



an agency of the
Department of Arts and Culture

ANNUAL REPORT 2017 | 2018



IZIKO 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
- 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

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Cover image and inside front and back cover: El Anatsui. *Fia* (Detail), 2014. Bottle caps, 280 x 260 cm. *Meyina* marks the first solo exhibition of El Anatsui – one of the most influential contemporary artists working today – in South Africa.

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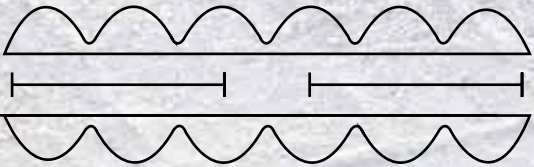
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Nharo skin tassel apron. Collected by Dorothea Bleek in Namibia in 1922.

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- ON A JOURNEY



1 | GENERAL INFORMATION

One of the many visitors who attended the opening of the exhibition,
The African Choir 1891 Re-Imagined, at the Iziko South African National Gallery.

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- SUNRISE / BIRTH

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 and Digital Dome
- 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 16 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.
- To continuously innovate and transform our heritage institutions to meet the needs of our democracy and serve our public.

1.1.4 Values

- *Ubuntu* – ‘I am because of you’
- Community engagement and social responsiveness
- *Batho Pele* – ‘Putting people first’
- Empower and inspire our visitors through education and research
- Communication and information sharing – Ongoing, open and honest communication and sharing of information
- Develop and sustain mutually beneficial local and international partnerships
- Professional, dependable and consistent service excellence
- Mutual trust, respect, equality, honesty and dignity – Treat everyone fairly and uphold human dignity
- Good and transparent financial governance

1.1.5 Strategic Outcome Oriented Goals of the Institution

Iziko’s goals are:

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	Collections (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 digitise collections as a means to register heritage assets for GRAP 103 and for providing online access. 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	Audience Development (Public Engagement)
Goal Statement	Working together to refine and enhance communication with our visitors, to grow our audience and sustain it, to enhance access and offer multiple visitor experiences, to involve and engage visitors. To develop and execute an exhibition and public programmes plan that 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, commemorative day campaigns, integrated marketing and communication, and the development of our website as a knowledge resource. Furthermore, Iziko seeks to position itself to attract further investment from public and private donors, and sustain and develop strategic partnerships in support of our temporary exhibitions and programmes, as well as the transformation of museums and permanent exhibitions.

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 Minister 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.



Iziko Senior Management Team, clockwise L to R: Ms Rooksana Omar, Chief Executive Officer; Mr Bongani Ndhlovu, Executive Director Core Functions; Ms Ronell Pedro, Chief Financial Officer; Mr Paul Tichmann, Director Collections and Digitisation; Ms Fahrnaaz Johadien, Director Support Services; Mr Rocco Human, Director Human Resources; Ms Thembisa Mageda, Director Human Resources (Acting); Dr Hamish Robertson, Director Research and Exhibitions; Ms Susan Glanville-Zini, Director Advancement; Dr Wayne Alexander, Director Education; Ms Denise Crous, Executive Director Operations.

Members of the Iziko Council, back row L to R: Advocate Rod Solomons; Ms Rooksana Omar, *Ex Officio* member; Mr Andries (Andy) Mooke; Prof. Sadhasivan Perumal. **Front row, L to R:** Ambassador Dikgang Moopeloa (Chairman); Advocate Judith Leshabane. **Inset top:** Ms Sijabulile Makhathini. **Inset bottom:** Mr Themba Wakashe.

1.3 Organisational Structure

1.3.1 Governance

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

The sixth Council of Iziko was inducted in August 2016. The Council members are:

Ambassador Dikgang Moopeloa (Chairman);

Mr Themba Wakashe; Professor Sadhasivan Perumal;

Mr Andy Mooke; Advocate Judith Leshabane;

Advocate Rod Solomons; Mr Tshimangadzo Nemaheni (resigned from Council on 26 January 2018);

Ms Sijabulile Makhathini; and 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 monies received by the declared institution and to utilise those monies 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 Committees report to the Council:

- Audit and Risk Committee
- Finance and Budget Committee
- Core Functions Committee
- Operations Committee

1.3.2 Management

1.3.2.1 Executive Committee (EXCO)

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

1.3.2.2 Senior Management Team

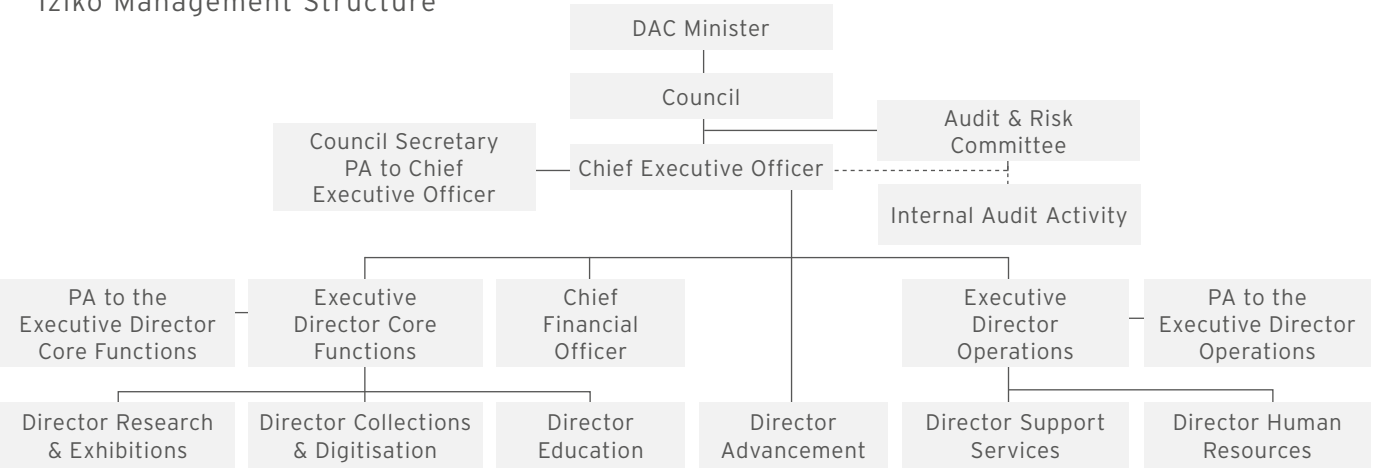
Iziko has three business units, namely Core Functions; Operations; and the Office of the CEO, comprising the departments of Advancement, and Finance and Administration.

The Core Functions unit includes the departments of Collections and Digitisation; Research and Exhibitions; and Education.

The Operations unit includes the departments of Support Services and Human Resources.

The Directors of the Core Functions and Operations units - along with the Chief Financial Officer, the Director Advancement and the Executive Directors - 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

In August 2016, the Sixth Council of Iziko Museums of South Africa (Iziko) commenced its term, which will run to 31 July 2019. I am honoured to continue in my role as Chairman for a second term, leading this Council and developing continuity for the important medium- to long-term

initiatives of previous Councils, thereby ensuring Iziko's ongoing evolution and growth. As we gear up to celebrate our 200th anniversary in 2025, Iziko's 'Vision 2025' plan is the roadmap for further transformation of this flagship institution.

This Council remains firmly convinced that museums provide a social compass and are pivotal platforms, not only for reflection and insight, but also for innovation – thus playing a definitive role in our society, as well as on the global stage. It is therefore incumbent on this Council and Iziko to ensure that our museums respectfully preserve our nation's powerful memories and diverse histories, whilst also providing a welcoming forum for healthy dialogue, expression, knowledge generation and creative thinking.

Iziko supports the vision of our Executive Authority, the Department of Arts and Culture, i.e.: "A dynamic and transformed Arts, Culture and Heritage Sector leading nation building through social cohesion and social-economic inclusion."

With the aid of recent, more focused research on the cultural and creative industries – of which museums form a part – the potential for tangible economic growth these industries harness is now becoming apparent. Research provided by the South African

Cultural Observatory (SACO) indicates that in 2015, a significant 6,72% of all jobs in South Africa could be ascribed to the "cultural economy".

The Honourable Nkosinathi "Nathi" Mthethwa, in his address at the 3rd International SACO Conference on 7 March 2018, alluded to the importance of the cultural and creative industries in the 21st century context, stating: "We also recognise that the Fourth Industrial Revolution is fundamentally disrupting the way we think, work and interact with each other, and in it, culture and creativity is one of the major currencies. We need to use this currency to our advantage to grow the sector and to benefit the South African economy. The more we make time and make space for a creative and cultural sector alongside technology, digital growth and innovation, the more we will be able to use South African creativity to its full potential."

Iziko is a significant contributor in South Africa and globally to knowledge generation, research and the economic value chain. We also contribute to the development of South Africa's human capital and skills base, and the provision of scientific insights to inform decision-making at a high level in the public and private sectors. We aim to be a hub for public engagement, through both formal and informal education, and the generation of new knowledge that is relevant to the needs of the 21st century and our developmental context.

Going forward, Iziko will continue to prioritise, through our museums and activities, the creation of a platform for initiatives that engage with current and critical issues such as decolonisation; racism; privilege; gender politics; identity; equality and environmental sustainability – all of which continue to impact profoundly on our present-day realities.

Museums provide an important public service across the full spectrum of society, and as such, they should be appropriately supported and developed. In a rapidly evolving world that is continuously altered by the forces of globalisation, technology,

societal changes and new values, museums also provide an invaluable point of reference and platform for reflection and discussion that reminds us of where we come from, mirrors who we are, and ensures a legacy for future generations.

Iziko's primary focus is to ensure access to our collections, exhibitions, research, education and public programmes for as many South Africans as possible in order to promote nation building and social cohesion, and to raise awareness of South Africa's diverse history, culture and heritage.

Iziko's museums and collections departments strive to be relevant and accessible to all South Africans. We want to make the best use of our spaces and rich heritage resources for the benefit of our public.

It is critical that the full scope and diverse benefits and value created by our museums, and their contribution to the quality of life of our citizens, be fully realised by South Africa's foremost public and private sector leaders, as well as global partners.

To achieve tangible progress towards transformation and optimising Iziko's significant potential within our three-year tenure, this Council's primary goals are to:

- develop the strategic vision of this institution;
- achieve improved governance and compliance;
- develop a clear plan for the transformation and re-imagining of these museums as part of our Vision 2025 strategy aligned with the 200-year celebration of our Museum in this year;
- ensure that the realignment of the structure of the Museum addresses the renewed impetus of decolonisation;
- contribute to redress at all levels of our programming, but specifically via Iziko's tireless work and contribution to developing national policies and strategies to address the issue of the restitution and repatriation of human remains and associated grave goods;
- develop and implement new and innovative strategies for advancement and increased sustainability

- through fundraising and income generation, as well as lobbying for increased support from national government to ensure that funding to achieve our vision is in place;
- ensure that enterprise development to generate income is implemented effectively, ethically and according to sound business principles;
- increase digitisation and technological capacity and resourcing to provide better interactivity for visitors and digital access to our collections;
- ensure access despite funding constraints, and ensure that 10% of our visitors, many of whom are youth or from disadvantaged communities, continue to benefit from free access via 15 free commemorative days; and
- oversee the finalisation of major capital works projects, i.e. the Courtyard Project and Iziko Planetarium Digital Upgrade Project in 2018 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.

Working in close collaboration with the Chief Executive Officer, Ms Rooksana Omar, and her Senior Management Team, the Sixth Council will continue to accelerate the pace of change; and deepen the core projects of social transformation, socio-economic development, nation building, and social cohesion at the Iziko museums.

The number of visitors coming to our museums and accessing our online resources is arguably one of Iziko's most important performance indicators. The Council and staff of Iziko are cognisant of the impact of our museums, both on our visiting public and society in general, and that the legacy of our work will resonate far into the future. Iziko aims to steadily increase visitor numbers over the next five years, once major construction and upgrades at a number of key sites are concluded. This will be achieved through a multi-faceted approach that will provide enhanced exhibitions and public programmes across our museums, and market our product with a focus on audiences that have historically not visited, nor had access to museums.



The Council of Iziko embarked on tour of Iziko museums, including the Iziko South African National Gallery on 25 January 2018. L to R: Ms Rooksana Omar, CEO, Iziko Museums of South Africa; Professor Sadhasivan Perumal; Mr Andy Mooke; Ms Andrea Lewis, Curator; Ambassador Dikgang Moopeloa, Council Chairman; Ms Ernestine White-Mifetu, Curator; Advocate Judith Leshabane; Mr Tshimangadzo Nemaheni.

Iziko strives to strategically position itself to attract the investment required to deliver on our strategic objectives. President Cyril Ramaphosa, in response to the 2018 State of the Nation debate, stressed that, “the cultural industries have great potential for growth, but require closer attention and backing from government.” With the recent adjustments to the South African political landscape, it can only be hoped that the broader social-economic capacity of the Arts, Culture and Heritage Sectors will indeed start to be recognised and tapped, and that Iziko, as a key driver of nation building and social cohesion, will benefit from this revival. It, however, remains essential to continue to lobby both public and private sectors for adequate support and funding to maintain and transform these collections and museums, to make them widely accessible as knowledge resources for all (particularly our youth), and to create heritage institutions adaptable to the many changes, challenges and possibilities the future holds.

It is my wish that the contents of this Annual Report will clearly demonstrate the vision for this flagship institution's current and potential future contribution and achievements. It is hoped that it will prompt the support required from national government through the Department of Arts and Culture; our partners in the public and private sectors; as well as philanthropists and our public, to ensure that we continue to transform and sustain these collections, and regenerate our museums as *African museums of excellence*. I thank you.

Ambassador Dikgang Moopeloa
Chairman of Council

1.5 Chief Executive Officer's Overview

Introduction

South Africa is experiencing change at a phenomenal rate. Over the past few months, the political, social and economic climate has altered in a way that a year or two ago seemed unimaginable. When we look back on this period, we will realise that we were part of what will no doubt be documented in the history books as a seminal moment. It is against this momentous backdrop that I present Iziko Museums of South Africa's (Iziko), 2017/18 Annual Report.

Museums, which are often perceived as rather static and slow to action, are not impervious to change. On the contrary, museums are increasingly responsive to our dramatically changing context. Within this milieu, museums endeavour to make sense of what – superficially – resembles disorder. We strive to present perspectives and insights that engender optimism and inspire meaningful transformation in keeping with the maturation of our democracy.

For some, the unpredictability of change is a frightening prospect, while for others it is a renewed opportunity to achieve the goals of our democratic context. The process of change that our nation is currently undergoing is inevitable. What is certain is that public sector institutions, including museums like Iziko, find ourselves within a defining moment where our choices and actions will ultimately determine our future.

Over the past year, Iziko reflected on and engaged with issues crucial to the present context. We have also experienced the impact of the current economic, social and political dynamism. In these circumstances we increasingly face challenges over which we have little or no control – including new legislations, the value of our currency, the political climate, the state of the economy, new movements that challenge our thinking and processes, etc. However, in the midst of these challenges, positive change is possible, and in fact, change thrives in the face of adversity!

Already in the 1990s, the imperative of change was clear for museum practitioners. Eilean Hooper-Greenhill¹ says, “Change offers points for development and for new approaches. Survival demands this. Today museums must step forward to define for themselves a new future.”

Museums in the 21st century not only have to operate in an environment that moves at the speed of light, but have to remain relevant and offer exhibitions and programmes that appeal to broad and diverse cultures – and all this amid dwindling resources and diminished funding from governments. We have to remain competitive within a space where literally hundreds of activities offer alternatives to cultural and heritage edu-tainment.

We are thus forced to innovate, to think outside the box as it were. However, the key to managing change is not to attempt interim, ad hoc solutions to challenges, or to imitate attempts at change that may work for other organisations or in other contexts. These are more likely to cause instability or create perceptions of mistrust within and outside of the organisation. PM Sokhela, in his contextualisation of change management within government's Public Service sector, explains that, “for service excellence and innovation to take place, the organisation must be able to better manage change and that learning is an integral part of changing.”²

1. Eilean Hooper-Greenhill, “Museums and communication: an introductory essay”, in Museum Meanings (1995), Hooper-Greenhill, E and Kaplan, F (eds.), Routledge.
2. PM Sokhela, “Managing change as a critical success factor for humankind: Lessons from Mandela and De Klerk”, in African Journal of Public Affairs (2014). Vol 7, no 4.



Ms Rooksana Omar, CEO of Iziko
Museums of South Africa

Iziko has embraced this notion of improving and learning, striving to become the *African museum of excellence* that is at its core. Through our dedicated and passionate staff, we are able to initiate change in small yet perceptible ways that set us apart from and give us an advantage over our ‘competition’.

As spaces of heritage, museums are an important social conduit for educating people about societal issues, stimulating active citizenship, and acting as catalysts for social change. During recent years, Iziko has provided valuable neutral spaces for crucial debates, enhancing democracy and playing a vital role in reaching our goal of building an inclusive society and economy.

While it is true that museums are under immense pressure from all quarters to remain relevant, move with the times, and reinvent themselves for evolving audiences, change needs to be understood within the context in which the museum finds itself. We need to know who our audiences are, and what they want to see in museums in order to provide content that makes visitors want to engage with what they see.

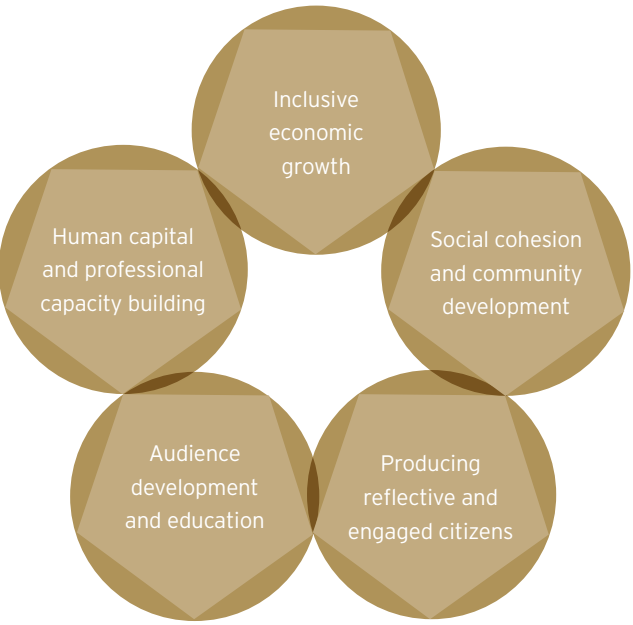
Thanks to initiatives like the South African Cultural Observatory (SACO), which was conceptualised by the Department of Arts and Culture (DAC) in 2011, the cultural industries now have at their disposal research findings, relevant data and new knowledge about the creative economy we operate in. We are thus able to make more considered decisions about how to go about effecting meaningful change within our organisation that benefits our society, and promotes social cohesion and nation building.

The yardsticks that guide our approach and methodologies are embedded in the Strategic Plan (SP) of Iziko Museums of South Africa, which is aligned to: government’s National Development Plan – Vision 2030; the directives of the Department of Arts and Culture Medium-term Strategic Framework 2015–2020; as well as all relevant legislation and governmental frameworks. In addition, it draws strength from the Freedom Charter and the Constitution.

Iziko’s SP presents new ways of thinking about heritage, culture and museums to ensure that value creation and social benefit are at the core of all our activities.

A Monitoring and Evaluation (M&E) Framework, developed by SACO, provides an important evaluation tool within the creative industries sector. The Framework allows us to demonstrate the tangible value of the arts, culture and heritage sector in contemporary society. This M&E Framework identifies five cultural value themes and indicators that can be used to more effectively illustrate impact and value over the past year.

DAC M&E Framework



1. Audience development and education

Iziko is committed to enhancing communication with our visitors, to grow and sustain our audiences, and to engage our visitors. We aim to reach existing and new audiences through exhibitions, education, public programmes, community outreach; and through our online portals, as well as popular media.

It gives me great pleasure to report that in the past financial year, we reached and exceeded our target of attracting over half a million visitors. In 2017/18 Iziko welcomed a total 545,669 visitors, an increase of 19% or 86,035 visitors compared to 459,634 in 2016/17.

Iziko implements a diversified pricing structure that includes free entry on 15 days annually, to ensure access, specifically for those who lack the means to afford entrance fees. During this fiscal, 29,238 people took advantage of Iziko’s commemorative day free entry concessions.

Expanding not only physical but intellectual access to our museums, particularly for youth, is vital. Iziko’s robust Education and Public Programmes initiatives make life-long learning possible, with a strong emphasis on primary education. During 2017/18, 43,251 learners participated in supervised educational visits. Where necessary, the small fee for educational visits was waived, or subsidised for historically disadvantaged schools and communities. Over the past year, 3,151 people attended our Education department’s public programmes. Social and Natural History scientists and curators gave more than a dozen lectures at venues across the country (see Appendix 6.5); and our Art Collections team hosted numerous discussion groups and public forums.

The website and Iziko’s online platforms (including our natural history micro-sites³) are being developed to provide virtual access to our cultural and knowledge resources, and up-to-the-minute information about our museums to local and global audiences. The Iziko website received a total of 242,346 visitors in 2017/18 – an increase of 21,12% over 2016/17 figures. Our social media profile also grew over the past year. As of 31 March 2018, Iziko had a total of 9,031 Facebook followers, while Twitter followers comprised 4,711, both up by 2%. The Iziko Facebook fan page saw an increase in total likes as a result of our Heritage Month in_herit Festival promotion. The fan page increased from 7,000 to 8,700 by the end of September.

Through extensive media publicity across global print, radio, broadcast, and electronic media platforms, new and existing audiences are exposed to the Iziko offering. Notably, a media partnership with community newspaper, *People’s Post* was an essential component of the in_herit Festival 2017 campaign’s implementation, as it enabled deeper discussion with communities, and

Iziko had article inserts in ten titles every week for six weeks. The advertising value equivalent (AVE) of this media coverage for 2017/18 totalled R85,431,945, reaching a staggering 731,299,070 people.

The new Iziko Planetarium and Digital Dome opened its doors to the public on 27 May 2017. The official launch on 26 May was attended by the stakeholders and representatives from the Departments of Arts and Culture, and Science and Technology, as well as representatives from the National Research Foundation, the National Lotteries Commission, and our academic partners: the University of the Western Cape; University of Cape Town; and Cape Peninsula University of Technology, who made this digital upgrade possible.

This cutting edge, digital, fulldome, immersive theatre facility offers a new paradigm to explore the universe and beyond in a 360° 3D cinema. Students and learners can now visually see and engage with their curriculum, making science accessible and more attractive to youth. With its significant big data capability, it will also act as a revolutionary tool for scientists, and position South Africa at the leading edge of research.

Visitor statistics related to Planetarium school and public shows indicate high percentage growth, due to the fact that the upgraded facility, which launched in May 2017, represents a major new attraction, and is now ranked among one of the top 10 facilities globally.

The Iziko Mobile Museum, our “Museum Without Walls” has been in operation since 2002, enabling historically disadvantaged metropolitan, peri-urban and rural communities to experience hands-on what our museums offer, without having to incur the expense of physically going to these museums. The Iziko Mobile Museum conducted 59 trips over the past year, benefiting 19,180 South Africans, particularly youths. Over Heritage Week 2017, the Mobile Museum extended the footprint of the Museum by embarking on a week-long outreach programme – visiting communities who traditionally cannot access the museum sites.

3. <http://www.biodiversityexplorer.org>; <http://www.figweb.org>; <http://www.waspweb.org>



Ambassador Dikgang Moopeloa, Chairman of Council; Kelebogile Sethibelo, Deputy Director-General: Institutional Governance, Department of Arts and Culture; Advocate Judith Leshabane, Council member; Oratile Sethibelo; and Themba Wakashe, Deputy Chairman of Council attended the launch of the Iziko Planetarium and Digital Dome on 26 May 2017.

Installation view of exhibition, El Anatsui - *Meyina*, which was on view at the Iziko South African National Gallery from 28 February to 29 April 2018.

Through Positive Eyes explored the real-life experiences of local “artists” living with HIV through live storytelling, engaging face-to-face with audiences who visited this compelling exhibition.

To further enhance access to our museums, Iziko’s Advancement department negotiated a partnership with the HCI Foundation linked to the 2017 in_herit Festival, to assist with the provision of buses for seven community groups; and in addition, forged an education partnership that provided assistance with the hiring of buses to transport rural communities throughout the year, to the value of R150,000.

We hope to build on these successes, and that we are able to continue engaging new and existing audiences and optimising access to our knowledge resources during the next financial year.

2. Social cohesion and community development

Iziko seeks to reclaim museum spaces for all South Africans, and especially for those whose histories and cultures have been marginalised and all but obliterated through colonialism and apartheid.

Contributing to social cohesion, nation building and community development are thus at the heart of Iziko’s strategic priorities. Through our exhibitions and public programmes, we look to offer our visitors a view on South Africa that is shaped by inclusivity. We respect the principles set out in the National Development Plan Vision 2030 that envisions a South African society that embraces its diversity rather than emphasising observable differences

based on race, class, gender, religion, culture and other social constructions.

Three promotional campaigns were implemented during 2017/18 – International Museum Day on 18 May 2017, the in-herit Festival held over Heritage Week, and Celebrate Summer, which ran from 1 December 2017 to 28 February 2018. These campaigns promoted half-price holiday discounts and free entrance on commemorative days, which encouraged access, especially to members of the public who are interested in heritage and culture, but who are, as a result of economic circumstances, less likely to visit on days when entrance fees are charged.

Over the past year, Iziko curated 23 new, temporary exhibitions that responded to the imperatives of social cohesion and nation building, most notably:

- *Through Positive Eyes*, an exhibition that builds on the work of award-winning South African photographer Gideon Mendel, was hosted at the Iziko Slave Lodge. This participatory photography project in which people living with HIV and AIDS share their stories in the form of photographs, video, and narrative harnesses the power of the arts to banish HIV stigma. In a brave gesture, *Through Positive Eyes* explored the real-life experiences of local “artists” living with HIV through live storytelling, engaging face-to-face with audiences who visited this compelling exhibition. Through

sharing their own realities of this disease, individuals living with HIV and AIDS were able to help break down the barriers that exist in our society as a result of misinformation and mistrust.

- *Hidden Treasures* was hosted at the Iziko South African National Gallery (ISANG). This uniquely African exhibition resulted from an audit of the holdings of the Permanent Collection of African Art, where many outstanding and rare objects came to light. Repatriation, continental and communal engagements have been central to the building of the collection, showcased through this exhibition. *Hidden Treasures* underscored the innovative visual production of women artists who, across time and space, have produced exquisitely complex visual creations from symbolic and sacred materials to protect and adorn those they love, and latterly to earn a living.
- El Anatsui - *Meyina*, curated by Olabisi Silva, was proudly presented at the ISANG, in partnership with the Goodman Gallery. This was the first solo museum show of El Anatsui to take place on the continent. Anatsui is a leading African artist and one of the most influential contemporary artists working today. Over the past four decades, he has created a body of work that has expanded the language of contemporary sculpture in Africa and internationally. Composed of thousands of crumpled pieces of metal bound together with copper wire,

the exhibition showcased the artist’s recent large-scale sculptural installations. The works engage with and comment on African history, post-colonial conditions, as well as daily realities and experiences on the continent.

Complementing our exhibition programme, technology provides another platform to attract and engage visitors. A pilot project in collaboration with M&C Saatchi Abel, implemented an online social media campaign that used oral narratives of six uniquely prominent South Africans to promote the in_herit Festival campaign. Entitled ‘Iziko iHidden Heritage’, this project comprised a multi-platform social media engagement publicised via strategically placed pole posters across Cape Town. The pole posters contained a series of prompts requiring people to Tweet the handle and related hashtag. Six narratives by people like Diana Ferrus, Lionel Davis and our own indigenous astronomy expert, Temba Matomela, inspired people to discover Cape Town and South Africa’s hidden heritage via Facebook, Twitter and YouTube.

Through these and other outstanding exhibitions, programmes and unique initiatives, Iziko Museums of South Africa demonstrated its function as a conversation starter, a cultural hub – a place where our stories are shared and our diversity as a nation is celebrated.



A visitor reflects on the evocative content of Iziko Slave Lodge exhibition, *I Am What I Am: Places, Faces and Spaces*, which delved into some of the misconceptions and stigmas around sex workers and sex work.



During Heritage Week 2017, the de-installation of the contentious “Bushman Diorama” in the Iziko South African Museum was concluded.



On 12 September 2017, Iziko Public Programmes hosted one of a series of discussions on the meaning of transformation and decolonisation in the museological context in the Ethnographic Gallery at the Iziko South African Museum.

3. Reflective and engaged citizens

In the Department of Arts and Culture’s 2017/18 budget speech, Honourable Minister Nkosinathi “Nathi” Mthethwa noted the prevalence of women and child abuse in our society. He said, “This violence has a long history. Our country was taken by force and it was ruled by force for more than 350 years. Violence is part of the South African DNA and this needs to be combated.”

In response to the surge of gender-based violence, especially within the Western Cape, Iziko curators have carefully researched, started conversations, and partnered with a number of organisations that deal with these societal injustices to bring our museum audiences a considered and unprejudiced view on the subject.

At the Iziko Slave Lodge, two exhibitions addressed this scourge and challenged traditional gender norms:

- *Enough is Enough!* opened on 13 December 2017, under the premise that the often shocking statistics related to gender-based violence are not foreign to South Africans, and that, in fact, we are becoming de-sensitised to the reality of these acts of violence. This exhibition aimed to create awareness of the escalation and seriousness of gender-based and sexual violence against women – and the girl child in particular. *Enough is Enough!* invited people to engage with some of the real people behind

these statistics, and challenged the viewer to say, “Enough is enough!”.

- *Still Figuring Out What it Means To Be a Man* also arose against a backdrop of increasing gender-based and sexual violence perpetrated by men in South African society, that has prompted a growing focus on masculinity. The controversial hashtag #menaretrash lead to fervent discussions about men and masculinity, and the idea of a possible “crisis in masculinity” across South Africa. Taking an empathetic view of individual men, but a critical one of the oppressive system of patriarchy, this project considered various aspects of manhood and masculinity in contemporary South Africa. This critically positioned multi-media exhibition opened to the public on 30 March 2018.

In post-colonial societies across the world, the call to decolonise museums and heritage sites, and to remove national symbols of oppression like monuments and statues from public spaces is being answered. But what are museum practitioners to do when the very foundations on which these museums are built, the very walls on which their artworks hang, and the halls in which their collections are exhibited, are mired in unspeakably cruel colonial and apartheid histories? How do we assure our public that these buildings, these collections that speak of such a painful and shameful past can be trusted, are safe to visit, represent their collective heritage?

More so than in any other part of the country, the Western Cape, with its history of introducing slavery and colonialism to South Africa even before the inception of apartheid, needs to reconcile with a past that has stripped generations of their identity and dignity by superimposing a fabricated inferior identity on a large portion of the people of this region. Museums in Cape Town therefore have an even more pressing task at hand in trying to decolonise their spaces, and reclaim them for all. There are no quick-fix solutions to this critical process however, and we are not equipped to do it alone. But with sensitive community involvement, through employing best practice, and engaging in open dialogue, we will be able to transform our museums into spaces in which a diverse but unified national heritage is located.

Iziko has heeded the call to assess, transform and de-colonise our museums. After a long process of discussions and debates with staff, stakeholders and other interested parties over the course of many years, Iziko finally concluded a dark part of its almost 200-year history as a museum. During Heritage Week 2017, Iziko curators and collections staff finalised the de-installation of the contentious “Bushman Diorama” (which was removed in 2001) and the Ethnography Gallery in the Iziko South African Museum. Iziko is developing collaborative strategies to sensitively deal with the repatriation of, and reinstating the dignity of the people and the relatives

of those implicated in the violent genesis of this exhibition space.

During the consultative process prior to the de-installation, some community members requested a cleansing of the Ethnographic Gallery space, to both celebrate the decision and participation of various groups, and ensure that the space is welcoming to all in the future. The Khoi-Boesman-Nguni Coalition, a large traditional interest group with which Iziko liaises regularly, performed the cleansing and re-dedication ceremony in the Ethnographic Gallery on 7 August 2017. This moving and spiritual ceremony builds on the process of re-imagining our Museum, while promoting social cohesion and healing of the past.

On 12 September 2017, Iziko Public Programmes, in close collaboration with curator Kara Blackmore, the Institute for Creative Arts (ICA), and Mud&Fire Parables Reclaiming Stolen Memory, with Director, Mandla Mbothwe, organised an interactive intervention in the Iziko Ethnography Gallery space before its closure. This was one of a series of discussions on the meaning of transformation and decolonisation in the museological context presented during Heritage Month. We encouraged active participation, and in the Ethnography Gallery, the audience was asked to share their experiences and pose questions by writing with koki pens on the display glass, as well as noting their thoughts on “evidence” tags and in “crime reports”.



Iziko CATHSSETA interns attended an Africa Day seminar at the Robben Island Gateway, V&A Waterfront on 25 May 2017.



Andrew W. Mellon Foundation grant recipients Lisa Truter and Thobeka Sibisi taking micrographs in preparation for condition report writing with the UCT Centre for Curating the Archive students.



Some of Iziko's staff members took up the ANC's call to action to wear #AllBlackWithADoek on Fridays to honour the memory of the late struggle stalwart, Winnie Madikizela-Mandela. **Standing L to R:** Noluyolo `Nolu` Ngwilikane; Lungi Mvimbi; Claire Browning; Linda Masoka; Lucy Williams. **Seated:** Nandiswa Mbungendlu.

