata*', of painted stone, in tribute to Nelson Mandela. Donated by Jocelyn Chemel, US artist.

Social History Collections Bequests

From the Estate of the late Dr Suzan Tamara Robinson:

- Ceramic tile panel engraved in black ink with a scene of the Cape settlement during early years of Dutch colonial rule. Made by Ellalou O'Meara (1944-), Cape Town, 1997.
- Ceramic platter and ceramic cup decorated with printed designs of koi fish and segments of the English Willow Pattern. Made by Mervyn Gers (1961-), Cape Town.
- Ceramic jar with flattened lid. Made by Hyme Rabinowitz (1920-2009), Eagle's Nest, Constantia, Cape Town, 1970s.
- Ceramic jar with knobbed lid. Made by Hyme Rabinowitz (1920-2009), Eagle's Nest, Constantia, Cape Town, 1970s.



Thania Petersen. *Cape Coastline*, 2015. Inkjet print on Epson Hot Press, edition 2 of 8 (framed and signed print). Presented by the Friends of the Iziko South African National Gallery.

Thania Petersen. *Earlier District Six*, 2015. Inkjet print on Epson Hot Press, edition 1/2 of 8 (framed and signed print). Presented by the Friends of the Iziko South African National Gallery.

- Ceramic tureen with lid. Made by Ephraim Ziqubu (1948-), Rorke's Drift Art and Craft Centre, KwaZulu-Natal, 1975.
- Ceramic platter, oval-shaped. Made by Esias Bosch (1923-2010), White River, Mpumalanga, 1961-1975.
- Ceramic platter, circular-shaped. Made by Esias Bosch (1923-2010), White River, Mpumalanga, 1961-1975.
- Ceramic tureen with lid. Made by Esias Bosch (1923-2010), White River, Mpumalanga, 1961-1975.
- Square ceramic dish, large. Made by Esias Bosch (1923-2010), White River, Mpumalanga, 1961-1975.
- Square ceramic dish, medium. Made by Esias Bosch (1923-2010), White River, Mpumalanga, 1961-1975.
- Large bowl. Made by Esias Bosch (1923-2010), White River, Mpumalanga, 1961-1975.
- 2 x Circular plates. Made by Esias Bosch (1923-2010), White River, Mpumalanga, 1961-1975.
- Circular dish, green-glazed. Made at Linnware, Olifantsfontein, Johannesburg, 1940s-1950s.
- Circular dish, glazed in a russet colour. Made at Linnware, Olifantsfontein, Johannesburg, 1940s-1950s.
- Stoneware bowl by Andrew Walford (1942-), Shongweni Pottery, KwaZulu-Natal, probably 1970s.
- Stoneware bowl painted with fish design. Made by Andrew Walford (1942-), Shongweni Pottery, KwaZulu-Natal, probably 1970s.
- · Ceramic stemmed bowl (marked H), probably made by an English studio potter, 20th century.
- Ceramic cup made by English studio potter, Robin Welch (1936-).
- Ceramic dish with handles. Made by Goldscheider, Austria, 20th century.
- 2 x Ceramic Dutch Delft plates, decorated with a figure on a bridge design, probably 20th century.
- · Ceramic Dutch Delft plate, decorated with a landscape design, probably 20th century.
- Framed oil painting, unknown artist. Depicting Cape Town Waterfront with Clock Tower building and Table Mountain.

Art Collections Purchases

- Thania Petersen (b. 1980). I am Royal: Self Portrait 1, 2015. Inkjet Print on Epson Hot Press. From the artist.
- S'Bonelo Tau Luthuli. *Design Calabash Timeless*, 2015. Pit-fired earthenware. Irma Stern Museum/ 6 Spin Street Gallery.
- Musa Nxumalo (b. 1986). Untitled II (In-Glorious Series II), 2015. C-Print, ed. of 5 + 2 artist's proofs. SMAC Gallery.
- Leonce Raphael Agbodjélou (b. 1965). *Egungun Masquerades II*, 2015. Pigment ink on HP Premium Satin photographic paper, 148 x 110 cm. SMAC Gallery.
- Jodi Bieber (b. 1966). Shafkop: Lindela Deportation Centre to prevent them from escaping, illegal immigrants are told to bury their heads between their knees, 2000. Silver gelatin on fibre-based paper. From the artist.



George Hallett. *Portrait of Bessie Head, Berlin*, 1979. Handprint, edition of 5. Presented by the artist and Gallery MOMO.

George Hallett. *Imam on the 'Achille Lauro'*, 1970. Handprint. Presented by the artist and Gallery MOMO.

- Alexander Podlashuc. The Centurion, (The Passion of Judas Iscariot Series), 1977–1979. Linocut on paper.
- Alexander Podlashuc. The Raising of Lazarus, (The Passion of Judas Iscariot Series), 1977-1979. Linocut on paper.
- Alexander Podlashuc. The Gateway, (The Passion of Judas Iscariot Series), 1977–1979. Linocut on paper.
- Alexander Podlashuc. The Crucifixion, (The Passion of Judas Iscariot Series), 1977-1979. Linocut on paper.
- Alexander Podlashuc. *I am all things to all men*, (The Passion of Judas Iscariot Series), (The Passion of Judas Iscariot series), 1977-1979. Linocut on paper.
- Alexander Podlashuc. Rehearsal for a Requiem, (The Passion of Judas Iscariot Series), 1977-1979. Linocut on paper.
- Alexander Podlashuc. In the Beginning, (The Passion of Judas Iscariot Series), 1977-1979. Linocut on paper.
- Alexander Podlashuc. And the Cock Crowed, (The Passion of Judas Iscariot Series), 1977-1979. Linocut on paper.
- Alexander Podlashuc. Woodcutters, (The Passion of Judas Iscariot Series), 1977–1979. Linocut on paper.
- Alexander Podlashuc. The Visitor, (The Passion of Judas Iscariot Series), 1977-1979. Linocut on paper.
- Alexander Podlashuc. *Man of Sorrows*, (The Passion of Judas Iscariot Series), 1977-1979. Linocut on paper.
- Alexander Podlashuc. *The Last Supper*, (The Passion of Judas Iscariot Series), 1977-1979. Linocut on paper.
- Alexander Podlashuc. The Ploughman, (The Passion of Judas Iscariot Series), 1977–1979. Linocut on paper.
- Alexander Podlashuc. Christ in the Temple, (The Passion of Judas Iscariot Series), 1977-1979. Linocut on paper.
- Alexander Podlashuc. *Rest on the Flight into Egypt*, (The Passion of Judas Iscariot Series), 1977–1979. Linocut on paper.
- Hasan and Husain Essop. Oudste Kerk, Amsterdam, Netherlands, 2011. Lightjet C-Print. Goodman Gallery.
- Siphiwe Ndzube. *The Raft*, 2015. Found clothes, zips, wood, hessian, umbrella, waste bins, rope, metal, wire. From the artist.

