

The cover of the Annual Report 2020/2021 is of the artwork, "Want a drink of Jelly?", that forms part of the exhibition, *Jelly World*, curated by Dr Wayne Florence. *Jelly World* is on show at the Iziko South African Museum. It is a multidisciplinary exhibition that crosses the art/social/science divide to explore the theme: "an ocean full of Jellyfish in a world changed by people". The exhibition raises awareness of the role that jellyfish play in marine ecosystems and highlights why they are important to society. As a consequence of overfishing and excessive carbon emissions that lead to acidifying oceans where soft-bodied animals thrive, sea jellies are increasingly accumulating in vast numbers called 'jellyfish blooms'. These blooms threaten our food security. The exhibition showcases the latest cutting-edge research performed by local jellyfish scientists and partners.



an agency of the  
Department of Sport, Arts and Culture



11 NATIONAL MUSEUMS IN CAPE TOWN

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ANNUAL REPORT  
2020 | 2021



**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 Museums are spaces for cultural interaction. We are proud to ignite connections between our shared history, our heritage, and each other.

- South African Museum & Planetarium and Digital Dome
- South African National Gallery
- Maritime Centre
- 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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# **ANNUAL REPORT**

## **2020 | 2021**

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# 1 | GENERAL INFORMATION

Natsuki 'Blue Coral' by David Clode

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## 1.1 Public Entity's General Information

**REGISTERED NAME:**

Iziko Museums of South Africa

**FAX NUMBER:**

027 (0)21 481 3994

**PUBLIC BENEFIT ORGANISATION**

**EMAIL ADDRESS:**

info@iziko.org.za

NUMBER: 18/11/7/0133

**WEBSITE ADDRESS:**

www.iziko.org.za

**REGISTERED OFFICE ADDRESS:**

25 Queen Victoria Street  
Cape Town  
8001

**EXTERNAL AUDITORS:**

Auditor-General of South Africa

**POSTAL ADDRESS:**

P. O. Box 61  
Cape Town  
8000

**BANKERS:**

Standard Bank

**ADDRESS OF BANK:**

Thibault Square, Cape Town

**TELEPHONE NUMBER/S:**

027 (0)21 481 3800

## 1.2 List of Abbreviations and Acronyms

AAB Approved Annual Budget

AC Art Collections

AFS Audited Financial Statements

AGSA Auditor-General of South Africa

AOP African Origins Programme

APP Annual Performance Plan

ASP Approved Strategic Plan

CATHSSETA Culture, Art, Tourism, Hospitality and Sport Sector Education and Training Authority

CCTV Closed-Circuit Television

CEO Chief Executive Officer

CFO Chief Financial Officer

CSD Central Supplier Database

CSI Corporate Social Investment

DoE Department of Education

DPWI Department of Public Works and Infrastructure

DSAC Department of Sport, Arts and Culture

DST Department of Science and Technology

EBCR Existing Building Condition Report

ENE Estimates of National Expenditure

GRAP Generally Recognised Accounting Practice

HR Human Resources Department

IWFC Iziko William Fehr Collection (at the Castle of Good Hope)

IBH Iziko Bertram House Museum

IBK Iziko Bo-Kaap Museum

ICT Information and Communication Technology

IGC Iziko Groot Constantia Museum

IKDW Iziko Koopmans-de Wet House Museum

IKS Indigenous Knowledge Systems

IMC Iziko Maritime Centre

IMD International Museum Day

IOTH Iziko Michaelis Collection (at the Old

Town House)

IP Iziko Planetarium and Digital Dome

IR&V Iziko Rust en Vreugd Museum

ISAM Iziko South African Museum

ISANG Iziko South African National Gallery

ISHC Iziko Social History Centre

ISL Iziko Slave Lodge Museum

IT Information Technology

M&E Monitoring and Evaluation

MAP Meaningful Access Programmes

MGE Mzansi's Golden Economy

MTEF Medium-term Expenditure Framework

MTSF Medium Term Strategic Framework (MTSF)

NDP National Development Plan

NH Natural History Collections

NLDTF National Lotteries Distribution Trust Fund

NSCF (Natural Science Collections Facility)

NRF National Research Foundation

PDP Professional Development Programme

PESP (Presidential Employment Stimulus Programme)