The public discussion, “Our Museums, Our Heritage – What’s the future?” on 20 September 2017 was aimed at initiating debate around the role of museums in representing the societies in which South Africans live post-apartheid. Three speakers offered their views: Sam Longford (PhD Candidate, UWC) presented, “Who decides? What is ‘indigenous art’ and where is the archive?”; Ron Martin, Heritage Consultant and Activist; and Wandile Kasibe (PhD Candidate, UCT) presented, “Uncovering the Symbiotic Intersection Between Museums and Construction of Race: The Philosophy of Fallism”. During this public discussion, Dr Bongani Ndhlovu, Iziko Executive Director Core Functions, emphasised that museums, as the custodians of our national estate, have a responsibility to build exhibitions that are a product of their time; and that echo the “new voices” that tell our stories post-apartheid.

Despite the many real and imagined obstacles in our path to de-colonising the Museum, Iziko strives in its approach to achieving this long-term goal to heed the call to actively listen, engage, and be open to re-imagining the spaces within the Museum in an inclusive manner moving forward.

In celebration of Africa Day on 25 May, Iziko's Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) interns were invited to attend a

seminar at the Robben Island Gateway at the V&A Waterfront. The seminar stressed the importance of lifelong learning and critical debates, nation building processes in our country, and harnessing the platforms that empower the youth. The event gave interns an essential understanding of how they should appreciate Africa and embrace our heritage as youth. Iziko also hosted an informative and interactive workshop at the Iziko Slave Lodge on 27 May 2017, with young and vibrant learners from youth groups in Khayelitsha and Bonteheuwel. Participants thoroughly engaged with the idea of Africa as a continent, and their place in it.

Through exhibitions and programmes such as these, we foreground Iziko as a progressive, modern museum – a platform for social engagement that nurtures and encourages healthy, relevant dialogue among diverse audiences, and pride in being African.

Though the subject matter of our exhibitions and programmes is sometimes controversial and often deals with uncomfortable issues, we nonetheless push the boundaries, urging critical introspection and self-reflection. During this reporting period, Iziko successfully defended the right to freedom of expression that is enshrined in our Constitution, in our courts. This was a significant outcome for museums around the country.

Through the work we do, we are helping to create a generation of reflective and engaged citizens who are not afraid to challenge norms out-of-date with a progressive, democratic society, or to use their voices to expedite change.

4. Human capital and professional capacity building

During 2017/18, Iziko contributed to skills development and training in our sector, thereby aiding human capital and professional capacity building.

Iziko facilitates the placement of graduate interns, Work Integrated Learning Students (WILS), as well as post-doctoral researchers, so that they can gain valuable experience from working with skilled Iziko staff. During the reporting period, Iziko hosted three PhD students and one Post-doctorate Associate; offered 32 internships; and benefited from assistance offered by 21 volunteers.

Annually, since 2012, the CATHSSETA Graduate Internship Programme has successfully imparted skills in programme management, marketing, art education, preservation, conservation, exhibition display, among many others. It offers workplace experiential learning opportunities to graduates either in their final year of study that require an internship to complete their studies, and/or unemployed graduates who have completed their studies. In the 2017/18 financial year,

we trained 10 graduates, 7 of whom were employed, while others continued with their studies.

A grant from the Andrew W. Mellon Foundation to Iziko has also made it possible for two graduates from the UCT Honours in Curatorship Programme to work at the Iziko South African National Gallery and the Michaelis Collection for a nine-month internship.

Research and the dissemination of knowledge are the foundation of our museum work, providing the basis for the curation of all our exhibitions, education programmes and resources. A total of 51 research projects were active at the end of the fiscal. At the heart of scientific research is publication, and a total of 25 peer reviewed publications, and 14 other research publications were produced by Iziko staff in 2017/18.

Iziko Curator of Quaternary Palaeontology, Dr Thalassa Matthews finished all the research necessary for a review paper, which will be submitted for publication in 2018. This paper will record changes in distribution over time of the micromammal species from various South African fossil sites dating to the Pleistocene and Holocene. It will provide important and novel information to biologists and zoologists who base much of their research and understanding of ecological niches on current distributions of taxa.



This mammal-like reptile (Oudenodon) skull from Murraysburg in the Karoo has been expertly prepared for display.



Iziko Collections and Digitisation staff, and students from the Centre for Curating the Archive, UCT, join Prof. Debra Norris (centre) to identify photograph types and processes during Conservation Week, 31 July to 4 August 2017 at the Iziko South African National Gallery.



Museum Night at the Iziko South African National Gallery on 20 April 2017. An initiative between thursdays Projects, with Iziko as a founding partner, Museum Night attracts diverse visitors to our museums after hours.

Addressing the critical need for practical science education for our youth, Dr Matthews also developed a programme, online material, and a hands-on workshop to teach Hominid Evolution to high school learners who visit Iziko. This programme covers the school curriculum dealing with Human Evolution.

Under the supervision of Dr Wayne Florence and Dr Simon van Noort, the SeaKeys and BioGaps Projects, two large collaborative research and digitisation projects, mobilise vast amounts of metadata derived from Iziko's marine invertebrate and entomology specimens. This data is freely disseminated online, providing a significant data resource and foundational knowledge critical for South Africa to grow its economic base in sectors as diverse as agriculture, bio-prospecting, gas and oil exploration, fisheries, and biomedicines, and also stimulating job creation and economic empowerment.

Iziko's Human Resources (HR) department was hard at work over the financial year, ensuring that our human capital is not only skilled and adequately trained, but that safety within our workforce receives top priority. Three HR policies have been developed, and an extensive consultation process has been concluded. These policies have been approved by Council, and are adding to the existing policies that guide the employment relationship.

The Occupational Injuries and Diseases Policy is an indication that Iziko is committed to ensuring, as far as it is reasonably practicable, a safe working environment, without risk to the health of its employees and others. The HIV/AIDS Policy demonstrates that Iziko does not distinguish or tolerate discrimination against employees or job applicants on any grounds, aiming to create a non-discriminatory work environment. The Sexual Harassment Policy advocates the creation and maintenance of a working environment in which the dignity of all employees is always respected.

With one of the key mandates of Iziko being the conservation of the invaluable national assets that our collections represent, the importance of world-class conservation methods and best practise was highlighted over this reporting period. Professor Debra Norris, Chair of the Art Conservation Department and Professor of Photographic Conservation at the University of Delaware conducted a preservation of Photographs Workshop at the Iziko South African National Gallery at the end of July 2017.

Iziko Conservator, Bradley Mottie, and Conservation Assistant, Janine van Wyk both received Getty Grants to attend the ICOM-Committee for Conservation 50th Triennial Conference in Copenhagen in September 2017. Towards the end of February 2018, a Collections

and Digitisation team, comprising the Director, a Conservator and four Collections Managers from Social History and Art, travelled to Amsterdam to engage with colleagues at the Rijks Museum and the Tropen Museum on digitisation, decolonisation conservation and other aspects of collections management, thereby ensuring that our staff are kept abreast of international conservation trends and best practise.

5. Inclusive economic growth and sustainability

The Cultural Observatory notes that 2,93% of total employment in South Africa is currently within the Cultural and Creative sector, making it a significant source of employment. As a national museum, Iziko Museums of South Africa thus forms an important part of this statistic, contributing positively to South Africa's economic growth and value chain.

Despite contributing directly and indirectly to the economy and growth, museums worldwide have to develop innovative strategies to ensure sustainability – given that the imperatives of primary socio-economic needs and development receive the bulk of the fiscus. Iziko is proactively addressing the fact that our government subsidy from the DAC is increasingly insufficient to cover annual operating expenses, let alone the cost of significant transformation and development of our institutions. We are, therefore, reliant on donor

funding and self-generated income to deliver on our core business mandate, as well as our strategic vision.

During 2017/18, a total of R49,676,862 in funding was solicited, of which R9,570,486 was successfully secured. Total donor income banked for 2017/18 was R6,766,988.

Since 2013, the proactive implementation of a strategic and focused Advancement Strategy to increase sustainability has been essential to funding the successful delivery of Iziko's strategic objectives. As a Public Entity that was not designed for income generation, the fact that we generate additional funds towards our operating budget, is a notable achievement.

To improve on this performance, Iziko aims to establish the necessary legal vehicle and credentials to increase fundraising capacity, optimise resource mobilisation, and improve revenue generation. Concurrently, the Iziko Council and Executive will continue to lobby government for subsidy review and increase by making a strong case for support, based on our performance and impact.

Iziko is dependent on many long- and short-term partnerships to implement programmes. Given our current funding constraints, special exhibitions, educational programmes, conservation, acquisitions and research are often only possible via strategic

partnerships. Iziko currently maintains 68 long-term partnerships – a testimony to the fact that we prioritise sustaining relationships. During this year, we also forged a total of 84 project-related partnerships, 32 of which were formalised via MoA's, with an equivalent Rand value of R8,107,483. A further 52 partnerships were forged in support of the projects and initiatives of our Education department.

Full details of the many donors and partners to whom we extend our sincere appreciation can be found in Appendices 6.2 and 6.3. on page 127 and 128.

Iziko's vision to be African museums of excellence cannot be realised if Iziko facilities are not conserved and maintained in line with international museum standards. We are continuously making every effort to achieve this vision. Iziko manages the conservation and maintenance of nine of its twelve sites, most of which are heritage buildings. These buildings are subject to physical deterioration with time, and most are affected by infrastructure challenges. Sensitive conservation of these heritage buildings is therefore very important if they are to provide a sense of identity and continuity for future generations.

With the assistance of the DAC, Iziko has an intervention in place to address the infrastructure challenges and conservation of our buildings. Architects are developing Existing Building Condition Reports (EBCR) and a comprehensive Conservation and Maintenance Programme for each of our nine sites. Significant progress has been made, and not only have the urgent repairs required been identified in the EBCR, but the DAC has also funded the maintenance of some of these repairs. By investing in our heritage buildings, we are ensuring that we leave an invaluable resource for future generations.

Conclusion

The draft White Paper on Arts and Culture suggests that the DAC be renamed the “Department of Arts, Culture and Heritage”. It is hoped that the value of heritage, especially within the museum sector, is given traction, and that the necessary funding for this sector is effected so that the worth of our contributions can be felt in more meaningful ways in the near future.


Honourable Minister Nathi Mthethwa, in his speech at the South African Cultural Observatory (SACO) conference on 7 March 2018, echoed the sentiment of the inevitability of change, and the pace of this change, when he spoke to the reality of the bearing that the fourth Industrial Revolution and the technological leaps this encompasses is having on how we see the world and those in it. He reiterated the integral role of culture and creativity in this exciting new digital future.

The Minister said, “Our dreams for a stronger creative and cultural economy, and indeed a more robust general economy, rest on striving to know and understand our cultural diversity, our heritage, and each other, better.”

Iziko, through the ongoing journey of learning, evaluating and re-imagining ourselves, is living that dream.

I thank the Department of Arts and Culture for the continued backing we receive, the Iziko Council for their leadership over the past year, our considerate partners, and our committed staff who have been unwavering in not only their conviction in the positive change at Iziko, but of being that change. I am humbled by all who support our vision and have helped bring to fruition the achievements listed in this report.

As we continue with this exciting and sometimes daunting journey of change, we hope that Iziko Museums of South Africa continues to be perceived as incorruptible custodians of our heritage, and the benchmark for the museum sector in South Africa and beyond; and that we continue to inspire current and future generations of museum-goers, proud of their diverse cultures.



Ms Rooksana Omar
Chief Executive Officer
Iziko Museums of South Africa

1.6 Statement of Responsibility 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 2018.

Yours faithfully



Ms Rooksana Omar
Chief Executive Officer
Iziko Museums of South Africa
Date: 31 March 2018



Ambassador Dikgang Moopeloa
Chairman of Council
Iziko Museums of South Africa
Date: 31 March 2018





2 | PERFORMANCE INFORMATION

Performance artist, Lulamile Nikani in the Iziko South African Museum's Rock Art Gallery on 12 September 2017. The intervention was entitled "Curating the Colonial Crime Scene", curated by Kara Blackmore and Wandile Kasibe. The performance is from Mud&Fire, directed by Mandla Mbothwe.

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- FUTURE

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 five years after the end of apartheid 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. 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.

Since it was established, 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, as outlined by the Iziko Council Chairman and our Chief Executive Officer in Chapter 1, clearly shows that we have embraced new priorities appropriate to the 21st century South African context. 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’.

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. 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 our offering and programmes, we proactively contribute to audience development and education, the imperatives of social cohesion and nation building, the evolution of engaged citizenry, the development of human capital, and contributing to economic growth, as well as our own sustainability.

What is clear from reviewing this Public Entity’s performance, is that Iziko contributes strategically in diverse ways, and is a highly successful and dynamic institution. Our outputs are aligned with the Department of Arts and Culture (DAC) defined Monitoring and Evaluation Framework, and our impacts are significant and continue to show steady growth.

Through our commitment to employment equity (EE) priorities, Iziko is now far more representative of the diverse audiences it serves than what it was at the time of amalgamation, 19 years ago. It is our aim to create a more inclusive Museum that reflects the diversity of our citizenry. We proactively encourage skills development and the study of contemporary museum practice by our staff, and facilitate engagement with best practice locally and internationally.

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. To date, significant progress has been made towards building a more dynamic and responsive Museum. The realignment process that is currently underway supports concretising these changes and streamlining our human resources – ultimately resulting in a more integrated and effective institution.

Iziko is navigating a time of significant change, both internally and externally. During 2017/18, Iziko’s leadership and Senior Management Team was, therefore, particularly focused on interactive and innovative planning processes, as well as change management.

The key challenge Iziko faces is an increasing lack of adequate resources. The DAC subsidy has not been reviewed, except for a small annual increase, since 2002, and currently this subsidy is only sufficient to cover our personnel budget. To address this challenge, Iziko proactively raises a significant portion of the annual operational budget through fundraising and income generating activities. Despite this significant achievement, the organisation remains severely affected by increasingly limited funding and resources, and the impact of budgetary constraints on our strategic delivery is cause for concern.

Impacts and constraints that affect our ability to deliver on our core mandate and strategic objectives include:

- Downscaling of core function activities and dependence on external funding or partnerships to implement programming and research;
- Increasingly reduced spending on the growth of collections, digitisation, conservation, exhibitions, research, education and public programmes, as well as fewer marketing and communications activities in support of audience development since 2010;
- Limited funding to implement transformation of permanent exhibitions and displays;
- Challenges in recruiting and retaining skilled staff, and insufficient human resources, particularly for new strategic functions, due to budgetary limitations;

- Lack of capacity to implement new technology, including more efficient, automated systems in support of our day-to-day operations;
- New tasks of compliance from government, including adherence to Generally Recognised Accounting Practice (GRAP) 103 on Heritage Assets, must be met, requiring resources to be redirected from other key deliverables;
- Significant investment in built infrastructure (such as the Social History Centre and the Courtyard Project) is not matched with funding to cover the additional operational costs; and
- Insufficient funding to implement basic and long-term maintenance of historic buildings and public amenities.

Furthermore, the significant post-retirement medical aid liability inherited from the previous dispensation escalates annually, creating an additional financial burden.

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 serves the needs of our developing democracy. Adequate resources and funding to achieve these are, however, crucial to realising this vision.

Iziko must strive both to optimise income generation and fundraising activities and lobby for increased subsidy from government, to address current challenges to our delivery, and achieve the growth and development trajectory that is envisaged.

Investment in socio-economic developmental priorities is a national imperative. It is essential that our important cultural resources continue to receive sufficient public support and funding to sustain the momentum of the transformation that government first initiated. 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

The requirement by the Accounting Standards Board (ASB) to implement the Generally Recognised Accounting Practice (GRAP) 103 on Heritage Assets has placed a huge burden on Iziko’s resources. This is an enormous challenge, considering the size and scope of our collections, and the fact that many of our museums were established at a time when 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 museums started to capture the art and social history collections much later. Although significant progress in implementing GRAP 103 has been made over recent years, the project will continue to place an additional strain on Iziko’s already limited human resource capacity.

The Senior Management level has been realigned, and Iziko has made a commitment that there will be no retrenchments. As such, even though there is one less Senior Management position, retrenchment did not result, as one of the positions remained vacant when a Senior Manager retired. Where positions remain vacant pending the implementation of a realigned structure, staff members who are seconded to those positions following a selection process, are paid an allowance.

Senior Managers are conducting extensive consultations regarding the development of departmental structures. The realignment of the structure will be completed in the next financial year.

Iziko is not in a position to allocate funding for additional positions, so the aim of the realignment process is to ensure that Iziko has an efficient workforce that will deliver on our heritage mandate, improve our ability to appropriately utilise technology across our business practise, and increase financial sustainability, but also meet the ever-increasing compliance requirements legislated from time to time.

2.2 Performance Information by Programme
2.2.1 Programme 1: Administration

Purpose

- Ensure sound governance and compliance by communicating business practice strategies by means of sound policies
- To implement a strategy to ensure compliance with the Accounting Standards, including Generally Recognised Accounting Practice (GRAP) 103 on Heritage Assets
- To implement the Information and Communication Technology (ICT) Strategy to provide an enabling environment by improving the IT infrastructure with up-to-date and current software and hardware technology
- To facilitate the development and implementation of an Existing Building Condition Report and a five-year Conservation and Maintenance Plan for the following nine sites managed by Iziko:
 - Bertram House and Annexe, (early 19th century)
 - Bo-Kaap Museum (early 19th century)
 - Koopmans-de Wet House (18th century)
 - National Mutual Building (20th century) housing the Social History Centre
 - Old Town House (18th century) housing the Michaelis Collection
 - Rust en Vreugd Museum (late 18th century) and Rust en Vreugd Annexe
 - Slave Lodge (foundation was laid in 1679, but sections were added in 17th and 18th centuries)
 - South African Museum (late 19th century) and Planetarium (20th century)
 - South African National Gallery (20th century) and South African National Gallery Annexe

Iziko does not manage the maintenance of the Groot Constantia museum complex, the William Fehr Collection at the Castle, or the Maritime Centre in the V&A Waterfront.

PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/18	ACTUAL ACHIEVEMENTS 2017/18
PROGRAMME 1: ADMINISTRATION		
Sub-programme: Governance		
Strategic objective: Ensure sound governance and compliance by communicating business practice strategies via Iziko policies		
Number of policies developed and reviewed	Develop and review Operations, Core Functions and Finance policies in terms of new requirements and needs	The following new policies were approved by Council: <ul style="list-style-type: none">• HIV/AIDS Policy• Sexual Harassment Policy• Occupational Injuries and Diseases Policy• Heritage Policy• Asset Management Policy• Compliance Policy• Iziko Governance and Management of ICT Framework• Information, Communication and Technology Policy The following policies were revised and approved by Council: <ul style="list-style-type: none">• Supply Chain Management Policy• Council Delegation of Authority
Sub-programme: Finance		
Strategic objective: Ensure that Iziko is compliant with legislation and Accounting Standards		
Complete the GRAP 103 Heritage Assets Implementation Project	Update the Heritage Asset Register with acquisitions for the 2017/18 financial year, for the purpose of complying with the GRAP 103 Accounting Standard	Heritage Asset Register with acquisitions for the 2017/18 financial year for the purpose of complying with the GRAP 103 Accounting Standard completed
Sub-programme: Facilities maintenance		
Strategic objective: An Existing Building Condition Report for Iziko-managed sites developed		
Improved conservation and maintenance of facilities	Develop an Existing Building Condition Report (EBCR) for 9 sites	EBCR for 9 sites could not be completed during the reporting period. The Architects advised Iziko that they were experiencing challenges with the contractors, and also had difficulty in procuring resources with the necessary skill and ability to work on heritage buildings. Therefore, due to capacity constraints, they were only able to complete the EBCR for the Iziko Old Town House housing the Michaelis Collection by 31 March 2018. The EBCR for Iziko Rust en Vreugd was signed off in the previous reporting period. The Architects have assured the Director Support Services that they have resolved the capacity challenges, and found resources with the necessary heritage experience to complete the EBCR for the remaining 7 buildings in the next reporting period.
Sub-programme: Information and Communication Technology (ICT)		
Strategic objective: Effective Information Technology (IT) governance through development of policies and procedures		
Complete the Iziko ICT Strategic Plan	Establish an IT Steering Committee	ICT Strategic Plan completed and IT Steering Committee established

Sub-programme: Information and Communication Technology (ICT)		
Strategic objective: Effective access and communications through development and maintenance of the IT infrastructure		
Complete the network infrastructure for the Courtyard renovation (Block C & D at the Iziko South African Museum (ISAM))	Complete the network infrastructure installation for the entire ISAM	60% completed. The network infrastructure installation could not be completed due to delays in capital building works at the ISAM, as well as the fact that a suitable service provider could not be appointed and the tender for the computer hardware component of the installation needed to be re-advertised.

2.2.2 Programme 2: Collections (Business Development)

Purpose

- Nation building through growth and development of collections that reflect South Africa’s rich artistic, cultural and natural heritage
- Promotion of social cohesion, healing and reconciliation through building collections that represent the social history of South Africa
- Addressing past injustices through de-accessioning of unethically collected human remains
- Knowledge generation through research to contribute to an educated, informed and empowered society
- Conservation of collections to ensure that they are preserved for future generations
- Digitisation of collections to provide access and to reduce risk of information loss

PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/18	ACTUAL ACHIEVEMENTS 2017/18
PROGRAMME 2: COLLECTIONS (BUSINESS DEVELOPMENT)		
Sub-programme: Collections management		
Strategic objective: Digitisation of collections		
Number of new records entered on collections databases	21,200	Number of new records entered on collections databases in 2017/18: 36,466 (AC: 61; SH: 29; NH: 36,376) The target was exceeded due to the GRAP 103 process and the impetus towards developing inventory lists that resulted in higher numbers of records being entered into the Specify database.
Sub-programme: Collections management		
Strategic objective: Growth of collections		
Number of new acquisitions	2,055	Number of new acquisitions motivated in light of collections gaps in 2017/18: 2,380 (AC: 65; SH: 293; NH: 2,022) Additional funding for acquisition of art collections enabled the purchase of a higher number of artworks than originally envisaged. The donation of the Carneson Archive collection to the social history section also served to increase the number of acquisitions. In addition, field trips by the natural history researchers brought in a large number of specimens. See Appendix 6.6

Sub-programme: Research		
Strategic objective: Improve capacity, productivity and relevance of research		
Number of peer-reviewed research publications	21	25 peer reviewed publications were published during this fiscal year. The target was exceeded due to: the number of research outputs; Iziko researcher’s involvement in collaborative publications; and the fact that more articles than anticipated were accepted for publication. See Appendix 6.7
Number of other research publications, including guides	10	14 other research publications were published during this fiscal year. The target was exceeded because research publications were required to be provided for the Africa Day publication that was produced in collaboration with Africa Arts and the provincial government. See Appendix 6.8

2.2.3 Programme 3: Audience Development (Public Engagement)

Purpose

- Enhance access
- Offer multiple experiences to visitors
- Create a vibrant museum atmosphere
- Provide interactive museum programmes and outreach activities
- Attract people from diverse communities
- Connect people, encourage public participation and promote inter-generational dialogue
- Implement strategy to increase Iziko’s online presence and enrich the website content, to ensure this functions as a key knowledge resource
- Implement effective marketing and communication to increase visitor numbers, as well as market the product to support the growth of self-generated revenue
- Develop and implement an Advancement Strategy to position Iziko to attract investment and increase donor- and self-generated income to enable public engagement initiatives and other strategic objectives
- Develop and sustain strategic partnerships to facilitate collaboration and synergy with other organisations for mutual benefits

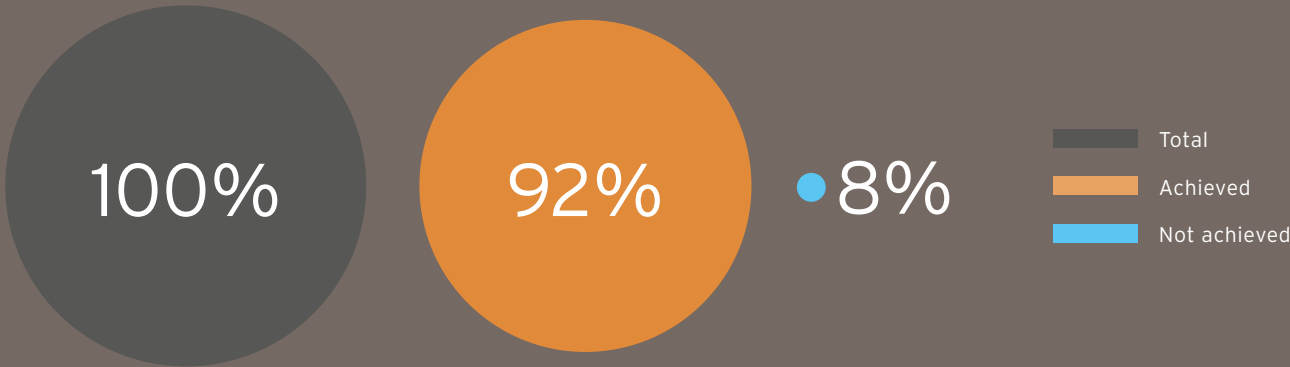
PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/18	ACTUAL ACHIEVEMENTS 2017/18
PROGRAMME 3: AUDIENCE DEVELOPMENT (PUBLIC ENGAGEMENT)		
Sub-programme: Exhibitions and public programmes		
Strategic objective: Development and execution of an Exhibition and Public Programmes Plan		
Number of new exhibitions	10	23 new exhibitions were opened during this fiscal year. The annual target was significantly exceeded due to the number of exhibitions that were produced as a result of partnerships. See Appendix 6.4
Sub-programme: Public understanding of arts and culture		
Strategic objective: Enriching and enabling education and public programmes (museum education programmes)		
Number of museum education programmes conducted	4	16 museum education programmes were conducted in 2017/18. The target was exceeded due to increased request from schools within Iziko’s four core functions and collections programmes.

Sub-programme: Public understanding of arts and culture		
Strategic objective: Enriching and enabling education and public programmes		
Number of public programmes presented	12	12 public programmes were presented in 2017/18.
Sub-programme: Public understanding of arts and culture		
Strategic objective: Outreach programme (Mobile Museum)		
Number of outreach programmes implemented	52	59 outreach programmes were implemented in 2017/18. The target was exceeded due to additional requests for outreach programmes from community centres and libraries received during school holidays.
Sub-programme: Marketing and communication		
Strategic objective: Effective marketing and communication implemented to increase the total visitor numbers, website visitors and social media followers by 31 March 2018		
Total number of visitors (excluding outreach) as calculated on 31 March annually	Increase, by a minimum of 5% over previous year's total visitor numbers, as calculated on 31 March 2018	The number of visitors to Iziko museums (excluding outreach) for the 2017/18 fiscal year totalled 545,669 – an increase of 19% compared to 459,634 in 2016/17. The high number of new exhibitions during the past year, as well as the launch of Iziko's upgraded Planetarium and Digital Dome in May 2017, resulted in a substantial increase in visitor numbers, thus exceeding the targeted growth of 5%.
Total number of website visitors as calculated on 31 March annually	Increase, by a minimum of 10%, total number of website visitors over previous year's total website visitors, as calculated on 31 March 2018	The total number of visitors to the Iziko websites (including History of Slavery in the Cape and Egypt in South Africa) totalled 242,346 during 2017/18. This is an increase of 21,1%, up from 200,088 in 2016/17. The high number of new exhibitions in this fiscal year, as well as the launch of Iziko's upgraded Planetarium and Digital Dome in May 2017, is believed to have resulted in increased online interest, and the number of website visitors exceeding the targeted growth of 10%.
Total number of online followers (Facebook and Twitter) as calculated on 31 March annually	Total number of online followers (Facebook and Twitter) increased by 10% over totals recorded on 31 March annually. (Est. target 5,900 Facebook followers and 4,200 Twitter followers).	As of 31 March 2018, Iziko had a total of 9,031 Facebook fans. This is an increase of 35,9% from 6,646 on 31 March 2018. As of 31 March 2018, Iziko had a total of 4,711 Twitter followers. This is a 16% increase of 654 from 4,057 on 31 March 2017. A wide range of informative and interesting posts on both social media platforms resulted in a higher than anticipated growth in Facebook and Twitter followers.
Sub-programme: Marketing and communication		
Strategic objective: Implement promotional campaigns and promote access in order to support social cohesion and nation building		
3 strategic campaigns implemented per year; i.e. International Museum Day, Heritage Week; the Celebrate Summer Campaign	3 promotional campaigns	3 promotional campaigns, i.e. International Museum Day, in_herit Festival, and Celebrate Summer Campaign were implemented during 2017/18.
15 free commemorative days promoted annually	15 free commemorative days promoted annually	15 free commemorative days were promoted and offered to Iziko's public during 2017/18.

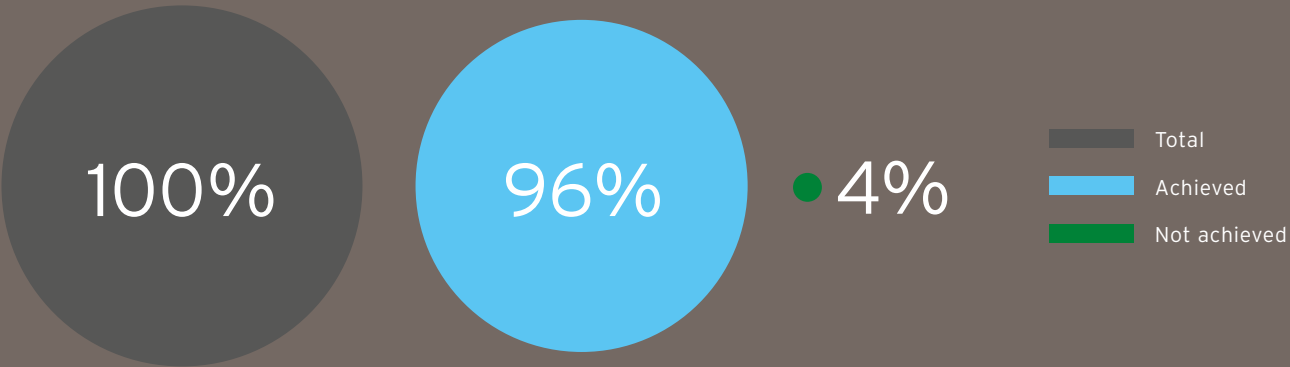
Sub-programme: Advancement		
Strategic objective: Implement Advancement Strategy and position Iziko to attract investment; and optimise fundraising and income generation capacity		
A minimum increase of 10% over donor income banked in 2016/17 by 31 March 2018	Increase of 10% or more over 2016/17 total donor income banked by 31 March 2018	Total donor income banked for 2017/18 was R6,766,988. This is a 76% decrease from a total of R28,110,352 banked in 2016/17. The significant decrease in donor income banked and the failure to meet the target set, is primarily due to the fact that in 2016/17, unusually large sums were banked for the Iziko Planetarium Digital Upgrade Project.
A minimum increase of 10% over self-generated income banked in 2016/17 by 31 March 2018	Increase of 10% or more over 2016/17 total self-generated income by 31 March 2018	The total self-generated income recorded for 2017/18 is R11,763,275. This is a 34% increase from R8,793,872 in 2016/17. This increase exceeded projections due, in part, to the increase in paying visitors – primarily because of the launch of the Planetarium and Digital Dome – as well as an increase in rentals received and other income. In addition, there has been an increase in debtor collections.
Sub-programme: Advancement		
Strategic objective: Develop and sustain mutually beneficial local and international partnerships		
Number of long-term and project-based partnerships (including Education). The estimated equivalent Rand value of project partnerships, as reported as of 31 March 2017	Sustain a minimum of 30 long-term partnerships recorded and 75 project-based partnerships, as reported annually as of 31 March 2018	During 2017/18, Iziko sustained a total of 68 long-term partnerships. In addition, a total of 84 project-based partnerships were forged. Of these, 32 project partnerships were formalised via MOA/ MOU with an estimated equivalent Rand value of R8,107,483. A further 52 partnerships were forged in support of the projects and initiatives of our Education department. The target for the total number of long-term partnerships was significantly exceeded due to increased focus on cultivation, as well as a more intensive scan of important relationships across all Iziko departments being conducted. The target for project-based partnerships was exceeded due an increase in the number of exhibition-based relationships, as well as an increase in Education partners. See Appendix 6.3

Annual Performance Summary

PROGRAMME 1: ADMINISTRATION



OVERALL PERFORMANCE TOTAL



PROGRAMME 2: COLLECTIONS (BUSINESS DEVELOPMENT)

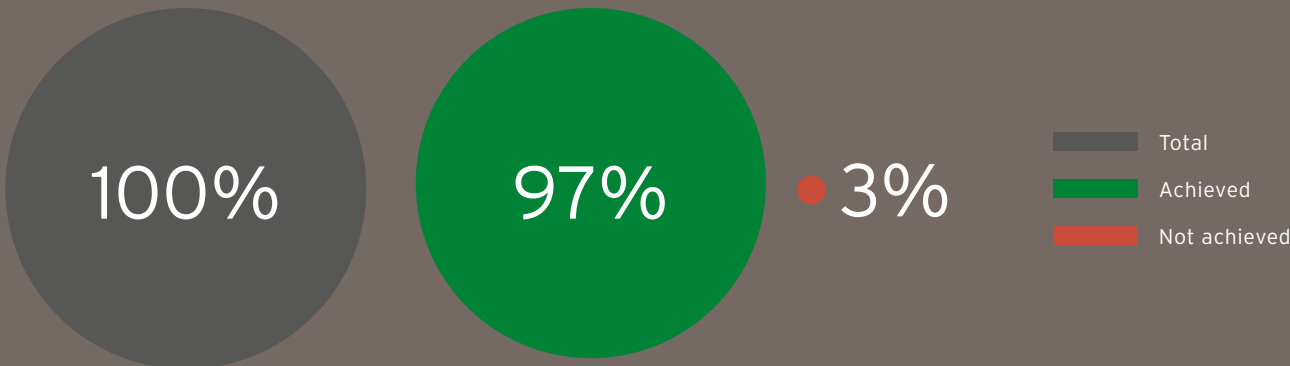


2.3 Auditor’s Report: Predetermined Objectives

The AGSA/ Auditor currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to Management, with material findings being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements section of the Auditor’s Report.