Art Collections Bequests

- Eduardo Villa (1915-2011). Untitled. Bronze. Bequeathed by the late Sue Robinson.
- Lionel Davis (b. 1936). Self Portrait, c. 1990. Serigraph on paper. Estate of the late Pam Warne.
- Manfred Zylla (b. 1939). Daily Report 1 and 2, 1980. Etchings on paper. Estate of the late Pam Warne.
- Hardy Botha (b. 1942). Untitled, 1986. Aquatint and etching on paper. Estate of the late Pam Warne.
- Tiemie Rosser. Affair of the God-Botherers, c. 1976. Lithograph on paper. Estate of the late Pam Warne.

Art Collections Donations

- Thom Pierce. The Objectors: Richard Steele. Digital photograph on archival paper.
- Thom Pierce. The Objectors: Brett Myrdal. Digital photograph on archival paper.
- Thom Pierce. *The Objectors: David Bruce*. Digital photograph on archival paper.
- Thom Pierce. The Objectors: Neil Mitchell. Digital photograph on archival paper.
- Thom Pierce. The Objectors: Ivan Toms. Digital photograph on archival paper.
- Thom Pierce. The Objectors: Mike Loewe. Digital photograph on archival paper.
- Thom Pierce. The Objectors: Janet Cherry. Digital photograph on archival paper.
- Thom Pierce. The Objectors: Reverend Douglas Torr. Digital photograph on archival paper.
- Thom Pierce. The Objectors: Charles Bester. Digital photograph on archival paper.
- Thom Pierce. *The Objectors: Steve Reid*. Digital photograph on archival paper.
- Thom Pierce. The Objectors: Mike Evans. Digital photograph on archival paper.
- Thom Pierce. *The Objectors: Pete Hathorn*. Digital photograph on archival paper.
- Thom Pierce. *The Objectors: Sue Brittion*. Digital photograph on archival paper.
- Thom Pierce. *The Objectors: Etienne Essery*. Digital photograph on archival paper.
- Thom Pierce. The Objectors: Harald Winkler. Digital photograph on archival paper.
- Thom Pierce. The Objectors: John Freeth. Digital photograph on archival paper.
- Thom Pierce. *The Objectors: Laurie Nathan*. Digital photograph on archival paper.
- Thom Pierce. *The Objectors: Billy Paddock*. Digital photograph on archival paper.
- Guillaume Larrue (1851-1935) (French). *Interior with a Woman Sewing*, late 19th century. Oil on canvas. Donated by Lady Michaelis Orthopaedic Hospital, Plumstead.
- Bernard Harrison (1872-1956) (British). *Pisa Cathedral by Moonlight*, c. 1930s. Oil on canvas. Donated by Lady Michaelis Orthopaedic Hospital, Plumstead.
- Ernst Liebermann (1869-1960). A Woman Reading a Letter, c. 1900-1910. Oil on canvas. Donated by Lady Michaelis Orthopaedic Hospital, Plumstead.
- Henri Emilien Rousseau (1875-1933) French. *Cattle with Shepherd and Sheep in the Carmargue*, c. 1910. Oil on canvas. Donated by Lady Michaelis Orthopaedic Hospital, Plumstead.
- Henri Emilien Rousseau (1875-1933) (French). *Bull*, 1915. Oil on canvas. Donated by Lady Michaelis Orthopaedic Hospital, Plumstead.
- Henri Emilien Rousseau (1875-1933) (French). *Rural Dwelling with Duck Pond*, c. 1915. Oil on canvas. Donated by Lady Michaelis Orthopaedic Hospital, Plumstead.
- Henri Emilien Rousseau (1875-1933) (French). *Cattle in the Carmargue*, c. 1910. Oil on canvas. Donated by Lady Michaelis Orthopaedic Hospital, Plumstead.
- Louis-Francois Cabanes (1867-1947). *Nocturnal Scene, Middle-East*, 1890-1900. Oil on canvas. Donated by Lady Michaelis Orthopaedic Hospital, Plumstead.
- George Hallett (b. 1942). *Portrait of Bessie Head, Berlin*, 1979. Handprint, edition of 5. Presented by the artist and Gallery MOMO.
- George Hallett (b. 1942). Portrait of Gerard Sekoto, 1972. Handprint. Presented by the artist and Gallery MOMO.
- George Hallett (b. 1942). Imam on the 'Achille Lauro', 1970. Handprint. Presented by the artist and Gallery MOMO.
- Clive van den Berg (b. 1956). Untitled #1, from the 'Frontier Erotics' series, c. 1999. Oil on canvas. Presented by Lloyd Pollak.
- Clive van den Berg (b. 1956). Untitled #2, from the 'Frontier Erotics' series, c. 1999. Oil on canvas. Presented by Lloyd Pollak.
- Mark Coetzee (b. 1964). Penis Prints. Mixed media on paper. Presented by Lloyd Pollak.
- Mark Coetzee (b. 1964). Penis Prints, c. 1998. Ink and gouache on paper. Presented by Lloyd Pollak.
- Mark Coetzee (b. 1964). Penis Prints, c. 1998. Ink and gouache on paper. Presented by Lloyd Pollak.
- Mark Coetzee (b. 1964). Penis Prints, c. 1998. Ink and gouache on paper. Presented by Lloyd Pollak.