PFMA Public Finance Management Act

POS Point-of-Sale

R&R Repair and Renovation

SCM Supply Chain Management

SH Social History Collections

SFI Southern Flagship Institution

SP Strategic Plan

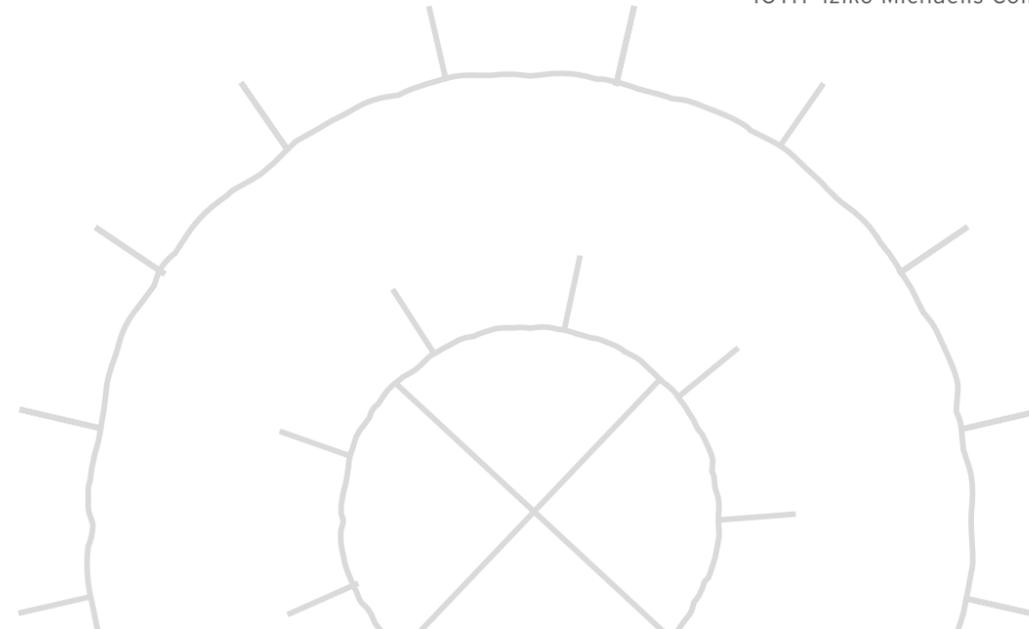
SS Support Services

TR Treasury Regulations

TSDP Technical Support and Dialogue Platform

UNESCO United Nations Educational, Scientific and Cultural Organisation

WILS Work Integrated Learning Students





Advocate Rod Solomons,  
Chairperson of Council

### 1.3 Foreword by the Chairperson

It gives me great pleasure to present the Iziko Museums of South Africa 2020/2021 Annual Report. This was the year where Iziko Museums had to operate under very unusual conditions marked by the widespread ravages of the global pandemic, COVID-19, which impacted

upon our institution's operations and productivity projections that had been set for the year.

All the performance activities that were planned by the institution had to be scaled down by necessity as a result of the uncertainty and turmoil that this pandemic presented to South Africa and the rest of the world.

Of paramount importance to Iziko Museums was the well-being of our staff and we had to ensure that all staff members who continued to work during the level 5 and 4 lockdown periods were safe and healthy and that they adhered to all the mandatory health and safety protocols.

As the Council and Management of this institution, we turned our attention to how we would deliver on our mandate of nation-building, social cohesion and equality. We evaluated all our risks and identified virtual platforms as the best means to sustain our links with the public and endeavoured to accelerate this form of communication with our visitors.

We managed because of our determination. We looked at our service delivery and strategic objectives during this unexpected pandemic, even as our platform to communicate with the public changed. Our staff continued to ensure that their energies were diverted to new methods of working to make service delivery successful within the new constraints.

In the second quarter of this fiscal year, the Council and Management was obliged to revise the Strategic and Annual Performance Plans for the institution. The country was in lockdown and all our normal plans and aspirations for Iziko Museums had to be re-evaluated and reworked. While we continued on our trajectory of collecting for the museums and hosting virtual seminars to celebrate our commemorative days, without physical visitors and exhibitions in our spaces, our core business was decimated. However, the rapid change to our virtual platforms cast our nets further and we discovered quickly that geographical boundaries need not be limiting factors.

Sadly, the institution faced massive budgetary shortfalls because the regular streams of income it depends on to remain fully functional and operational could no longer be earned. The Executive Authority decreased the Iziko Museums' budget by R8.5 million in this fiscal year, which had a knock-on effect on all operations. It would therefore appear that Iziko Museums of South Africa may not be in a position to achieve its mandate in the manner initially contemplated.

Some partners withdrew their sponsorships in the period under review to redirect funds towards fighting COVID-19. While Iziko Museums fully understood the reasons for this, the big question remains whether we will ever secure the kind of financial backing required to operate the museums? Will the same numbers of people return to these museums in the future? These are some of the questions the Council and Management have had to grapple with during our Business Continuity Plans and Risk Assessment sessions.

Despite moving our operations to digital platforms in the interim, working digitally has its costs as it may not necessarily reach the marginalised and those visitors that Iziko Museums had been reaching under normal circumstances with its 'Museum without Walls' service. The digital divide is unfair and continues to marginalise the majority of visitors who wish to explore the museums and experience the reality of an original painting, a model dinosaur, or the lessons of the hardship of enslavement.



COVID-19, social distancing signage, ISAM, 2020.

This pandemic is not an abstraction but a reality, and we need to pause to remember all the lives that were abruptly lost in this year and the impact it continues to have on livelihoods, education, economic activities, as well as research and knowledge creation. We need to remember those close to us that have succumbed to COVID-19, and those that continue with changed lives. Council also suffered the tragic loss of a member, Dr Francis Nzama, Chairperson of the Finance, Operations and Human Resources Committee, who had contributed vociferously and forthrightly to our endeavours.

Our heartfelt recognition is given to the Minister of Sport, Arts and Culture, together with his Director-General and staff, for their continued support through these trying times. I acknowledge the hard work of my Council for their unstinting focus to ensure that Iziko Museums remains their top priority from a governance and compliance point of view.

My sincere gratitude and thanks goes to the Chief Executive Officer and her entire team for their willingness to steer the Iziko Museums of South Africa through uncharted waters during this global pandemic. They did not remain complacent and continued to work long hours to ensure that this institution remained relevant and innovative in its efforts to find new ways of reaching our audiences.

Advocate Rod Solomons  
Chairperson of Council  
Iziko Museums of South Africa  
Date: 31 March 2021



Ms Rooksana Omar, CEO of Iziko Museums of South Africa

## 1.4 Chief Executive Officer's Overview

2020 is a year that will remain in infamy. The plans of Iziko Museums of South Africa was upended with the outbreak of the COVID-19 pandemic. This new infectious disease disrupted the activities of museums across the world. On 19 March 2020, prior to the national lockdown

announcement, Iziko Museums had to close our doors to the public when staff were exposed to a participant, diagnosed COVID-19-positive, who had attended an international conference co-hosted by Iziko Museums. This disclosure by the conference delegate pre-empted our preparations to close Iziko Museums earlier than the national lockdown, nonetheless, in order to afford our staff precautionary safety against this potent virus. As a museum group, we had not previously been exposed to a global pandemic (and our only corresponding knowledge was that which is archived regarding the 1919 'Flu'). Having to therefore make drastic decisions, which amounted to a parting of ways on how museums operated for years, was challenging. We had to ensure the overnight closures of our spaces and the absolute halting of our processes. There was no guidebook to follow in a large-scale national lockdown situation, other than our own Business Continuity Plans and internal processes i.r.o. Disaster Planning.