Refer to page 71 of the Report for the Auditor’s Report, published in Chapter 5: Financial Information.

PROGRAMME 3: AUDIENCE DEVELOPMENT (PUBLIC ENGAGEMENT)





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3 | GOVERNANCE



- LEADERSHIP

3.1 Introduction

In the reporting period, Council and Management addressed the impact that the environment, in particular the economic climate, has had on the delivery on our heritage mandate. Over the past few years, the increase in operational costs has resulted in Iziko having to generate a larger percentage of the annual operating budget. This has been a challenge, as many donors and funders are faced with the same economic challenges.

The additional responsibility of having to generate 26% of the annual operating budget, and the impact of ever-increasing compliance requirements without receiving additional resources, has placed a burden on staff.

To this end, Iziko commenced the review of the organisational structure a few years ago to ensure a workforce that would deliver more efficiently on Iziko’s strategic and operational objectives.

3.2 Portfolio Committees

No meetings were held with the Department of Arts and Culture (DAC) Parliamentary Portfolio Committee during the 2017/18 financial year.

3.3 Executive Authority

The following table provides commentary on reports submitted to the Executive Authority, the Department of Arts and Culture, dates issued, and issues raised by the DAC.

Submission date	Report	Issues raised
2017/02/13	1st Draft Shareholder’s Compact	
2017/02/28	Table final Annual Performance Plan (APP) for 2017/18 in Parliament	N/A
2017/03/16	Final two copies of printed Shareholder's Compact	N/A
2017/03/31	Financial year-end 2016/17	N/A
2017/04/01	Start of financial year 2017/18	N/A
2017/04/15	Submit Procurement Plans to the DAC	N/A
2017/04/28	Submit final Quarterly Report to the DAC for 2016/17 financial year	N/A
Before 31 May 2017	Audit Committee (AC) meeting to approve annual financial statements (AFS) for the 2016/17 submission to the Auditor-General (A-G) for audit	N/A
2017/05/30	Submit signed financial statements for 2016/17 and management reports to Treasury and A-G/ External auditor for 2016/17	N/A
2017/05/29	2. Submit list of all banking accounts to Treasury via DAC Corporate Governance Unit 3. Submit Annual Report performance measurement details to A-G	N/A
2017/05/31	Submit signed Treasury AFS Template to Treasury (unaudited)	N/A
2017/05/31	Submit the unaudited AFS to the DAC	N/A
2017/05/31	Submit applications for deficit and retention of surpluses to Governance Unit	N/A
2017/06/20	Submit the 1st draft of the Annual Report	N/A
2017/07/31	Submit 2nd mock-up signed draft 2016/17 Annual Report to the DAC	N/A
2017/07/11	Audit Committee meeting to evaluate AFS and finalise AC report for inclusion in Annual Report for 2016/17	N/A

Before 29 July 2017	First Quarterly Report to the DAC for 2017/18 financial year	N/A
2017/07/31	1. Audit Report issued for 2016/17 2. Audited financial statements to National Treasury for 2016/17 and final AFS consolidation template (Reviewed by A-G/ Auditors)	N/A
2017/07/31	1. Submit the Auditor’s Report 2. Submit Management Report to Corporate Governance Unit, DAC	N/A
2017/07/31	Submit the audited AFS, Management Letter and Auditor’s Report	N/A
2017/07/31	Submit applications for deficit and retention of surpluses to Corporate Governance Unit, DAC	N/A
2017/08/31	Resubmission of the retention of surpluses after the amendments of the financial statements	N/A
2017/08/31	Submit final printed Annual Report 2016/17 to the DAC	N/A
2017/08/31	Submit consolidated Audit Improvement Plan	N/A
2017/08/31	Submit 1st draft APP for 2018/19 to the DAC	N/A
2017/09/29	Submit 2016/17 irregular expenditure	N/A
2017/10/03	Submit the revised Medium-term Expenditure Framework (MTEF) Database to the Corporate Governance Unit, DAC	N/A
2017/10/31	2nd Quarterly Report to the DAC for 2017/18 and the Audit Implementation Plans	N/A
2017/10/31	Submission of disciplinary cases 2016/17 to the DAC	N/A
2017/11/07	Submission of the 1st Draft Estimates of National Expenditure (ENE) Database and Chapter to the Corporate Governance Unit, DAC	N/A
2017/11/30	Submit 2nd draft APP to the DAC for 2018/19	Some of the targets under the Administration programme still do not comply with the SMART principle. It is suggested that these be re-looked to ensure that they are specific and measurable.
2017/12/04	Submit the revised ENE database to the Corporate Governance Unit, DAC	N/A
2018/01/30	Submit final APP to the DAC for 2017/18	N/A
2017/01/30	Submit 3rd Quarterly Report to the DAC for 2017/18 financial year and the Audit Implementation Plans	N/A

3.4 Accounting Authority/ Council

The Iziko Museums of South Africa Council Charter was presented to the incoming Council, and approved in November 2016. The following table sets out the roles and responsibilities of Council, and commentary and progress in complying with this charter.

The term of the previous Council concluded on 31 July 2016, and the term of the new Council is 1 August 2016 to 31 July 2019.

COMPOSITION OF THE BOARD

Name	Designation (in terms of Public Entity Board structure)	Date appointed	Other committees or task teams	No. of meetings attended
Amb. Dikgang Moopeloa	Chairman of Council	1 August 2016 (2nd term)		7
Themba Wakashe	Deputy Chairman of Council	1 August 2016 (2nd term)	Chairman of the Core Functions and Advancement Committees	9
Andy Mooke	Council member	1 August 2016 (2nd term)	Finance and Budget Committee Chairman	12
Prof. Sadhasivan Perumal	Council member	1 August 2016 (2nd term)	Operations Committee Chairman	9
Tshimangadzo Nemaheni (resigned from Council 26 January 2018)	Council member	1 August 2016 (1st term)	Operations Sub-committee member	6
Adv. Judith Leshabane	Council member	1 August 2016 (1st term)	Core Functions and Advancement Committees, member	10
Adv. Rod Solomons	Council member	1 August 2016 (1st term)	Finance and Budget Committee member	9
Sijabulile Makhathini	Council member	1 August 2016 (1st term)	Audit and Risk Committee member	3
Rowan (Nick) Nicholls	Audit and Risk Committee Chairman	May 2017-2020	N/A	4
Althea Dlamini	External Audit and Risk Committee member	May 2017-2020	N/A	3
Peter Heeger	External Audit and Risk Committee member	May 2017-2020	N/A	4

COMMITTEES

Committee	No. of meetings held	No. of members	Name of members
Audit and Risk	4	12 (Chairman, 1 Council representative, 2 external members, CEO, CFO, AGSA	<ul style="list-style-type: none">• Nick Nicholls (Chairman 2017-2020)• Sijabulile Makhathini (Council representative 2016-2019)• Peter Heeger (External Audit Committee member 2017-2020)• Althea Dlamini (External Audit Committee member 2017-2020)• Rooksana Omar (<i>Ex Officio</i>) CEO• Ronell Pedro (CFO)
Finance and Budget	5	2 Council members, CEO, CFO	<ul style="list-style-type: none">• Andy Mooke (Chairman)• Adv. Rod Solomons (Council representative)• Rooksana Omar (<i>Ex Officio</i>) CEO• Ronell Pedro (CFO)
Operations	3	2 Council members, CEO, Executive Director Operations, Director Support Services, Director Human Resources	<ul style="list-style-type: none">• Prof. Sadhasivan Perumal (Chairman)• Tshimangadzo Nemaheni (Council representative) - resigned 26 January 2018)• Rooksana Omar (<i>Ex Officio</i>) CEO• Denise Crous (Executive Director Operations)• Fahrnaaz Johadien (Director Support Services)• Rocco Human (Director Human Resources)
Core Functions and Advancement	3		<ul style="list-style-type: none">• Themba Wakashe (Chairman)• Adv. Judith Leshabane (Council member)• Rooksana Omar (<i>Ex Officio</i>) CEO• Dr Bongani Ndhlovu (Executive Director Core Functions)• Paul Tichmann (Director Collections and Digitisation)• Dr Hamish Robertson (Director Research and Exhibitions)• Dr Wayne Alexander (Director Education)• Susan Glanville-Zini (Director Advancement)



ATTENDANCE OF AUDIT COMMITTEE MEETINGS BY AUDIT COMMITTEE MEMBERS

Name	Qualifications	Internal or external	If internal, position in the public entity	Date appointed	Date resigned	No. of meetings
Nick Nicholls	N/A	External	N/A	2017	To date	4
Sijabulile Makhathini	N/A	Internal	Council member	2016	To date	3
Althea Lapoorta	N/A	External	N/A	2017	To date	3
Peter Heeger	N/A	External	N/A	2017	To date	4

3.5 Risk Management

A Risk Management Policy, which communicates the Iziko Risk Management Strategy, has been approved by Council. The Iziko Risk Register is reviewed quarterly to monitor progress with regard to risk mitigation in terms of a pre-determined timeframe and to add new and emerging risks. The Risk Register is submitted to Council via the Audit and Risk Committee of Council.

Iziko also has a Council-approved Disaster Management Policy and Disaster Management Plan. Each department has also developed Disaster Management Procedures relevant to the department. When an incident/ disaster has taken place, a meeting is convened with relevant staff to discuss the response to the incident/ disaster, and the need to procure additional tools and equipment for disaster bins/ stores is identified to ensure that Iziko is better prepared to deal with such an incident/ disaster. Disaster management procedures are also revised on a regular basis.

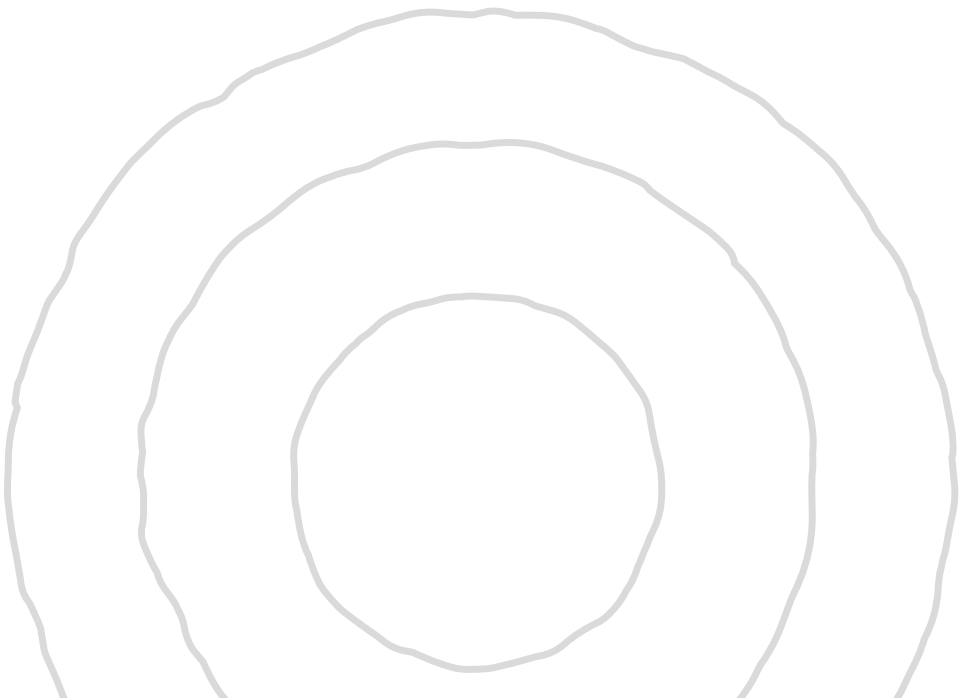
The Senior Management Team (SMT) is also the Risk Management Committee, and reviews all the risks in the Risk Register, not the risks relevant to their department. The Audit and Risk Committee advises Management on risk management, and reports to Council on the effectiveness of risk management.

The SMT is also the Disaster Management Team.

3.6 Internal Control Unit

The table below details the work done by the Internal Audit Activity during the year.

Risk management and related activities	Responsibility	2017/18
Annual Risk Register review and alignment with the Strategic Plan/ APP Objectives	Iziko	✓
Quarterly review and update of the Risk Register (Q1, Q2, Q3, Q4)	Iziko	✓
Internal audit planning, annual reviews and ongoing activities		
Planning: Annual and 3-year rolling Internal Audit Plan (S-2010)	Iziko	✓
Assistance to Advancement department w.r.t. preparation of the Annual Report: Design Performance Information template	Iziko	✓
Assistance to Advancement department w.r.t. preparation of the Annual Report: Verification of data		
Annual review: Disaster Management Policy/ Procedures/ Readiness	Iziko	✓
Annual review: Internal Audit Charter (S-2040)	Iziko	✓
Annual review: Audit Committee Charter	Iziko	✓
Independent observer during Supply Chain Management processes	Iziko	✓
Monitoring of governance, risk and control processes in the entity	Iziko	✓
Research w.r.t. new developments (Governance/ Risk/ Control: S-2110/ 2120/ 2130)	Iziko	✓
Consultation activities to managers re: Governance, risk and control	Iziko	✓
IAA Continuing Professional Development (S-1230/ 1210)	Iziko	✓
Quarterly Audit Committee Reports	Iziko	✓
Ad hoc survey/s and assurance reviews: As instructed by the CEO and Audit Committee	Iziko	✓
Liaison with Ernst & Young regarding the co-sourced Internal Audit programme	Iziko	✓
Reviews relating to Performance Objectives		
Quarterly review: Programme Performance Information/ pre-determined objectives - (Q1, Q2, Q3, Q4)	Iziko	✓



2017/18 INTERNAL AUDIT PLAN (COMBINED IZIKO AND ERNST & YOUNG)

Operational audits	Responsibility	2017/18
Assurance review: The risk of inadequate storage for collections	Iziko	✓
Assurance review: That target audiences will lose interest in Iziko on the Internet as an entity, due to lack of interesting new material on the official website	Iziko	✓
Finance and IT-related		
Policy review (Asset Management Policy; Supply Chain Management Policy; Heritage Asset Policy: GRAP 103)	EY	✓
Regulatory audit: National Research Foundation (NRF) grants	Iziko	✓
Deferred revenue: Most of the revenue flows from grants. Tracking of project expenses in terms of conditional grants. Future revenue benefits for adequate tracking and spending of funds available.	EY	✓
Follow-up on previous audit reports	EY	✓
Review of Compliance Policy and Regulatory Framework	EY	✓
Supply Chain Management (SCM): This is a focus area for the Auditor-General. It is also an area of focus for other internal areas dependent on SCM.	EY	✓
Other		
Attendance at Audit Committee meetings	Iziko; EY	✓
EY project management	EY	✓
Management requests reserved at 15%	EY	✓

3.7 Compliance with Laws and Regulations

A culture of compliance is nurtured, and where a potential risk for non-compliance is identified, action is taken to communicate relevant requirements in Laws, Regulations, Codes of Good Practice and Guides, as well as approved Human Resources policies and procedures.

Employment

Employment policies, including the three that were developed in the reporting period, are compliant with the following legislative framework:

- Constitution of South Africa Act, 1996, as amended (Act No. 108 of 1996)
- Promotion of Equality and Prevention of Unfair Discrimination, 2000 (Act No. 4 of 2000)
- Employment Equity Act, 1998, as amended (Act No. 55 of 1998)
- Labour Relations Act, 1995, as amended (Act No. 66 of 1995)
- Occupational Health and Safety Act, 1993, as amended (Act No. 85 of 1993)
- Compensation for Occupational Injuries and Diseases Act, 1993, as amended (Act No. 130 of 1993)
- Basic Conditions of Employment Act, 1997, as amended (Act No. 75 of 1997)
- National Policy for Health Act, 1990, as amended (Act No. 116 of 1990)
- Medical Schemes Act, 1998, as amended (Act No. 131 of 1998)

Facilities

The majority of the Iziko buildings are heritage buildings, and we are obligated to comply with the National Heritage Resources Act, 1999 (Act No. 25 of 1999) for the management of the facilities, as well as the procedures and protocols of Heritage Western Cape, the provincial heritage resources authority.

Our buildings that are state owned also have to be managed within the legislative framework of the Government Immovable Asset Management Act (GIAMA), 2007 (Act No. 19 of 2007), which is a specific framework and guideline for the management of immovable assets.

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 well as National Treasury Regulations, as amended from time to time. Financial transactions and other events are recognised, measured, presented and disclosed in terms of the Generally Recognised Accounting Practices (GRAP) framework, issued by the Accounting Standards Board (ASB). A detailed statement of Iziko’s financial position is provided in the annual financial statements (AFS) for 2017/18.

Income

Iziko’s income streams derive from non-exchange transactions, which include the Medium-term Expenditure Framework (MTEF) parliamentary grant allocation received from the Department of Arts and Culture (DAC), utilised primarily to fund the programmes and operational activities of the entity; as well as grants received for major capital works projects. Iziko also receives funding for specific projects from various national and international donors and funding agencies. Additional income is derived from cash and asset donations from the general public. Own income generated includes interest received on funds invested, income received from gate revenue, as well as sundry income, like parking and venue hire revenue.

Although Iziko remains heavily dependent on the grant allocation from the DAC and is extremely vulnerable to budget cuts from that one source, Iziko recognises that maintaining a healthy degree of diversity in the funding structure is an important step to achieving financial sustainability.

Expenditure

Iziko’s expenditure trends typically mirror its income trends. Expenditure on major research and other core functions projects increases as funding sources from sponsorships expand. Capital and operational expenditure have increased due to the implementation of various projects undertaken in the financial year under review.

Employee remuneration is attributed to a general salary increase, which has been limited to the percentage increase in Iziko’s MTEF parliamentary grant allocation. Although Iziko has taken a prudent approach to salary increments to date, the low salary increases are a cause for concern in an economic climate of rising inflation and higher cost of living expenses for Iziko staff. Challenges are already experienced in terms of attraction and retention of suitably skilled and high performing staff. During the 2017/18 financial year, the entity experienced increased pressure from trade unions as well.

Despite the fact that Iziko’s governance is characterised by sound financial practices, transparent fiscal management and efficient financial administration, risk issues related to financial sustainability remain a concern as the entity strives to ensure and maintain good financial stewardship in terms of the safeguarding of its assets, budgeting and budgetary control practices, internal control measures and compliance.

The following policies have been developed, subjected to review, and approved by Council in the reporting period:

- Heritage Policy
- Asset Management Policy
- Compliance Policy
- Iziko Governance and Management of ICT Framework
- Information, Communication and Technology Policy

In addition, the following policies were revised, subjected to review, and approved by Council:

- Supply Chain Management Policy
- Council Delegation of Authority

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 CEO has appointed a Senior Manager to perform the additional duties of Chief Risk Officer. The CEO also personally monitors the top five risks on the Risk Dashboard.

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

The institution participates in fraud awareness campaigns of the Department of Arts and Culture (DAC), as required, and has established a fraud helpline, monitored by the Internal Audit function, where staff can report any known fraudulent activity.

Fraud cases are also reported through disciplinary and fraud reports, which are sent to the Human Resources department by departmental Administrators on a monthly basis, as well as to the DAC on a quarterly basis and on 31 October of each year. Disciplinary action is taken against staff members found guilty. In these instances, staff members are not able to be charged with fraud, but they are charged with dishonesty.

Procurement

During the 2017/18 financial year, Iziko procured goods and services from suppliers and service providers registered on the Central Supplier Database (CSD) according to the Procurement Plan and in terms of its annual approved budget. Despite the fact that the CSD was introduced to reduce duplication of effort and costs for both the supplier and government, Iziko continues to experience strain on its resources in terms of compliance with the requirements. Challenges relate mainly to insufficient assistance from National Treasury with the resolution of queries, and the inability to extract relevant and useful information from the database for use at entity level.

Iziko has also found that certain service providers are unwilling to register on the CSD, which has resulted in a shrinking of the supplier database from which to source goods and services, and a less than ideal environment for fair, equitable, transparent, competitive and cost effective procurement. It is hoped that as time progresses and the system includes information and reports that are useful to individual entities, the benefits of reducing effort will be felt by Iziko.

Iziko's Audit Committee has oversight of the risk of fraud on behalf of Council, and receives quarterly reports from the Internal Audit function. All risks, including fraud risks, are identified in the Risk Register, which is approved by the Audit Committee. Fraud risk exposure is assessed continuously during operations and at project level, to identify specific potential schemes and events that the organisation needs to mitigate. Controls over payment authorisations and the segregation of duties have been strengthened, and continuous auditing and monitoring is used to test and validate the effectiveness of Iziko's controls. All exceptions to policies and procedures are investigated, and investigations are resolved with disciplinary action, where necessary, as well as improved controls. Financial losses are recovered, where applicable.

Iziko has a Code of Ethics and Business Conduct in place that applies to all employees, contract and casual workers, consultants, suppliers, contractors and other providers of goods or services to Iziko. Conflicts of interest at all levels, including at Council level, are disclosed. Supply Chain Management (SCM) Officials are subjected to a Code of Conduct and Terms of Reference, and panel members of Bid Evaluation and Bid Adjudication Committees are required to declare any and all business interests with bidders or service providers. In addition, all Iziko staff are required to declare any conflicts of interest, and detailed guidance in relation to the acceptance of gifts is in place.

To further counteract abuse within SCM, Iziko has implemented a tool to facilitate the reporting of any complaints by internal or external stakeholders to Iziko's Internal Audit function. Iziko also participated in the DAC's whistle blowing campaign, and includes the Corruption and Fraud Hotline number provided in

all emailed communication. Management has no knowledge of actual, suspected or alleged fraud during the reporting period.

Recruitment

Iziko places an abridged advertisement in a newspaper in which the reader is directed to the Iziko website, where a detailed advertisement is posted. In 2015, a five-year Employment Equity Plan was developed in terms of the Employment Equity Act, 1998 (Act No. 55 of 1998). Targets are set in the Plan to address the under-representation of designated groups.

3.8 Code of Conduct

The Iziko Code of Conduct guides the workplace relationship between staff and Management, as well as between colleagues, and includes the following Core Values and Best Practices developed by staff:

- Open and honest in all dealings and disclosures;
- Non-sectarian and apolitical;
- 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.

3.9 Health and Safety Issues

Iziko is compliant with the Occupational Health and Safety Act (OHSA), 1993 (Act No. 85 of 1993), as amended, as communicated in the Health and Safety Policy. In terms of Section 17 of the OHSA, a Health and Safety Committee comprising representatives from each department, meets regularly to ensure that health and safety issues reported to Senior Management have been addressed.

Iziko endeavours to keep our visitors, staff, collections and buildings safe. As such, after a health and safety-related incident, the relevant Director calls a meeting to assess the incident and, where appropriate, health and safety procedures are revised and amended to improve health and safety measures.

When the new Iziko Planetarium and Digital Dome was upgraded to a state-of-the-art digital planetarium,

the fire detection system was also upgraded. Iziko is also in the process of implementing a fire suppression system to protect Iziko collections.

3.10 Social Responsibility
3.10.1 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 (thereby ensuring 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 for South African students and pensioners on Fridays; discounted rates via family tickets; half-price 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, Iziko South African Museum, and 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.:

- 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 (18-24 September 2017), incorporating Heritage Day - 24 September
- National AIDS Awareness Day/ Emancipation Day - 1 December
- Reconciliation Day - 16 December

During the reporting period, 29,238 people took advantage of Iziko's commemorative day free entry concessions.

In addition to the concessions noted above, Iziko approves concessions for free entry on request, where appropriate. In 2017/18, a total of 13,641 additional concessions for free entry were granted.



The Whale Well at the Iziko South African Museum was transformed into the venue for a gala event on Africa Day 2017, which is a collaborative partnership between Iziko and Africa Arts Group NPC.



Iziko Education hosted visitors from UWC's SASCO Wanga Sigila Branch at the Iziko Slave Lodge on Human Rights Day. Commemorative days like these offer free entry to all museum visitors, which enhances audience development.



Transportation partnerships with companies like Golden Arrow Bus Services make our museums and heritage resources more accessible to communities in outlying areas.

The majority of these concessions were to visit the Castle of Good Hope, and approved by the Castle Control Board.

Concessions that allow access to the Iziko Planetarium and Digital Dome are granted on request, where appropriate. In 2017/18, 412 concessions were granted.

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 2017/18. Concessions granting free entry to the ISANG were utilised by 3,500 adults and 1,424 children.

3.10.2 Education

In addition to the concessions noted above, 65 schools and organisations, totaling 4,020 people, received free transport sponsored by the HCI Foundation, and Iziko sponsored 27 buses for 1,603 people. The value of the free transportation provided totalled R210,000, of which R150,000 was sponsored by the HCI Foundation, and R60,000 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 103 free educational resources made available by Iziko during 2017/18 was R25,000.

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 SciFest in Grahamstown. This year, the Mobile Museum staff undertook 59 outreach trips, reaching 19,180 people. Iziko invested R66,664 in making the Iziko Mobile Museum outreach activities possible.

An integral part of our various public engagement programmes includes 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. During 2017/18, Iziko invested R36,000 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. This was made possible through the support received from organisations like the HCI Foundation, the DAC, Cape Town Festival, Africa Arts and Through Positive Eyes.

3.10.3 Internships, Work Integrated Learning Students, PhD Students, Post-doctoral Researchers and Volunteers

Volunteers

During 2017/18, Iziko benefited from the assistance of 21 volunteers.

Interns/ WILS

During 2017/18, Iziko offered 32 internships.

PhD Students

Iziko hosted 3 PhD students in 2017/18.

Post-doctorate Associates

Iziko hosted 1 Post-doctorate Associate in 2017/18.

3.10.4 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 2017/18 was R7,200.



4 | HUMAN RESOURCE MANAGEMENT

Art Educator, Yentl Kohler introduces the *Hidden Treasures* of our African art collections to learners at the Iziko South African National Gallery.

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4.1 Introduction

The strategic objective for the Human Resources (HR) department was to ensure sound governance and compliance by communicating employment practices through the development of three Human Resources policies. The objective was achieved when Council approved the policies in the reporting period.

Senior Managers have been focusing on concluding the realignment process for their respective departments. However, in the midst of the realignment process, an Executive Director and two Directors resigned in late 2017.

Eight staff members, all of whom are from designated groups, are enrolled in tertiary studies, three staff members are studying towards a PhD, and five towards a Degree or Diploma.

4.2 Human Resource Oversight Statistics

There are 253 positions in the current organisational structure. Iziko also appoints staff members in temporary positions not included in the organisational structure to assist with projects and when organisations such as the National Research Foundation, Ambassador’s Fund and the Andrew W. Mellon Foundation make funding available to appoint staff to assist with research and other projects.

On 31 March 2018, 228 staff members were in the employ of Iziko, comprising 175 staff members appointed indefinitely (permanently), and 53 appointed on short-term contracts to temporarily fill a vacancy while the recruitment process is underway, or while a position is being reviewed in the process of realigning departmental structures.

4.3 Personnel Expenditure

Personnel expenditure is listed in the table below.

TABLE 1. PERSONNEL COSTS FOR 2017/18

TOTAL EXPENDITURE	PERSONNEL EXPENDITURE	TRAINING EXPENDITURE	CONSULTANCY SERVICES	PERSONNEL COSTS AS A % OF TOTAL	AVERAGE PERSONNEL COST
R117,479,055	R65,162,236	R588,799	R1,018,871	55%	R285,799

4.3.1 Cost per Employee

The personnel cost per employee in 2016/17 was R256,960. It has increased to R265,855 in 2017/18 for reasons explained in 4.4 below.

4.3.2 Training Expenditure

When the salary budget is developed, a percentage, as calculated in terms of the formula in the Skills Development Levies Act, 1999 (Act No. 9 of 1999), is allocated to learning and development.

4.3.3 Fees

The amount spent on consultancy in 2016/17 was R799,421, and in 2017/18 it has increased to R1,018,871. The nature of the consultancy work is listed in the table below.

TABLE 2. COST OF CONSULTANTS

DATABASE MAINTENANCE	CONSERVATION SERVICES	ADMINISTRATIVE SERVICES	LECTURE FEES	LEGAL FEES	STRATEGIC PLANNING	TOTAL CONSULTANCY COSTS
-	R408,960	R483,286	R103,875	R22,750	-	R1,018,871

There was an increase in consultant fees from R799,421 in 2016/17, to R1,018,871 in 2017/18. Heritage Architects continued the process of developing as-built plans, Existing Building Condition Reports, and Conservation and Maintenance Plans for the nine sites managed by Iziko. Consultants also continued to implement the Generally Recognised Accounting Practice (GRAP) 103 for Heritage Assets. Legal fees were spent strategically, resulting in no judgements made against Iziko.

4.4 Salary Expenditure

The expenditure in the table below and thereafter excludes externally funded projects.

Details regarding salary packages paid to staff members are provided in Table 3.

TABLE 3. DETAILS OF THE 2017/18 SALARY EXPENDITURE

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
R39,785,826	65,64%	R1,170,856	1,93%	R360,126	0,59%
MEDICAL AID CONTRIBUTIONS (STAFF)		EMPLOYER MEDICAL AID CONTRIBUTIONS (PENSIONERS)		EMPLOYER 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
R2,830,539	4,66%	R3,255,460	5,37%	R7,110,476	11,73%
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
R1,218,690	2,01%	R371,498	0,61%	R14,500	0,02%
ANNUAL BONUSES		ONCE-OFF BONUSES		SUBSISTENCE & TRAVEL	
Amount	Annual Bonuses as a % of personnel cost	Amount	Once-off Bonuses as a % of personnel cost	Amount	Subsistence & Travel as a % of personnel cost
R3,414,031	5,63%	R1,497,042	2,47%	R290,833	0,48%
STATUTORY LEVIES (UIF & WCA)		LEAVE GRATUITIES ON TERMINATION		TOTAL PERSONNEL COSTS	
Amount	Statutory Levies as a % of personnel cost	Amount	Leave Gratuities as a % of personnel cost	Amount	Percentage
R402,403	0,66%	R403,274	0,67%	R59,702,185	98,49%

The above figures reflect the details of the actual personnel expenditure that accrued in 2017/18. The figures differ from the financial statements, as leave and bonus liability figures as at 31 March 2018 are excluded.



Expert fossil finders and preparators, Sibusiso Mtungata and Zaituna Skosan, enjoying a well-deserved cup of coffee in the field.



Collections Manager Nkosinathi Gumede in the Iziko South African National Gallery's art storage vault.



Members of Iziko Museums of South Africa's Support Services staff receive Customer Care refresher-training.

4.4.1 Basic Salaries

The grant received annually from the Department of Arts and Culture is spent on salaries, and is the only guaranteed income. Therefore, the percentage annual salary increase approved by Council is normally equal to the percentage increase of the grant for the relevant financial year.

Salary expenditure increased from R39,457,025 to R39,785,826 in 2017/18, due to increase in salaries. The increase is less than the cost of the salary increase as the realignment of the Senior Management structure resulted in one less Director position, as well as some positions having remained vacant while staff members were seconded to those positions as a development opportunity.

4.4.2 Overtime

Most of the overtime budget is spent on staff working on weekends and public holidays to keep museums open to the public, as well as on staff 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. A small proportion of the overtime budget is spent on staff working overtime to meet deadlines.

Overtime expenditure increased slightly from R1,020,498 to R1,170,856 in 2017/18, due to an increase in salaries.

4.4.3 Housing Subsidy

The amount spent on housing subsidies decreased slightly from R364,695 to R360,126 in 2017/18, due to resignations.

4.4.4 Employer Medical Aid Contributions (Staff)

Medical aid contributions increased from R2,723,852 to R2,830,539 in 2017/18, due to the annual increase of medical aid scheme contributions.

4.4.5 Employer Medical Aid Contributions (Pensioners)

The post-retirement medical aid benefit requires Iziko to continue to pay two-thirds of the pensioners' medical aid contribution. In an attempt to contain the post-retirement medical aid liability, for which provision must be made in the financial statements, a Council decision was taken in 2004 that staff members appointed after 1 October 2004 would not qualify for the post-retirement medical aid benefit.

Medical aid contributions for pensioners increased from R2,944,594 to R3,255,460 in 2017/18, due to the annual increase in medical aid contributions, as well as staff members having retired with a post-retirement medical aid benefit in the reporting period.

4.4.6 Employer Pension Contributions

Employer pension fund contributions increased slightly from R7,062,378 to R7,110,476 in 2017/18, due to an increase in salaries. The difference is less than the salary increase, and can be attributed to positions remaining vacant and being filled by seconding staff members to the positions.

4.4.7 Fixed Allowances

The amount spent on fixed allowances increased slightly from R1,212,497 to R1,218,690 in 2017/18, due to the increase in salaries, including allowances.

4.4.8 Other Allowances

Allowances are paid to staff when they take on additional duties, or where more senior positions are vacant and employees are temporarily seconded to these positions and then paid an allowance. The allowances increased from R229,959 to R371,498 in 2017/18, mainly due to Senior Management secondment opportunities.

4.4.9 Lecture Fees

The cost of lecture fees increased substantially from R7,125 to R14,500 in 2017/18. The reason for the increase over this reporting period was because of an increase in the number of planetarium shows presented.

4.4.10 Annual Bonuses

Staff members receive an annual bonus in November. The bonus amount paid to staff members increased from R3,323,052 to R3,414,031 in 2017/18, due to the salary increase. The difference is less than the salary increase, and can be attributed to positions being filled with seconded staff members.