- Mark Coetzee (b. 1964). Penis Prints, c. 1998. Ink and gouache on paper. Presented by Lloyd Pollak.
- Mark Coetzee (b. 1964). Penis Prints, c. 1998. Ink and gouache on paper. Presented by Lloyd Pollak.
- Athi Patra Ruga (b. 1984). *The Intervention on the Anglo-Boer War Monument by the F.W.W.O.A. in 2012*, 2015. Digital print on cotton rag paper, edition of 100 + 2 artist's proofs. Presented by the Friends of the Iziko South African National Gallery.
- Gerald Machona. *Millennium Bar*, 2010. C-Print on Fuji Crystal Archive paper, edition image 1/100 + 2 artist's proofs. Presented by the Friends of the Iziko South African National Gallery.
- Marion Arnold (b. 1947). *The Game*, 1989. Screen print, edition 7/20. Absorbed into collection from undocumented works at Iziko Old Town House (IOTH).
- Marion Arnold (b. 1947). *The Sentinel*, 1988. Screen print. Absorbed into collection from undocumented works at IOTH.
- Peter Clarke (1929-2013). Fruit and Vegetable Hawker, Waterfall Road, Simon's Town, 1955. Pen, brush and ink on paper. Absorbed into collection from undocumented works at IOTH.
- Robert Gwelo Goodman. *Landscape*, undated. Etching on paper. Absorbed into collection from undocumented works at IOTH.
- Elizabeth Drake (1866-1954). *Michaelis Gallery, Cape Town*, 1923. Pencil on paper. Absorbed into collection from undocumented works at IOTH.
- Anton Pieck (1895-1987). *Dutch, Trees*, undated. Etching on paper. Absorbed into collection from undocumented works at IOTH.
- Unknown artist. Kuba cloth, undated. Handmade bark-woven cloth. Presented by Ms Alison O'Reilly.
- S'Bonelo Tau Luthuli. *Styles, Schools and Movements*, 2015. Pit-fired earthenware. Presented by the Friends of the Iziko South African National Gallery.
- S'Bonelo Tau Luthuli. *Mental, Physical and Spiritual Cleanliness (Enyokeni)*, 2015. Pit-fired earthenware. Presented by the Friends of the Iziko South African National Gallery.
- Johannes Phokela (b. 1966). *Boomstonetown Sabbath*, 2015. Oil on paper. Presented by the Friends of the Iziko South African National Gallery.
- Maurice Mbikayi (b. 1974). *E-Mukishi*, 2015. Computer parts, fibreglass, resin cloths and found objects. Presented by the Friends of the Iziko South African National Gallery.
- Thania Petersen (b. 1980). *Cape Coastline*, 2015. Inkjet print on Epson Hot Press, edition 2 of 8 (framed and signed print). Presented by the Friends of the Iziko South African National Gallery.
- Thania Petersen (b. 1980). *Earlier District Six*, 2015. Inkjet print on Epson Hot Press, edition 1/2 of 8 (framed and signed print). Presented by the Friends of the Iziko South African National Gallery.
- Thania Petersen (b. 1980). *Later District Six*, 2015. Inkjet print on Epson Hot Press, edition 1/2 of 8 (framed and signed print). Presented by the Friends of the Iziko South African National Gallery.

Natural History Collections (Research Driven Acquisitions)

A total of 2,622 new collection objects were accessioned that were the result of research fieldwork undertaken since 1 April 2012.

Loans Art Collections Incoming loans

- Omar Badsha. Landscapes (series 1-4). From Bruce Campbell-Smith.
- Omar Badsha. Landscapes (series 2-4). From Bruce Campbell-Smith.
- Omar Badsha. Landscapes (series 3-4). From Bruce Campbell-Smith.
- Omar Badsha. Landscapes (series 4-4). From Bruce Campbell-Smith.
- 245 photographs, from Omar Badsha.

- 46 works on paper, from Omar Badsha.
- 11 books, from Omar Badsha.
- Scrapbook by Irma Stern, from the National Library of South Africa.
- Ledger by Irma Stern, from the National Library of South Africa.
- Irma Stern. Dakar Women. From Mr and Mrs Wiese.
- Irma Stern. *Two Arabs*, 1936. From Frank Kilbourne.
- Irma Stern. Lilies, 1936. From Frank Kilbourne.
- Irma Stern. Magnolias in an Earthenware Jug. From Anton Taljaard.
- Irma Stern. Portrait of a girl eating grapes, 1933. From Anton Taljaard.
- Athi Patra Ruga. Arab Boy (after Irma Stern), 2012. From Westside Investment Holdings.
- Athi Patra Ruga. Indian Woman. From private lender.
- Irma Stern. Malay Bride. From Homestead Group Holdings.
- Irma Stern. Still Life with White Oleander. From Mr and Mrs Dennis Fig.
- Irma Stern. Two Swahili Girls. From Bonhams.
- Jodi Bieber. 100 photographs. From private lender.
- 4 books by Jodi Bieber. From private lender.
- 2 audios by Jodi Bieber. From private lender.
- Moses Tladi. Crown Mines. From Angela Lloyd.
- Moses Tladi. River Scene. From Angela Lloyd.
- Moses Tladi. Cloudy evening at Kroonstad. From Angela Lloyd.
- John Koenakeefe Mohl. Magaliesberg in mid-Winter. From JAG Art Gallery.
- Moses Tladi. Lokshoek, Johannesburg-front façade house. From Sekhubami Tladi.
- Moses Tladi. The House in Kensington B. From Sekhubami Tladi.
- Moses Tladi. Winter-trees Driefontein. From Sekhubami Tladi.
- Moses Tladi. Blue gum trees and water. From Sekhubami Tladi.
- Moses Tladi. Spring- Driefontein. From Sekhubami Tladi.
- Moses Tladi. Weeping Tree. From Sekhubami Tladi.
- Moses Tladi. Landscape woodfetcher. From Sekhubami Tladi.
- Moses Tladi. Three huts. From Sekhubami Tladi.
- Moses Tladi. Morning at Magaliesberg Mountains. From Sekhubami Tladi.
- Moses Tladi. Flowering Tree. From Sekhubami Tladi.
- Moses Tladi. Two Hillocks. From Sekhubami Tladi.
- Moses Tladi. Landscape with Mountain. From Sekhubami Tladi.
- Moses Tladi. Landscape- The Drakenstein. From Sekhubami Tladi.
- Moses Tladi. Near the Mill- Kroonstad. From Sekhubami Tladi.
- Moses Tladi. Cherry tree and old carriage house at Lokshoek. From Sekhubami Tladi.
- Moses Tladi. Two trees, undated. From Mmapula Tladi Small.
- Moses Tladi. Mountain Range, undated. From Mmapula Tladi Small.
- Moses Tladi. Landscape, undated. From Mmapula Tladi Small.
- Moses Tladi. Sekhukuniland (sic). From Mmapula Tladi Small.
- Moses Tladi. Spring near Witkoppen, undated. From Mmapula Tladi Small.
- Moses Tladi. Autumn (Craighall), undated. From Mmapula Tladi Small.
- Moses Tladi. Trees with Great Aloe, undated. From Mmapula Tladi Small.
- Moses Tladi. Landscape- Trees, Rocks and Water. From Mmapula Tladi Small.
- Moses Tladi. Highveld Summer Rainstorm, undated. From Mmapula Tladi Small.
- Moses Tladi. Landscape, undated. From Sally Stanley.
- John Koenakeefe Mohl. Mountain Scene at Pilgrims Rest, c. 1945. From Standard Bank Gallery.