Since face-to-face interaction with the public was abruptly ended on 19 March 2020, prior to the lockdown announced by, his excellency, the President of South Africa, Mr Ramaphosa, our recently accepted Strategic Plan and Annual Performance Plans had to be hurriedly revisited in the second quarter to curtail outreach programmes and direct public interactions. Management and staff moved work-offices to their homes and we had to rethink how to remain in touch with the public. There was no option but to use virtual

and digital communication platforms with the public. Management were acutely aware about the limitations of digital communication and understood that not every member of our visiting public would have access to data, a smartphone or be able to access our content. The museum had to speedily change our business-as-usual practice to a *business-as-unusual* mind-set.

During this challenging time, Iziko Museums' staff continued to collaborate on multiple projects to create innovative and enriching online programmes, projects and resources, adding a different dimension to our commitment to social cohesion, nation-building, audience-development, and to our research and education programmes. Iziko Museums increased our social media and online activities to stay connected with our public. There were online seminars and online special activities in order to ameliorate visitor experiences.

Sadly, Iziko Museums lost members of our own dedicated staff: Mrs Michelle Petersen and a retired employee, Mr Brian Pedro. Once again, we send our heartfelt condolences to their families.

The COVID-19 barrier did not prevent Iziko Museums' staff from honouring their work commitments through virtual activities. Some museum functions did however have to be performed from the museum sites, namely: security, collections management, research, health and safety, as well as financial and human resources administration.

Despite all the challenges, there were wonderful discoveries: on Sunday, 7 June 2020, a rare giant squid carcass washed up on the Golden Mile Beach in Britannia Bay (about 150 km north-west of Cape Town). The Iziko Museums' team collected this valuable specimen for the collection, since such a specimen had last been added to the collection in 2002, and this new addition will likely provide more up-to-date information on climate change and biodiversity.

In the midst of the COVID-19 pandemic, Iziko Museums celebrated Earth Day on 22 April 2020 with a virtual

presentation. During the demonstration, Mbali - an avatar that had been designed for Iziko Museums - showcased some of the Natural History collection and took the visitor on a tour of topical issues relating to climate change and environmental issues. She accentuated the impact of such disruptions on humanity's survival potential and the dire consequences we will face if we continue to pillage and scar our environment.

Our challenging year during lockdown was heightened by the killing of George Floyd and the subsequent Black Lives Matter Movement and global emancipatory campaigns that ensued. The issues of social and economic disparity in South Africa was aligned and highlighted by COVID-19, making the fragility of South Africans' lives and livelihoods even more apparent. This was documented by the work of a multidisciplinary Iziko Museums curatorial team, in partnership with community curators, who together produced a powerful and engaging virtual exhibition, *Enduring COVID-19*.

The national lockdown had an impact on all sectors of the South African economy. Museums and Arts institutions were hard hit. Overnight, our usual funding streams were reduced and our expenditure towards purchasing Personal Protective Equipment was unexpected and unplanned. The Museums' long term financial sustainability has come under the spotlight because our own income generation has been radically reduced due to the COVID-19 scenario.

### General financial review of the public entity

Iziko's financial position is stable and it is expected that sufficient revenue from the subsidy allocation from DSAC, and income generated from donor funding and own income over the short- to medium-term will be sufficient to sustain operational activities and improve its efficiencies in rendering and maintaining quality services, as set out in the Cultural Institutions Act 119 of 1998.

Iziko's financial position at 31 March 2021 reflects a 0.3% increase in total assets from R2 691 336 673 to R2 699 599 981. Investments, cash and cash equivalents have increased by 5,6 % from R134 174 237

to R141 730 975. The post-retirement medical liability increased from R66 520 372 to R 71 112 213, which is an increase of 6, 9% from the previous financial year. Iziko has incurred a net deficit of R 11 292 455 during the year under review.

During the financial year ending 31 March 2021, the subsidy allocation from the DSAC represented 54% of total income, and decreased by 3,9% from R91 557 000 in the previous year to R88 153 000 for the 2020/21 financial year. Income derived from donations, donor funding, including conditional grant funding from the DSAC represents 40% of total income.

The impact of the COVID-19 pandemic and the national lockdown during the year under review has had a severe effect on the entity's own income generating capacity. Own income generated through entrance fees, venue hire, rental of premises and professional museums services represented 6% of total income and has decreased by 62,9% year on year.

Strained resources further limit opportunities for creative new initiatives concerning collections, digitisation and exhibitions, a situation which may further deteriorate. While the need for budget reprioritisation by National Treasury is understood in view of the current economic outlook, the budget cuts may compromise service delivery, especially since more human capital is required and there is a need for personnel at lower levels to be protected.

### Spending trends of the public entity

The spending at Iziko is guided by the entity's Strategic Plan and the Annual Performance Plan, which is a by-product of the five-year Strategic Plan.

Year on year the entity's spending on operations have decreased by an amount of R9 554 690 (5%), from R185 275 645 in 2019/20 to R175 720 955. Personnel Expenditure is a major costs driver for the entity and accounted for 38% of total expenditure. Operational expenses which comprise core function and administrative costs accounted for 62% of total expenditure. While reduced spending is expected due to Museum closures, fixed costs could not be reduced.

In addition, costs related to the COVID-19 pandemic has also had an increasing effect on spending trends.

### Capacity constraints and challenges facing the public entity

Iziko's ability to achieve optimal output is hindered by an inability to implement the Human Resource re-alignment plan and fill vacancies due to budgetary constraints. The effect of human resource capacity restrictions is pervasive throughout the entity and has not only had a negative influence in terms of core function museum programmes and services to communities, but has also curtailed Iziko's fundraising capacity. In addition, compliance requirements have the effect of delaying project implementation. The run-down state of Iziko's buildings limits income from venue hire, a revenue stream with huge potential for the entity.