4.4.11 Once-off Performance Bonuses

Performance management is a continuous process aimed at positively influencing employees to achieve the strategic objectives of the organisation.

In the 2017/18 reporting period, as was the case in 2016/17, the Iziko Council decided to pay a once-off bonus to all staff members, excluding Senior Managers, instead of paying performance bonuses. This decision was made in acknowledgement of the economic hardship experienced by staff due to the economy.

4.4.12 Subsistence and Travel

The figure includes subsistence and travel funded by Iziko for staff who travel on official business, as well as for staff who attend training locally and abroad.

The expenditure for subsistence and travel increased from R142,696 to R290,833 in 2017/18, due to more staff members travelling locally and abroad.



Conservator, Fatima February (front) and Curator, Shanaaz Galant, deinstalling the *Between States of Emergency* exhibition at the Iziko Bo-Kaap Museum.



Andrea Lewis, Curator of Prints and Paper, explains what the job of a museum curator entails. Quinnipiac University, Connecticut, USA, Film and Media students made documentaries during their field school programme in South Africa, January 2018.



Display Technician, Sabata Mageza, installs artworks in the Iziko South African National Gallery.

4.4.13 Statutory Levies

Statutory levies are levies deducted from salaries in terms of legislation, such as the Unemployment Insurance Act, 2001 (Act No. 63 of 2001), as amended, and the Compensation for Occupational Injuries and Diseases Act, 1993 (Act No. 130 of 1993), as amended. The levies are charged as a percentage of the staff member’s salary, so an increase in salary results in an increase in statutory levies, up to a threshold set from time to time.

The statutory levies decreased slightly from R406,540 to R402,403 in 2017/18. Although there was an increase in salaries, the number of staff members employed decreased slightly in the year under review, mainly due to staff being seconded to vacant positions.

4.4.14 Leave Gratuities

The value of leave paid to staff members on termination of service is based on the salary package of the staff member, as well as the number of days of annual leave not taken in the annual leave cycle. Leave gratuities paid to staff whose services were terminated increased from R145,435 to R403,274 in 2017/18, mainly due to the resignation of three Senior Managers.

4.5 Employment
4.5.1 Appointments

Appointments are either indefinite (permanent) or on a fixed-term contract, which include appointments on a long-term contract of one year or more, and on a short-term contract of less than a year. In this reporting period, 34 positions were filled, comprising 5 indefinite and 29 short-term contracts.

TABLE 4. INDEFINITE AND OTHER APPOINTMENTS

POSITION	NUMBER OF STAFF APPOINTED	TYPE OF APPOINTMENT	TOTAL APPOINTMENTS
Museum Attendant	4	Indefinite	
Curator	1	Indefinite	
SUBTOTAL		Indefinite	5
Curator	2	Short-term contract	
Technical Assistant	1	Short-term contract	
Benefits Administrator	1	Short-term contract	
Assistant Curator	1	Short-term contract	
Collections Manager	2	Short-term contract	
Assistant Conservator	1	Short-term contract	
Communications Coordinator	1	Short-term contract	
Conservator	1	Short-term contract	
Data Capturer	3	Short-term contract	
General Cleaner	6	Short-term contract	
Museum Attendant	2	Short-term contract	
Financial Administrator	1	Short-term contract	
Garden Assistant	1	Short-term contract	
Assistant Collections Manager	1	Short-term contract	
Creditors Administrator	1	Short-term contract	
Bookkeeper	1	Short-term contract	
Communications Assistant	1	Short-term contract	
Supply Chain Management Coordinator	1	Short-term contract	
Planetarium Outreach Officer	1	Short-term contract	
SUBTOTAL		Short-term contracts	29
TOTAL APPOINTMENTS			34

4.5.2 Terminations

The termination of service decreased slightly from 41 to 39 employees in 2017/18. Of the terminations, 13 staff members had been appointed indefinitely, 3 on long-term contract, and 23 on short-term contracts. The reasons for their leaving Iziko are provided in the table below.

TABLE 5. REASONS WHY STAFF MEMBERS ARE LEAVING THE INSTITUTION

REASON FOR TERMINATION OF SERVICE	INDEFINITE STAFF	CONTRACT STAFF	TOTAL TERMINATIONS	% OF TOTAL
Death	2	0	2	0,88%
Resignation	8	7	15	6,58%
Expiry of contract	1	15	16	7,02%
Dismissal due to operational changes	0	0	0	0,00%
Dismissal due to misconduct	2	0	2	0,88%
Discharge due to ill health	0	0	0	0,00%
Retirement	4	0	4	1,75%
Other	0	0	0	0,00%
TOTAL	17	22	39	
Percentage of the total number of employees as at 31 March 2018				17,11%

4.6 Job Evaluation

The job description of the Information Communication Technology (ICT) Manager position was amended to include more duties, so a specialist consultant reviewed the grade of the position.

4.7 Employment Changes

The annual turnover rate is reflected per Employment Equity (EE) Occupational Levels in the table below.

TABLE 6. ANNUAL TURNOVER RATE PER EE OCCUPATIONAL LEVELS FOR THE PERIOD 1 APRIL 2017 TO 31 MARCH 2018

OCCUPATIONAL LEVELS	NO. OF EMPLOYEES ON 31 MARCH 2017	NO. OF EMPLOYEES ON 1 APRIL 2017	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 2018	NO. OF EMPLOYEES ON 1 APRIL 2018
Top Management	1	1	0	0	0,00%	0	0	1	1
Senior Management	2	2	0	1	50,00%	0	0	1	1
Professionally qualified and experienced specialists and mid-management	7	7	0	3	42,86%	0	0	5	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	95	95	1	8	8,42%	2	0	90	89
Semi-skilled and discretionary decision-making	71	71	2	5	7,04%	1	2	70	70
Unskilled and defined decision-making	11	11	0	2	18,18%	0	1	8	8
TOTAL INDEFINITE STAFF	187	187	3	19	10,16%	3	3	175	173
CONTRACT STAFF	48	43	28	20	41,67%	0	0	53	53
TOTAL	235	230	31	39	16,60%	3	3	228	226

4.8 Promotions

Two staff members were appointed to a position at a higher level, following a formal selection process.

TABLE 7. TOTAL NUMBER OF STAFF MEMBERS APPOINTED TO MORE SENIOR POSITIONS FROM 1 APRIL 2017 TO 31 MARCH 2018

NO.	GROUP	GENDER	FORMER POSITION	NEW POSITION
1	African	Female	Programmes Booking Assistant	Personal Assistant to the Executive Director Core Functions
2	Coloured	Female	General Cleaner	Museum Attendant

4.9 Employment Equity
4.9.1 Workforce Profile

The table below shows the Iziko workforce profile per Employment Equity Occupational Level, as at the last day of the reporting period.

TABLE 8. TOTAL NUMBER OF STAFF MEMBERS IN OCCUPATIONAL LEVELS AS AT 31 MARCH 2018

LEVEL	MALE				FEMALE				FOREIGN		TOTAL
	A	C	I	W	A	C	I	W	M	F	
Top Management	0	0	0	0	0	0	1	0	0	0	1
Senior Management	0	0	0	0	0	0	0	1	0	0	1
Professionally qualified and experienced specialists and mid-management	0	1	0	1	0	1	1	1	0	0	5
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	10	18	0	14	13	31	3	13	1	1	104
Semi-skilled and discretionary decision-making	19	28	0	2	20	30	0	3	1	0	103
Unskilled and defined decision-making	4	2	0	0	4	4	0	0	0	0	14
TOTAL	33	49	0	17	37	66	5	18	2	1	228
IZIKO TARGETS	45	60	1	19	37	51	0	15	0	0	228
OVER(+)/UNDER (-) REPRESENTATION	-12	-11	-1	-2	0	15	5	3	2	1	

The readership of a newspaper is taken into account when positions are advertised, so when the Employment Equity Occupational Level related to the position advertised indicates that a particular group is under-represented, the position is advertised in newspapers with the relevant readership.

During the short-listing process, the interview panel is provided with the workforce profile of the Occupational Level related to the advertised positions, clearly indicating the under-represented groups to be taken into consideration.

All four indefinite appointments and promotions made in the 2017/18 reporting period were from under-represented designated groups.

Iziko is making every effort to improve the under-representivity of designated groups, even in instances where an appointment is made on a short-term contract.

4.9.2 Foreign Workers

As indicated in the workforce profile above, the number of foreign workers on indefinite appointment has not changed. The two foreign staff members indicated have been at Iziko for many years. However, one appointment for a foreign employee on a fixed-term contract was made in 2017/18 for a project that is externally funded.

4.10 Leave Utilisation for the Period 1 April 2017 to 31 March 2018

4.10.1 Annual Leave

The calculation of the value of the annual leave accrued up to 31 March 2018 is done using the total salary package of the staff member. The provision for the leave liability is then made in the financial statements.

The leave liability for 2017/18 is R2,183,322, as reflected in the provisions. The leave liability value has decreased slightly by R134,775, compared to the previous financial year. The decrease in leave liability value can be attributed to the reduced number of staff members during the reporting period.

4.10.2 Sick Leave

The number of sick leave days taken in the reporting period is listed in the table below.

TABLE 9: SUMMARY OF SICK LEAVE TAKEN OVER THE PERIOD 1 APRIL 2017 TO 31 MARCH 2018

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	172	1,313	7,63	R941,140
Contract	57	262	4,68	R125,292
TOTAL	229	1,575	6,88	R1,066,432

*Includes staff members terminated during the reporting period.

The average number of sick leave days taken per staff member increased from 5,85 to 6,88 in 2017/18. There are fewer contract staff, and they have taken more sick leave than in the previous financial year.

4.10.3 Special Leave

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

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, promoting ongoing healthy living, as well as referring staff members for professional assistance. Human Resources referred two staff members for professional assistance, which greatly benefited them.

The HR department facilitated awareness sessions with the designated medical aid schemes (Bestmed and Fedhealth) to screen staff members for blood pressure, glucose, obesity, cholesterol and body-mass index (BMI). Bestmed medical aid also provided Bestmed members with the flu vaccine.

4.12 Labour Relations

The HR department assisted line managers with regard to disciplinary action.

TABLE 10. DISCIPLINARY ACTION TAKEN FROM 1 APRIL 2017 TO 31 MARCH 2018

MALE				FEMALE				OUTCOME
A	C	I	W	A	C	I	W	
0	1	0	0	1	0	0	0	Dismissal
0	1	0	0	1	0	0	0	Final Written Warning
0	0	0	0	1	0	0	0	Written Warning

4.13 Learning and Development

A Learning and Development Programme is implemented annually to ensure that staff members have the competency to perform their duties. Due to the realignment of departmental structures, Senior Managers indicated that the training of staff in their departments be placed on hold, as the job descriptions of some positions are being revised. As a result, fewer training opportunities were offered during the reporting period, and the focus of training was mainly on training related to compliance, health, safety and customer care.

The 2017/18 Programme focused on Customer Care refresher-training for Support Services staff members. Other training provided was for compliance such as training in security, first aid and firefighting to prepare staff in the event of a disaster, as well as training to operate machinery.

4.13.1 Staff Training

TABLE 11. TOTAL NUMBER OF STAFF MEMBERS IN EACH OCCUPATIONAL LEVEL WHO RECEIVED TRAINING DURING THE PERIOD 1 APRIL 2017 TO 31 MARCH 2018

POST LEVEL	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	1	1
Professionally qualified and experienced specialists and mid-management	0	1	0	1	0	0	1	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	4	5	0	1	5	10	1	0	26
Semi-skilled and discretionary decision-making	12	5	0	0	8	12	0	2	39
Unskilled and defined decision-making	2	0	0	0	2	1	0	0	5
TOTAL INDEFINITE STAFF	18	11	0	2	15	23	2	3	74
CONTRACT STAFF	2	3	0	0	1	0	0	0	6
TOTAL STAFF	20	14	0	2	16	23	2	3	80

4.13.2 Training Opportunities

The number of training opportunities is reflected in the table below.

TABLE 12. TOTAL NUMBER OF TRAINING OPPORTUNITIES PROVIDED DURING THE PERIOD 1 APRIL 2017 TO 31 MARCH 2018

MALE				FEMALE				TOTAL
A	C	I	W	A	C	I	W	
25	20	0	3	26	32	3	5	114*

*Includes eight candidates enrolled for tertiary studies.

4.13.3 Tertiary Studies

Iziko supported eight staff members enrolled for tertiary studies. All eight staff members are from Black designated groups.

TABLE 13. TOTAL NUMBER OF TERTIARY TRAINING COURSES SUPPORTED BY IZIKO DURING THE PERIOD 1 APRIL 2017 TO 31 MARCH 2018

MALE				FEMALE				TOTAL
A	C	I	W	A	C	I	W	
0	3	0	0	2	3	0	0	8

4.14 Injury on Duty

Six incidents of injury on duty were reported, none being of a serious nature.

4.15 Labour Court Guarantee

The Labour Court case involving misconduct, as was reported in the 2015/16 Annual Report, was successfully concluded in 2017/18. The judgement was in favour of Iziko.



5 | FINANCIAL INFORMATION

Workshop of Paa Joe (b. 1947). *Fantasy coffin*, c. 1997. From the *Hidden Treasures* exhibition at the Iziko South African National Gallery.

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Statement of Responsibility

The Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999, as amended by Act No. 29 of 1999), 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 71.

The financial statements have been prepared in accordance with the prescribed Standards of GRAP, including any interpretation of such statements 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 2019. 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.

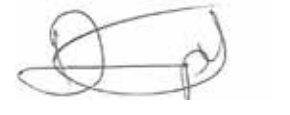
The Council has reviewed Iziko's systems of internal control and risk management for the period from 1 April 2017 to 31 March 2018. The Council is of the opinion that Iziko's systems of internal control and risk management were effective for the period under review.

In the opinion of the Council, based on the information available to date, the AFS fairly present the financial position of Iziko at 31 March 2018 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 2018, set out on pages 78 to 123, are submitted for auditing and approved by the Council in terms of section 51(1)(f) of the PFMA, 1999 (Act No. 1 of 1999), as amended, and are signed on its behalf by:



Ms R Omar
Chief Executive Officer
Date: 31 May 2018



Ambassador D Moopeloa
Chairman of Council
Date: 31 May 2018

Report of the Audit and Risk Committee for the Financial Year Ended 31 March 2018

We are pleased to present the Audit and Risk Committee Report for Iziko Museums of South Africa for the financial year ended 31 March 2018.

Audit and Risk Committee Members and Attendance

The Audit and Risk Committee consists of one non-executive member of Council and three independent Audit Committee members, inclusive of the Audit and Risk Committee Chairman.

The Audit and Risk Committee met four times during the year to 31 March 2018. The attendance of the sittings of the Audit and Risk Committee for the period 1 April 2017 to 31 March 2018, where there were additional meetings held with Management, was as follows:

Name of Member	Number of Meetings Attended April 2017 to 31 March 2018
Mr R Nicholls (Independent Chairman)	4
Ms S Makhathini (Council member)	3
Ms A Dlamini (Independent member)	3
Mr P Heeger (Independent member)	4

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

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 (PFMA) and Treasury Regulation 27.

The Audit and Risk Committee further reports that it has 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, a co-sourced internal audit arrangement with the company Ernst & Young was put in place. This contract, however, came to an end on 31 January 2018. A new internal audit company has been sourced and will be appointed in the next financial year.

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

Mr Rowan (Nick) Nicholls, Audit and Risk Committee Chairman

(AGSA) have not reported any significant or material non-compliance with prescribed policies and procedures and legislation, except for the misstatements on heritage assets, identified by the auditors in the submitted financial statements. 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 to complete this implementation fully.

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.
 - Full compliance with 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 2018.

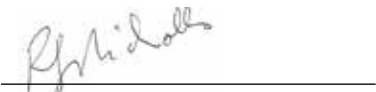
Auditor's Report

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 notes that the Accounting Standard, GRAP 103 on Heritage Assets was fully in place but not finally completed by year-end, as reported by the Auditor-General.

The Audit and Risk Committee 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.



Mr Rowan (Nick) Nicholls
Independent Chairman Audit Committee
Date: 20 June 2018

Report of the Auditor-General to Parliament on Iziko Museums of South Africa

Report on the Audit of the Financial Statements

- Opinion
1. I have audited the financial statements of Iziko Museums of South Africa set out on pages 78 to 123, which comprise the statement of financial position as at 31 March 2018, 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 to the financial statements, including a summary of significant accounting policies.
 2. In my opinion, the financial statements present fairly, in all material respects, the financial position of Iziko Museums of South Africa as at 31 March 2018, and its financial performance and cash flows for the year then ended in accordance with the 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).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.
4. I am independent of the museum in accordance with the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* (IESBA code) and the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter

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

Restatement of corresponding figures

7. As disclosed in note 20 to the financial statements, the corresponding figures for 31 March 2017 were restated as a result of errors in the financial statements of the museum at, and for the year ended, 31 March 2018.

Responsibilities of Accounting Authority for the financial statements

8. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with SA Standards of GRAP and the requirements of the 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.
9. In preparing the financial statements, the Accounting Authority is responsible for assessing Iziko Museums of South Africa's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the Accounting Authority either intends to liquidate the Museum or to cease operations, or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

10. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
11. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the Audit of the Annual Performance Report

Introduction and Scope

12. 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 material findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report. I performed procedures to identify findings, but not to gather evidence to express assurance.
13. My procedures address the reported performance information, which must be based on the approved performance planning documents of the Museum. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
14. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objectives presented in the annual performance report of the Museum for the year ended 31 March 2018:

Objectives	Pages in the annual performance report
Programme 2 - Collections (Business Development)	32-33
Programme 3 - Audience development (Public Engagement)	33-35

15. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
16. I did not raise any material findings on the usefulness and reliability of the reported performance information for the following objectives:
- Programme 2 - Collections (Business development)
 - Programme 3 - Audience development (Public engagement)

Other Matters

17. I draw attention to the matters below.

Achievement of planned targets

18. Refer to the annual performance report on pages 30 to 35 for information on the achievement of planned targets for the year and explanations provided for the over achievement of a significant number of targets.

Adjustment of material misstatements

19. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of Programme 3 - Public engagement. As Management subsequently corrected the misstatements, I did not report any material findings on the usefulness and reliability of the reported performance information.

Report on the Audit of Compliance with Legislation

Introduction and scope

20. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the Museum with specific matters in key legislation. I performed procedures to identify findings, but not to gather evidence to express assurance.
21. The material finding on compliance with specific matters in key legislations is as follows:

Annual financial statement

22. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework as required by section 55(1)(a) of the PFMA. Material misstatements of non-current assets and disclosure items identified by the auditors in the submitted financial statements were corrected, resulting in the financial statements receiving an unqualified audit opinion.

Other information

23. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported in this auditor's report.
24. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information, and I do not express an audit opinion or any form of assurance conclusion thereon.
25. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected objectives

presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed on the other information obtained prior to the date of this auditor's report, I conclude that there was a material misstatement of this other information, I am required to report that fact.

Internal control deficiencies

26. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.

Financial and performance management

27. Management processes implemented for the review of the financial statements were not adequate, as material misstatements and disclosure deficiencies were not detected and corrected during the preparation and finalisation of the financial statements.

Auditor - General

Cape Town
Date: 31 July 2018



Annexure – Auditor-General’s Responsibility for the Audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for selected objectives and on the Museum’s compliance with respect to the selected subject matters.

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor’s report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit 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 Museum’s internal control;
- evaluate the appropriateness of accounting policies used, and the reasonableness of accounting estimates and related disclosures made by the Accounting Authority;

- conclude on the appropriateness of the Accounting Authority’s use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Iziko Museums of South Africa’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor’s report. However, future events or conditions may cause a museum to cease continuing as a going concern;
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

3. I communicate with the Accounting Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

4. I also confirm to the Accounting Authority that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related safeguards.

Accounting Authority’s Report for the Year Ended 31 March 2018

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 ending 31 March 2018 show satisfactory progress, despite the adverse economic climate. Investments, cash and cash equivalents have increased by 15% from R120,506,286 to R139,156,602. These holdings are due mainly to the funds received from various donors for core functions projects and the Department of Arts and Culture (DAC) for capital projects and funding for the continuation of the GRAP 103 Project.

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 29% from R115,988,631 to R149,582,791.

The subsidy allocation from the DAC increased by 5% from R71,958,000 to R75,556,000 for the year. The subsidy represents 51% of total income. 35% of income was derived from donor funding, including conditional grant funding from the DAC, and 14% of the total income was own income generated through entrance fees, venue hire, rental of premises and professional museums services.

Iziko’s operating expenditure increased by an amount of R8,434,151 (8%), from R109,044,904 to R117,479,055.

The post-retirement medical liability increased by R2,797,121, and Iziko has generated a net surplus of R32,103,736 as a result of the large increase in total revenue generated during the year under review, as well as the relatively lower percentage increase in expenditure.

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 work still needs to be done to improve operational efficiencies, automate processes and complete major projects to 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 by Iziko

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 Publication (both popular and scientific).

The collections departments offer exhibitions that meet the diverse needs of education and life-long learning. The exhibitions and public programmes and abundant initiatives dedicated to conserving and preserving South Africa’s natural, social and cultural heritage for all its people, continue to contribute to nation building, social cohesion and transformation.

In addition to Iziko’s core business, services such as venue hire, outsourcing of coffee 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 re-aligned organisational structure to effectively and efficiently deliver on the objectives of the Strategic Plan. Due to an inadequate subsidy allocation, which represents fixed income, Iziko is not able to grow its human capital to its full potential, and is not in a position to employ the necessary staff required to fulfil its core function activities to 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 re-aligned structure, and to maximise opportunities to diversify our demographic profile.

4. Utilisation of Donor Funds

During the year under review, donor funds amounting to R35,511,922 were received from national government agencies, research foundations, corporate business, and private individual donors. The funds are regarded as committed funds because they are earmarked to be 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 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 PFMA, 1999 (Act No. 1 of 1999) as amended, and is governed by the Cultural Institutions Act, 1998 (Act No. 119 of 1998). Iziko operates under the jurisdiction of the Council of Iziko. 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 working in the Art, Natural History and Social History Collections 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.

The upgrade of the Planetarium, for which funding was secured, was successfully completed, in partnership with academic institutions and the Departments of Science and Technology and Arts and Culture, and the National Lotteries Commission during the year under review. The development of a Maintenance and Conservation Plan for Iziko sites is near completion. The development of the Iziko Slave Lodge as a museum that focuses on both slavery and human rights continues; as does the proposed development of a Centre for Contemporary Art in Cape Town, Iziko Maritime Museum, and the upgrade and maintenance of the IT infrastructure.

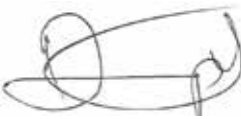
In compliance with Treasury Regulations, the implementation of the Accounting Standard GRAP 103 on Heritage Assets continues, and paves the way for the digitisation of the heritage assets. The completion of the Network Infrastructure Project and Disaster Recovery Site Project will enhance the efficiency and speed of Iziko’s network, as well as address business continuity in terms of disaster management.

8. Approval

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



Ms R Omar
Chief Executive Officer
Date: 31 May 2018



Ambassador D Moopeloa
Chairman of Council
Date: 31 May 2018

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 Core Functions; Operations; Finance and Budget; and Audit and Risk Committees. The 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.

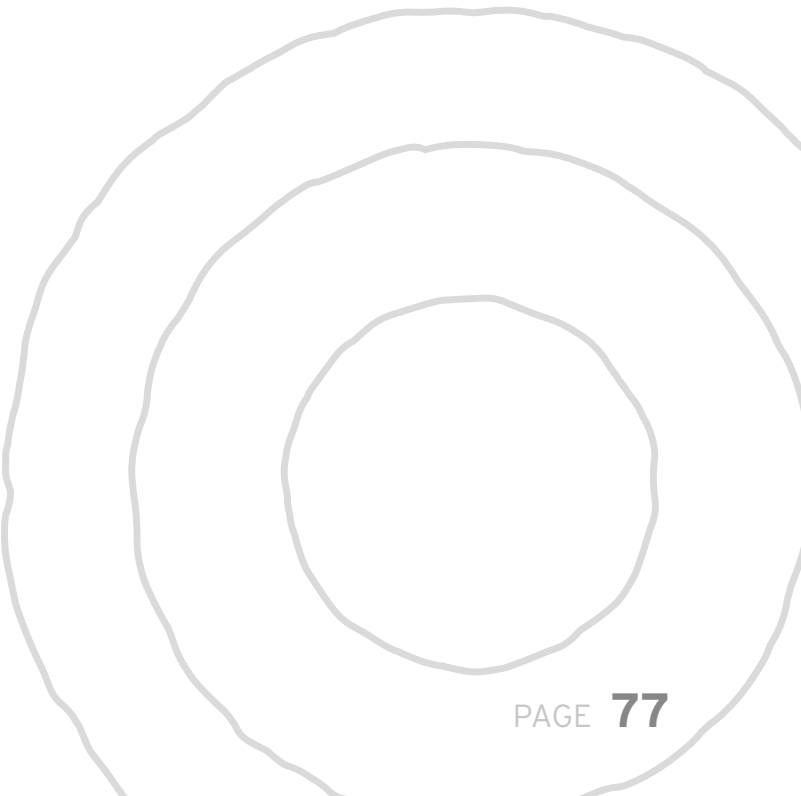
Risk Management

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 of performance and the management of risks and disasters related to their areas of responsibility.

Senior Managers annually identify risks to be removed from the Risk Register, and those risk factors identified for inclusion in the Risk Register. A plan to mitigate or eradicate each risk in terms of set timeframes 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.

Materiality and Significance Framework for the 2017/2018 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.



Statement of Financial Position at 31 March 2018

	Notes	2018 R	Restated 2017 R
ASSETS			
Non-current Assets		2,489,870,053	2,468,032,704
Property, plant and equipment	2	34,221,727	17,461,887
Intangible assets	3	1,872,641	207,864
Heritage assets	4	2,453,775,685	2,450,185,225
Investment	7.1	-	177,728
Current Assets		148,569,971	134,520,984
Inventories	5	117,162	122,052
Trade and other receivables from non-exchange transactions	6	349,325	855,305
Trade and other receivables from exchange transactions	6	8,946,882	13,215,069
Investment at fair value	7	18,426,573	16,868,938
Cash and cash equivalents	8	120,730,029	103,459,620
TOTAL ASSETS		2,638,440,024	2,602,553,688
LIABILITIES			
Non-current Liabilities		89,357,053	79,899,353
Provision: Post-retirement medical benefit	10.2	67,753,720	65,604,425
Deferred income - Unspent conditional grants	11	238,066	5,197,440
Deferred income - Unspent conditional government grants	11.1	21,365,267	9,097,488
Current Liabilities		53,090,963	58,766,063
Trade and other payables from exchange transactions	9.1	12,666,446	9,761,424
Trade and other payables from non-exchange transactions	9.2	3,824,568	3,950,442
Provision: Post-retirement medical benefit	10.2	3,980,032	3,332,206
Deferred income - Unspent conditional grants	11	4,957,031	22,592,339
Deferred income - Unspent conditional government grants	11.1	27,662,886	19,129,652
TOTAL LIABILITIES		142,448,016	138,665,416
NET ASSETS		2,497,992,008	2,465,888,272
Retained earnings/ Accumulated loss		16,339,966	9,396,239
Heritage Asset Valuation Reserve		2,447,548,306	2,447,548,306
Surplus/(Deficit)		32,103,736	6,943,727
TOTAL NET ASSETS AND LIABILITIES		2,638,440,024	2,602,553,688

Statement of Financial Performance for the
Year Ended 31 March 2018

	Notes	2018 R	Restated 2017 R
REVENUE		149,582,791	115,988,631
Revenue from non-exchange transactions		128,111,294	95,746,841
Government grant: Subsidy - Department of Arts and Culture		75,556,000	71,958,000
Government grant: Conditional grants - Department of Arts and Culture		17,043,372	10,104,733
Service in kind - Property leases		5,149,355	4,857,882
Sponsorship		28,594,390	8,629,749
Cash and asset donations		1,768,177	196,477
Revenue from exchange transactions		21,471,497	20,241,791
Interest revenue		8,598,685	8,057,819
Admission fees		8,630,294	5,917,306
Rental income		765,112	746,324
Fair value gain		38,938	58,887
Reversal of impairment		-	-
Post-retirement actuarial gain		1,729,119	3,933,970
Other income		1,709,349	1,527,485
EXPENSES	12	117,479,055	109,044,904
Personnel		65,162,236	61,095,713
Administrative		11,243,227	2,905,612
Depreciation and amortisation expenses		6,687,024	2,994,341
Post-retirement actuarial finance costs		6,716,318	6,764,801
Other operating expenses		27,670,250	35,284,437
NET SURPLUS /(DEFICIT) FOR THE YEAR		32,103,736	6,943,727

Statement of Changes in Net Assets for the Year Ended 31 March 2018

	Revaluation Reserve	Accumulated Surplus	Total net assets and reserves
	R	R	R
Balance at 1 April 2016	2,457,771,952	9,398,673	2,467,170,625
Prior period adjustments	(10,223,646)	(2,434)	(10,226,080)
Balance at 1 April 2016 - Restated	2,447,548,306	9,396,239	2,456,944,545
Surplus/(Deficit) for the year		6,943,727	6,943,727
Balance at 31 March 2017 - Restated	2,447,548,306	16,339,966	2,463,888,272
			-
Balance at 1 April 2017 - Restated	2,447,548,306	16,339,966	2,463,888,272
Surplus/(Deficit) for the year		32,103,736	32,103,736
Balance at 31 March 2018	2,447,548,306	48,443,702	2,495,992,008

Cash Flow Statement for the Year Ended 31 March 2018

		2018	Restated 2017
		R	R
Cash flows from operating activities			
Cash generated in operations	13	37,158,978	10,606,990
Cash receipts from customers and donors		132,883,716	101,205,476
Cash paid to suppliers and employees		(95,724,738)	(90,598,486)
Interest received		8,598,685	8,057,819
Net cash inflow from operating activities		45,757,663	18,664,809
Cash flows from investing activities			
Purchase of investments		(1,379,907)	(1,408,655)
Purchase of property, plant and equipment		(23,128,171)	(7,057,101)
Purchase of intangible assets		(1,983,470)	(6,965)
Purchase of heritage assets		(1,995,706)	(280,199)
Net cash flows from investing activities		(28,487,254)	(8,752,920)
Net increase in cash and cash equivalents		17,270,409	9,911,889
Cash and cash equivalents at beginning of the year		103,459,620	93,547,731
Cash and cash equivalents at end of the year		120,730,029	103,459,620

Notes to the Financial Statements

1. Accounting Policies

The following are the principal accounting policies of Iziko Museums of South Africa (Iziko), 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 on an accrual basis of accounting, and are in accordance with the historical cost convention as the basis of measurement, unless specified otherwise.

They are presented in South African Rand, and all figures have been rounded to the nearest Rand. Assets, liabilities, revenue and expenses were not offset, except where offsetting is permitted or required by the Standards of Generally Recognised Accounting Practices (GRAP).

These AFS have been prepared in accordance with the effective Standards of GRAP, including any interpretations and directives issued by the Accounting Standards Board (ASB), with the exception of the following:

- The entity has not fully complied with GRAP 103 due to the asset verification and valuation of the assets not being finalised. This brings forth that all heritage assets under control of the entity were not tested for impairment in accordance with GRAP 103.59.
- Further disclosure relating to heritage assets, and the valuation and verification of these, is included in the accounting policy on Heritage Assets (refer to note 1.6). Additional disclosure to the non-compliance serves as further information to the financial statements, and is not necessarily prescribed by the Standards of GRAP.
- The extent of departure from the standard cannot be reliably estimated due to circumstances provided in the accounting policies on Heritage Assets.

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	Topic
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	Service concession arrangements: Grantor
GRAP 34	Separate financial statements
GRAP 35	Consolidated financial statements
GRAP 36	Investments in associates and joint ventures
GRAP 37	Joint arrangements
GRAP 38	Disclosure of interests in other entities
GRAP 108	Statutory receivables
GRAP 109	Accounting by principals and agents
GRAP 110	Living and non-living resources

Changes in accounting policies are only effected if a Standard of GRAP requires a change in the current Accounting Policy, or if the change 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

An impairment loss is recognised in surplus and deficit when there is objective evidence that trade receivables are 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, 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 2019. 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 non-current 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.

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 was 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, 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 can be 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	1-50 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 on 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 cultural, environmental, historical, natural, scientific, technological or artistic significance, and are held indefinitely for the benefit of future generations.

1.6.1 Recognition

Iziko recognises a heritage asset as an asset if:

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

Iziko will assess the degree of certainty attached to the flow of future service potential or economic benefits:

- If Iziko holds an asset that might be regarded as a heritage asset but which, on initial recognition, does not meet the recognition criteria of heritage assets because of the need to analyse the proposed collection items to determine if they conform to the set collection criteria through evaluation and research.
- Particularly within the Natural History Collection, material is often retrieved in a fragmentary state – finding a completely articulated specimen is the exception rather than the rule. A great deal of knowledge and research is thus required to identify and systematise the collections.
- The research required to identify, analyse and classify heritage items is often a collaborative effort between local and international experts that span several months, even years.
- These items cannot be recognised in the financial statements, but will be recorded and controlled. Relevant and useful information about them shall be disclosed in the notes to the financial statements.

For recognition of heritage assets, the asset needs to be controlled by Iziko as a result of past events. Such events may include purchase, donation, bequest, loan or transfer.

1.6.2 Measurement

Values have been assigned to the heritage assets, which are considered to be appreciating in value, and which values are to be reviewed from time to time. Wherever possible, the appraisers have adopted the discipline of ‘Open Market’ principles in determining value, however values derived are largely determined by the skill and experience applied by the appraiser at the date of valuation.