- Gerard Bhengu. Landscape with Zulu huts and figures. From Bruce Campbell-Smith.
- Gerard Bhengu. Landscape with huts. From Bruce Campbell-Smith.
- Gerard Bhengu. *Landscape*, untitled. From Bruce Campbell-Smith.
- Kemang Wa Lehulere. Another Homeless Song (for RRR Dhlomo) 1, 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. Another Homeless Song (for RRR Dhlomo) 2, 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. The Bird Lady in nine layers of time. From Standard Bank Gallery.
- Kemang Wa Lehulere. Where, if not far away, is my place?, 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. The knife eats at home 1, 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. *The knife eats at home 2*, 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. Does the mirror have a memory (Ernest Mancoba), 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. Does the mirror have a memory 1, 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. Does the mirror have a memory 2, 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. Does the mirror have a memory 3, 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. Does the mirror have a memory 4, 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. Does the mirror have a memory 5, 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. Does the mirror have a memory 6, 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. Does the mirror have a memory 7, 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. Does the mirror have a memory 8, 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. Does the mirror have a memory 9, 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. Does the mirror have a memory 10, 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. Does the mirror have a memory 11, 2015. From Standard Bank Gallery.
- Kemang Wa Lehulere. Does the mirror have a memory 12, 2015. From Standard Bank Gallery.
- Arvant Car Guard. Pushing the Void. From Sanlam Art Collection.
- Emile Fern. Reclining nude with cushions. From Sanlam Art Collection.
- Selvin Pekeur. Self Portrait with Madiba. From Sanlam Art Collection.
- Malcolm Payne. *Joy*. From Sanlam Art Collection, private lenders.
- Anthea Delmotte. Emma van der Merwe. From Sanlam Art Collection.
- Conrad Botes. Forensic Disco. From Sanlam Art Collection.
- Heather Gourlay-Conningham. *Portrait of a young man*. From Sanlam Art Collection.
- Edward Roworth. The Outeniqua Mountains, George. From Sanlam Art Collection.
- Simon M Lekgetho. Self Portrait. From Sanlam Art Collection.
- Durant Sihlali. Untitled. From Sanlam Art Collection.
- Albert Munyua. Crucifixion. From Sanlam Art Collection.
- Dorothy Kay. The Song of the Pick. From Sanlam Art Collection.
- Leora Farber. Nemesis 1. From Sanlam Art Collection.
- Tracey Rose. L' Annuanciaziane after Fra Angelico. From Sanlam Art Collection.
- Adam Letch. Leaving the Body. From Sanlam Art Collection.
- Johannes Maswanganyi. Family tree. From Sanlam Art Collection.
- Noria Mabasa. Sacrificial Rite. From Sanlam Art Collection.
- Luan Nel. Gay Times 2. From Sanlam Art Collection.
- Luan Nel. Les 42 (1) Homoseksualisme. From Sanlam Art Collection.
- Breyten Breytenbach. *Wood*. From Sanlam Art Collection.
- Harry Trevor. The Carpenter. From Sanlam Art Collection.
- Diane Victor. *Trying to Sleep with the Dead*. From Sanlam Art Collection.
- Norman Catherine. Attendant. From Sanlam Art Collection.
- Speelman Mhlangu. Untitled. From Sanlam Art Collection.



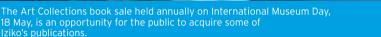
Entomologist Simon van Noort and DST/NRF intern Nkosinathi Babu, extracting insects from sweep-net collecting. A total of 2,622 new collection objects were accessioned that were the result of research fieldwork undertaken since 1 April 2012.

Moses Tladi. *River Scene*. Oil on canvas. An incoming loan to the Iziko South African National Gallery from Angela Lloyd. For the *Moses Tladi Unearthed* exhibition.

Outgoing loans

- Neville Dubow. Cypress Variations. To Irma Stern Museum.
- Neville Dubow. Cypress Variations. To Irma Stern Museum.
- Neville Dubow. Cypress Variations. To Irma Stern Museum.
- Neville Dubow. Nine Artists with Helmut, 1981. To Irma Stern Museum.
- Neville Dubow. The Spanish Couple, 1989. To Irma Stern Museum.
- Neville Dubow. Dome and Tree Variations, (Jerusalem, 1980). To Irma Stern Museum.
- Neville Dubow. Dome and Tree Variations, (Jerusalem, 1980). To Irma Stern Museum.
- Neville Dubow. Dome and Tree Variations, (Jerusalem, 1980). To Irma Stern Museum.
- Neville Dubow. Dome and Tree Variations, (Jerusalem, 1980). To Irma Stern Museum.
- Neville Dubow. Urban Icons, (New York, 1960). To Irma Stern Museum.
- Neville Dubow. Walter Battiss, 3 photos. To Irma Stern Museum.
- Neville Dubow. Boy with Kite, 1989. To Irma Stern Museum.
- Neville Dubow. Street, Left Bank 1, 1989. To Irma Stern Museum.
- Neville Dubow. Street, Left Bank 2, 1989. To Irma Stern Museum.
- Neville Dubow. Girl with Pram, 1989. To Irma Stern Museum.
- Jacob Pierneef. N'tabeni, 1930. To Standard Bank Gallery.
- André van Zyl. Approximately Pierneef, 1983. To Standard Bank Gallery.
- Wayne Barker. Blue Colonies, 1995. To Standard Bank Gallery.
- Roger van Wyk. South African Landscape Tradition. To Standard Bank Gallery.
- Nita Spilhaus. Flower-piece, 1927. To Sanlam Art Collection, Cape Town.
- Nita Spilhaus. Landscape. To Sanlam Art Collection, Cape Town.
- Nita Spilhaus. Stellenbosch. To Sanlam Art Collection, Cape Town.
- Ronald Harrison. Black Christ. To University Museum, Stellenbosch.
- Tracey Rose. The Kiss. To Friends of the Iziko South African National Gallery.
- Gerald Machona. Afronaut. To Friends of the Iziko South African National Gallery.
- Athi Patra Ruga. Night of the Long Knives. To Friends of the Iziko South African National Gallery.
- Walter Oltmann. Stacked Baskets. To Witz Art Museum.
- Minnette Vári. Chimera. To Goodman Gallery.
- Gerald Machona. Uri Afronaut. To 20th Bienalle of Sydney.





Exhibition catalogue, Standard Bank Young Artist 2015: Kemang Wa Lehulere: *History Will Break Your Heart*.