### Discontinued key activities / activities to be discontinued

None of Iziko's programmes were discontinued during the period under review as they remained relevant, interrelated and aligned to national priorities. Furthermore, in recognition of the importance of all support functions responsible for ensuring governance, compliance and sustainability of own revenue streams, no units were discontinued

### New or proposed key activities

Projects that urgently require focused funding include: the upgrade of exhibition galleries; acquisition of a new Mobile Museum for outreach programmes; the conservation and digitisation of the collections; and the further development of an interactive website to provide virtual access to museum resources. It is critical that Iziko embrace new technologies for efficiency and to enhance visitor experience using audio-visual content. With travel coming to a near standstill during the coronavirus pandemic, opportunities to devise new ways of maintaining contact with audiences and generating alternative financial resources are being explored and uncovered. Implementation of online projects will contribute significantly to improving access to collections and programmes to be enjoyed by a diverse audience. Finally planning for Iziko's 2025

Iziko Bicentennial Celebrations will begin in earnest in the financial year ahead.

### Requests for roll over of funds

No requests are made to roll over funds, and any surpluses are retained for operational use by the entity upon application for approval to do from National Treasury.

### Supply Chain Management (SCM) processes and systems in place

Compliance with the various laws and regulations within the SCM environment remains a challenge. However, Iziko maintains an effective SCM system within a clearly defined and regulated environment, guided by a robust system of internal controls. The Code of Conduct for the SCM practitioners has been adopted and an approved SCM policy is in place which enables fair, equitable, transparent, competitive and cost effective procurement and provisioning.

### Challenges experienced and how they will be resolved

The strain on funding which has arisen from National Treasury's austerity measures, while costs are increasing simultaneously means that own income generation interventions are critical for the levels of operations in the entity to be sustained in the long-term.

Currently Iziko is experiencing dwindling visitor numbers due to travel restrictions in the tourism market. Access and availability to booster vaccines and the lifting of travel restrictions to and from South Africa are positive steps in the right direction. However, expert predictions reveal that it could take a year or more for international travel to the country to resume and even then, the outlook for resumption of international travel for tourism is still minimal.

Iziko is currently implementing projects related to buildings which require maintenance and are subject to strict regulations. These repair and renovation projects, however, can only be completed in phases since the funding received is not adequate to cover all the costs related to upgrading Iziko's buildings fully.

### Audit report matters in the previous year and how they would be addressed

Audit findings raised in the 2019/20 financial period have largely been addressed and action plans have been developed to address the remaining 5% of findings not resolved during the year under review.

### Outlook/ Plans for the future to address financial challenges

To ensure sound financial management practices, Iziko will continue to implement stringent control measures, which includes conducting monthly financial reviews to monitor financial performance. In light of a resource-constrained environment, the entity is hard at work on plans to improve the performance of own revenue streams. Adherence to cost containment measures, reprioritisation and identifying trade-offs are additional on-going considerations. The entity further strives to redress the imbalance between personnel and operational funding through vacancy management. Any savings that are realised from personnel expenditure are utilised for operational requirements.

### Events after the reporting date

The impact of COVID-19 on tourism and global markets is expected to impact Iziko's ability to generate own income negatively, and may also result in further budget cuts. With significant uncertainty of the impact of loss of income, management has taken all the necessary steps for business continuity, including ensuring that hygiene standards have been adhered to and developing work from home plans.

### Economic Viability

The Council of Iziko Museums of South Africa and the Audit and Risk Committee have ensured that Iziko become a dynamic institution taking cognisance of governance matters through executing on its mandate by setting down the roadmap of the institution, its strategy, and all the parameters that enables proper functioning .

Although the entity continued to implement austerity measures prescribed by National Treasury, while remaining committed to contributing to sustainable

growth and job creation, Iziko, as is the case with many museums, has fixed operating costs that are outgrowing the revenue streams it has traditionally relied on. In addition, Iziko is affected by pressures on the fiscus, and measures must be implemented to mitigate against these pressures. If Iziko is to remain financially sustainable, and to cover the annual cost increase in service delivery, own income generation needs to be increased and to this end Iziko is poised to implement its Financial Sustainability plan and own income generation interventions contained in its Income generation strategy in the years following the period under review .

The entity endeavours to practice acceptable financial and administrative principles that are in line with all the relevant legislative prescripts.

I would like to thank the Chairperson and his Council for working long hours, ahead of time, to ensure that the iconic Iziko Museums successfully weathers this storm. Their tireless leadership, commitment, and work ethic throughout this challenging year has been invaluable to our continued achievements. We were very fortunate to have the backing of our generous funders, sponsors and project partners who so willingly assisted us in our time of need. Iziko Museums has been fortunate to receive valuable assistance from the Ministry and Executive Authority of the Department of Sport, Arts and Culture and I would personally like to thank the Director-General and colleagues at the Department for their willingness to support Iziko Museums. I am further grateful to the Portfolio Committee on Sports, Art and Culture for their ongoing, valued support.

I want to take this opportunity to acknowledge the remarkable and unflinching work of the Iziko Museums' team during this tough year. They are the true ambassadors of our nation's heritage to whom I am most grateful.



Ms Rooksana Omar  
CEO of Iziko Museums



## Curating Museums Of Excellence Exhibitions, Partnerships And Research

The *Samuele Makoanyane* exhibition is an outcome of high-level discussions between delegates from the Kingdom of Lesotho and Iziko Museums of South Africa. The exhibition provides an exciting online offering about the life and work of Lesotho ceramic artist, Samuele Makoanyane (1905-1944); considered an artist who is yet to receive recognition for his masterful low-fired ceramic figurative sculptures. DijonDesign, Lesotho government's implementing partner, arranged for digital photogrammetry of the Makoanyane figurines, currently in storage at Iziko Museums, including the rendition of photographs of Makoanyane figurines which are on exhibition in *Rethinking the William Fehr Collection* at the Castle of Good Hope.