1.6.2.1 Directive 7: Use of Deemed Cost for Heritage Assets Upon Initial Recognition and Adoption of a Standard

The following terms are used in this Directive with the meanings specified:

- **Acquisition cost:** When an entity initially recognises assets such as items of property, plant and equipment, investment properties, intangible assets and heritage assets using the Standards of GRAP, it measures those assets using either cost (if the asset is acquired in an exchange transaction) or at fair value (if the asset is acquired in a non-exchange transaction). This cost or fair value on initial acquisition of an asset is the acquisition cost.
- **Deemed cost:** Deemed cost is a surrogate value for the cost or fair value of an asset at its initial acquisition, and is determined by reference to the fair value of the asset at the date of adopting the Standards of GRAP measurement date.
- **Measurement date** (for purposes of this Directive): Measurement date is the date that an entity adopts the Standards of GRAP, and is the beginning of the earliest period for which an entity presents full comparative information in its first financial statements prepared using Standards of GRAP.

For the purposes of this Directive, the measurement of assets at fair value on the adoption of the Standards of GRAP does not constitute:

- a revaluation in accordance with the Standards of GRAP on Property, Plant and Equipment; Intangible Assets; or Heritage Assets; or
- the application of the fair value model in the Standard of GRAP on Investment Property, paragraph A4, which states that subsequent depreciation, if applicable, is based on that deemed cost, and starts from the measurement date.

Initial Entries Using Deemed Cost

When an entity initially measures assets using the deemed cost approach in this Directive, it recognises the effect:

- as an adjustment to the opening balance of accumulated surpluses or deficits in the opening Statement of Financial Position prepared using Standards of GRAP; or
- in revaluation surplus if an entity adopts the revaluation model in the Standards of GRAP on Property, Plant and Equipment; Intangible Assets; or Heritage Assets.

1.6.2.2 Valuation of Heritage Assets

The existence of published price quotations in an active market is the best evidence of fair value, such as the quoted price from recent auctions published in local newspapers; however, if fair value cannot readily be ascertained by reference to quoted prices in an active and liquid market, the fair value of a heritage asset can be determined from market-based evidence arrived at by appraisal. An appraisal of the value of the asset is normally undertaken by a member of the valuation profession who holds a recognised and relevant professional qualification.

The fair value will be ascertained by reference to quoted prices in an active and liquid market (GRAP 103.46).

1.6.2.3 Valuation Techniques

Where the fair value of an asset cannot be determined, and where no evidence is available to determine the market value in an active market of a heritage asset, a valuation technique may be used to determine its fair value. Valuation techniques include using recent arm's length market transactions between knowledgeable, willing parties, if available, and reference to the current fair value of other heritage assets that have substantially similar characteristics in similar circumstances and locations, adjusted for any specific differences in circumstances. If there is a valuation technique commonly used by market participants to price such an asset, and that technique has been demonstrated to provide reliable estimates of prices obtained in actual market transactions, the entity may use that technique in determining the fair value (GRAP 103.47).

1.6.2.4 Inability to Value

Where no value can be placed on an item, it will not be recognised, but information should be disclosed about such items and the reason why such items cannot be valued (GRAP 103.17). Where Iziko holds an asset that might be regarded as a heritage asset, but which, on initial recognition, does not meet the recognition criteria of heritage assets because it cannot be reliably measured, relevant and useful information about it is disclosed in the notes to the financial statements. These items are controlled in the heritage asset register.

1.6.2.5 Valuing an Entire Collection

In determining the fair value of a collection, the entity should consider whether the entire collection has a higher value than the sum of the values of the individual items making up that collection. Under such circumstances, the carrying value of the entire collection may need to be reassessed when a group of individual heritage assets constitutes a collection. If items are removed from the collection, the value of the collection may also need to be reassessed (GRAP 103.45).

1.6.3 Heritage Asset Classification

A class of heritage assets is a grouping of heritage assets of a similar nature or function in Iziko's operations that is shown as a single item for the

purpose of disclosure in the financial statements. Iziko has recognised the following classes of heritage assets:

- Natural History Collections (NHC)
- Social History Collections (SHC)
- Art Collections (AC)
- Library Collections (LBC)

Object collections in the SHC and AC consist of tangible artefacts that reflect the cultural and artistic knowledge, expressions, and behaviour of their makers and users, and comprise archaeological, historical and contemporary cultural artefacts and artworks. LBC consist of published and unpublished material, as well as research material.

1.6.4 Heritage Assets on Loan to Other Institutions

Iziko maintains loan registers in all its collections under long- and short-term loan agreements.

Loan materials may also be deposited at Iziko by institutions for which the entity may have legal or statutory obligations related to these loan materials. In instances where loan agreements do not exist, loans are not recognised as heritage assets, unless ownership has been established.

1.6.5 Retrospective Application

Although Iziko adopted the Accounting Standard on 1 April 2012, the entity has taken advantage of the transitional period of three (3) years to fully implement GRAP 103 in terms of Directive 2. The three-year period in which entities were not required to measure heritage assets for reporting periods beginning on or after a date within three years following the date of initial adoption of the Standard of GRAP on Heritage Assets has ended.

Where entities have not yet determined the deemed cost of those assets within the scope of Directive 7, they should consider GRAP 3 Accounting Policies, Changes in Accounting Estimates and Errors, and consider whether this change in accounting policy can be applied retrospectively from this date, or whether it is practicable to do so.

GRAP 3 states that: "When it is impracticable to determine the period-specific effects of changing an

accounting policy on comparative information for one or more prior periods presented, the entity shall apply the new accounting policy to the carrying amounts of assets and liabilities as at the beginning of the earliest period for which retrospective application is practicable...."

It may be impracticable to determine the deemed cost retrospectively if, for example, the following circumstances exist:

- Relevant data may not have been collected in the prior period, and cannot be obtained by alternative means that allows for retrospective application.
- The entity is required to make significant estimates and assumptions about conditions that existed at a point in time in the past, and cannot do so objectively without using hindsight.

1.6.6 Subsequent Measurement

Iziko has elected the cost model for subsequent measurement of heritage assets. When the cost model is used, heritage assets are subsequently carried at cost, less any accumulated impairment losses. Where a heritage asset is acquired through a non-exchange transaction, its cost shall be measured at its fair value as at the date of acquisition.

1.6.7 Impairment

At each reporting date, the entity assesses whether there is an indication that a heritage asset may be impaired. If any such indication exists, the entity shall estimate the recoverable amount or the recoverable service amount of the heritage asset.

1.6.8 Transfers

Transfers from heritage assets are made when, and only when, the particular asset no longer meets the definition of a heritage asset. Transfers to heritage assets are made when, and only when, the particular asset meets the definition of a heritage asset.

1.6.9 De-recognition

The carrying amount of a heritage asset is de-recognised:

- on disposal, or
- when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the de-recognition of a heritage asset is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the heritage asset. Such difference is recognised in surplus or deficit when the heritage asset is de-recognised.

1.7 Financial Instruments Classification

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

- Loans and receivables;
- Financial liabilities measured at amortised cost; and
- 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, using the effective interest method.

Impairment of Financial Assets

At the end of each 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 a debtor, probability that the debtor 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

At initial recognition, trade receivables are measured 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 a debtor, probability that the debtor 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 value 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 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 10.2. 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.

A contingent asset is a possible asset that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

A contingent liability is:

- a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- a present obligation that arises from past events but is not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
 - the amount of the obligation cannot be measured with sufficient reliability.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 19.

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.
- 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.
- 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 extending 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 nor disclosed in 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:
- that generates economic benefits or service potential (including economic benefits or service potential relating to transactions between activities of the same entity);
 - whose results are regularly reviewed by Management to make decisions about resources to be allocated to that activity and in assessing its performance; and
 - for which separate financial information is available.

In the prior year, Iziko identified the following segments to be reported on: Natural History Collections; Social History Collections; Art Collections and Education and Public Programmes. These four segments represented the core functions at Iziko, and met the criteria set out to be disclosed as reportable segments. The other departments were regarded as more administrative in nature, and formed part of the unallocated/ central total. Furthermore, only certain expenditure was reported separately and reviewed for each of these segments, whilst assets and liabilities were all central and unallocated in the segmented reporting.

Information reported on about these segments was 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 was 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. 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.

In the current year, Iziko did not report on segments as disclosed in note 27 on Segment Reporting.

2. Property, Plant and Equipment

2018							
	Furniture	Vehicles	Equipment	Computers	Fibre optic network	Leasehold improvement	Total
Gross carrying amount at beginning of year	R 2,376,567	R 884,155	R 15,788,230	R 7,045,700	R 4,990,321	R 6,713,938	R 37,798,911
Accumulated depreciation at beginning of year	(2,200,585)	(291,958)	(9,682,725)	(5,014,910)	(1,684,233)	(1,462,613)	(20,337,024)
Net carrying amount at beginning of year	175,982	592,197	6,105,505	2,030,790	3,306,088	5,251,325	17,461,887
Movement during the year							
Acquisitions	222,492	128,966	13,549,315	9,221,473	-	5,927	23,128,173
Depreciation expense for the year	(73,425)	(67,468)	(3,309,581)	(2,050,108)	(249,516)	(618,235)	(6,368,333)
Net carrying amount at end of year	325,049	653,695	16,345,239	9,202,155	3,056,572	4,639,017	34,221,727
Gross carrying amount at end of year	2,599,059	1,013,121	29,337,545	16,267,173	4,990,321	6,719,865	60,927,084
Accumulated depreciation at end of year	(2,274,010)	(359,426)	(12,992,306)	(7,065,018)	(1,933,749)	(2,080,848)	(26,705,357)

2017							
	Furniture	Vehicles	Equipment	Computers	Fibre optic network	Leasehold improvement	Total
Gross carrying amount at beginning of year	R 2,326,163	R 484,055	R 14,683,816	R 5,614,109	R 4,990,321	R 3,188,750	R 31,287,214
Accumulated depreciation at beginning of year	(2,106,721)	(241,549)	(8,706,467)	(4,484,689)	(1,434,717)	(1,061,851)	(18,035,994)
Net carrying amount at beginning of year	219,442	242,506	5,977,349	1,129,420	3,555,604	2,126,899	13,251,220
Movement during the year							
Acquisitions	78,403	400,100	1,538,518	1,514,892	-	3,525,188	7,057,101
Disposals	(27,999)	-	(434,104)	(83,301)	-	-	(545,404)
Accumulated depreciation on disposals	27,999	-	434,103	82,462	-	-	544,564
Depreciation expense for the year	(121,863)	(50,409)	(1,410,361)	(612,683)	(249,516)	(400,762)	(2,845,594)
Net carrying amount at end of year	175,982	592,197	6,105,505	2,030,790	3,306,088	5,251,325	17,461,887
Gross carrying amount at end of year	2,376,567	884,155	15,788,230	7,045,700	4,990,321	6,713,938	37,798,911
Accumulated depreciation at end of year	(2,200,585)	(291,958)	(9,682,725)	(5,014,910)	(1,684,233)	(1,462,613)	(20,337,024)

Property, Plant and Equipment includes historical assets at nil or R1 values, which are fully depreciated but still in use.

3. Intangible Assets

Intangible assets comprise of computer software purchased.

	2018	2017
	R	R
Carrying amount at beginning of year	207,864	349,645
Cost	1,398,293	1,406,780
Accumulated amortisation	(1,190,429)	(1,057,135)
Prior period adjustment to accumulated depreciation	-	-
Current year movement		
Additions	1,983,470	6,966
Disposals	-	(15,453)
Accumulated amortisation on disposals	-	15,453
Amortisation expense for the year	(318,693)	(148,746)
Carrying amount at end of year	1,872,641	207,864
Cost	3,381,763	1,398,293
Accumulated amortisation	(1,509,122)	(1,190,429)

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

4. Heritage Assets

	R	R	R	R	2018
	Natural History Collections	Social History Collections	Art Collections	Libraries	Total
Opening balance	24,534,516	348,844,474	2,047,164,757	29,641,478	2,450,185,225
Additions - Purchases	-	29,640	1,957,993	8,073	1,995,706
Additions - Donations	-	45,400	1,633,425	5,570	1,684,395
Adjustment - Loss	-	-	-	(89,641)	(89,641)
Closing balance	24,534,516	348,919,514	2,050,756,175	29,565,480	2,453,775,685

	R	R	R	R	Restated 2017
	Natural History Collections	Social History Collections	Art Collections	Libraries	Total
Opening balance	24,534,516	344,150,816	2,046,882,706	29,616,131	2,445,184,169
Valuation	-	4,687,738	-	-	4,687,738
Additions - Purchases	-	3,800	251,051	25,347	280,198
Additions - Donations	-	2,120	31,000	-	33,120
Closing balance	24,534,516	348,844,474	2,047,164,757	29,641,478	2,450,185,225

4.1 Additions

For recognition of heritage assets, the asset needs to be controlled by Iziko as a result of past events. Such events may include: Purchase, donation, bequest, loan or transfer.

4.2 Impairment

At each reporting date, the entity assesses its heritage assets to determine whether there is an indication that they may be impaired. If any such indication exists, the entity shall estimate the recoverable amount or the recoverable service amount of the heritage asset:

- Where acquisitions have been fair valued and assessed, the valuation surplus/ loss has been disclosed accordingly.
- Where acquisitions have been assessed with no significant change in fair value for the period under review, they are disclosed at cost.
- All remaining items valued and disclosed have been assessed and fair valued as at the date of recognition.
- To the extent that the entity has not completed a full verification of the Natural History collection, these items have not been impaired. The Natural History collection is considered largely as having no commercial value, and is currently in temporary storage. This collection is primarily of research significance, and therefore usually held in storage.
- To the extent that the entity has not fully complied with the requirement to impair its heritage assets, the failure to impair is not expected to have a material effect on the financial statements.

4.3 Service Potential Undetermined

Iziko has assessed the degree of certainty attached to the flow of future service potential or economic benefits. Items where the service potential is undetermined cannot be recognised in the financial statements, but will be recorded and controlled in the register and include unknown, unassembled, unclassified or fragmented specimens and artefacts, and donated items received but yet to be assessed for inclusion in the permanent collection of the Museum.

4.4 Inability to Fair Value

As noted in 1.6.2 above, where no value can be placed on an item, it will not be recognised, but information should be disclosed about such item and the reasons for not valuing it provided. Valuation may not be possible and practicable due to backlogs which have arisen as a result of the sheer volumes of collection items held, and also due to historical challenges associated with donated items.

If an entity holds an asset that might be regarded as a heritage asset, but which, on initial recognition, does not meet the recognition criteria of a heritage asset because it cannot be reliably measured, relevant and useful information about it shall be disclosed in the notes to the financial statements.

There are 630,677 catalogued objects in the Natural History collection, of which 10,560 objects with commercial value have been recognised, and the remainder considered to have no monetary value. This collection comprises of a diverse collection of material, including: Marine Biology, Invertebrates and Terrestrial Vertebrates, Taxidermy, Palaeontology, Rocks and Minerals, and Fossils. The collection is primarily of research significance, and specific collections within Natural History were assessed as having commercial value. These collections include Geology and Taxidermy, and as additional research is conducted, items added to the database will be recognised in the financial statements in terms of GRAP 103. Items not recognised in the financial statements are recorded and controlled.

Social History and Art Collections: Iziko currently has within its collection a number of items where the service potential could not be assessed due to additional research being required to confirm or establish provenance. This includes a collection of African artwork and several items within the Social History collection, consisting of unassembled clocks and furniture. The clocks in particular require specialist expertise to assemble in order for the items to be assessed and valued.

Within the Art collection, 53 objects have not been valued, and Iziko’s Social History collection contains 24 items that have not been valued.

Gerard Sekoto Study Collection: These works are incomplete works by the artist. As such, they have research value for students in particular, and are held by the museum as a study collection.

The Library collections contain 175 items, comprising pamphlets, policies, catalogues and reference material that require additional research and evaluation to determine if they meet the recognition criteria of heritage assets. These items have not been valued, and are recorded and controlled in the register.

In all collections, heritage items are recognised once they have been verified and valued by independent, accredited valuers, in terms of the requirements of GRAP 103.

In addition, where objects have been accessioned, and cannot be located for verification, they have not been recognised, and are placed on a loss register pending further investigation. These items are not expected to have a material impact on the financial statements.

5. Inventories

	2018	2017
	R	R
Consumables	68,415	89,911
Other inventory	48,747	32,141
	117,162	122,052

6. Trade and Other Receivables

	2018	Restated 2017
	R	R
Gross carrying amount	9,299,056	14,070,374
Provision for impairment	(2,849)	-
	9,296,207	14,070,374
Receivables from non-exchange transactions	349,325	855,305
Receivables from exchange transactions	8,946,882	13,215,069
	9,296,207	14,070,374

No debtors are pledged as collateral or security.

Reconciliation of the provision for impairment of trade and other receivables

Opening balance	-	-
Bad debts written off	15,927	32,800
Provision raised	2,849	15,933
Provision reversed	(15,927)	(48,733)
Closing balance	2,849	-

7. Investment at Fair Value

	Credit rating	2018 R	2017 R
Stanlib - Enhanced Yield Fund (Cash Plus Fund)	F1+	18,426,573	16,868,938

The Stanlib Enhanced Yield Fund (Cash Plus Fund) is a product that, 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 a 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 R38,938 (2017: Fair value gain of R58,887) was incurred on the investment.

7.1 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. 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. No redemptions were allowed from this account until the Reserve Bank released the curatorship. During the prior and current years, Stanlib disposed of additional assets in the Stanlib Enhanced Yield ABIL Retention Fund, and the remaining funds were kept in the retention funds until the fund managers could dispose of them.

All the remaining money held in African Bank (ABIL) Retention Funds has now been released and the Retention Funds closed and switched into the original investment account on 23 February 2018.

	2018	2017
	R	R
Gross carrying amount (Stanlib Enhanced Yield ABIL Retention Fund)	177,728	-
Transfer to Stanlib Enhanced Yield Fund	(177,728)	177,728
Provision for impairment	-	-
Stanlib Enhanced Yield ABIL Retention Fund	-	177,728

7.2 Impairment of Investment

No provision for impairment on the investment has been made at 31 March 2018.

8. Cash and Cash Equivalents

	Credit rating	2018	2017
		R	R
ABSA - 364-day fixed deposit	F1	10,682,729	9,851,928
ABSA - 364-day fixed deposit	F1	31,123,544	-
Investec - Private money fund	F1	25,277,260	23,423,341
Standard Bank - Call deposit	F1	31,784,037	59,395,292
Standard Bank - Current account	F1	21,839,194	10,774,342
Cash on hand		23,265	14,717
		120,730,029	103,459,620

9. Trade and Other Payables

9.1 Payables from Exchange Transactions

		Restated
	2018	2017
	R	R
Deferred lease liability	51,471	33,713
Rent deposits	128,615	125,673
Leave pay	2,192,259	2,313,950
Annual bonus	2,534,895	2,926,624
Trade creditors and accruals	7,759,206	4,361,464
	12,666,446	9,761,424

9.2 Payables from Non-exchange Transactions

	2018	2017
	R	R
Grant deposit	3,800,000	3,900,000
Other payables	24,568	50,442
	3,824,568	3,950,442

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

10. Provisions

Employee Benefits

10.1 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 March 2015 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.

10.2 Post-retirement Medical Benefit

	2018	2017
	R	R
Balance at beginning of year	68,936,631	67,850,659
Increase in provision	2,797,121	1,085,972
Balance at end of year	71,733,752	68,936,631
Provision: Post-retirement medical benefit (Non-current liability)	67,753,720	65,604,425
Provision: Post-retirement medical benefit (Current liability)	3,980,032	3,332,206
	71,733,752	68,936,631

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 year-end was performed on 31 March 2018, 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 sixty one (61) retirees and thirty-four (34) employees participating as at 31 March 2018.

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

	2018	2017	2016	2015	2014
	R	R	R	R	R
Opening balance	68,936,631	67,850,659	63,924,848	55,341,149	42,228,872
Current service cost	1,142,128	1,151,704	1,306,343	1,214,360	998,919
Interest cost	6,716,318	6,764,801	5,508,053	4,989,709	3,596,117
Expected return on plan assets	-	-	-	-	-
Liability recognised	-	-	-	-	-
Actuarial (gain)/loss	(1,729,119)	(3,933,970)	(354,454)	4,612,346	10,343,271
Past service cost	-	-	-	-	-
Expected employer benefit payments	(3,332,206)	(2,896,563)	(2,534,131)	(2,232,716)	(1,826,030)
	71,733,752	68,936,631	67,850,659	63,924,848	55,341,149

Actuarial Gain

An actuarial gain of R1,729,119 (2017: R3,933,970) has arisen. This gain has arisen due to the following reasons:

- Medical scheme contributions for 2018, and hence the subsidies payable by the employer, increased on average by 10,9% compared to the increase of 6,6% that was assumed in the previous valuation. This resulted in an actuarial loss of R1,573,592.
- Changes made to the assumptions, specifically the increase in the net discount rate from negative 0,1% to positive 0,2% per annum resulted in an actuarial gain of R2,087,865.
- The difference between actual demographic experience (resignation, retirement, mortality, etc.) and that assumed in the previous valuation gave rise to an actuarial gain of R1,214,846.

Total Expense Recognised in the Statement of Financial Performance

	2018	2017
	R	R
Service costs	1,142,128	1,151,704
Interest costs	6,716,318	6,764,801
Actuarial (gain)/loss	(1,729,119)	(3,933,970)
Personnel costs	6,129,327	3,982,535

Key Assumptions Used

The changes from the previous valuation include:

- A decrease in the discount rate from 9,9% to 9,0% per annum.
- A decrease in the long-term medical cost inflation assumption from 10,0% to 8,8% per annum.

The two changes above result in an increase in the net discount rate from negative 0,1% to positive 0,2% per annum.

The actuary used a discount rate of 9,0%, determined by reference to the Johannesburg Stock Exchange zero bond curve (as at 6 April 2018), applied to the projected cash flows from the previous valuation, which results in a duration of 14,7 years.

The market's view of the long-term level of the rate of increase in the Consumer Price Index (CPI) is suggested by the difference between the yields on index linked and fixed income government bonds of appropriate terms. The assumed long-term CPI inflation rate for this valuation that was derived in this manner is 6,8%.

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

	2018/ 2019	2019/ 2020	2020/ 2021	Thereafter
Medical inflation	7,4%	7,1%	7,1%	8,8%

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)
Post-retirement	Male	PA90
	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 - F2018 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 2017	68,936,632	68,936,632	68,936,632	68,936,632	68,936,632
Settlements	(3,332,206)	(3,332,206)	(3,332,206)	(3,332,206)	(3,332,206)
Service cost	1,142,128	1,142,128	1,142,128	1,142,128	1,142,128
Interest cost	6,716,317	6,716,317	6,716,317	6,716,318	6,716,318
Actuarial (gain)/loss	(1,729,119)	7,320,015	2,594,686	(9,332,240)	(5,692,613)
Liability as at 31 March 2018	71,733,752	80,782,886	76,057,557	64,130,632	67,770,259

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 2018	71,733,752	80,782,886	76,057,557	64,130,632	67,770,259
Settlements	(3,980,032)	(3,989,983)	(3,985,008)	(3,970,083)	(3,975,057)
Service cost	1,057,419	1,251,963	1,149,428	900,224	974,709
Interest cost	6,324,520	7,147,249	6,717,579	5,633,613	5,964,308
Actuarial (gain)/loss	-	-	-	-	-
Liability as at 31 March 2019	75,135,659	85,192,115	79,939,556	66,694,386	70,734,218

11. 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.

2018

Projects per department	Total deferred income	To be utilised within one year	To be utilised in year 2 and thereafter
	R	R	R
Research and Exhibitions	2,932,138	2,694,072	238,066
Collections and Digitisation	2,235,782	2,235,782	-
Advancement	27,177	27,177	-
Total	5,195,097	4,957,031	238,066

2017

Projects per department	Total deferred income	To be utilised within one year	To be utilised in year 2 and thereafter
	R	R	R
Natural History Collections	663,347	663,347	-
Social History Collections	6,406,629	3,042,551	3,364,078
Art Collections	2,944,672	1,111,310	1,833,362
Education and Public Programmes	17,775,131	17,775,131	-
Total	27,789,779	22,592,339	5,197,440

11.1 Deferred Income - Unspent Conditional Government Grants

2018

Project	Total deferred income	To be utilised within one year	To be utilised in year 2 and thereafter
Courtyard	5,221,317	3,654,922	1,566,395
Maintenance and Conservation	7,052,621	4,510,488	2,542,133
Painting and Renovation of Facilities	1,507,268	502,423	1,004,845
Climate Control	370,017	123,339	246,678
Halon Gas & Fire Suppression System	7,500,000	2,500,000	5,000,000
Planetarium Upgrade	5,366,498	5,366,498	-
GRAP 103 Implementation	22,010,432	11,005,216	11,005,216
Total	49,028,153	27,662,886	21,365,267

2017

Project	Total deferred income	To be utilised within one year	To be utilised in year 2 and thereafter
Courtyard	5,255,238	3,678,667	1,576,572
Maintenance and Conservation	8,101,884	673,472	7,428,412
Climate Control	370,017	277,513	92,504
Halon Gas and Fire Suppression System	7,500,000	7,500,000	-
Planetarium Upgrade	7,000,000	7,000,000	
Total	28,227,140	19,129,652	9,097,488

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

	2018	2017
	R	R
Carrying amount at beginning of year	5,255,238	5,402,929
Amount utilised during the year	(33,921)	(147,691)
Carrying amount at end of year	5,221,317	5,255,238

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

Carrying amount at beginning of year	8,101,884	9,308,685
Amount utilised during the year	(1,049,263)	(1,206,801)
Carrying amount at end of year	7,052,621	8,101,884

Funding received during the current year from the DAC to be utilised for the painting and renovation of facilities

	2018	2017
	R	R
Carrying amount at beginning of year	-	-
Amount received during current year	1,509,248	-
Amount utilised during the year	(1,980)	-
Carrying amount at end of year	1,507,268	-

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

	2018	2017
	R	R
Carrying amount at beginning of year	370,017	370,017
Amount received during current year	-	-
Amount utilised during the year	-	-
Carrying amount at end of year	370,017	370,017

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

	2018	2017
	R	R
Carrying amount at beginning of year	7,500,000	7,500,000
Amount received during current year	-	-
Amount utilised during the year	-	-
Carrying amount at end of year	7,500,000	7,500,000

Funding received from the DAC in respect of the Planetarium Digital Upgrade Project at the ISAM

	2018	2017
	R	R
Carrying amount at beginning of year	7,000,000	-
Amount received during current year	-	7,000,000
Amount utilised during the year	(1,633,502)	-
Carrying amount at end of year	5,366,498	7,000,000

Funding received from the DAC in respect of the GRAP 103 Implementation Project

	2018	2017
	R	R
Carrying amount at beginning of year		-
Amount received during current year	26,000,000	-
Amount utilised during the year	(3,989,567)	-
Carrying amount at end of year	22,010,433	-
Total	49,028,153	28,227,140
Deferred income - Unspent conditional government grants: Non-current liability	27,662,886	19,129,652
Deferred income - Unspent conditional government grants: Current liability	21,365,267	9,097,488
	49,028,153	28,227,140

12. Net Surplus/ (Deficit) for the Year

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

	2018	2017
	R	R
Advertising, marketing and promotions	144,711	106,486
Amortisation: Intangible assets	318,693	148,746
Architectural services	1,136,188	1,206,801
Asset verification and valuation	2,098,626	6,808,482
Audit fees	2,610,696	2,128,378
Bank and legal costs	1,109,372	586,119
Cleaning, hygiene and garden services	302,799	341,653
Consumables	866,652	367,824
Depreciation	6,368,333	2,845,594
Insurance	636,603	355,959
Lease costs	10,618,064	15,174,190
Library costs	23,764	-
Licenses and computer networking costs	1,895,535	1,366,262
Loss on disposal of assets	-	838
Losses - Heritage assets	89,640	-
Motor vehicle and transport costs	363,784	292,272
Municipal charges	6,677,552	-
Personnel expenses	65,162,236	61,095,713
Salaries and benefits	64,096,855	59,893,078
Post-retirement medical aid benefits	1,065,381	1,202,635
Post-retirement actuarial finance costs	6,716,318	6,764,801
Printing and stationery	1,089,053	718,411
Professional secretarial services	61,700	210,241
Professional services - Conservation	954,276	385,920
Professional services - Other	870,936	94,675
Professional services - Internal audit	275,301	325,208
Provision for doubtful debts	19,292	16,867
Publications	30,591	26,280
Relocation costs - Courtyard Project	33,922	145,753
Repairs and maintenance	605,348	903,722
Security expenses	1,231,328	1,288,047
Staff training and development	442,651	324,971
Subsistence and travel	1,645,429	2,369,298
Sundry operating expenses	2,350,839	1,866,356
Telephone expenses	484,631	570,480
Website hosting and maintenance costs	244,192	208,557
Total	117,479,055	109,044,904

13. Cash Generated in Operations

	2018	Restated 2017
	R	R
Net surplus for the year	32,103,736	6,943,727
Adjustments for non-cash items:		
Donated heritage sssets	(1,684,395)	(33,120)
Depreciation on property, plant & equipment	6,368,333	2,845,595
Amortisation on intangible assets	318,693	148,746
Impairment of investment	-	-
Increase in post-employment benefits	2,797,121	1,085,972
Losses - Heritage assets	89,641	-
(Profit)/loss on disposal of assets	-	837
	39,993,129	10,991,757
Interest received	(8,598,685)	(8,057,819)
Operating deficit before working capital changes	31,394,443	2,933,938
Working capital changes	5,764,535	7,675,486
Decrease/(increase) in trade and other receivables	4,774,166	(9,169,321)
Decrease/(increase) in inventories	4,889	(7,669)
(Decrease)/increase in deferred income	(22,594,683)	10,441,317
(Decrease)/increase in government grant	20,801,014	5,638,726
Increase/(decrease) in trade and other payables	2,779,149	772,433
Prior period adjustment	-	(2,434)
Cash generated/(utilised) in operations	37,158,978	10,606,990

14. 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.

14.1 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:

		2018 R
	Less than 12 months	Over 12 Months
Trade payables	4,428,723	-
Accruals	3,044,724	-
Other payables	6,773,837	-
	<u>14,247,284</u>	<u>-</u>

		2017 R
	Less than 12 months	Over 12 Months
Trade payables	3,241,427	-
Accruals	904,648	-
Other payables	7,218,128	-
	<u>11,364,203</u>	<u>-</u>

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.

14.2 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		2018 R	2017 R
Investment		-	177,728
Investment at fair value		18,426,573	16,868,938
Cash and cash equivalents		<u>120,730,029</u>	<u>103,459,620</u>
		<u><u>139,156,602</u></u>	<u><u>120,506,286</u></u>
Interest received			
Interest earned – External Investments		<u>8,598,685</u>	<u>8,057,819</u>
Interest rate		6%	7%
Effect of change in interest rate	1 % decrease	5%	6%
Effect of change in interest rate	Rand value	<u>(1,640,855)</u>	<u>(827,442)</u>
Effect of change in interest rate	1% increase	7%	8%
Effect of change in interest rate	Rand value	<u>1,142,277</u>	<u>1,582,684</u>

14.3 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 6. 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 the debts are fully recoverable.

14.4 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:

	2018 R	Restated 2017 R
Investment	-	177,728
Investment at fair value	18,426,573	16,868,938
Cash and cash equivalents	120,730,029	103,459,620
Loans and other receivables	<u>9,296,207</u>	<u>14,070,374</u>
	<u>148,452,809</u>	<u>134,576,660</u>

Trade Receivables Past Due But Not Impaired

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

	2018 R	2017 R
Current	9,219,842	14,015,117
1 month past due	7,172	32,276
2 months past due	1,765	6,475
3 months past due	<u>67,428</u>	<u>16,506</u>
	<u>9,296,207</u>	<u>14,070,374</u>

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

	2018	2017
	R	R
Trade payables at amortised cost	4,428,723	3,241,427
Accruals at amortised cost	3,044,724	904,648
Other payables at amortised cost	6,773,837	7,218,128
	14,247,284	11,364,203

Certain accounts have been excluded from note 14, as compared to note 9. These relate to the following: ‘Social benefits’, resulting from legislation rather than a contractual arrangement; ‘Income taxes payable’ - these are dealt with in IAS 12 on Income Taxes; ‘Constructive obligations’ as defined in GRAP 19: Provisions, Contingent Liabilities and Contingent Assets, as they do not arise from contracts.

15. Operating Leases

Iziko as Lessor

Operating leases relate to restaurants 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 R765,112 (Restated 2017: R319,098).

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:

	2018	2017
	R	R
Up to 1 year	765,112	319,098
2 to 5 years	-	-
More than 5 years	-	-
	765,112	319,098

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
Operating Leases

The operating leases relate to rentals charged for vehicles, berthing fees, photocopiers, 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 R1,221,570 (2017: R1,572,851).

Amounts Payable Under Operating Leases

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

	2018	2017
	R	R
Up to 1 year	938,299	985,565
2 to 5 years	797,650	1,815,639
	1,735,949	2,801,204

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 Leases

During the year under review, an amount of R4,247,139 (2017: R8,743,458) was paid on behalf of Iziko, in respect of the leasing charges for one of its sites at the Iziko Maritime Centre.

Property Owned by Third Parties

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

In addition, spaces at the one of the Iziko sites at Groot Constantia Estate, Groot Constantia are occupied free of charge by Iziko.