Lehulere

Wa

Kemang

- Thomas Bowler. Tulbagh Pass-Cape Colony, 1856. To Standard Bank Gallery.
- Nita Spilhaus. Flower-piece, 1927. To Sanlam Art Collection, Johannesburg.
- Nita Spilhaus. Landscape. To Sanlam Art Collection, Johannesburg.
- Nita Spilhaus. Stellenbosch. To Sanlam Art Collection, Johannesburg.

Natural History Collections

Incoming Loan

• Holotype specimen of pycnogonid species *Boehmia chelata* loaned by Candice Untiedt from the Museum für Naturkinde Berlin, Germany, for research purposes.

Outgoing Loan

• A total of 49 loans were issued: 13 from Entomology; 14 from Marine Biology; 11 from Terrestrial Vertebrates; 10 from Karoo Palaeontology; and 1 from Invertebrate Palaeontology.

Social History Collections

Incoming Loans

- 2 Ashley Kriel T-shirts; and artwork depicting Ashley Kriel, on loan from Mayibuye Archives.
- 14 items relating to shoe repairs and leather working, on loan from Raj Jaga of Rocksole.
- 22 items relating to the history of Atlas Trading Company, on loan from Wahab Ahmed.
- 5 isishweshwe dress and accessory items, on Ioan from Saskia van Oosterhout.

Outgoing Loans

- 4 items from Physical Anthropology collections. Prof. Judith Sealy.
- 11 items from Physical Anthropology collections. Dr Tea Jashavili.
- 3 items from Physical Anthropology collections. Prof. Fred Grine.
- 12-set part tea service and 18 piece dessert service. La Motte Museum.
- 7 artworks from the William Fehr Collection. Standard Bank.
- Spider wagon. Darling Museum.
- Scotch cart. SA Fisheries Museum.

6.7 Peer-reviewed Publications

Natural History Collections

- Best PB, Elwen SH, Palsbøll PJ, Thornton M, Austin E, Vinding K. 2015. Possible non-offspring nursing in the southern right whale, *Eubalaena australis*. Journal of Mammalogy. 96(2): 405-16. DOI: 10.1093/jmammal/gyv042.
- Birkenfeld M, Avery MD, Horwitz LK. 2015. GIS virtual reconstructions of the temporal and spatial relations of fossil deposits at Wonderwerk Cave (South Africa). African Archaeological Revue 32(4): 857-876. DOI: 10.1007/ s10437-015-9209-4.
- Boyle JH, Kaliszewska ZA, Espeland M, Suderman TR, Fleming J, **Heath A**, Pierce NE. 2015. Phylogeny of the Aphnaeinae: myrmecophilous African butterflies with carnivorous and herbivorous life histories. Syst Entomol. 40(1):169-82. DOI: 10.1111/syen.12098.
- Cisneros JC, Marsicano C, Angielczyk KD, **Smith RMH**, Richter M, Fröbisch J, Kammerer CF, Sadleir RW. 2015. New Permian fauna from tropical Gondwana. Nature Communications 6: 8676. DOI: 10.1038/ncomms9676.
- Fourvel J-B, Fosse P, Avery G. 2015. Spotted, striped or brown? Taphonomic studies at dens of extant hyaenas in eastern and southern Africa. Quaternary International 369: 38–50. doi:10.1016/j.quaint.2014.08.022.
- Govender R. 2015. Shark-cetacean trophic interaction, Duinefontein, Koeberg, (5 Ma), South Africa. South African Journal of Science 111(11-12): 1-7. DOI: 10.17159/sajs.2015/20140453.
- Kammerer CF, **Smith RMH**, Day MO, Rubidge BS. 2015. New information on the morphology and stratigraphic range of the mid-Permian gorgonopsian *Eriphostoma microdon* Broom, 1911. Papers in Palaeontology 1(2): 201-21. DOI: 10.1002/spp2.1012.
- Kennedy WJ, Klinger HC. 2015. Cretaceous faunas from Zululand and Natal, South Africa. The Albian ammonite genus *Douvilleiceras* de Grossouvre, 1894. African Natural History 11: 43-82. DOI: 10.17159/2305-7963/2015/v11n1a2.
- Koch F, Goergen G, Van Noort S. 2015. The sawflies of Namibia and the western parts of South Africa (Symphyta, Hymenoptera). ABC Taxa 15: 1-262. URL: http://www.abctaxa.be/volumes/volume-15-sawflies-namibia-and-western-south-africa-symphita-hymenoptera.
- Looy CV, Ranks SL, Chaney DS, Sanchez S, Steyer J-S, **Smith RMH**, Sidor CA, Myers TS, Ide O, Tabor NJ. 2016. Biological and physical evidence for extreme seasonality in central Permian Pangea. Palaeogeography, Palaeoclimatology, Palaeoecology. DOI: 10.1016/j.palaeo.2016.02.016.
- Maquart PO, Réveillion F, Prendini L, Burger M, Fisher BL, Van Noort S. 2016. New distribution records for african whip spiders (Arachnida: Amblypygi). African Entomology 24(1): 245-46. DOI: 10.4001/003.024.0245.
- Matthews T, Du Plessis A. 2016. Using X-ray computed tomography analysis tools to compare the skeletal element morphology of fossil and modern frog (Anura) species. Palaeontologica Electronica 19(1): 1-46.
- Rey K, Amiot R, Fourel F, Rigaudier T, Abdala F, Day MO, Fernandez V, Fluteau F, France-Lanord C, Rubidge BS, Smith RM, Viglietti PA, Zipfel B, Lécuyer C. 2015. Global climate perturbations during the Permo-Triassic mass extinctions recorded by continental tetrapods from South Africa. Gondwana Research. DOI: 10.1016/j. gr.2015.09.008.
- Rousse P, Van Noort S. 2015. Revision of the Afrotropical species of *Pristomerus* (Ichneumonidae: Cremastinae), with descriptions of 31 new species. European Journal of Taxonomy 124. URL: http://m. europeanjournaloftaxonomy.eu/index.php/ejt/article/view/246.
- Smith RMH, Sidor CA, Tabor NJ, Steyer JS. 2015. Sedimentology and vertebrate taphonomy of the Moradi Formation of northern Niger: A Permian wet desert in the tropics of Pangaea. Palaeogeography, Palaeoclimatology, Palaeoecology 440: 128-141. DOI: 10.1016/j.palaeo.2015.08.032.
- Van Noort S, Buffington ML, Forshage M. 2015. Afrotropical Cynipoidea (Hymenoptera). ZooKeys (493): 1-176. DOI: 10.3897/zookeys.493.6353.
- Van Noort S, Goulet H. 2015. New distribution records for the rare genus *Afrotremex* Pasteels (Siricidae: Hymenoptera) and provision of interactive Lucid identification keys to species. Biodiversity Data Journal 3: e7160. DOI: 10.3897/BDJ.3.e7160.