Iziko Museums of South Africa and Uganda Museum (which falls under the Ministry of Tourism, Wildlife & Antiquities) formalised their relationship, and are undertaking to cooperate by supporting each other with technical, scientific, and human resources, with the goal of upgrading the quality and reach of human, material and infrastructural resources involved in the care of museum objects, galleries, curator education and training, and research in both institutions. Iziko Museums of South Africa actively contributed programming that made South Africa's heritage and the history of enslavement accessible to future heritage practitioners through the *Shipwreck Detective* programme. The programme was developed in conjunction with the African Centre for Heritage Activities as part of the United States Ambassador's Grant. As part of this project, Iziko Museums compiled the 'boat in a box' kit to teach high school learners about marine sciences using maritime archaeology and shipwrecks as the vehicle. The pilot programme was run at Langa High School with ten Grade 10 learners.

As per its mandate of making South Africa's national estate accessible to South Africans and visitors in general, Iziko Museums installed the exhibition *Talking Heads and Heritage: In conversation with the Lydenburg Heads* in March 2021. This exhibition puts on display the 1 000- year-old Lydenburg Heads and demonstrates the country's rich contribution

to humanity and cultural practices. The exhibition celebrates the Lydenburg Heads - one of South Africa's most treasured archaeological finds, while exploring how diverse cultures and families celebrate rites of passage. This exhibition was prelude by an online intervention about the exhibition theme called *Looking A Head: Revisiting the Lydenburg Heads*.

The virtual *Boonstra Dioramas* Exhibition was published online in 2020. This virtual tour allows online visitors to explore the ancient Karoo landscape and the now-fossilised animals that lived there about 250 million years ago. Embedded in this exhibition is a progressive analysis of exhibition techniques over time and the significance of current research-in-knowledge circulation.

Adjusting to the challenges posed by the pandemic, Iziko Museums effectively made use of virtual platforms to also launch the *Tata Madiba* virtual exhibition. This multi-disciplinary exhibition pays tribute to Nelson Mandela and highlights Madiba's extraordinary contribution to the protection of South Africa's rich biodiversity, including the many species named after him. The exhibition brings together objects, specimens and artworks to stimulate conversation about Madiba's life, struggles and his enduring legacy.

*Enduring Covid-19*, is Iziko Museums' virtual exhibition that explores how South Africans coped during the pandemic and ensuing lockdown. The exhibition explores some of the more brutal experiences faced by citizens, yet concludes on a positive note.

The *Jelly World* exhibition raises an appreciation and awareness around the role that jellyfish play in marine ecosystems and why they are important to society. The museums' Marine Invertebrate unit delivered an awareness project on jelly fish blooms, leading to the successful installation of the exhibition.

Our Entomology curatorial unit sustained a high output of scientific research leading to the description of nine new species of African parasitoid wasps, centred on material collected over thirty years by our entomologists. Iziko Museums' research and

The remarkable Lydenburg Head #7, made from fired clay nearly 1000 years ago. On show in the exhibition *Talking Heads and Heritage: in conversation with the Lydenburg Heads*, ISAM, 2021.

continuous inventory surveys of invertebrates are critical for documenting the unknown invertebrate diversity in poorly collected habitats in South Africa. The resulting samples, safe-guarded in the Iziko South African Museum collections, are necessary to provide essential baseline data for assessing rates of spatial and temporal change in our invertebrate species richness and abundance. Our research team continued to conduct research on a group of ants that are mainly restricted to dry semi-desert areas of southern Africa, with few species occurring in the humid subtropical regions of southern Africa.

Through its Geology unit, Iziko Museums contributed to research in environmental, climate and oceanographic change through geologic time. The institution investigated how marine benthic organisms and molluscs of western southern Africa responded to sea-level variations when there is a change in climate systems providing baseline data to enhance our understanding of environmental and ocean change in the past, and to inform how oceans respond to climate change. The ground breaking research that Iziko Museums undertakes, helps us understand how animals adapt to changing environments and whether or not they survive.

Iziko Museums' Karoo Palaeontology unit studied and described shark tooth marks on seal fossils from Langebaanweg. These 5-million-year-old seal fossils have evidence of white sharks feeding on the carcasses. This is the first description of this behaviour in South Africa's geological past and is only one of a few studies worldwide. It is also interesting that at least one of the specimens has evidence of an infection.

Iziko Museums' research, South African Ceramicists Inspired by Trade Ceramics, in partnership with international experts, critically engaged with issues relating to the economic value chain of heritage and ceramics. Our contribution explores threads of influence between trade ceramics that arrived in southern Africa during historical times, and works created by contemporary South African ceramicists.

## Unlocking Museum Treasures Through Education

### Iziko Museums' Education Programmes and Initiatives

Despite the severe restrictions posed by the COVID-19 pandemic and the ensuing lockdown, Iziko Museums maintained as much programmatic excellence as possible by offering public events and through moving public programmes to virtual platforms where possible.

### Social History and Education Programmes

Iziko Museums marked *16 Days of Activism for No Violence against Women and Children* on 26 November 2020. The programme focused on the historical and colonial roots of violence against women and children in South Africa, the silence surrounding the violence and the experiences of women, children, men and the LGBTIQ+ community. At the Slave Lodge Museum, the history and pain of the enslaved were explored through *the Slavery Exhibition, Undercover of Darkness*, the 1976 exhibition and the *Slavery Video*. Women from the community were invited to share their experiences about silence around gender-based violence.

### Natural History Education

Between 1962 and 1964, a young boy discovered strange pieces of pottery eroding in a gully in Lydenburg (Mpumalanga). Although the fragments were not formally excavated, most pieces were found and reconstructed to make up seven clay heads, collectively known as the Lydenburg Heads. Iziko Museums of South Africa is the custodian of the Lydenburg Heads. The education department's online showcase revisited these African treasures, and the interesting animal symbols that adorn them, ultimately bringing into conversation the notion of Rites of Passage.