16. Emoluments of Council, Committee Members and Senior Management
16.1 Honorarium of Council Members

	2018	2017
	R	R
D Moopeloa (Chairman)	45,627	32,646
S Perumal	23,332	8,732
N Nicholls	-	10,716
JE Leshabane	34,384	11,060
S Makhathini	-	5,240
TI Nemaheni (resigned)	24,560	12,224
RP Solomons	39,758	8,732
T Wakashe	18,831	-
A Mooke	43,308	23,864
	229,800	113,214

16.2 Honorarium of Audit Committee Members

	2018	2017
	R	R
D Coovadia (Chairman)	-	19,396
L Robinson	-	10,294
A Mooke	-	9,412
A Dlamini	12,415	-
P Heeger	14,898	-
S Makhatini	4,966	-
N Nicholls (Chairman)	16,368	-
	48,647	39,102

16.3 Remuneration of Senior Management

						2018	
						R	
Name	Job function	Salary	Bonus	Allowances	Employer contribution	*Other	Total cost to company
Ms RH Omar	Chief Executive Officer	1,369,968	114,164	214,757	222,620	222,131	2,143,640
Dr BC Ndhlovu (to 31 October 2017)	Executive Director Core Functions	657,930	93,990	78,633	150,951	216,193	1,197,697
Ms D Crous	Executive Director Operations	980,640	81,720	140,799	319,325	116,495	1,638,979
Dr WD Alexander (to 31 December 2017)	Director: Education	519,093	67,290	81,281	93,953	167,358	928,975
Ms R Pedro	Chief Financial Officer	507,408	42,284	108,374	95,235	33,289	786,590
Ms SL Glanville-Zini	Director: Advancement	583,524	48,627	198,728	109,223	100,291	1,040,393
Ms F Johadien	Director: Support Services	507,408	42,284	102,374	96,854	32,892	781,812
Mr RC Human (to 30 November 2017)	Director: Human Resources	338,272	45,808	72,250	54,969	59,311	570,610
Mr P Tichmann	Director: Collections and Digitisation	511,572	42,631	102,374	83,130	2,690	742,397
Dr HG Robertson (to 31 March 2018)	Director: Research and Exhibitions	692,124	57,677	114,374	269,430	83,011	1,216,616
Total		6,667,939	636,475	1,213,944	1,495,690	1,033,661	11,047,709

*Included under the category ‘Other’ is payments for subsistence and travel, performance bonus and 3G card costs

						2017	
						R	
Name	Job function	Salary	Bonus	Allowances	Employer contribution	*Other	Total cost to company
Ms RH Omar	Chief Executive Officer	1,304,736	108,728	205,102	212,020	44,036	1,874,622
Dr BC Ndhlovu	Executive Director Core Functions	1,074,168	89,514	128,666	247,136	24,200	1,563,684
Ms D Crous	Executive Director Operations	933,948	77,829	134,666	308,652	3,024	1,458,119
Dr WD Alexander	Director: Education & Public Programmes	659,160	54,930	103,499	121,513	3,768	942,870
Ms R Pedro	Chief Financial Officer	483,240	40,270	105,756	90,212	2,652	722,130
Ms SL Glanville-Zini	Director: Institutional Advancement	555,732	46,311	114,870	104,706	6,334	827,953
Ms F Johadien	Director: Customer Services Management	483,240	40,270	97,500	92,927	2,652	716,589
Mr RC Human	Director: Human Resources	483,240	40,270	103,499	78,526	2,652	708,187
Mr P Tichmann (from 1 December 2016)	Director: Collections and Digitisation	162,404	-	32,500	27,376	8,811	231,091
Dr HG Robertson	Director: Natural History	659,160	54,930	109,499	249,134	2,652	1,075,375
Total		6,799,028	553,052	1,135,557	1,532,202	100,781	10,120,620

*Included under the category ‘Other’ is payments for subsistence and travel and 3G card costs

17. 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 DAC, 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 transactions with any of the entities.

Department of Arts and Culture

During the prior year, the DAC provided a subsidy grant for its operations and also provided funding for special projects. The amounts involved in the transactions are as follows:

	2018	2017
	R	R
Grant received - Subsidy	75,556,000	71,958,000
Grant received - Municipal services	6,088,000	7,000,000
Grant received - Painting and renovation of facilities	1,509,248	
Grant received - GRAP 103 Implementation Project	26,000,000	-
Payments on behalf of Iziko for property leases	4,247,139	8,743,458
Payments on behalf of Iziko for municipal service charges		5,631,772

Department of Public Works

All buildings occupied by Iziko and owned by the Department of Public Works have been occupied at no cost during the year, as stated in note 15. 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.

	2018	2017
	R	R
Admission fees	1,367,754	764,298
Receipt of venue hire expenses recovered	1,360	-
Balance due to Iziko at year-end	1,367,754	477,187

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 16.

18. 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 2018 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%.

19. Contingent Liabilities 19.1 Post-retirement Medical Benefits

Five (5) 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 R4,084,295 (2017: R3,058,542).

19.2 Labour Dispute

In the current year no contingent liabilities have been identified under this heading.

In the prior year, two unrelated labour cases by a Director and an Iziko employee, which may have resulted in liabilities for the entity, were brought before the CCMA. At the prior year report date, the outcomes of the matters were unknown, and as a result, no provision was made in the financial statements. The legal costs associated with the matters was estimated at R3,050,000 at the time.

In addition, a pending legal dispute, namely an Equality Court application brought by a third party against Iziko, related to an exhibition installation at the South African National Gallery and which, the party alleged, made Iziko guilty of perpetuating hate speech or instigating violence, may have resulted in a fine payable, not exceeding an estimated amount of R100,000.

19.3 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. Based on a formula prescribed by National Treasury, Iziko has calculated that in the current year, a cash surplus amounting to R43,080,219 has arisen. A written application for the above-mentioned amount to be retained, was made to National Treasury on 18 June 2018.

20. Prior Period Adjustments

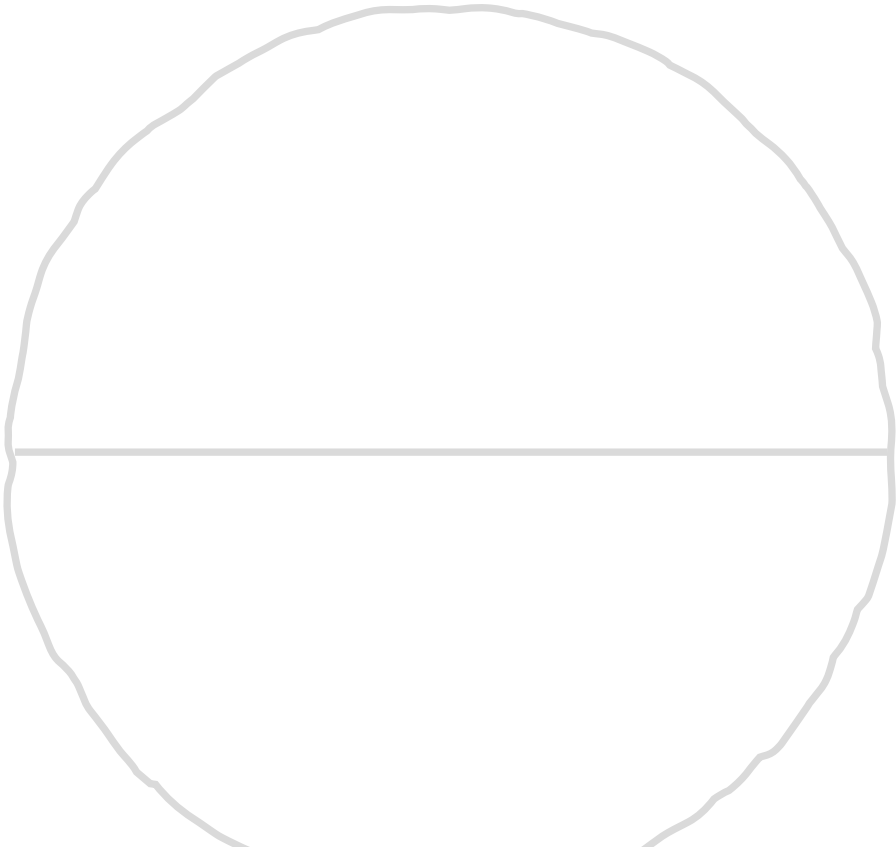
20.1 Correction of Errors

During the implementation of the GRAP 103 Standard in 2016, a percentage of the Social History Collections were assessed and valued at box level due to storage, capacity and resource constrains. During the current financial year, the objects in the collection were valued at individual level and the effect of this exercise has resulted in an increase of R4,687,738 in the retrospective deemed cost of the collection.

In addition, it was found that heritage assets on loan, as well as assets that do not belong to Iziko, valued at R14,911,384, were erroneously included in the value of heritage assets reported in the prior year. Furthermore, the value of heritage assets that were revalued in the prior year have been restored to their original values due to the change in accounting policy, as disclosed in note 22. These adjustments have resulted in a total net decrease in heritage assets of R10,274,439.

Expenditure related to travel claims for Council members and honorariums for Audit Committee members has resulted in an increase of R11,759 in expenses and an increase in accounts payable in the prior year. In addition, in prior years, transport costs amounting to R1,037 and recoverable from a donor was overstated, which resulted in a decrease in administrative costs and an increase in accounts receivable, and an amount of R4,107 related to licence fees not accrued, have been written back to retained earnings in the year before the prior year.

Performing rights licence fees were overstated by R1,173, and a transaction related to a credit note for reference books for R1,673 was incorrect. The net effect of these errors has resulted in expenditure and accounts payable figures being understated. A payment of R23,519 for framing was incorrectly allocated to heritage assets, and has now been corrected by increasing operating expenses and decreasing heritage assets. Rental income amounting to R3,120 related to the prior year was overstated, and resulted in an increase in accounts payable. During the prior year, an amount of R8,743,458 was paid on behalf of Iziko in respect of the leasing charges for one of its sites at the Iziko Maritime Centre. In addition, service in kind, as well as property lease costs amounting to R4,857,882 for property occupied free of charge, have also been recognised as income and expenditure in the Statement of Financial Performance in the prior year.



20.2 Reclassification

Income received from government grants amounting to R27,557 was classified as sponsorship in the prior year and have been reclassified.

Presented below are those items contained in the Statement of Financial Position, Statement of Financial Performance and Cash Flow Statement that have been affected by the prior-year adjustment and reclassification.

	2017 R		
	As previously reported	Reclassification	Restated
Statement of Financial Position			
Heritage assets	2,460,459,664	(10,274,439)	2,450,185,225
Trade and other receivables from exchange transactions	13,214,031	1,038	13,215,069
Current liability: Trade and other payables from exchange transactions	9,745,283	16,141	9,761,424
Statement of Financial Performance			
Government grant: Conditional grants - Department of Arts and Culture	1,333,718	8,771,015	10,104,733
Service in Kind - Property Leases	-	4,857,882	4,857,882
Sponsorship	8,657,305	(27,556)	8,629,749
Rental income	749,444	(3,120)	746,324
Other income	1,554,758	(27,273)	1,527,485
Expenditure: Administrative	2,902,079	3,533	2,905,612
Expenditure: Other operating costs	21,653,562	13,630,875	35,284,437
Statement of Changes in Net Assets			
Retained earnings/ Accumulated loss	9,398,674	(2,434)	9,396,239
Revaluation reserve	2,457,771,952	(10,223,646)	2,447,548,306
Cash Flow Statement			
Cash receipts from customers and donors	101,239,344	(33,868)	101,205,476
Cash paid to suppliers and employees	(90,608,834)	(10,348)	(90,598,486)
Purchases of heritage assets	(303,718)	23,519	(280,199)

21. Changes in Accounting Estimates

The annual review of the useful lives of assets resulted in a decrease in the depreciation charge of R107,038 (2017: R339,785) and a decrease in the amortisation charge of R48,267 (2017: R15,715) to the Statement of Financial Performance. It is impracticable to estimate the effect of these changes on future periods.

22. Change in Accounting Policy

Iziko has changed its accounting policy for heritage assets from the revaluation to the cost model. Management has discovered that the inappropriate accounting policy choice was taken on initial adoption since regular revaluations for the size of the collection would be impracticable, and in Management's view the change would make the financial statements more reliable and no less relevant. The change in accounting policy was applied retrospectively and the corresponding comparative figures were restated. The effect on the prior period is disclosed below:

			2017 R
	As previously reported	Reclassification	Restated
Statement of Financial Position			
Asset: Heritage assets – Social History collections	358,564,160	(3,960)	358,560,200
Asset: Heritage assets – Natural History collections	2,047,722,611	34,335	2,047,756,946
Asset: Heritage assets – Library book collections	29,638,377	(3,102)	29,635,275
Statement of Financial Performance			
Revenue: Revaluation surplus	34,335	(34,335)	-
Expense: Revaluation loss	12,462	(12,462)	-
Statement of Changes in Net Assets			
Surplus	7,007,189	(27,273)	6,979,916

23. Deviations from Internal Procedures

During the financial year, 1 April 2017 to 31 March 2018, expenditure amounting to R919,942 (2017: R1,831,795) 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 a result of fraudulent, corrupt or 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.

24. Fruitless and Wasteful Expenditure

	2018 R	2017 R
Opening balance	12,978	-
Fruitless and wasteful expenditure relating to prior year	-	-
Fruitless and wasteful expenditure relating to current year	507	14,454
Less amounts to be recovered from the relevant staff member	(507)	-
Less amount condoned by the Accounting Authority		(1,476)
Balance to be submitted to Accounting Authority for condonation	12,978	12,978

Amounts regarded as fruitless and wasteful expenditure, as defined by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA), being expenditure in respect of a pre-payment where the service was not delivered; till shortages; and a deduction in respect of pension fund not recovered from a staff member who has since left Iziko's employ in prior years, amounting to R12,978, which could have been avoided had sufficient care been taken, will be submitted for condonation by Council and approval from National Treasury. Upon investigation, it was found that no official could be found liable, since the expenses arose either from an oversight in performing an administrative task and during the course of their duties, and were not intentional transgressions of relevant laws and regulations. It was out of the control of Management or any individual due to the conditions and circumstances under which this expenditure was incurred. The amounts remain as debits against the relevant programme/ expenditure item.

Additional fruitless and wasteful expenditure incurred during the financial year ending 31 March 2018, amounting to R507 related to a traffic fine and interest and penalties due to late payment, was reported to Council in a meeting held on 25 May 2018. The expenditure is classified in accordance with the nature of the expense, and will be recovered from the relevant staff member, at which point it will be accounted for as revenue in the Statement of Financial Performance.

25. Irregular Expenditure

	2018 R	2017 R
Opening balance	10,340,074	83,857
Irregular expenditure relating to prior year	-	-
Irregular expenditure relating to current year	9,630,387	10,256,217
Less amount condoned by the Accounting Authority/ National Treasury	-	-
	19,970,461	10,340,074

Expenditure amounting to R9,531,882 (2017: R10,256,217) was incurred in contravention of regulation 14 of the Preferential Procurement Regulations, and paragraph 22 of Treasury Instruction note 3 of 2014-15, which require that public entities must ensure that foreign suppliers are tax compliant at the date of submission and award of any bids. Although all attempts were made to assist the suppliers with obtaining tax clearance certificates, suppliers were not able to secure tax clearance certificates due to the fact that they did not have business operations in South Africa. Notification of compliance was received from the South African Revenue Service (SARS) after the date of the tender award, and the amounts paid to the suppliers are therefore regarded as irregular expenditure, as defined.

In addition, irregular expenditure in the current year amounting to R98,505 was incurred in contravention of regulations. In terms of the Preferential Procurement Regulations 2017 8(2), the required SBD 6.2 form, which is a declaration certificate for local production and content for designated sectors, was not obtained at the time of requesting quotes for the purchase of furniture in the amount of R45,551. Furthermore, an award was made for services in the amount of R52,954 to a service provider that did not score the highest points for B-BBEE, as required by Preferential Procurement Regulations 10(1).

26. Service in Kind

During the year under review, an amount of R4,247,139 (2017: R8,743,458) was paid on behalf of Iziko in respect of the leasing charges for one of its sites, the Iziko Maritime Centre. These amounts have been recognised as income and expenditure in the Statement of Financial Performance.

The following Iziko sites, used as exhibition spaces and for administrative purposes and owned by the Department of Public Works (DPW), are occupied free of charge by Iziko:

- South African Museum and Planetarium
- Rust en Vreugd
- Slave Lodge
- Bo-Kaap Museum
- South African National Gallery and Annexe
- Old Town House
- Koopmans-de Wet House
- Social History Centre
- Bertram House
- William Fehr at the Castle of Good Hope

In addition, spaces at one of the Iziko sites at Groot Constantia Estate, Groot Constantia, are occupied free of charge by Iziko.

The value of the use of the above spaces has been calculated at R5,149,355 (2017: R4,857,882, assuming a rental growth of 6% per annum). These amounts have been recognised as income and expenditure in the Statement of Financial Performance.

During the prior year, R5,631,772 was paid on behalf of the entity by the Department of Arts and Culture, directly to the DPW. The payment was made in respect of municipal service charges incurred on the buildings occupied by the entity and owned by the DPW, as noted in notes 15 and 17.

27. Segment Reporting

General Information

During prior years, the entity was organised into, and reported on the basis of four major functional areas: Natural History Collections, Social History Collections, Art Collections and Education and Public Programmes. These segments were structured around the economic benefits offered to the public, and Management used these segments to determine strategic objectives. The segments were reported in terms of the table below for the year ending 31 March 2017. During the current year, however, a strategic decision was taken to integrate the functional areas of the institution with the aim of facilitating cross functional decision-making and resource allocation. Although the collections remain distinct, as reported in note 4, above, the service segments no longer exist as distinguishable groups of activities previously reported, and hence it is no longer appropriate to report financial information for any segments separately in the current year financial statements.

2017

R

	Natural History Collections	Social History Collections	Art Collections	Education and Public Programmes	Unallocated	Total
Income						
Government grant	12,013,214	8,807,620	5,547,812	4,092,421	41,496,933	71,958,000
Own income	163,772	13,382	231,144	716,680	26,218,085	27,343,063
Donations/ Sponsorship	2,517,039	1,173,077	259,951	3,915,252	764,430	8,629,749
Interest Revenue (Unallocated)	-	-	-	-	8,057,819	8,057,819
Total income	14,694,025	9,994,079	6,038,907	8,724,353	76,537,267	115,988,631
Expenditure						
Programme 1: Administration	9,982,985	8,622,402	3,929,737	7,284,439	64,456,544	94,276,107
Programme 2: Business Development	1,743,244	309,321	538,553	-	1,308,109	3,899,227
Programme 3: Public Engagement	75,768	45,931	252,778	419,364	316,587	1,110,428
Post-retirement actuarial finance costs	-	-	-	-	6,764,801	6,764,801
Depreciation and amortisation (Unallocated)	-	-	-	-	2,994,341	2,994,341
Total expenditure	11,801,997	8,977,654	4,721,068	7,703,803	75,840,382	109,044,904
Surplus/ Deficit	2,892,028	1,016,425	1,317,839	1,020,550	696,885	6,943,727
Unallocated portion of non-current assets	-	-	-	-	2,468,032,704	2,468,032,704
Unallocated portion of current assets services	-	-	-	-	134,520,984	134,520,984
Total assets	-	-	-	-	2,602,553,688	2,602,553,688
Unallocated portion of non-current liabilities	-	-	-	-	79,899,353	79,899,353
Unallocated portion of current liabilities	-	-	-	-	58,766,063	58,766,063
Total liabilities					138,665,416	138,665,416

28. 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 24.

Section 53 (3)

The Council may not accumulate surpluses unless prior written approval has been obtained from the National Treasury. 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 2017.

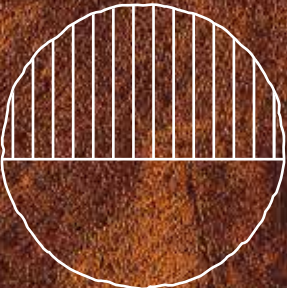
Section 54 (2)

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.



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- SUNSET

Curator, Ernestine White-Mifetu engages with an installation called *Talk On the Yellow Line*, a series of narratives about the everyday lived experiences of sex workers, at the opening of the *InterseXion* exhibition at the Iziko South African National Gallery on 22 March 2018.



Through the Courtyard Project, work is underway at the Iziko South African Museum to upgrade the research facilities of the museum, and to create public access to these areas.

The Courtyard Project will allow visitors to have access to the fascinating work our scientists, curators, and fossil preparators do at the Iziko South African Museum.

Beautifully prepared fossil of a few *Lystrosaurus*'s in a burrow, collected in the Bethulie district, Free State, by Prof. Roger Smith. From the Karoo Palaeontology Collection.

6.1 Facilities Management

6.1.1 Conservation and Maintenance Plan

Architects are developing Existing Building Condition Reports (EBCR) and a comprehensive five-year Conservation and Maintenance Plan for each of the nine sites for which Iziko manages maintenance and conservation. These reports will assist Iziko to motivate for funding for urgent maintenance work, as well as developing an Operational Plan.

The annual target for the 2017/18 financial year was to develop an EBCR for each of the nine sites. Although three reports were developed, only the EBCR for Iziko Old Town House was signed off by 31 March 2018, as the Architects were experiencing capacity challenges in finding resources with the necessary skill and experience in working on heritage buildings. The Architects advised the Director Support Services that they have resolved these challenges to complete the EBCR for the remaining buildings in the next reporting period. In addition, the Architects have completed as-built drawings for the nine sites, which were not previously available.

6.1.2 Capital Projects

The following capital projects are funded by the Department of Arts and Culture (DAC), and are in the process of being implemented:

6.1.2.1 Courtyard Project

At the Iziko South African Museum (ISAM), the existing four-storied research space is being renovated into an ultra-modern facility, built within the courtyard space. This new facility will not only house collections, offices, laboratories and a conference centre, but it will also provide the public with access to view collections in storage, as well as Specimen Preparators working on fossils and other specimen. Numerous delays on the project required a revision of timelines. The Contractor has appointed additional staff to the construction team (a Project Manager and two Foremen) to facilitate the timely completion of the project. This project is managed by the Department of Public Works (DPW), and the expected project completion is the end of 2018.

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

The DPW has indicated that Iziko may proceed with the process to install a fire suppression system at the ISANG and ISANG Annexe. The DPW has also appointed a Project Manager to advise Iziko on the implementation of the project. The procurement process to implement the fire suppression system will commence in the next reporting period.

6.1.2.3 Maintenance of Iziko Museums

Iziko received funding from the DAC for facilities maintenance, and will be utilising the funding to paint some of the buildings and to repair a ceiling in the Iziko Old Town House. The painting will not only substantially improve the appearance of these heritage buildings that are visited by thousands of tourists annually, but it will also assist in conserving the buildings to prevent further deterioration and loss of fabric, and preserve their cultural significance. Implementation of the maintenance will commence in the next reporting period.

6.2 Donors

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

Donor income banked totalled R6,766,988 in 2017/18, a decrease of 75,9% from R28,119,352 banked in 2016/17.

- Business and Arts South Africa (BASA) - Funding for the in_herit Festival Programme 2017
- Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) - Graduate Internship Programme

- DAC - Funding for facilities management
- Department of Science and Technology-National Research Foundation (DST-NRF) Centre of Excellence in Palaeosciences - Operational Support for Research
- HCI Foundation - Internship/ cooperative education programme
- HCI Foundation - Funding for the in_herit Festival Programme 2018
- Lidderdale Trust - Funding for Iziko Bertram House
- National Research Foundation (NRF) - Various projects
- Thuthuka Funding Instrument 2017: Eugene Bergh
- Thuthuka Funding Instrument 2017: Nokuthula Nhleko
- Human and Social Dynamics in Development programme - Slavery at the Cape, the *São José* slave shipwreck and African descendants
- Incentive funding for Rated Researchers: Dr Thalassa Matthews
- South African National Biodiversity Institute (SANBI) - Funding for the digitisation of natural sciences collections
- The Rowland and Leta Hill Trust
- thursdays Projects - Funding towards Museum Night and Thursday Late at the Iziko South African National Gallery
- University of Cape Town (UCT) - Funding for Fossil Preparator



Visitors explore the *Hidden Treasures* exhibition. Following an audit of the holdings of the Permanent Collection of African Art, many outstanding and rare objects have come to light, some never shown before, others newly re-discovered.

The University of California Art and Global Health Center partnered with Iziko to show the multi-media exhibition, *Through Positive Eyes*, which documents the realities of people living with HIV. Visitors were encouraged to interact, and share their thoughts on the discs provided.

An exhibition partnership with the District Six Museum enabled us to bring visitors *Gathering Strands: Lionel Davis*, a multimedia retrospective exhibition, at the Iziko South African National Gallery. Lionel Davis shows his work on exhibition.

6.3 Partners

During 2017/18, 68 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 MOU’s, they are acknowledged herein as ongoing relationships that supported Iziko’s productivity and delivery in 2017/18.

These include:

- *Ambassade van het Koninkrijk der Nederland in Zuid-Afrika*/ Embassy of the Kingdom of the Netherlands
- Andrew W. Mellon Foundation
- *Art Africa* Magazine
- Birdlife South Africa
- British Council | South Africa
- British Museum: International Training Programme
- Brown University: Centre 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
- *Consulado-General do Brasil na Cidade do Cabo* *Endereço*/ Consulate General of Brazil in Cape Town
- *Consulat général de France au Cap*/ French Consulate General 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
- Freedom Park
- Friends of the Iziko Michaelis Collection
- Friends of the Iziko South African Museum
- Friends of the Iziko South African National Gallery
- GeoGenetics Centre, University of Copenhagen
- George Washington University
- Global Biodiversity Information Facility (GBIF)
- Global Curatorial Project on Slavery
- Golden Arrow Bus Services
- Groot Constantia Trust
- HCI Foundation
- Human Evolution Research Institute (HERI)
- Institute for Creative Arts (ICA)
- International Committee of Museums (ICOM)
- Inyathelo: The South African Institute for Advancement

- Lidderdale Trust Fund
- Michaelis School of Fine Art, University of Cape Town
- National Heritage Council of South Africa (NHC)
- National Library of South Africa
- National Lotteries Commission (NLC)
- National Research Foundation (NRF)
- Nature’s Best Photography Africa
- Palaeontological and Scientific Trust
- Peninsula Beverages
- Rhodes University (RU)
- Robben Island Museum
- Slave Wrecks Project
- Smithsonian Institution – National Museum of African American History and Culture (NMAAHC)
- South African Astronomical Observatory (SAAO)
- South African Heritage Resources Agency (SAHRA)
- South African Institute of Aquatic Biodiversity (SAIAB)
- South African National Biodiversity Institute (SANBI)
- Standard Bank of South Africa Limited
- Stanford University
- The Abe Bailey Trust
- The Rowland and Leta Hill Trust
- thursdays Projects
- 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
- US Embassy in South Africa

- West Coast Fossil Park Trust
- Western Cape Government; Cultural Affairs & Sport (DCAS)
- Western Cape Government; Education Department (WCED)

Project Partnerships 2017/18

During 2017/18, a number of strategic partnerships were forged in support of specific exhibitions, education and research projects. A total of 32 project partnerships were formalised via MOA/ MOU, with an estimated equivalent Rand value of R8,107,483. A further 52 partnerships were forged in support of the projects and initiatives of our Education department.

The following project partners supported various Iziko projects and programmes:

- HCI Foundation: An education partnership to provide assistance with the hiring of buses to transport rural communities to Iziko museums during the new financial year.
- District Six Museum: An exhibition partnership to showcase, *Gathering Strands: Lionel Davis*, a multi-media retrospective exhibition drawn from the personal collection of the artist, the Iziko South African National Gallery (ISANG) collections, as well as other art institutions. It is an exhibition designed to showcase the life-long creative production of the artist, spanning from his early works until the present day.

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 are not linked to a single project, but multiple initiatives. Although some of these partners may also be acknowledged donors during the reporting period as they provided banked donor income to the institution, they also continued to act as ongoing supporters and enablers.



The Iziko Education department and Western Cape Education Department Youth Day event on 16 June 2017 celebrated the young talent from local music and performing arts schools.



Horse Puppet from Myanmar (c. 1950s), Dr Paul Lin Collection, Taipei. From *The Magic of Asian Theatre Puppets - Beauties, Heroes, Villains, Gods and Clowns* at the Iziko South African National Gallery.



Following a successful media partnership with the *People's Post* linked to the Iziko in_herit Festival 2017, some of the staff from the newspaper did a special media preview tour behind-the-scenes at Iziko museums.



The digital upgrade of the Iziko Planetarium and Digital Dome was made possible through partnerships with a number of universities, government departments and entities.

- University of California Art and Global Health Center: An exhibition partnership to showcase, *Through Positive Eyes*, a participatory photography project in which people living with HIV/AIDS share their stories. *Through Positive Eyes* features over 100 photographers, an array of commissioned two-dimensional and sculptural works, and live storytelling documenting the realities of individuals living with HIV/AIDS across the world.
- Art and Music Centres of the Western Cape Education Department: An exhibition partnership to showcase the best work from art and music centres in the Western Cape, and includes the work from General Education and Training and Further Education and Training learners. The exhibition coincided with Iziko's Youth Day and Mandela Day celebrations.
- The Taiyuan Asian Puppet Theatre Museum: An exhibition partnership entitled, *The Magic of Asian Theatre Puppets: Beauties, Heroes, Villains, Gods and Clowns* features collections from the Taiyuan Asian Puppet Theatre Museum presented at the ISANG. This exhibition displayed amazing Asian craftsmanship and creativity, featuring unique puppets and artefacts from Asian traditions and countries.
- ABSA Art Museum: A research and exhibition partnership with the ABSA L'Atelier Art Competition. As the host organisation, Iziko offers the logistical capacity to ensure that works are safely stored and presented for adjudication. Thereafter, all

works are either returned to the artist or sent to Johannesburg for final adjudication.

- Africa Arts Group NPC: A collaborative partnership through a gala event on Africa Day to showcase how composers of African descent have infused Western music with African traditions. The evening promotes the cultural and historic bonds between the Western Cape and Africa, celebrating African unity through the diverse musical traditions of our continent.
- Distell Foundation: A partnership in support of Iziko hospitality through provision of wine for Iziko Planetarium and Digital Dome preview shows at the Iziko South African Museum (ISAM), from 22-24 May 2017.
- Groot Constantia Trust: A partnership in support of Iziko hospitality through provision of wine for the Iziko Planetarium and Digital Dome opening at the ISAM, on 26 May 2017.
- Jordan Wine Estate: A partnership in support of Iziko hospitality through provision of wine for *Gathering Strands: Lionel Davis*, a multi-media retrospective exhibition at the ISANG, on 21 June 2017.
- thursdays Projects: A collaborative partnership to stage the second Museum Night in and around the V&A Waterfront in Cape Town, on 28 June 2017. Iziko is a founding partner in this initiative.
- Stanford University: Stanford University entered into an internship partnership with Iziko for one intern, Rio Padilla-Smith.

- Western Cape Education Department (WCED): An Education partnership with the WCED to showcase learners' work. The works were selected from 96 artworks from the Foundation Phase, Intermediate Phase, and Senior Phase in the Western Cape.
- HCI Foundation: Iziko's Advancement department negotiated a partnership linked to the Iziko in_herit Festival, to assist with the provision of buses for seven community groups.
- Jordan Wine Estate: A partnership in support of Iziko hospitality through provision of wine for the opening of, *"Alternative Press": Works by Derek Bauer* at the ISANG, on 21 September 2017.
- *People's Post*: Iziko's Advancement department negotiated a media partnership linked to the Iziko in_herit Festival 2017 that provided significant coverage on this promotional campaign.
- Standard Bank of South Africa Limited: An annual exhibition partnership with Standard Bank to present exhibitions by Standard Bank Young Artist Award winners. In 2016, the exhibition of Mohau Modisakeng, *Lefa La Ntate* was presented at the ISANG, from 20 October 2016 to 29 January 2017.
- thursdays Projects: A collaborative partnership with thursdays Projects to stage the third Museum Night V&A Waterfront, on 25 October 2017.
- Groot Constantia: A partnership in support of Iziko hospitality through provision of wine for the Standard Bank Young Artist exhibition opening at the ISANG, on 26 October 2017.

- thursdays Projects: A collaborative partnership with thursdays Projects that started in 2015, to stage an annual Museum Night in Cape Town. As an extension of this successful project, the concept of Thursday Late has been developed and was piloted twice in 2016 with great success. This initiative serves to further develop younger and diverse audiences, contributing to audience development, and to compliment this annual event with quarterly activation, specifically at the ISANG. Thursday Late entails the ISANG being open late, with free entrance and a supporting programme of walkabouts, performance and music.
- Nature's Best Photography Africa: An exhibition partnership to present *Nature's Best Photography Africa 2017*, an exhibition of photographs presented at the ISAM, from 8 November 2017 to 4 March 2018.
- Delaire Graff Estate: A partnership in support of Iziko hospitality through provision of wine for the opening of, *Painted Surfaces: New light on artists' techniques* at the ISANG, on 29 November 2017.
- Spier Wines: A partnership in support of Iziko hospitality through provision of wine for the opening of, *Painted Surfaces: New light on artists' techniques* at the ISANG, on 29 November 2017.
- Groot Constantia: A partnership in support of Iziko hospitality through provision of wine for the opening of the El Anatsui - *Meyina* exhibition at the ISANG, on 28 February 2018.



A partnership with artist Robert Hamblin brought the *interseXion* exhibition to the Iziko South African National Gallery on 22 March 2018.

Through Positive Eyes at the Iziko Slave Lodge harnesses the power of the arts to banish HIV stigma. Photographer Gideon Mendel and UCLA Professor David Gere developed this participatory photography project in which people living with HIV and AIDS share their stories.