• Viglietti PA, **Smith RMH**, Angielczyk KD, Kammerer CF, Fröbisch J, Rubidge BS. 2016. The Daptocephalus Assemblage Zone (Lopingian), South Africa: a proposed biostratigraphy based on a new compilation of stratigraphic ranges. Journal of African Earth Sciences 113: 153-64. DOI: 10.1016/j.jafrearsci.2015.10.011.

Social History Collections

• Boshoff J. Preliminary investigations on the wreck of the SS *Solglimt*, Marion Island. Australian Institute of Maritime Archaeology Bulletin, No. 39, 2015, pp. 53-59.

Art Collections

• Proud H. 2015. "Perspectives on the Pierneef 'Problem'". In, A Space for Landscape: The Work of JH Pierneef (ed. Wilhelm van Rensburg). Standard Bank Gallery, Johannesburg, pp. 22-37. ISBN 978-0620-658713.

6.8 Other Research Publications, Brochures Natural History Collections

- Van Noort S. 2015. Book review of Pollen Wasps and Flowers in Southern Africa and Wasps and Bees in Southern Africa by SK Gess & FW Gess. Veld & Flora. 101:93.
- Govender R. 2015. Unlocking the mystery of how true seals disappeared from the Cape. The Conversation. July 2015. https://theconversation.com/unlockingthemysteryofhowtruesealsdisappearedfromthecape44344.

Social History Collections

- Black W. Human Remains. In, The Cape Town Book: A guide to the city's history, people and places. (ed. Nechama Brodie), 2015.
- Harding J. HEICS Brunswick. In, Submerge: The Wreck Issue. June/ July 2015.
- Boshoff J. Shipwreck Legislation. In, Submerge: The Wreck Issue. June/ July 2015.
- Meltzer L. Repositioning the Castle. In, The Cape Town Book: A guide to the city's history, people and places. (ed. Nechama Brodie), 2015.

Art Collections

- Lewis A. 2015. 'Athi-Patra Ruga'. In, Brushing Up on Stern (exhibition catalogue), ISANG, pp. 86-87.
- Lewis A. 2015. 'A Gargantuan Feast: Analysis of the Artist's Work'. In, Brushing Up on Stern (exhibition catalogue), ISANG, pp. 42-46.
- Lewis A. 2015. 'The Life of Irma Stern'). In, Brushing Up on Stern (exhibition catalogue), ISANG, pp. 30-41.
- Kaufmann C. 2015. 'From Rwanda'. In, Brushing Up on Stern (exhibition catalogue), ISANG, pp. 72-75.
- Kaufmann C. 2015. 'The Malay Bride'. In, Brushing Up on Stern (exhibition catalogue), ISANG, p. 69.
- Kaufmann C. 2015. 'Recovering Identity: Rwandese Notables in the Portraits of Irma Stern'. In, Brushing Up on Stern (exhibition catalogue), ISANG, pp. 76-85.
- Kaufmann C. 2015. 'The Sultan's Throne'. In, Brushing Up on Stern (exhibition catalogue), ISANG, pp. 66-68.
- Kaufmann C. 2015. 'Zanzibar and the Swahili Coast'. In, Brushing Up on Stern (exhibition catalogue), ISANG, pp. 64-65.
- Proud H. 2015. 'Irma Stern and the South African National Gallery' (pp. 46-56); and 'Message from Iziko', pp. 11-12. In, Brushing Up on Stern (exhibition catalogue), ISANG.
- Proud H. 'Perspectives on the Pierneef 'Problem''. In, A Space for Landscape: The Work of JH Pierneef. (ed. Wilhelm van Rensburg). Standard Bank Gallery, Johannesburg, pp. 22-37.





Iziko's Education and Public Programmes department - and our visitors - benefited from the partnership with Artjamming on Heritage Day 2015.

Heritage Day 2015. Fossil preparators demonstrate how fossils are uncovered, and introduce younger visitors to possible careers in museology.

6.9 Education and Public Programmes EPP Brochures/ Worksheets/ Resource Packs

EPP produced 109 resources in the form of worksheets, lesson plans, activity sheets, and awareness material for schools and the public. Museums, as sites of learning, add value to classroom practice, and offer the general public heritage awareness through its art, history, science, astronomy, and technology programmes; and through commemorative day celebrations and summer school programmes. All our school materials are aligned to the Department of Education's curriculum, and address various topics and themes.

Art

30-minute gallery visit worksheet; *Landscape* exhibition practical project worksheet; Tour guide worksheet; Art appreciation booklet; Africa Day booklet; Art hunt activity sheet; Irma Stern worksheet; A Stern selfie worksheet; Stern and Bieber comparison worksheet; Irma Stern primary school worksheet; Artmaking worksheet; *Studio* GET resources; *Studio* FET; *Studio* - *Celebrating the lives and works of South African artists* resource booklet

Natural History

Digitisation worksheet; Food security worksheet; Evolution activity sheet; Living fossils activity sheet; Treasure hunt x 2 activity sheets; Nelson Mandela nomenclature sheet; Gaiasphere resource; Evolution-Giasphere resource; Water Week resource; Plastic and paper recycling resource; Amazing Race activity sheets x 2; *Nature's Best* activity sheet; Bee Buzz activity sheet; Cosmic calendar; Scientific naming species after Nelson Mandela resource; Reptiles, mammals resources; Elephant/ Rhino Day resources; Karoo *Disclosure* resource; SASSI in development resource; Marine Week/ marine coast worksheet; Marine Week: SASSI scavenger hunt resource; SASSI Traffic Game; Marine Week activities programme and museum format; KD jewellery worksheet; Evolution PDF and Naledi pack; Material for museum fair resource; Explore discover activity sheets; The reptile diversity of southern Africa resource; Star fish resource; Spotlight on museum careers and related research resource; Fishes resource; The family of southern flounders resource; Chelonia mydas turtles resource; Evaluation: Biodiversity careers resource; Collections, Research & Science Anthropology, Culture, Art, Education resource



As part of the In-Herit Festival 2015 programme, the Iziko Mobile Museum visited Groot Constantia on Heritage Day, 24 September.

By offering free entry on certain commemorative days throughout the year, we encourage families to explore their heritage, instilling a culture of visiting museums and galleries.