### Art Education

The Art Education division started an online art club that enabled children to participate in art activities during the national lockdown and while at home. Fun, weekly art activities - requiring only basic art materials that most learners may have in their pencil bags - were designed and uploaded to the Iziko



Installation View: *Earth Day* mobile exhibition, Gathering Space, ISAM, 2021.

Museum website. An online showcase, *South Africa's Young New Artists*, in collaboration with the Western Cape Education Department, and highlighting artworks from learners who matriculated in 2020, was also implemented. This visual showcase, involving all the education districts, aims to support and give new school-leavers an opportunity to showcase their art virtually on the Iziko Museums website.

### Public Programmes

On 23 June 2020, Iziko Museums and Ditsong Museums of South Africa hosted a panel discussion, chaired by Iziko Museums CEO, Ms Rooksana Omar, on *Internalised discrimination and institutionalised racism: The role of museums in promoting social cohesion*. In a country where everyday life is characterised by inequality, poverty and unemployment, the role of museums in promoting social cohesion remains relevant.

*Heritage Week* was commemorated from 21 September 2020 until 27 September 2020, with a series of online and limited on-site events, under the theme: *South African Heritage in the time of Racism, Gender-Based Violence and COVID-19*. The activities included podcast broadcasts, including *Talking Together*, about transgenerational and transnational indigenous struggles and oppressions, exacerbated during COVID-19. There was an online mapping game: GeoGuessr Heritage Challenge, where the public

was invited to identify heritage sites and cultural landscapes. A three-day symposium was conducted, exploring the disciplines of Art, Social History and Natural History. The Centre for Curating the Archive, in collaboration with Iziko Planetarium and Digital Dome, presented *Under The Dome* - an experimental film festival on YouTube. A highlight was jazz singer and living legend, Sylvia Mdunyelwa, performing live with a Marimba band at the Iziko Slave Lodge Museum, followed by theatrical production, *imbizo*, and an African Food Celebration at the Khayelitsha Art School and Rehabilitation Centre (KASI RC).

On Saturday 20th February 2021, several institutions joined Iziko Museums in hosting a virtual public engagement to celebrate *International Mother Language Day*, under the theme *Safeguarding linguistic diversity and multilingualism*. The conversation brought together linguists, writers, poets, artists, researchers, scholars, historians, heritage practitioners, cultural activists, policy makers and the public into a virtual space of dialogue to talk about the importance of our linguistic heritage in nation-building, identity and social cohesion.

### Outreach Programmes: The Mobile Museum

The Iziko Mobile Museum took the general public *On a virtual journey through Tsomo*, a small town in the Eastern Cape that was birthplace to the late Mama Albertina Nontsikelelo Sisulu; political and



UCT CCA Honours in Curating students: Thabang Kanyane, Kay'leigh Fisher and Lucie Panis-Jones, using the Leica microscope sponsored by the Mellon Foundation, during a *Conditions report writing workshop* at ISANG, 2020.



Arts Collections Conservator, Angela Zehnder, during the installation of the exhibition: *Framing Landscape: 'the Picturesque' and 'the Sublime,'* ISANG, 2021.



Exhibition de-installation at the ISANG, 2020.

community activist, and high-profile leader of the anti-apartheid struggle. Tsomo was also the birthplace of Vuyisile Mini: a trade unionist and Umkhonto we Sizwe member. Mr Mini was one of the first African National Congress members to be executed by the apartheid South African state.

#### Planetarium and Digital Dome

The Iziko Planetarium and Digital Dome, in collaboration with the South African Astronomical Observatory, presented a new film called *Rising Star* to celebrate 200 years of astronomical research in South Africa. The film highlights the many remarkable facilities hosted in South Africa, including the Southern African Large Telescope and the most powerful radio telescope in the Southern Hemisphere, MeerKAT.

#### Expanding Our Shared Heritage

##### Iziko Museums' Collections And Digitisation

The Collections and Digitisation department continued its focus on the revision of key policies, completing the revision of the Conservation Policy, and, in partnership with the Research and Exhibitions department, also commenced an engagement with stakeholders over the draft of the revised Human Remains Policy.

#### Publications and Conservation

Two publications with a strong focus on art conservation were published in April 2020. These were coordinated by Art Conservator Angela Zehnder, and Iziko Museums Research Associate, Dr Patricia Davison, under the auspices of the Mellon Foundation Grant Project. These were *New Insights: Technical Imaging of Paintings in the Iziko South African National Gallery*, funded via the Mellon Foundation Grant and *Butcher Boys: an iconic sculpture and its conservation*, funded by Iziko Museums. A virtual launch of the two publications was held on 5 November 2020.

A virtual *Preventative Conservation Week Training Programme* was organised by the Art Conservator from 28 September to 1 October 2021 with a number of presentations from local conservators, academics and artists and presentations by reputable international conservation experts. Seven students from UCT's Centre for Curating the Archive Honours Programme benefitted from the training. The Art Conservator was also able to run a *Condition Report Writing Workshop* with the UCT Centre for Curating the Archive students.