The exhibitions team unpacks the El Anatsui - *Meyina* exhibition.

- Groot Constantia: A partnership in support of Iziko hospitality through provision of wine for the opening of, *interseXion* at the ISANG, on 15 March 2018.
- Tshisa Boys Productions and Autograph ABP: An exhibition partnership to showcase, *The African Choir 1891 Re-Imagined*, a sound-image installation drawn from present-day recorded recreations of a 19th century performance by the The African Choir in London, as well as photographic portraits of the original members.
- Goodman Gallery: An exhibition partnership to showcase, El Anatsui - *Meyina*, a multi-media exhibition drawn from the personal collection of the artist, as well as other art institutions. The exhibition was designed to provide a glimpse into the life-long creative production of the artist, spanning his early, as well as recent works.
- Robert Hamblin: An exhibition partnership to showcase *interseXion*, centered on Robert A. Hamblin's photographic images, voice and video installations pertaining to sex work in South Africa, in particular, work with transgender women (male to female) who sell sex. The exhibition is part of an ongoing debate around the decriminalisation of sex work in South Africa and the social-political issues surrounding individuals in the industry.
- Tommaso Fiscaletti and Nic Grobler: An exhibition partnership to showcase, *Hemelliggaam or The Attempt To Be Here Now*, an exhibition of printed photographs and videos linked to the NRF's History

- of Astronomy Roadmap. The focus of the project is on communities, landscape, astronomical sites and objects within the Western and Northern Cape, where there is a special connection with the sky.
- 1000 Women Trust: An exhibition partnership to showcase, *Enough is Enough!* aims to create awareness of the escalation and seriousness of gender-based and sexual violence against women - and the girl child in particular. *Enough is Enough!* zooms in on the individual stories of women, and their personal experiences with abuse through the "1000 Women, 1 Voice" campaign.
- Antonia Porter: An exhibition partnership to showcase, *Still Figuring Out What It Means To Be a Man* - a multi-media exhibition that arose against a backdrop of increasing gender-based and sexual violence perpetrated by men in South African society, that has prompted a growing focus on masculinity. Taking an empathetic view of individual men, but a critical one of the oppressive system of patriarchy, this project considers various aspects of manhood and masculinity in today's South Africa.
- The Sex Workers Education and Advocacy Taskforce: An exhibition partnership to showcase, *I Am What I Am, Places, Faces, and Spaces*. This exhibition enters into conversation on the legalisation of sex workers; the history of the Slave Lodge as an unofficial "slave brothel"; and an insertion of outcasts and marginalised bodies into spaces of institutional memory.

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

- !Khwattu: A Khoisan community promoting social history awareness.
- Bonteheuvel Police Forum programmes on social justice and youth voices.
- Cape Argus: *Jellybean Journal*, promoting astronomy and advertising our children shows at the Planetarium.
- Cape College Tourism: Students from the college are mentored as part of their work-based learning.
- Cape Peninsula University of Technology (CPUT): Students from the university are mentored as interns, while also assisting with public events. Also a Planetarium Digital Upgrade partner.
- Cape Town Festival: Human Rights Day programme showcasing different forms of art and culture.
- Cape Youth Desk: Partnership for youth programmes.
- Centre for Conservation: An education institution supporting museum education programmes.
- City of Cape Town offers support to our public programmes.
- Collegians RFC: Partner for youth development on historical and cultural diversity.
- Community Chest of the Western Cape offers support to our public programmes.
- Department of Basic Education offers support on curriculum matters, programmes and resources.

- Department of Science and Technology interacts with the Education department in terms of science and technology programmes. Also a Planetarium Digital Upgrade Project partner.
- Design Academy of Fashion: Partnership programme for first year design students.
- Desmond Tutu HIV Foundation: Collaborative HIV Awareness programme delivered on International HIV/AIDS Day.
- Diana Ferrus and Tracey Carmelita Heeger: Partners in the writing skills programme for adults and youth.
- District Six Museum: Collaborative education and public programmes conducted.
- Elizabeth Galloway Academy of Fashion Design: Sponsorship for social history education design programmes.
- False Bay College Tourism: Students from the college are mentored as part of their work-based learning.
- Friendship Force Seminary group from England: Partner in religious research and learning of the introduction of Christianity in South Africa.
- Golden Arrow Bus Services: Transports schools to our museums as part of the HCI Foundation Community Transport Programme.
- Institute for Creative Arts (ICA): Offers arts and culture programmes at Iziko.
- Groot Constantia Estate: Partnership in programmes for farm workers and children living on the farm.



A visitor at *Nature's Best Photography Africa 2017* during Museum Night 2017, a collaboration with thursdays Projects and Iziko.

The Iziko Mobile Museum visited the Kulani Library, Khayelitsha, on outreach on 21 September 2017.

The 'Iziko iHidden Heritage' project, in partnership with M&C Saatchi Abel, comprised a multi-platform social media engagement promoted via strategically placed pole posters across Cape Town.

- HCI Foundation supports our education transport project through a Community Transport Programme.
- Institute for Justice and Reconciliation (IJR): Partner with programmes around social justice and social cohesion.
- Indonesian and Malay Cultural Forum: Partnership for research and educational programmes.
- Infecting The City offers public programmes related to arts and culture at our museums.
- Lotus River Community Association: Partnership for youth programmes on social justice.
- M&C Saatchi Abel arranges summits to raise awareness among youth with regard to museums.
- Madrassa Tul Madina: Partnership for youth and adult programmes.
- Maitland Library circuit: Partner on a variety of programmes at libraries and museums for adults and children, concentrating on diaspora.
- Mary Harding: Working with learners with special needs in the field of art and natural history.
- Meaningful Access Project (MAP): Artmaking project, with a focus on persons with special needs.
- National Research Foundation (NRF): Partner in the Planetarium Digital Upgrade project.
- Naval Hill Planetarium: Drawing on their expertise and consulting regarding show production.
- Northlink College Tourism: Students from the college are mentored as part of their work-based learning.
- SAICOM Foundation: Partnership for programmes on social cohesion.

- Shikaya: Social justice and human rights history projects.
- South African Astronomical Observatory (SAAO): Expertise offered to the Iziko Planetarium.
- South African National Biodiversity Institute (SANBI): Support offered to our natural history programmes.
- St Mary's Primary: After-school art club for learners, held at the Annexe.
- Tiervlei Arts: Partner for all learning programmes, including art.
- University of Cape Town (UCT): Partner in the Planetarium Digital Upgrade Project.
- University of Stellenbosch (US): Part of Planetarium conceptual plan regarding research and development plan for Planetarium.
- University of the Western Cape (UWC): Collaborative public programmes conducted, and a partner in the Planetarium Digital Upgrade Project.
- UWC student representative council and other political student bodies partnered for social justice and social cohesion.
- Wildlife and Environment Society of South Africa (WESSA): Collaborative environment education programmes conducted.
- Western Cape Education Department Art and Music Centres: 2017 exhibition in the Annexe.
- Western Cape Government; Cultural Affairs & Sport: Collaborative arts and culture programmes presented.

- Western Cape Government; Education Department: Collaborative education programmes presented.
- Western Cape Museum Educators Forum: Community of museum educators, where museum education programmes are presented.
- Zandvlei Nature Reserve. Mark Arendse visited Museum during June school holiday and Science Week (2017).

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

2017 was a year of reassessing who we were, and how we needed to revise the way others saw and thought about us. Our toolbox contained a team of enormously talented people, namely Council Members, Phillippa Duncan (Vice-Chair), Winnie Sze (Treasurer), Robert Mulders, Clare Graaff, Nomusa Makhubu and Gcobani Sipoyo. Two other members of Council, Barbero Martinez-Ruiz and Tony Webster, unfortunately resigned during the course of the year. Our Secretary, Lizzie O'Hanlon also resigned after long service.

We invited a visiting MBA student from the US to become an ad hoc member of Council. Together with colleagues from UCT, they compiled a composite

sustainability report for the Friends. Using technology and social media platforms to reach out to a more fully integrated audience, we hope in the coming years to encourage a broader membership across the social spectrum, especially students and young adults.

The Friends rely on membership subscriptions, our generous corporate and private sponsors, and Friends events to raise funds. This year, we also benefited from the sizeable bequest from a deceased member, the balance of which will follow in 2018. We are building a new programme with which to approach corporates and small businesses for funding, and are sure this will bear fruit in the coming year.

At the beginning of 2017, we decided to concentrate our funding within three areas, namely conservation, acquisitions and education. The Friends were asked to fund the re-framing of three works for the *Assessing Abstraction* exhibition. We are also making provision to support conservation work that may be required for earlier Friends acquisitions that form part of the 50th anniversary exhibition scheduled to open in April 2018. Several purchases were made possible, including ceramic pots from Ian Garrett and a work by Mongezi Ncaphayi. The Friends continued to support the cost of transport, which enables school children to explore the world of art. 2017 saw the start of an initiative to present winners of competitions held at these specially convened visits with a Learners' Membership card.



Some of the artwork acquisitions made possible with the support of the Friends of the Iziko South African National Gallery.



In a partnership between the Friends of the Iziko South African National Gallery and Goodman Gallery, the public was invited to attend a conversation with Bisi Silva, curator of El Anatsui's *Meyina*, and Sean O'Toole, art critic and academic, at the Iziko South African National Gallery on 18 February 2018.



Prof. Roger Smith, Curator Karoo Palaeontology led the Friends of the Iziko South African Museum's annual week-long Karoo fossil trip outside Nieu Bethesda.

Our aim is that we will be able to track the history of visits made by these learners, and hopefully encourage them to become part of a new group of young adult visitors to the Iziko South African National Gallery (ISANG).

We provided funding for:

- The new-look Friends wall in the Gallery's foyer – we change the displays each month to showcase a specific work from more than 300 that we have funded either partially or fully, or helped acquire in our 50 years as a Friends group. The wall also celebrates corporates and individual donors. Through the wall, we are able to market ourselves more effectively, inviting memberships, and giving news of current events as part of our service in supporting funding for the collections.
- A Friends booth at the February 2017 Cape Town Art Fair – we were enormously successful with sales of the exclusive Friends Print Collection gifted by Penny Siopis, Athi-Patra Ruga and Gerald Machona.
- Internal development – upgrading our office facilities to encompass the ongoing programme of a new website and a stylish makeover of our monthly Events Calendar to appeal across the spectrum of our membership and to attract younger adults. We have a Facebook page, and Instagram is in the pipeline.

There have also been many outstanding events during the year. We have keenly supported Thursday Late evenings hosted by the ISANG, and have sponsored several performance artists for these events.

In summary, 2017 brought both its frustration and fulfillment, and above all, the continuance of the Friends determination to support this unique institution that holds such an important legacy for South Africa. Profound thanks are due to all Council members for the endless hours of work they have committed to the Friends this past year. I would like to thank Iziko Executive and staff for their continuing support of the Friends, and for providing a space for open exchange.

Friends of the Iziko South African Museum

The Friends of the Iziko South African Museum is a non-profit organisation supported by a committee of eight members: Rosemary Smythe, Munro Bloch, Gill Grose, Medeé Rall, Prof. JP Van Niekerk and Dr CP Van der Merwe, Maxine Davies and Charlotte Honiball who are committed to promoting the Iziko South African Museum (ISAM), 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.

The Friends of the Iziko South African Museum is open to people of all ages who are interested in learning and exploring the natural and social history of our country. Membership currently stands at approximately 350 people.

With the use of social media, we have been able to reach a wider and more diverse audience for our lectures and activities. These included a walkabout of the Parliament art collection; Oranjezicht heritage walk; visit to the Iziko Slave Lodge and places of interest related to slavery in the city; and a visit to the Philippi Horticultural area. There was also a day trip up the West Coast with Dr Graham Avery, which included a visit to the West Coast Fossil Park; viewing the municipal heritage and art collection; tour of The Foundry in Greenpoint; and a planetarium show and talk by Theo Ferreira.

The Friends arranged for a group of 15 members of the Redhill Eco Club to visit the ISAM on 10 June 2017. They were given a tour of the Museum, took part in activities, and attended a show in the newly opened Planetarium and Digital Dome. Each child was also provided with refreshments sponsored by the Friends.

The annual Robben Island trip in July is always a great success, as is the regular and much-anticipated fossil hunting trip in the Karoo with Prof. Roger Smith. In appreciation, the Friends make a donation to Smith to be used for the purchase of necessary equipment.

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

Friends of the Iziko Michaelis Collection

While the Old Town House remains closed for renovation and repair, the Friends of the Iziko Michaelis Collection is unfortunately unable to continue their work around conserving and supporting the Michaelis Collection.



Installation view, *Footprints*, an exhibition of works by Andrew Tshabangu spanning almost 25 years.

A visitor at the opening of *Hemelliggaam or the Attempt To Be Here Now*, at the Iziko South African Museum.

Contemplating the *Enough is Enough!* exhibition during the joint exhibition opening at the Iziko Slave Lodge.

6.4 Exhibitions

Permanent Exhibitions

- *Minerals 2.0*, a major upgrade of the exhibition, with interactive displays, ISAM, 16 December 2017.

Temporary Exhibitions

- *Historical Works*, 20 April to 4 June 2017.
- *Art Beat*, Catherine Timotei, ISANG Annexe, 20 April to 12 May 2017.
- *The Magic of Asian Theatre Puppets - Beauties, Heroes, Villains, Gods and Clowns*, Taiyuan Asian Puppet Theatre Museum, ISANG, 13 May to 30 July 2017.
- *Art and Music Centre Exhibition Showcase*, Western Cape Education Department, ISANG Annexe, 1 June to 11 August 2017.
- *Through Positive Eyes*, University of California Art and Global Health Center, ISL, 1 June 2017 to 28 February 2018.
- *Gathering Strands: Lionel Davis*, District Six Museum, ISANG, 21 June to 1 October 2017.
- *Rethinking the William Fehr Collection*, Castle of Good Hope, 1 July 2017 to 1 July 2018.
- *The African Choir 1891 Re-imagined*, ISANG, 8 August to 13 November 2017.
- *Assessing Abstraction*, ISANG, 11 August 2017 to 31 March 2018.
- *Hidden Treasures*, ISANG, 11 August 2017 to 31 March 2018.
- *I Celebrate My World*, ISANG Annexe, 7-29 September 2017.

- *“Alternative Press” - Works by Derek Bauer*, ISANG, 22 September 2017 to 31 March 2018.
- *Footprints* (Andrew Tshabangu), ISANG, 30 September 2017 to 28 February 2018.
- Mary Harding School, annual exhibition for Mary Harding School for Children with Barriers to Learning, offsite installation by Yentl Kohler, 21 November 2017.
- Beth Diane Armstrong - *in perpetuum*, Standard Bank Young Artist Award 2017, ISANG, 26 October 2017 to 28 January 2018.
- *Nature's Best Photography Africa 2017*, Nature's Best Photography Africa, ISAM, 7 November 2017 to 4 March 2018.
- *Painted Surfaces: New light on artists' techniques*, Mellon Foundation, ISANG, 20 November 2017 to 4 April 2018.
- *Enough is Enough!*, 1000 Women Trust, ISL, 14 December 2017 to 31 August 2018.
- El Anatsui - *Meyina*, Goodman Gallery, ISANG, 28 February to 29 April 2018.
- *Hemelliggaam or the Attempt To Be Here Now*, ISAM, 9 March to 22 April 2018.
- *interseXion*, ISANG, 22 March to 15 July 2018.
- *I Am What I Am: Places, Faces and Spaces*, SWEAT, ISL, 23 March to 31 August 2018.
- *Still Figuring Out What it Means To Be a Man*, ISL, 30 March to 31 August 2018.

Travelling Exhibitions

- None

6.5 Workshops and Conferences

- Simon van Noort, African wasp diversity, biology and ecology public lecture, West Coast Fossil Park (WCFP), Langebaanweg, 7 April 2017.
- Thalassa Matthews, Hominid Evolution, Bardale High School, 16 April 2017.
- Daksha Naran, Hominid Evolution, Bardale High School, 16 April 2017.
- Wendy Black, Human Origins, UCT Curatorial Honours students, 18 April 2017.
- Roger Smith, Fossils as geological tools, 8 x 1-hour lectures, WITS School of Geosciences, 2nd year Geology students, 18-21 April 2017.
- Nadjwa Damon, assisted with workshop and gave a talk on Slavery and Music, Tiervlei Arts, 22 April 2017.
- Nadjwa Damon, presented Social History workshops with teachers, Lotus Parent Association, 13 May 2017.
- Daksha Naran, Tackling Perspectives: Walking Tall and Holocaust Centre Partnership, Bergvliet High School, 15 May 2017.
- Daksha Naran, Evolution, Walking Tall, Masibambisane, 16 May 2017.
- Jaco Boshoff, Between Art and Science XRF Workshop, Iziko Maritime Archaeology Conservation Laboratory, 17 May 2017.
- Nadjwa Damon, Paul Tichmann and Shanaaz Galant, facilitated workshop on Oral History, movie production community group, 19 May 2017.
- Nadjwa Damon, facilitated Africa Day workshop, Maitland Library, 25 May 2017.
- Faried Basier, facilitated Africa Day workshop, Maitland Library, 25 May 2017.
- Wayne Alexander, International Museum Festival Moscow/ Russia, Embassy of the Russian Federation/ DAC, 25-29 May 2017.
- Nadjwa Damon, workshop on how to facilitate the exhibition 'Artivists' for *Through Positive Eyes*, facilitated by Shanaaz Galant, ISL, 3 June 2017.
- Eugene Bergh, Micropalaeontology in Sedimentary Basin, Analysis: Introduction to microfossils, UCT Geology Honours students, 8 June 2017.
- Eugene Bergh, Micropalaeontology in Sedimentary Basin, Analysis: Applied methods and the South African records, UCT Geology Honours students, 9 June 2017.
- Daksha Naran, Think like a scientist, Discovery Room and exhibition tour and Planetarium, Redhill Eco Club, 10 June 2017.
- Daksha Naran, Teach the Teacher Archaeology workshop planning, facilitated by Wendy Black, 12 June 2017.
- Daksha Naran, Explorative collaboration meetings: Natural Science in Museum, to support youth educational attainment, Sean Wilson, South African Education and Environment Project, 13 June 2017.



Maggi Loubser (far left) from Geo Mag Geo Chem, shows (L to R) Jaco Boshoff, Nancy Child, and Jake Harding how the XRF Spectrometer works.



Iziko scientists and collections staff put on a series of displays in the Whale Well during International Museum Day, 18 May 2017. As usual, the Entomology specimens had learners enthralled.



The "Intermuseum Festival", a cultural exchange initiative aimed at creating awareness, and encouraging cultural, economic, scientific and educational cooperation was held in Moscow, Russia from 25-29 May 2017. L to R: Iziko's Nolwandle Matitibala, Coordinator Exhibitions and Site Development; Dr Wayne Alexander, Director Education; and Angela Zehnder, Conservator.

- Wendy Black, Ethics (Human Remains Collections), UCT Curatorial Honours students, 13 June 2017.
- Daksha Naran, Natural Science Collections Facility presentation, SANBI, facilitated by Prof. Michelle Hamer, 15 June 2017.
- Nadjwa Damon, Stigma and the Youth workshop, Maitland Community, 16 June 2017.
- Kashiefa Millward, Stigma and the Youth workshop, Maitland Community, 16 June 2017.
- Rooksana Omar, Rehumanization and Restoration of Dignity through Sensitive Human Remains Management and Museum Ethics, Commonwealth Association of Museums (CAM) Triennial Symposium, Calgary, Canada, 23 June 2017.
- Wendy Black, Changing Outlooks: Human Remains Collections in South African Institutions, CAM Triennial Symposium, Calgary, Canada, 23 June 2017.
- Bongani Ndhlovu, panel discussion titled 'Principles and Values of OR Tambo: Taking Responsibility for the Future, UCT Centre for African Studies, 26 June 2017.
- Nadjwa Damon, keynote address to open the event, Tiervlei Arts for WCED North Visual Arts, 28 June 2017.
- Simon van Noort, combined Entomological Society of Southern Africa (ESSA) and the Zoological Society of Southern Africa (ZSSA) conference presentation: Assessing species richness of one of Africa's most diverse insect families (Ichneumonidae, Hymenoptera) CSIR, Pretoria, 4 July 2017.

- Sariana Faure, ESSA/ ZSSA conference presentation: Systematics of the Afrotropical Chalcididae (Chalcidoidea: Hymenoptera) CSIR, Pretoria, 4 July 2017.
- Charlene Janion-Scheepers, ESSA/ ZSSA conference presentation: A need for knowledge of soil biota ecological function in southern Africa, CSIR, Pretoria, 5 July 2017.
- Norman Larsen, lecture: Spiders and the Mythological Spider Bite, Groote Schuur Probos Club, Kelvin Grove, Claremont, 10 July 2017.
- Wayne Alexander, Pension Fund workshop, ABSA Pension Fund, 18-19 July 2017.
- Nadjwa Damon, PhD Winter School, UCT, 2 August 2017.
- Wandile Kasibe, PhD Winter School, UCT, 2 August 2017.
- Wandile Kasibe, Arts Council of the African Studies Association (ACASA) conference, Ghana, 8-13 August 2017.
- Nadjwa Damon, Women's Day Programme, Robben Island Museum, 28 August 2017.
- Wandile Kasibe, Women's Day Programme, Robben Island Museum, 28 August 2017.
- Romala Govender, 4 lectures; 2 practicals, UCT Biological Science - BIO2011S, UCT, 28-31 August 2017.
- Nadjwa Damon, Department of Education Heritage Competition, WCED, 2 September 2017.
- Wendy Black, organised a workshop and presented a lecture, Bringing the community to Archaeology:

An educational workshop for teachers, ISL lecture hall, 15 September 2017.

- Wayne Alexander, Employment Equity workshop, Iziko Employment Equity, 19 September 2017.
- Simon van Noort, Challenges associated with mobilisation of data for hyper-diverse invertebrate groups: assessing species richness of one of Africa's most diverse insect families (Ichneumonidae, Hymenoptera) - Iziko in_herit Festival programme and Research & Exhibitions research seminar, ISAM, 19 September 2017.
- Lynn Abrahams, lecture, Hector Pieterse High School, 22 September 2017.
- Lynn Abrahams, lecture, Elsies River Community, 24 September 2017.
- Wayne Alexander, 2017 Nkosi Albert Luthuli Oral History Programme, Freedom Park, Pretoria, 29 September 2017.
- Claire Browning, conference presentation, International Continental Ichnology conference delegate, Nuy Valley, Robertson, 1 October 2017.
- Nadjwa Damon, 14th Annual Ashley Kriel Memorial Lecture, Community House, Salt River, 12 October 2017.
- Nadjwa Damon, Centre for Creative Education: Revitalising Teachers, Centre for Creative Education, Gardens, 14 October 2017.
- Nadjwa Damon, Institute for Justice and Reconciliation Teachers and Social Cohesion Round Table, Gardens, 19 October 2017.

- Wendy Black, presentation, "A change in curatorial choices: The desire for human remains reburial at Iziko Museums of South Africa", SAMA conference (Session 4), Sanlam head office Bellville, 24 October 2017.
- Nadjwa Damon, Black Women and the Struggle: Marginalisation, Poverty, Black Women and the Struggle, Centre for Creative Education, Gardens, 25 October 2017.
- Nadjwa Damon, 16 Days of Activism Programme Bonteheuvel Walking Women, Bonteheuvel Community Hall, 29 November 2017
- Hayley Hayes-Roberts, DAF Fashion Show, East City Studios, Cape Town, 15 November 2017.
- Hayley Hayes-Roberts, Elizabeth Galloway Academy of Fashion Design, Stellenbosch campus, 24 November 2017.
- Yentl Kohler, WCED planning meeting, PJ Olivier Art Centre, Stellenbosch, 24 November 2017.
- Lynn Abrahams, talk on 16 Days of Activism, Leonsdale Community, 5 December 2017.
- Ingrid Masondo, panel discussion participant, Feminism and the Body, 11th *Biennale Africaine de la Photographie*, Bamako, Mali, 4 December 2017.
- Hayley Hayes-Roberts, Robben Island Museum 20th anniversary, education exhibitions and annual 2017 colloquium, RIM Gateway complex, V&A Waterfront, Cape Town, 14 December 2017.
- Laetitia Swanepoel, Culture Connect Walking Tour of the Company's Garden, Cape Town, 19 January 2018.



Art Collections acquisition, Ephraim Mojalefa Ngatane (1938-1971). *Gumboot Dancers* (1968). Oil on board.



Art Collections acquisition, Peter Clarke (1929-2014). *The Long Journey*. Oil on board.



Baule ceremonial fly whisk, Ivory Coast. Made before 1950. 22 Carat gold leaf, wood, fabric, horsehair. Art Collections acquisition.

John Coplans (1920-2003), British/ South African. *Abstract Composition* (1958). Oil and enamel on board.

- Laetitia Swanepoel, Examining evidence for genetic continuity and admixture among Holocene Khoisan skeletons, ISL, 31 January 2018.
- Wendy Black, Examining evidence for genetic continuity and admixture among Holocene Khoisan skeletons, ISL lecture hall, 31 January 2018.
- Wendy Black, An update on Human Evolution for Teachers, CoE Curriculum Advisors Workshop, Cape Teaching and Leadership Institute, Kuils River, 8 February 2018.
- Laetitia Swanepoel, teachers' union SAOU professional conduct, soft skills and work ethic, Panorama Primary School, 8 February 2018.
- Hayley Hayes-Roberts, University of the Western Cape Missing Subjects and the Subjects of Missingness workshop, the Centre for Humanities Research, UWC, 20-23 February 2018.
- Hayley Hayes-Roberts, Professor Richard Benson Public Lecture: "Examining Malcolm X: Educational Philosophies and Pan-Africanist Thought" by Prof. Richard Benson, the Centre for Humanities Research, UWC, 21 February 2018.
- Wendy Black, Archaeology Workshop, Introduction to the Stone Age and Rock Art Archaeology of South Africa, Herschel Girls' School, 28 February 2018.

- Hayley Hayes-Roberts, Speaker: Corinne A Kratz, Emory University at the launch of Leslie Witz, Gary Minkley and Ciraj Rassool: Unsettled History: Making South African Public Pasts, Clark's Bookshop, Cape Town, 1 March 2018.
- Wendy Black, Human Remains roundtable discussion with UWC, Human Remains at Iziko: An update on progress and change, Missing and Missed, Iziko Social History Centre, 1 March 2018.
- Laetitia Swanepoel, walkabout, Deadly Medicine: Creating the Master Race, Holocaust Centre, Cape Town, 8 March 2018.
- Wendy Black, An Introduction to the Human Remains Management in Southern Africa Museums Project, Human Remains Management and Policy Development in Southern Africa project participants and stakeholders, hosted by the Museums Association of Namibia at the University of Namibia, Windhoek, 22 March 2018.
- Wendy Black, Development and Implementation of the Iziko Policy on Human Remains, Human Remains Management and Policy Development in Southern Africa project participants and stakeholders, hosted by the Museums Association of Namibia at the University of Namibia, Windhoek, 23 March 2018.

6.6 Acquisitions (key purchases/ bequests and donations to collections) and Loans

Purchases

- Alexandra Karakashian (b. 1988). *Ground XI* (2016). Oil and salt on paper. 200 x 124 cm.
- Baule ceremonial fly whisk, Ivory Coast. Made before 1950. 22 Carat gold leaf, wood, fabric, horsehair. Acquired in the Boake in the 1990s.
- Diane Victor (b. 1964). *Between the Old Man and the Deep Blue Sea* (2017). Stone lithograph on paper, edition 10/23.
- Diane Victor (b. 1964). *Jumping the Shadow* (2017). Stone lithograph on paper, edition 23/25. 62,5 x 91 cm.
- Diane Victor (b. 1964). *Practising Saint* (2017). Stone lithograph on paper, edition 10/25. 43 x 35 cm.
- Diane Victor (b. 1964). *The Burden* (2017). Stone lithograph on paper, edition 10/25. 43 x 35 cm.
- Diane Victor (b. 1964). *Underside* (2017). Stone lithograph on paper, edition 11/12. 66 x 53 cm.
- Ephraim Mojalefa Ngatane (1938-1971). *Gumboot Dancers* (1968). Oil on board. 59 x 75 cm.
- Fulani blanket (*Khasa*), Northern Nigeria. Textile, brightly coloured with geometric design. 226 x 135 cm.
- Hausa man's robe, Nigeria. 20th century. Cotton, embroidery thread. 120 x 240 cm.
- Hylton Nel (b. 1941), South African. *Plate with a self-portrait of the Artist in Antwerp in 1967* (2017). Glazed ceramic, ceramic transfer. 5 x 25 cm.

- Hylton Nel (b. 1941), South African. *Vase with a Death's Head* (2017). Glazed ceramic. 22,5 x 13,5 cm.
- Igshaan Adams (b. 1982). *Al-Wadud II (part 2)* (2016). Woven nylon rope, string and beads. 220 x 200 cm.
- John Coplans (1920-2003), British/ South African. *Abstract Composition* (1958). Oil and enamel on board. 59 x 29 cm.
- Kimathi Mafafo (b. 1984), Kimberley, Northern Cape. *Voiceless VI*. Embroidered panel. 52 x 39 cm.
- Lerato Shadi (b. 1979). *MMITLWA* (2010). Single channel video projection with audio. 25 min, 41 sec. Edition of 5 (available 2). Represented by Joan Legalamitlwa, North West, South Africa.
- Lionel Davis (b. 1936). *Blues for an Islander* (1994). Linocut on paper. 28,7 x 39,5 cm.
- Lionel Davis (b. 1936). *Robben Island Remembered* (1994). Linocut on paper. 28 x 39,4 cm.
- Lionel Davis (b. 1936). *Welcome to Robben Island* (1994). Linocut on paper. 28,2 x 39 cm.
- Peter Clarke (1929-2014). *The Long Journey*. Oil on board. 58,5 x 45 cm.
- Peter Clarke (1929-2014). *We are always looking for volunteers* (2011). Mixed media and collage in a handmade book, signed and dated 12/2011.
- Renee Cox (b. 1960), Jamaican. *Missy at home* (2018). Colour digital inkjet print on watercolour paper. 76 x 101 cm.
- Renee Cox (b. 1960), Jamaican. *Your Mamma's Pieta* (1996). Colour digital inkjet print on watercolour paper. 20 x 20 cm.



Steven Cohen (b. 1962). *Chandelier* (2000). Crystal chandelier, corset, codpiece, lights, steel, shoes. New acquisition, Iziko Art Collections. Photograph John Hogg, courtesy of Stevenson, Cape Town and Johannesburg.



Donation by artist Ralph Ziman. *Murarabungu Chigwagawag 5* "Rainbow Machine Guns". Image courtesy of the artist.



Alexandra Karakashian (b. 1988). *Ground XI* (2016). Oil and salt on paper. Purchased for the Iziko Art Collections. Image courtesy of SMAC Gallery.



Diane Victor. *One Horn* (2016). Aquatint on Zerkall 270 gsm. Donation and image courtesy of Warren Editions.

- Richard Mudariki (b. 1985), Zimbabwean. *Economy of Scale* (2017). Oil on canvas. 170 x 210 cm.
- Steven Cohen (b. 1962). *A Chair for the Bewildered*. Brown painted and upholstered ball and claw armchair covered with screenprinted and hand coloured fabric.
- Steven Cohen (b. 1962). *Chandelier* (2000). Crystal chandelier, corset, codpiece, lights, steel, shoes. Approx. 72 x 100 x 100 cm.
- Sydney Carter (1874), South African. *Mine Shaft*. Mixed media on paper, signed. 53 x 70 cm.
- Unathi Sigenu (1977-2013). *Untitled* (2012). Mixed media on paper (set of 24). 49,5 x 64 cm each.

Donations

- Captain William Baillie (1723-1810) (Irish) (after Rembrandt, 1649). *Christ Healing the Sick (The Hundred Guilder Print)* (c. 1775). Etching and aquatint on paper, 281 x 388 mm. Donation courtesy of Joseph Dolby.
- Diane Victor (b. 1964). *Atelier le Grand Village, Enkunzi Enkulu* (2017). Stone lithograph on paper. Edition 13/16.
- Haroon Gunn-Salie (b. 1989). *History after Apartheid* (2015). Stills and photography x 19. Donation courtesy of the artist.
- James Bretherton (c. 1730-1806) (British) (after Rembrandt, 1650). *The Three Cottages* (c. 1775). Etching on paper, 162 x 200 mm. Donation courtesy of Joseph Dolby.
- Katie Friedman. Book, *Ismailia: A Narrative of the*

expedition to Central Africa for the Suppression of the Slave Trade organised by Ismail Khedive of Egypt, by Sir Samuel W Baker, Pacha, MA, F.R.S.

- Lynn Carneson. Lynn Carneson Collection, 7 boxes of paper-based objects, 1930-2000.
- Matthew Hindley (b. 1974). *The Risk Society* (2015). Oil on linen. 300 x 200 cm. Donation courtesy of Matthew Hindley and Everard Read Gallery.
- Mongezi Ncaphayi (b. 1983). *Roundabout Idiot* (2015). 9/9,6 Colour lithograph on paper. 91,5 x 635 cm. Donation courtesy of the Friends of the Iziko South African National Gallery.
- Portfolio of prints commemorating the First World War (1914-1918) by five Australian artists: Daniel Boyd, Megan Cope, Helen Johnson, Mike Parr and Sangeeta Sandrasegar; and five New Zealand artists: Shane Cotton, Brett Graham, Fiona Jack, John Reynolds and Sriwhana Spong. Presentation of ANZAC Centenary print portfolio by the Austrian War Memorial to the people of South Africa: Commemorating the First World War (1914-1918). Miniatures.
- Ralf Ziman (b. 1963). *Murarabungu Chigwagawag 5* (2015). Digital print on Moab Entrada paper with Ultrachrome HDR ink. 162 x 112 cm. Donation courtesy of the artist.
- Ralf Ziman (b. 1963). *Tokoloshe 3 "Evil Spirit" (Zulu)*. Digital print on Moab Entrada paper with Ultrachrome HDR ink. 162 x 112 cm. Donation courtesy of the artist.