Social History

Groot Constantia Grade 11 tourism pack; Groot Constantia catalogue guidebook; Memories of an African journey resource; Oral history competition 2015 pack; Heritage task worksheet; Bertram House heritage trail worksheet; Learning from leaders worksheet; *There is something I must tell you* resource; Ancient Egypt worksheet x 9; Slavery pack; Castle of Good Hope x 5 worksheets; Frontier wars worksheet; Slavery x 2 worksheets; Medicine x 2 worksheets; Places of worship worksheet x 4; National symbols worksheet; The Company's Garden treasure hunt worksheet; Lesson plan; *Vervoer* worksheet; Khoikhoi worksheet; Coat of arms resource; Heritage trail Grade 5 worksheet; The introduction of the Industrial Revolution sheet; *Isishweshwe* dyeing processes resource; Slavery task; *There is something I must tell you* booklet; *There is something I must tell you* poster.

Planetarium

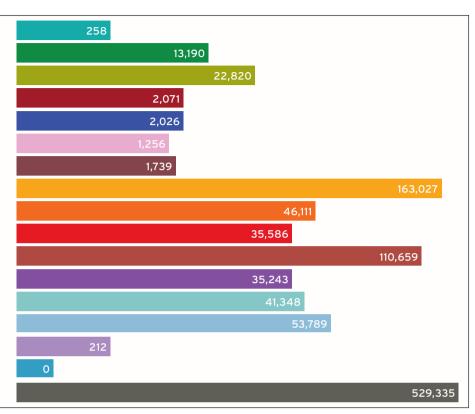
Sky Map: April 2015; May 2015; June 2015; July 2015; August 2015; September 2015; October 2015; November 2015; December 2015; January 2016; February 2016; March 2016

Public Programmes

- Freedom Day, ISL, 28 April 2015
- International Museum Day, various Iziko sites, 11-18 May 2015
- Africa Day, in partnership with Lyrical Base Project, ISL, 25 May 2015
- Youth Day, in partnership with Equal Education, ISL, 16 June 2015
- International Mandela Day, in partnership with DBV/SPCA, SPCA, 18 July 2015
- Women's Day, ISL, 8 August 2015
- Heritage Week, in partnership with Groot Constantia Estate, Castle of Good Hope, City of Cape Town, HCI Foundation, Metropolitan Health, Business and Arts South Africa, various Iziko sites, 21-27 September 2015
- Marine Week, in partnership with WWF, ISAM, 12-16 October 2015
- Emancipation Day, in partnership with District Six Museum, Prestwich Place, St George's Cathedral, Castle of Good Hope, 30 November 2015
- World Aids Day, in partnership with Desmond Tutu HIV Foundation, Desmond Tutu HIV Foundation Centre, 30 November 2015
- International Mother Tongue Day, in partnership with Cape Town Festival, ISAM, 20 February 2016
- Human Rights Day, in partnership with Cape Town Festival, ISAM, 20-21 March 2016

6.10 Visitor Statistics

2015/2016



Bertram House Museum Bo-Kaap Museum Groot Constantia Koopmans-de Wet House Michaelis Collection Rust en Vreugd Museum Maritime Centre SA Museum SA National Gallery Slave Lodge Museum William Fehr Collection Planetarium school shows Planetarium public shows EPP school groups Planetarium IA (venue hire) EPP venue hire **Total Visitors**



Visitors	2014/15	2015/16
Paying visitors (including Planetarium public and school shows)	408,597	382,671
EPP school groups	61,355	53,789
Free commemorative days; Museum Night	41,104	46,717
Concessions (as per prior approval)	8,677	4,041
Children 5 and under	11,361	11,561
Students on designated free day (Friday)	4,242	3,938
Pensioners on designated free day (Friday)	2,216	1,588
Friends organisations	735	635
ICOM/SAMA cardholders	82	98
Tour guides accompanying tourists	4,238	4,026
Functions	3,889	3,129
*Special events	-	181
Media	163	87
Educators	2,993	4,207
*Courtyard Project concession to ISANG	-	6,056
*Planetarium free adult	-	647
*Planetarium free child	-	630
*Museum Users		
Venue hire	5,231	3,265
Restaurant	2,988	2,069
Subtotal	557,871	529,335
Outreach		
Mobile Museum and other outreach	17,532	15,678
Total	575,403	545,013
*New category		
Online Visitor Footprint	2014/15	2015/16
Iziko website	177,581	191,956
Biodiversity Explorer website	446,557	525,417
Figweb website	43,430	61,040
Waspweb website	72,014	71,764
Iziko Facebook fans	4,365	4,961
Iziko Twitter followers	2,866	3,386



6.11 Materiality and Significance Framework for the 2015/2016 Financial Year

Definitions and Standards

- Audited financial statements: 2012/2013 (AFS)
- Approved annual budget: 2013/2014 (AAB)
- Approved strategic plan: 2014/2015 to 2016/2017 (ASP)
- Event: An activity that has the elements of income and expenditure
- Trading venture: An activity that has the elements of buying and selling of products and/or services
- Total income: Total income excluding the income from events and trading ventures
- Total expenditure: Total expenditure excluding event and trading venture expenditure

Applicable Sections of the PFMA

- Section 50(1)
- Section 55(2)
- Section 54(2)
- Section 66(1)

Treasury Regulation

• 28.1.5

Framework

4.1 Section 50: Fiduciary Duties of the Accounting Authority	Value (Quantitative)	Nature of Event (Qualitative)
(1) Accounting Authority must:		
(c) on request, disclose to the Executive Authority responsible, all material facts which in any way may influence the decisions or actions of the Executive Authority	(a) Any unbudgeted transaction of which the amount exceeds 1% of the total value of assets per AFS	(a) Any unplanned event that affects the core purpose or mandate of entity per the ASP
	(b) Any budgeted event where income is a legitimate expectation, where the actual income is less than 5% of the total expenditure	(b) Any activity that is outside the parameters of each Public Entity's enabling legislation
	(c) Any trading venture where income is exceeded by expenditure by more than 0,5% of income	
	(d) Total actual income is less than budgeted income by more than 0,5% of budgeted income	
	(e) Total actual expenditure is more than budgeted income by more than 5% of budgeted expenditure	