#### Acquisitions

Although the COVID-19 pandemic impacted negatively on Iziko Museums' acquisitions activities, significant collections relating to the anti-apartheid struggle were acquired for ISANG and the ISHC. ISANG acquired 15 photographs by the renowned photographer, George Hallett (recently deceased), including images of legendary anti-apartheid figures such as Molefe Pheto, musician and Black Consciousness activist, artist Dumile Feni, poet Siphiso Sepamla and writer, Alex la Guma, as well as various historical and cultural moments such as *'South Africans in exile'* and a *'Jazz festival in Langa in 1967'*. The ISHC acquired two donations from the Denis Goldberg Legacy Foundation: The passport of the late Denis Goldberg, one of the last surviving Rivonia trialists, as well as the blanket that had been draped over him when he was presented with the Isithwalandwe-Seprankoe Award by Deputy President, David Mabuza, in 2019. A T-shirt by young artist and designer, Noma Mgidi, commemorating the June 16 Soweto Uprisings, was purchased. Other significant acquisitions included a watercolour painting by W. Ritter, titled *'Latest arrival from Mecca'* and a generous donation of 17 vintage couture garments, spanning the years 1971 to 1991, received from renowned fashion designer, Chris Levin. An artwork installation was acquired from Dr Rod Sauls for the Iziko Slave Lodge, comprising six panels in wood, glass and canvas, with the title *Menslikheid, Ordentlikheid, Eerlikheid, Deugsaamheid*, reflecting on women and children in enslavement.

#### Restoration And Representations

The Collections Manager of the Entomology Collections, Aisha Mayekiso, represented Iziko Museums on the Natural Science Collections Facility Coordinating Committee and managed the budget allocated to Iziko Museums' Natural History section via the NSCF. Iziko Museums was able to procure a range of equipment needed for the care of the natural history collections, such as data-loggers, alcomon tablets, alcohol density meters, chemical cabinets and various other items.

The Social History Conservators finalised arrangements for the treatment and restoration of the Bertram House furniture, which had been delayed by the lockdown. The furniture was returned and reinstalled during February 2021, with the assistance of the Presidential Employment Stimulus Project (PESP) interns. The Art Conservator carried out restoration work on a number of artworks including Christo Coetzee's *Machine Uranographique*, Freda Lock's *The Music Room, Hout Bay*, Robert Gwelo Goodman's *The Old Townhouse, Cape Town*, (MC 2019/1), John Thomas Baines' *Amakhosa Woman: Head Wife of a Chief*, JEA Volschenk's *Mountains, Graaf-Reinet*, Neville Lewis' *The Hudj* (867), Nathaniel George Phillips' *Terraciana* (1444) and the frame of the artwork, Melchoir d'Hondecoeter, *Hunting spoils with hare and bird*.



FLtR: Curator, Historical Painting and Sculpture, Hayden Proud; Exhibitions Designer, Amy Sephton and Designer, Nkosingiphile Mazibuko at work, 2020.

Iziko staff and visitors participating in the Jerusalem Challenge on Heritage Day in the Whale Well, ISAM, 2020.

Community group visitors waiting to enter the Iziko Slave Lodge on Heritage Day, 2020.

## Bringing The Museum To You Iziko Museums' Communications and Public Engagement

All Iziko Museums were closed to the public for six months during the national lockdown. Operating within this challenging yet dynamic context, Iziko Museums demonstrated our resilience and forward-orientated thinking by approaching museum services differently. Despite the physical closures, Iziko Museums' Advancement Department activated its online platforms to make Iziko Museums' exhibitions, programmes and other initiatives reach the public through various online mediums.

### Website and Social Media

The Iziko Museums' online presence provided a virtual vista so that fans, followers and visitors were able to connect and rejuvenate heart, mind and soul through virtual museum exploration. Iziko Museums' websites were frequented by a total of 164 629 virtual visitors. Additionally, as of 31 March 2021, Iziko Museums' social media platforms recorded a total of 12 777 Facebook fans and 6 802 Twitter followers.

The [#MaterialsMatterChallenge](#) took its inspiration from the exhibition *Matereality*. Iziko Museums regularly featured an artwork from the exhibition on its social media platforms, encouraging followers and fans to create their own artwork using recyclable materials. [#MuseumsFromHome](#), [#LockdownLearning](#)

and [#FossilFriday](#) showcased artefacts and exhibitions from the various museum sites and collections.

### Annual Commemorative Events

Despite the physically restrictive period, museums continued to serve as platforms from which cultural exchange, awareness and enrichment could be facilitated. During the reporting period, commemorative day events moved onto virtual platforms. Additionally, Iziko Museums supported national imperatives, creating awareness and promoting commemorative days across online platforms. Iziko Museums hosted its first virtual event on Youth Day, 16 June 2020.

Iziko Museums reopened to the public on 17 September 2020 observing all COVID-19 protocols and implementing a timed-access operating schedule. The cumulative visitor total to all Iziko Museums, for the 2020/21 fiscal, after six months of closure, equalled 52 521.

Free entry to select Iziko Museums commenced during Heritage Week, when the museums reopened to the public. The free entry is aligned to national commemorative days. During this reporting period Iziko Museums provided free entry for Heritage Week, World Aids Day and Emancipation Day, as well as Reconciliation Day.

Heritage Month is one of the most important commemorative campaigns for Iziko Museums. Annually, Iziko Museums hosts a week-long cultural programme of exciting exhibitions, talks and tours. A dynamic, virtual cultural programme geared towards engendering respect for South Africa's diverse heritage, *in\_herit* FESTIVAL 2020, echoed the national theme: *Celebrate South Africa's Living Human Treasures in the time of COVID-19*. Over a period of three days, the Advancement Department supported and assisted the hosting of a virtual lunch-time presentation series via Zoom Meetings. Iziko Museums' curators, collections managers, and conservators shared the work they do, the research they conduct, while discussing heritage issues in today's hyper-dynamic context.

The International Mother Language Day programme on 20 February 2021 saw another successful online debate with Iziko Museums and several of its partners. On 20 March 2021, the Human Rights Day programme saw a cross-generational dialogue on a virtual platform. Our annual *Celebrate Summer* campaign resumed, encouraging visitors to return safely to the museums, with COVID-19 measures in place.

**Communications and Media Coverage**  
Creating awareness of Iziko Museums' exhibitions, events, programmes, activities and initiatives is a strategic communications deliverable. During the year

under review, the rand value of the media and public relations coverage received by Iziko Museums equalled R220 812 723,93. The media coverage had a national audience reach, across print, broadcast and online media platforms in excess of 917 107 693 readers, viewers, listeners, and browsers online.