- Round wall plate, glazed ceramic, hand decorated in sgraffito by Kay Duncan, depicting a female figure with homesteads in the background. Titled: *Xhosa Woman*. Made at Drostdy Ware in Grahamstown, c. 1940-1950s. Donation courtesy of Dr Patricia Davison.
- Thania Petersen (b. 1980). *Location 2: Bo-Kaap*. 1000 x 1500 mm 2017/14. Donation courtesy of the artist.
- Thania Petersen (b. 1980). *Location 6: Crawford, Athlone*. 1000 x 1500 mm 2017/15. Donation courtesy of the artist.
- Thania Petersen (b. 1980). *Self-portrait 2*. 1000 x 1500 mm 2017/16. Donation courtesy of the artist.
- Thania Petersen (b. 1980). *Self-portrait 3*. 1000 x 1500 mm 2017/17. Donation courtesy of the artist.
- Thania Petersen (b. 1980). *Self-portrait 4*. 1000 x 1500 mm 2017/18. Donation courtesy of the artist.
- Tim Spring. Notice boards, wooden board, painted black with white inscription that reads: "Notice only paper to be used in these closets by order". Clipboard painted black with a gold/ yellow inscription that reads: "No Natives allowed in this change house".
- Zan Louw (b. 1964) *The New Flats, Langa* (3 artworks in the series) (1986-1987). Woodcut on paper. 940 x 700 mm each.

Donations from Warren Editions

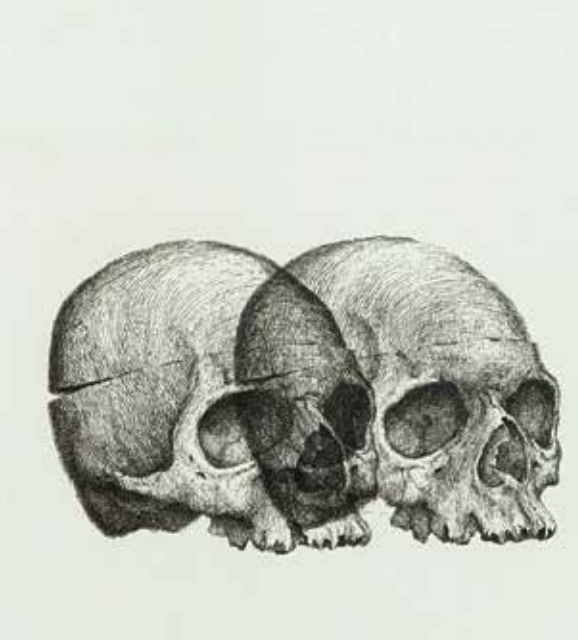
- Brett Murray. *Call and Response I* (2015). 2-Part etching on Somerset Black Velvet 250 gsm. Edition of 15. Paper dimensions: 28,2 x 50,5 cm (28,2 x 25,2 cm per print).

- Brett Murray. *Call and Response II* (2015). 2-Part etching on Zerkall Intaglio 250 gsm. Edition of 15. Paper dimensions: 28,2 x 50,5 cm (28,2 x 25,2 cm per print).
- Brett Murray. *Illumination* (2014). 3-Part multi-block woodcut on Zerkall Bütten 145 gsm. Edition of 10. Paper dimensions: 53,3 x 201 cm (53,3 x 66,8 cm per print).
- Dan Halter. *Domboremari (Blue)* (2017). Linocut on Zerkall Litho 300 gsm. Edition of 6. Paper and image dimensions: 100 x 81 cm.
- Diane Victor. *I See You* (2016). Soft ground etching and aquatint on Zerkall Intaglio 250 gsm. Edition of 20. Paper dimensions: 36,5 x 38 cm. Image dimensions: 20 x 22,5 cm.
- Diane Victor. *One Horn* (2016). Aquatint on Zerkall 270 gsm. Edition of 30. Paper dimensions: 69,3 x 49,9 cm. Image dimensions: 41 x 29,5 cm.
- Diane Victor. *Pietà* (2016). Softground etching and spitbite aquatint on Zerkall 270 gsm. Edition of 30. Paper dimensions: 70,2 x 50,8 cm. Image dimensions: 44,5 x 34,8 cm.
- Diane Victor. *White Noise* (2016). Aquatint on Zerkall 270 gsm. Edition of 30. Paper dimensions: 69,3 x 49,9 cm. Image dimensions: 40,5 x 30 cm.
- Georgina Gratrix. *The Flâneur* (2014). Multi-block woodcut on Zerkall Intaglio 300 gsm. Edition of 15. Paper dimensions: 128,5 x 99 cm. Image dimensions: 102 x 83 cm.



Stanley Pinker (1924-2012), South African/ Namibian. *Pumpkins on a Tin Roof* (undated). Oil on board with painted frame. Presented to Iziko Art Collections by Caro Weise.

Mongezi Ncaphayi (b. 1983). *Roundabout Idiot* (2015). 9/9,6 Colour lithograph on paper. Donation courtesy of the Friends of the Iziko South African National Gallery.



Gerhard Marx. *Binocular Skull 1* (2014). Hard ground etching on Zerkall Intaglio 250 gsm. Edition of 20. Donation and image courtesy of Warren Editions.



Skull casts used for Iziko school workshops represent various hominid species, **L to R:** *Australopithecus sediba*, *Homo naledi*, and *Homo sapiens*.

- Gerhard Marx. *Binocular Skull 1* (2014). Hard ground etching on Zerkall Intaglio 250 gsm. Edition of 20. Paper dimensions: 45 x 54,7 cm. Image dimensions: 22,7 x 32,2 cm.
- Gerhard Marx. *Binocular Skull 2* (2014). Hard ground etching on Zerkall Intaglio 250 gsm. Edition of 20. Paper dimensions: 45 x 54,7 cm. Image dimensions: 22,7 x 32,2 cm.
- Jody Paulsen. *The Hoop Wave* (2016). Photogravure on Zerkall Intaglio 250 gsm. Edition of 60. Paper dimensions: 38 x 37,5 cm. Image dimensions: 15 x 20 cm.
- Sipho Mpongo. *The Seed* (2015). Photogravure on Zerkall Intaglio 250 gsm. Edition of 60. Paper dimensions: 36 x 38 cm. Image dimensions: 26,5 x 35 cm.
- Tshepiso Mazibuko. *Untitled* (2016). Photogravure on Zerkall Intaglio 250 gsm. Edition of 60. Paper dimensions: 38 x 37,5 cm. Image dimensions: 15 x 20 cm.

Presentations

- Albert Newall (1920-1989), South African/ British. *Untitled Abstraction* (1953). Mixed media: ink, wax resist, watercolour and chalk on paper. 29,5 x 43 cm. Presented by Andrew Newall.
- Albert Newall (1920-1989), South African/ British. *Untitled Abstraction* (1954). Mixed media on paper. 32,2 x 44,5 cm. Presented by Andrew Newall.

- Albert Newall (1920-1989), South African/ British. *Untitled Geometric Abstraction* (undated). Oil on Masonite. 45,5 x 77,1 cm. Presented by Andrew Newall.
- Harry Moyaga (b. 1954), South African. *The Dedication of Tikikwane* (1977). Pencil on paper. 149,5 x 109 cm. From Dr Joachim Braun, Berlin, Germany.
- Ian Garrett (b. 1971), South African. *Out of balance* (2017). Burnished earthenware. Presented by the Friends of the Iziko South African National Gallery.
- Ian Garrett (b. 1971), South African. *Turning inwards* (2017). Burnished earthenware. Presented by the Friends of the Iziko South African National Gallery.
- Mark Rautenbach, South African. *The Educator's New Clothes: Six of the Best* (2014). Knitted educational documents, polyester thread, school suitcase, digital frame, vintage wooden coat hangers, metal pole and balls of paper yarn. Dimensions variable. Presented by the artist.
- Richard Wake (1935-2016), South African/ German. *Eye Stone* (1999). Found and numbered rock (89/100), paint with replica of sketchbook of drawings showing installation ideas. 16 x 28,5 cm. Presented by Ann Maden, daughter of the artist.
- Rowan Smith (b. 1983), South African. *Untitled (Razor Wire)* (2015). Cane and maple wood veneer. 141 x 112 x 107 cm. Presented by Vivienne Cohen.
- Stanley Pinker (1924-2012), South African/ Namibian. *Pumpkins on a Tin Roof* (undated). Oil on board with painted frame. 33 x 56,5 cm. Presented by Caro Weise.

Loans Outgoing loans Art Collections

- Rupert Museum. Albert Adams. *Cape Town Harbour*, 1959. Oil on canvas. 122 x 910 cm.
- Rupert Museum. Albert Adams. *Portrait of an Afghan Student*, 1958. Oil on canvas. 920 x 700 cm.
- Rupert Museum. Albert Adams. *Celebrations*. Oil on canvas. 1,580 x 1,600 cm.
- Ebony Curated. Eric Laubscher. *Boland Winter*, 1957. Oil on hardboard. 790 x 1,020 cm.
- WITS Art Museum. Alfred Thobela. *I Don't Want a Judge in my Toilet*. Acrylic on paper. 540 x 750 cm.
- WITS Art Museum. Alfred Thobela. *My Private Love Affair*. Acrylic on paper. 535 x 565 cm.

Social History Collections

- Franschhoek Motor Museum, Trabant 601 (motor vehicle).

Natural History Collections

- Stellenbosch University, Invertebrate Zoology
- Iziko South African Museum, Invertebrate Zoology
- Stellenbosch University, Invertebrate Zoology
- North West University, Invertebrate Zoology
- Department of Agriculture, Forestry and Fisheries (DAFF), Invertebrate Zoology
- Evolutionary Studies Institute, Vertebrate Palaeontology Karoo

- Graaff-Reinet Museum, Vertebrate Palaeontology Karoo
- WITS University, Vertebrate Palaeontology Karoo
- WITS University, Vertebrate Palaeontology Karoo
- Stellenbosch University, Vertebrate Palaeontology Karoo
- Evolutionary Studies Institute, Vertebrate Palaeontology Karoo
- Iziko South African Museum, Vertebrate Palaeontology Karoo
- Evolutionary Studies Institute, Vertebrate Palaeontology Karoo
- University of Cape Town (UCT), Vertebrate Palaeontology Karoo
- Stellenbosch University, Vertebrate Palaeontology Karoo
- UCT, Vertebrate Palaeontology Karoo
- Iziko Museums of South Africa, Herpetology
- Iziko Museums of South Africa, Herpetology
- Agricultural Research for Development (CIRAD), Entomology
- University of California, Entomology
- American Museum of Natural History, Entomology
- Via Academia, Entomology
- Colorado Plateau Museum of Arthropod Biodiversity, Entomology
- Natural Resources Management, Entomology
- Museu de Zoologia, Universidade de S Paulo, Entomology

- Iziko Museums of South Africa, Entomology
- The Alexandru Ioan Cuza University, Entomology
- The Alexandru Ioan Cuza University, Entomology
- The Alexandru Ioan Cuza University, Entomology
- University of California, Davis, Entomology
- The Alexandru Ioan Cuza University, Entomology
- Iziko South African Museum, Entomology
- KwaZulu-Natal Museum, Entomology
- Zoologisches Forschungsmuseum Alexander Koenig, Entomology
- Zoologisches Forschungsmuseum Alexander Koenig, Entomology
- University of California, Entomology
- University of California, Entomology
- ARC – Plant Protection Research, Entomology
- University of Pretoria, Entomology
- University of Pretoria, Entomology
- National Museum Bloemfontein, Invertebrate Palaeontology
- UCT, Invertebrate Palaeontology
- University of California, Mammalogy
- Private artist, Ornithology
- Private artist, Ornithology
- Private artist, Ornithology
- Agricultural Research for Development (CIRAD), Entomology
- Vital Brazil, Entomology
- Vital Brazil, Entomology
- Instituto Nacional de Pesquisas da Amazônia – INPA, Entomology
- Instituto Butantan | butanan, Entomology
- BP Bishop Museum, Entomology
- Universidade Federal do Espirito Santo, Entomology
- KwaZulu-Natal Museum, Entomology
- Via Accademia, Entomology
- Okinawa Institute of Science and Technology Graduate University, Entomology
- University of the Free State, Entomology
- Agricultural Research for Development (CIRAD), Entomology
- DAFF, Invertebrate Zoology
- Simon’s Town Museum, Mammalogy
- Private artist, Ornithology
- Iziko, Vertebrate Palaeontology Karoo
- Evolutionary Studies Institute, Vertebrate Palaeontology Karoo
- UCT, Cenozoic Palaeontology

Incoming loans

Art Collections

- 153 artworks from the Taiyuan Asian Puppet Theatre Museum. For, *The Magic of Asian Theatre Puppets – Beauties, Heroes, Villains, Gods and Clowns*. 13 May to 31 July 2017.
- 15 artworks from District Six Museum. For, *Gathering Strands: Lionel Davis*. 8 June to 5 October 2017.
- 80 artworks from Gallery Momo. For Andrew Shabangu's, *Footprints*. 25 August 2017 to 3 March 2018.
- 71 artworks from University of Cape Town (Jagger Room). For, *“Alternative Press” – Works by Derek Bauer*. 17 July 2017 to 30 May 2018.
- 4 artworks from Brandan Reynolds. For, *“Alternative Press” – Works by Derek Bauer*. 17 July 2017 to 30 May 2018.
- 12 artworks from Everard Read Gallery. For, Beth Diane Armstrong, *in perpetuum*. 9 October 2017 to 5 February 2018.
- 23 artworks from Autograph ABP, The London Stereoscopic Company. For, *The African Choir 1891 Re-Imagined*. 30 July to 19 November 2017.
- 32 artworks from Robert A Hamblin. For, *interseXion*. 23 February to 20 July 2018.
- 6 artworks from Goodman Gallery (Pty) Ltd. For, El Anatsui – *Meyina*. 10 February to 10 June 2018.

Social History Collections

None

Natural History Collections

None

6.7 Peer-reviewed Publications

- Grine FE, Marean CW, Faith JT, **Black W**, Mongle CS, Trinkaus E, Le Roux SG, Du Plessis A (2017). Further human fossils from the Middle Stone Age deposits of Die Kelders Cave 1, Western Cape Province, South Africa. *Journal of Human Evolution* 109: 70-78. DOI: 10.1016/j.jhevol.2017.05.009
- Marsicano CA, Latimer E, Rubidge B, **Smith RMH** (2017). The Rhinesuchidae and early history of the Stereospondyli (Amphibia: Temnospondyli) at the end of the Palaeozoic. *Zoological Journal of the Linnean Society*. DOI: 10.1093/zoolinnean/zlw032

- Nesbitt SJ, Butler RJ, Ezcurra MD, Barrett PM, Stocker MR, Angielczyk KD, **Smith RMH**, Sidor CA, Niedźwiedzki G, Sennikov AG, Charig AJ (2017). The earliest bird-line archosaurs and the assembly of the dinosaur body plan. *Nature* 544: 484-487. DOI: 10.1038/nature22037
- Quicke DLJ, Guy TJ, **Van Noort S**, Broad GR, Butcher BA (2017). New species of *Bacuma* Cameron (Hymenoptera: Braconidae: Braconinae) from Enya and West Darfur with a key to species. *Zootaxa* 4263: 43-71. DOI: 10.11646/zootaxa.4263.1.2
- Bálint Z, **Heath A**, Katona G, Kertész K, Sáfián S (2017). Male secondary sexual characters in Aphnaeinae wings (Lepidoptera: Lycaenidae). *Opusc. Zool. Budapest* 48: 27-34
- Cordova C, **Avery G** (2017). African savanna elephants and their vegetation associations in the Cape Region, South Africa: Opal phytoliths from dental calculus on prehistoric, historic and reserve elephants. *Quaternary International* 443: 189-211. DOI: 10.1016/j.quaint.2016.12.042
- Liu Y, Rasplus J-Y, **Van Noort S**, Li Z, Huang D (2017). *Sycidiphaga*, a new genus of Sycophaginae Walker, 1975 (Hymenoptera, Chalcidoidea, Agaonidae) associated with *Ficus* subgenus *Sycidium* in southern China. *Zootaxa* 4306: 91-107. DOI: 10.11646/zootaxa.4306.1.5
- Moteki M, Tsujimura E, **Hulley PA** (2017). Developmental intervals during the larval and juvenile stages of the Antarctic myctophid fish *Electrona antarctica* in relation to changes in feeding and swimming functions. *Ecosystem studies in the Indian Ocean sector of the Southern Ocean* undertaken by the training vessel *Umitaka-maru* 12: 88-98. DOI: 10.1016/j.polar.2017.02.006
- Fabbri M, Mongiardino Koch N, Pritchard AC, Hanson M, Hoffman E, Bever GS, Balanoff AM, Morris ZS, Field DJ, Camacho J, Rowe TB, Norell MA, **Smith RMH**, Abzhanov A, Bhullar B-AS (2017). The skull roof tracks the brain during the evolution and development of reptiles including birds. *Nature Ecology & Evolution* 1: 1543-1550. DOI: 10.1038/s41559-017-0288-2
- Huttenlocker AK, **Smith RMH** (2017). New whaitsioids (Therapsida: Therocephalia) from the Teekloof Formation of South Africa and therocephalian diversity during the end-

- Guadalupian extinction. *PeerJ* 5: e3868. DOI: 10.7717/peerj.3868
- Viglietti PA, Rubidge BS, **Smith RMH** (2017). New Late Permian tectonic model for South Africa's Karoo Basin: Foreland tectonics and climate change before the end-Permian crisis. *Scientific Reports* 7. DOI: 10.1038/s41598-017-09853-3
- Weiner WM, **Janion-Scheepers C**, Deharveng L (2017). Two New Species of *Friesea* Dalla Torre, 1895 (Collembola: Neanuridae) from the Western Cape Province, South Africa; with a Key to Sub-Saharan *Friesea*. *Annales Zoologici* 67: 657-664. DOI: 10.3161/00034541ANZ2017.67.4.002
- **Browning C**, Reid M (2017). Lithostratigraphy of the Kweekvlei Formation (Witteberg Group), Cape Supergroup. *South African Journal of Geology*. 120.3; 421-432. DOI: 10.25131/gssajg.120.3.421
- **Bergh EW**, Compton JS, Frenzel P (2018). Late Neogene foraminifera from the northern Namibian continental shelf and the transition to the Benguela Upwelling System. *Journal of African Earth Sciences* 141: 33-48. DOI: 10.1016/j.jafrearsci.2018.01.018
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Free days like Heritage Day offer an opportunity for our visitors to explore some of the research conducted by Iziko scientists and curators. Entomology collections.



Iziko Mobile Museum visit to Kulani Library, Khayelitsha, on 21 September 2017. Taking museum content to outlying areas through outreach programmes enables us to share the wonder of museums with people who are unable to visit our museums.



Learners get hands-on with a sungazer lizard specimen. Iziko was invited to exhibit at the Mini Science Forum at the Cape Town Science Centre, Observatory, on 1 November 2017.

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6.8 Other Research Publications, Brochures

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- Esmiol E, Van der Merwe T, Tichmann P (2017). International Gateway. Untold stories that link Africa to the world via the Cape: pp 8-9
- Esmiol E (2017). 'The Quieter Path 2004-2017'. In, Clementina van der Walt: A ceramic journey. Kraaldoring Publishers: Vlaeberg
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6.9 Education

Education Brochures/ Worksheets/ Resource Packs

Iziko Education department produced 103 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, 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 (6)

Lionel Davis *Gathering Strands* Crossword; Lionel Davis *Gathering Strands* Crossword; Gallery Hunt; *Painted Surfaces* and Derek Bauer Learner Guide; El Anatsui - *Meyina*: Learner Guide; Gallery Hunt

Natural History (14)

Evolution: Darwin; Evolution: Continental drift during the "Age of the Dinosaurs"; Evolution: Mesozoic mammal evolution; Evolution: Fossilisation; Evolution: Hominid evolution; Evolution: Human skin; TACKLING PERSPECTIVES - a combined museums project, NHC Education & Holocaust Collaboration, Walking Tall; Walking Tall schools evite; Think like a scientist



Visitors were able to experience Islamic culture in this traditional 19th century Muslim home at the Iziko Bo-Kaap Museum on Heritage Day 2017.

Young visitors are exposed to appreciating various forms of art at an Art Education holiday workshop at the Iziko South African National Gallery, 13 December 2017.

Some of the impressive visuals demonstrating the capability of the new Iziko Planetarium and Digital Dome that Skyscan showed audiences at the launch of this edu-tainment facility on 26 May 2017.

Discovery Room and exhibition tour; Planetariums, General tour pack; Museum and Biodiversity PPT; Hominid time line activity and lecture PPT; Museum and Biomimicry; Evolution: Skin colour; GIFT evaluation

Social History (65)

Koopmans-de Wet Heritage Task Grade 10; *Koopmans-de Wet Erfinis Taak Graad 10*; Traditional Medicine draft 2; Medicinal Plant List in Rust en Vreugd gardens; Egyptian Art Grade 10 draft 1; Heritage Task Slave Lodge updated Grade 10; Heritage Task Slave Lodge memorandum (memo) updated Grade 10; Gestig Museum information page; PowerPoint presentation Africa Day; Africa anthem lyrics and voice clip; Africa booklet; African Masks templates for art workshop; Ice breakers; Slavery Walking Tour brochure draft 2; My Photo Story *Through Positive Eyes* draft 1; Slave Lodge design pack for Michaelis Fine Art students; Sold into Slavery poem Grade 8 & 9 lesson; Oral History PowerPoint with Shanaaz Galant; *Through Positive Eyes* posters; *Through Positive Eyes* worksheet Grade 8; *Through Positive Eyes* worksheet Grade 10; Slavery poster set draft 3; Facts About Slavery at the Cape; *Remembering Slavery* worksheet; Ancient Egypt worksheet Grade 3 with memo; Ancient Egypt worksheet puzzle Grade 3 with memo; *Antieke Egipte blokkiesraaisel Grade 3 met memo*; *Antieke Egipte Graad 3 met memo*; Maritime worksheet; Maritime Terminology; We Are free you are Slaves Play Content; Rural Slavery worksheet Grade 7;

Design brief for DAF students; Dutch Colonial Slavery posters updated; Gestig Church; A Slavery poem; How to take minutes; How to write a review; De Wildt Plan worksheet Afrikaans with memo; *Ons Nasionale Simbole legkaart met memo*; Mendhi Bell information for educator pack; Mendhi educator pack; Frontier Wars; Interview questions for Heritage Project; Slavery at Groot Constantia; Transport at Groot Constantia; *Through Positive Eyes* final poster; My Heritage, My Community; Emancipation and Stigma brochure; GC Educational resource development for Slavery HS teacher enrichment workshop; GC educational resource development Art and Architecture at Groot Constantia HS & post-school students; My Heritage, My Community; Emancipation and Stigma brochure; GC Educational resource development for Slavery HS Teacher enrichment workshop: Oct-Nov 2017; GC Educational resource development Art and Architecture at Groot Constantia HS & post-school students: Nov-Dec 2017; Ancient Egypt: Grade 3 general memo; Word Game Grade 4 (Castle); The Firing of the Canon with memo Grade 5; Word Game Grade 4 (Koopmans); Wildt Plan worksheet with memorandum Grade 7; *Werksblad: 10 vrae Graad 4*; *Werksblad: 10 Vrae met memo Graad 4 (Kompanjiestuin)*; *Video Werksblad Graad 7-10*; Groot Constantia Architecture: Cape Dutch and Neo Classical-Rococo Design Features & Biographies; Rural Slavery at the Cape: Groot Constantia 1685. Slavery including resistance and emancipation

Planetarium (18)

Monthly Sky Map: April 2017; May 2017; June 2017; July 2017; August 2017; September 2017; October 2017; November 2017; December 2017; January 2018; February 2018; March 2018; Grade 1 & 2 Tycho worksheet; Grade 3 & 4 Tycho worksheet; Grade 2-4 Solar system worksheet; Grade 3 & 4 Solar system worksheet; Grade 3 & 4 Planet research worksheet; Grade 5-7 Solar system worksheet

6.10 Visitor Statistics

Museums	2017/18
Bertram House	Closed
Bo-Kaap Museum	18,602
Groot Constantia	50,073
Koopmans-de Wet House	1,652
Michaelis Collection	Closed
Rust en Vreugd	1,198
Maritime Centre	5,765
South African Museum	134,011
South African National Gallery	43,253
Slave Lodge	45,741
William Fehr Collection	125,887
Planetarium school shows	25,325
Planetarium public shows	50,911
EPP	43,251
TOTAL VISITORS	545,669



Iziko Education and Public Programmes on outreach with our “Museum Without Walls”, at the Crossroads Library, Philippi Village on 21 February 2018.

Museum visitors experience their heritage at the Iziko Slave Lodge, which is committed to changing ‘human wrongs’ into ‘human rights’, on Human Rights Day 2018.

Learners descended on the Iziko South African Museum on 12 October 2017, to enjoy the programme put on by our educators and scientists during Marine Week.

Visitors	2016/17	2017/18
Paying visitors (including Planetarium public and school shows)	306,471	408,253
Education school groups	64,746	43,251
Free commemorative days; Museum Night	43,037	45,257
Concessions (as per prior approval)	7,556	13,641
Children 5 and under	11,451	10,777
Students on designated free day (Friday)	3,796	3,436
Pensioners on designated free day (Friday)	1,166	1,009
Friends organisations	569	441
ICOM/SAMA cardholders	190	150
Tour guides accompanying tourists	5,093	7,053
Functions	2,948	1,880
*Special events	1,802	393
Media	119	101
Educators	2,121	708
*Courtyard Project concession to ISANG	3,418	4,924
*Planetarium free adult	146	313
*Planetarium free child	64	99
*Museum Users		
Venue hire	4,597	3,877
Restaurant	344	106
SUBTOTAL	459,634	545,669
Outreach		
Mobile Museum and other outreach	16,702	19,180
TOTAL	476,336	564,849

Website activity	Visitors 2017/18	Page Views 2017/18
Iziko website	242,346	598,717
Figweb website	42,773	104,063
Waspweb website	35,864	111,115
Biodiversity Explorer website	157,074	257,759

Online Visitor Footprint	2016/17	2017/18
Iziko website	200,088	242,346
Iziko Facebook fans	6,646	9,031
Iziko Twitter followers	4,057	4,711

6.11 Materiality and Significance Framework for the 2017/2018 Financial Year

Definitions and standards

- Audited financial statements: 2016/2017 (AFS)
- Approved annual budget: 2017/2018 (AAB)
- Approved strategic plan: 2015/2016 to 2019/2020 (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)

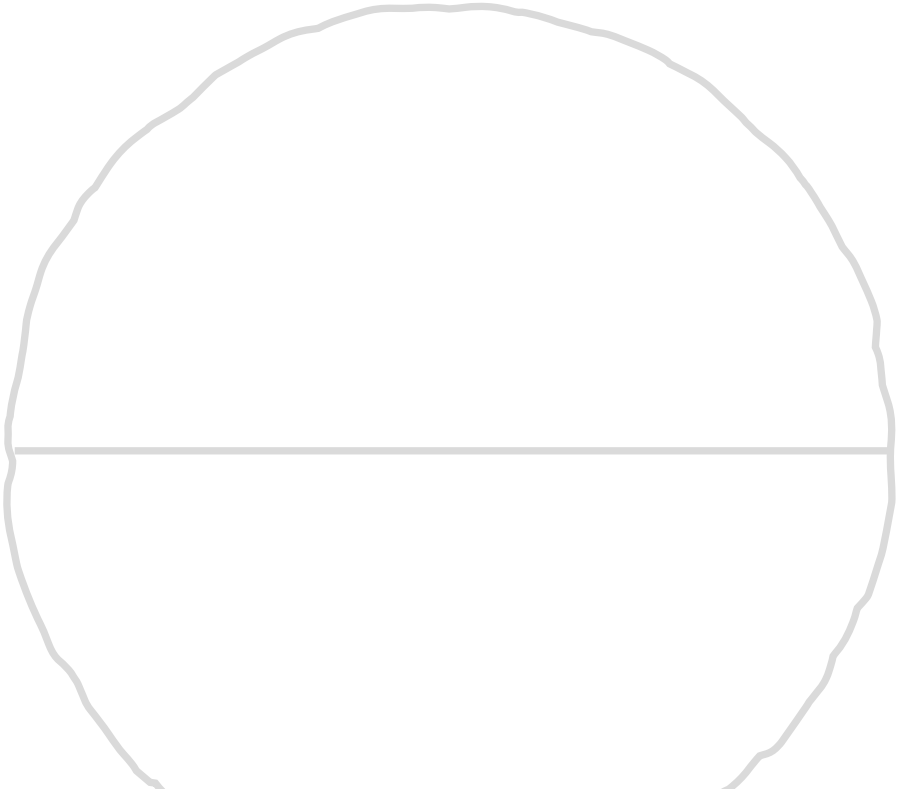
Treasury regulation

- 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 (b) Any budgeted event where income is a legitimate expectation, where the actual income is less than 5% of the total expenditure (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	(a) Any unplanned event that affects the core purpose or mandate of entity per the ASP (b) Any activity that is outside the parameters of each public entity's enabling legislation
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 (c) acquisition or disposal of a significant shareholding in a company (d) acquisition or disposal of a significant asset (e) commencement or cessation of a significant business activity	 N/A N/A Any transaction of which the amount exceeds 1% of the total value of assets per AFS 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 Any unplanned event, per the ASP, that may affect the core purpose or mandate of the entity Any unplanned event, per the ASP, that may affect the core purpose or mandate of the entity 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, any irregular expenditure and fruitless and wasteful expenditure that occurred during the year (iii) any losses recovered or written off	(a) Any loss of which the amount exceeds 1% of the total value of assets per AFS (b) Any loss of a National Estate as defined in section 3 of the National Heritage Resources Act, 1999 (Act No. 25 of 1999) All All	Any unplanned loss, per the ASP, that may affect the core purpose or mandate of the entity 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:

Government



Government Agencies



Foreign Agencies



Friends Organisations



Cape Town Agencies



Trusts and Foundations



Universities



Museums



Corporate



Organisations



For the full list of Iziko's valued donors and partners, please see appendices 6.2 and 6.3 on pages 127 and 128.

Abbreviations/ Acronyms

ABET Adult Basic Education and Training
AC Art Collections
AFCP Ambassador’s Fund for Cultural Preservation
AFS Annual Financial Statements
A-G Auditor-General
AGSA Auditor-General of South Africa
ASB Accounting Standards Board
ASP Approved Strategic plan
AVE Advertising Value Equivalent
BASA Business and Arts South Africa
CAM Commonwealth Association of Museums
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
COE Centre of Excellence in Palaeosciences
CPI Consumer Price Index
CPUT Cape Peninsula University of Technology
CSD Central Supplier Database
DAC Department of Arts and Culture
DCAS Western Cape Government; Department of Cultural Affairs and Sport
DoE Western Cape Government; Department of Education
DPW Department of Public Works
DST Department of Science and Technology
EAP Employee Assistance Programme
EBCR Existing Building Condition Report
EECF Employment Equity Consultative Forum
Exco Corporate Governance and Compliance Committee
FET Further Education and Training
GAAP Generally Accepted Accounting Practice
GET General Education and Training
GRAP Generally Recognised Accounting Practice
HTML Hypertext Markup Language
HR Human Resources (department)
IAS International Accounting Standard
IBH Iziko Bertram House
IBKM Iziko Bo-Kaap Museum
ICA Institute for Creative Arts (previously GIPCA)
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
IMD International Museum Day
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
M&E Monitoring and Evaluation
NH Natural History
NHC National Heritage Council
NHC Natural History Collections
NLC National Lotteries Commission
NMAAHC National Museum of African American History and Culture
NPO Non-Profit Organisation
NRF National Research Foundation
NSF National Science Foundation
OBIS Ocean Biogeographic Information Systems
OH&S Occupational Health and Safety
PAA Public Audit Act
PAST Palaeontological Scientific Trust
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
SITA State Information Technology Agency
SMAC Stellenbosch Modern and Contemporary Art Gallery
SMT Senior Management Team
SRI Social Responsibility Initiatives
SS Support Services (department)
SUN University of Stellenbosch
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



SEE THINGS DIFFERENTLY

Re-imagining Iziko Museums of South Africa

It is the vision of Iziko Museums of South Africa to be African Museums of Excellence and we are continuously making every effort to achieve this outcome.

In post-colonial societies across the world, the call to decolonise museums and heritage sites, and to remove national symbols of oppression like monuments and statues from public spaces is being answered. Iziko has heeded the call to assess, transform and de-colonise our museums. We realise that there are no quick-fix solutions to this critical process, and that we are not equipped to do it alone. We therefore value active discussions and debates with all stakeholders and interested parties, and are open to re-imagining our museum spaces in an inclusive manner. By changing the gaze, and offering content that emphasises the value of Africanness, we are transforming our museums into spaces in which a diverse but unified national heritage is located.

Though the subject matter of our exhibitions and programmes is sometimes controversial and often deals with uncomfortable issues, we nonetheless push the boundaries, urging critical introspection.

In daring to re-imagine our Museum, we are promoting social cohesion, and helping to create a generation of reflective and engaged citizens who are not afraid to challenge norms out of touch with a progressive, democratic society, or to use their voices to expedite change.

11 NATIONAL MUSEUMS IN CAPE TOWN

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