4.2 Section 54: Information to be Submitted by the Accounting Authority	Value (Quantitative)	Nature of Event (Qualitative)
(2) 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:		
(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement	N/A	Any unplanned event, per the ASP, that may affect the core purpose or mandate of the entity
(c) acquisition of disposal of a significant shareholding in a company	N/A	Any unplanned event, per the ASP, that may affect the core purpose or mandate of the entity
(d) acquisition or disposal of a significant asset	Any transaction of which the amount exceeds 1% of the total value of assets per AFS	Any unplanned event, per the ASP, that may affect the core purpose or mandate of the entity
(e) commencement or cessation of a significant business activity	Any transaction of which the amount exceeds 1% of the total value of assets per AFS	Any unplanned event, per the ASP, that may affect the core purpose or mandate of the entity
4.3 Section 55: Annual Report and Annual Financial Statements	Value (Quantitative)	Nature of Event (Qualitative)
(3) the annual report and financial statements must:		
(b) include particulars of:		
(i) any material losses through criminal conduct and,	(a) Any loss of which the amount exceeds 1% of the total value of assets per AFS	Any unplanned loss, per the ASP, that may affect the core purpose or mandate of the entity
	(b) Any loss of a National Estate as defined in section 3 of the National Heritage Resources Act, 1999 (Act No. 25 of 1999)	
any irregular expenditure and fruitless and wasteful expenditure that occurred during the year	All	AII
(iii) any losses recovered or written off	All	All
4.4 Section 66: Restrictions on Borrowing, Guarantees and Other Commitments	Value (Quantitative)	Nature of Event (Qualitative)
Iziko may not enter into any financial commitment beyond its approved budgets and its accumulated reserves	N/A	N/A

Acknowledgements

Iziko Museums of South Africa is committed to working closely with all key stakeholders to foster a strong network of collaboration between related organisations, both nationally and internationally. Iziko values these partnerships, and recognises them as essential to meeting the objectives of the organisation. We gratefully acknowledge the significant ongoing financial support from:

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cape town partnership



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For the full list of Iziko's valued donors and partners, please see appendices 6.2 and 6.3 on pages 127 to 130.



Abbreviations/ Acronyms

ABET Adult Basic Education and Training AC Art Collections (department) AFS Annual financial statements A-G Auditor-General AGSA Auditor-General of South Africa ASP Approved Strategic Plan AVE Advertising Value Equivalent BASA Business and Arts South Africa CATHSSETA Culture, Arts, Tourism, Hospitality and Sport Sector Education & Training Authority CCMA Commission for Conciliation, Mediation and Arbitration CCTV Closed Circuit Television **CEO** Chief Executive Officer CFO Chief Financial Officer CMS Content Management System **CPI Consumer Price Index** CPUT Cape Peninsula University of Technology CSM Customer Services Management (department) DAC Department of Arts and Culture DCAS Department of Cultural Affairs and Sport **DoE Department of Education DPW Department of Public Works** DST Department of Science and Technology EAP Employee Assistance Programme EECF Employment Equity Consultative Forum **EPP Education and Public Programmes** (department) Exco Corporate Governance and Compliance Committee GAAP Generally Accepted Accounting Practice GIPCA Gordon Institute for Performing & Creative Arts **GRAP** Generally Recognised Accounting Practice HTML Hypertext Markup Language HR Human Resources (department) IA Institutional Advancement (department) IAS International Accounting Standard IBH Iziko Bertram House IBKM Iziko Bo-Kaap Museum ICOM-SA International Council of Museums, South Africa ICT Information and Communication Technology IKdW Iziko Koopmans-de Wet House **IKS Indigenous Knowledge Systems** IMC Iziko Maritime Centre IMM Iziko Mobile Museum IOTH Iziko Michaelis Collection at the Old Town House IR&V Iziko Rust en Vreugd

ISAM Iziko South African Museum ISANG Iziko South African National Gallery ISHC Iziko Social History Centre ISL Iziko Slave Lodge IT Information Technology IWFC Iziko William Fehr Collection KZN Kwa-Zulu Natal LSEN Learners with special education needs MAP Meaningful Access Programme MTEF Medium-term Expenditure Framework NH Natural History NHC National Heritage Council NHC Natural History Collections (department) NLC National Lotteries Commission NRF National Research Foundation NSF National Science Foundation **OBIS Ocean Biogeographic Information Systems** OH&S Occupational Health and Safety PAA Public Audit Act **PBO Public Benefit Organisation** PFMA Public Finance Management Act **PPPFA** Preferential Procurement Policy Framework Act POS Point of Sale **REF Risk Equalisation Fund** SAAO South African Astronomical Observatory SAASTA South African Agency for Science and Technology Advancement SAASTEC South African Association of Science and Technology Centres SAIAB South African Institute for Aquatic Biodiversity SABIF South African Biodiversity Information Facility SAHRA South African Heritage Resources Agency SAMA South African Museums Association SANBI South African National Biodiversity Institute SCM Supply Chain Management SDA Skills Development Act SFI Southern Flagship Institution SH Social History SHC Social History Collections (department) SITA State Information Technology Agency SMAC Stellenbosch Modern and Contemporary Art Gallery SMT Senior Management Team **UIF Unemployment Insurance Fund** UCT University of Cape Town UWC University of the Western Cape **VOIP Voice Over Internet Protocol** WCA Workmen's Compensation Assurance

WCED Western Cape Education Department



EE THINGS DIFFERENTLY

DE AFRICA

2015 CAPE TOWN

Recalling the São José into Memory

For many, the story of the slave trade belongs to the distant past. We have no time to contemplate what it must have been like for the men, women and children who were kidnapped, coerced into captive passage, and sold into forced labour. As museums, the best homage we can pay to those who have passed from our memory is to make their stories known.

In 1794, the *São José*, a Portuguese slave ship, was wrecked near the Cape of Good Hope in South Africa. Destined for Brazil, the ship was carrying over 500 enslaved people from Mozambique when it struck a rock and began to sink. The crew and some of those enslaved aboard were able to reach the shore, but tragically, more than 200 enslaved perished in the violent waves. We remember those who survived the traumatic events of December 1794 only to spend the rest of their lives in bondage at the Cape. FRICA

The story of the **São José** is more than an African story. It is a story that transcends time, space and identity. It is a global story of our interconnectedness as a human race. It is a story of migration and of untold human wrongs.

The artefacts retrieved from the *São José* and this story provide tangible, intimate touchstones for people to reflect on in order to understand the global nature of the trade that shaped world history, and to which millions tragically lost their lives.

These objects, generously loaned by Iziko Museums of South Africa and our government to be on display at the inauguration of the Smithsonian's National Museum of African American History and Culture, are powerful authentic symbols of the Middle Passage.

11 NATIONAL MUSEUMS IN CAPE TOWN

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