Media monitoring is the process of reading, watching or listening to editorial content of media sources, and then, identifying, saving and analysing content that contains Iziko Museums' specific key-words or topics. An Advertising Value Equivalent (AVE) refers to the rand value of media coverage gained. Highlight features included coverage in *Sunday Times*, *Weekend Argus*, *Cape Times*, *Hello Cape Town*, and Community newspapers, namely Cape Community Newspapers, People's Post. Iziko Museums also received coverage from regional radio stations such as Good Hope FM, Voice of the Cape, Cape Talk and Smile FM.

### Donors

Donors and sponsors supplement the Iziko Museum's subsidy from the Department of Sport, Arts and Culture, making key exhibitions, educational programmes, research, training and events possible. The economic impact of negative growth has adversely affected the general funding climate. Despite a constrained funding environment, the total donor funds banked during the period 2020/2021 was R5 361 062.28.



Senior Management Meeting with Chairperson of Council, 6th Floor ISAM, 2021.



Social History Assistant Educator, Mr Faried Basier at ISAM, 2021.



Support Service staff in the Gathering Space at ISAM during the Celebrate Summer campaign, 2021.

## Nurturing Our People

### Iziko Museums' Human Resources

The onset of the COVID-19 pandemic in South Africa created an unprecedented operating environment. Although the impact of the pandemic on staff and their ability to deliver on Iziko Museums' strategic objectives was hampered by the lockdown, the dedicated, passionate and skilled staff and management found solutions to navigate this new environment. The Human Resources Department remained operational during this period and was able to function as 'essential workers' ensuring that the organisation met its compliance requirements and that staff remuneration and benefits were processed.

### Learning and Development

The development of management and staff and transforming the organisational culture into a fit-for-purpose Iziko Museums culture is of strategic importance to the organisation. It was therefore imperative that learning and development opportunities continued during this lockdown period. The alternative form of training delivery via online platforms was found to be an effective means of continuing the development mandate. Many staff members, however, could not come to work in the first few months of the COVID-19 national lockdown and did not have access to a computer so they could not participate in online learning platforms. Training opportunities which have been offered primarily

online included providing management with the skills necessary to navigate the COVID-19 pandemic and working environment, risk and compliance. COVID-19 training was offered to all staff members between August and October 2020 in order to capacitate them with the necessary information and knowledge to safely return to work.

Iziko Museums funded the tertiary studies of nine staff members in the 2020 academic year. Although the COVID-19 national lockdown resulted in staff not being able to attend classes, they received lectures and communicated via online platforms. A few staff members were not able to complete their studies for the year due to logistical challenges and have had to unfortunately enrol again in 2021 in order to complete their studies.

Iziko Museums is delighted to congratulate Dr. Wandile Kasibe for obtaining his PhD from the University of Cape Town. The organisation is very proud of two staff members who passed all their final year examinations in Human Resources Management at the Cape Peninsula University of Technology (CPUT), thereby completing all requirements in obtaining a BTech degree in Human Resources. It was a particularly challenging study environment in 2020 and Olga Jeffries is commended for having received two distinctions in her final year.

## Internships

Iziko Museums continued to offer internship opportunities for 12 CATHSSETA interns who started their programme in October 2019. The national lockdown resulted in these interns being unable to access the workplace until September 2020, when their internships ended, and they regrettably lost opportunities to gain the experience in their various fields of study.

The Presidential Employment Stimulus Programme (PESP) via the Department of Sport, Arts and Culture, provided opportunities for a two-month internship towards the end of 2021 for youth in the Arts, Culture and Heritage sector to gain exposure to a museum environment. Iziko Museums appointed seventeen youths in December 2020 who were placed in the Education Department, Advancement Department, Collections and Digitisation Department, and they successfully completed projects within the organisation before exiting in February 2021.

## Recruitment

Recruitment activities continued and four new fixed term contract staff were appointed, two in Finance & Administration and two in Advancement.

Two senior management vacancies were also filled during the course of the year with the Director Human Resources commencing on 1 July 2020 and the Director Advancement on 13 January 2021.

## Other

The Employment Equity Consultative Forum met in November 2020 and finalised the qualitative EE report required for HR to successfully submit the annual EE report to the Department of Employment and Labour.

## Maintaining The Legacy

### Iziko Museums' Facilities

Iziko Museums' conservation and maintenance programme of the nine state-owned buildings is guided by the Conservation Management Plan, developed by architects with heritage expertise and approved by Heritage Western Cape (HWC), the provincial heritage resources authority, as legislated. Despite the challenges experienced with the COVID-19 pandemic and subsequent national lockdown, day-to-day repairs and maintenance continued.

### Conservation and Maintenance

The facade of the Iziko Bo-Kaap Museum was painted in partnership with Jive, the cool drink brand, as it celebrated our colourful heritage and the history of colour itself in Bo-Kaap. An architect with heritage experience managed the project to ensure that the work was done in terms of the required specifications.

The conservation and maintenance of heritage buildings requires permission from HWC. This is a lengthy process, but approval has been received. Conservation and maintenance work at the Iziko



Reconstruction and repairs to the gazebo at the Iziko Rust en Vreugd Museum, 2021.

Old Town House (IOTH) was prioritised and the procurement process to appoint a contractor to implement conservation and maintenance at IOTH as well as providing painting services at the following buildings is close to completion:

- Iziko Bo-Kaap Museum;
- Iziko Old Town House;
- Iziko Rust en Vreugd Museum and Annexe;
- Iziko SA Museum; and
- Iziko SA National Gallery.

An application for an upgrade of the electrical system at IOTH was also submitted to HWC for approval, but the permit approval process is still in progress.

The project known as the Courtyard Project at the Iziko South African Museum, which improves Iziko Museums' research, storage and office infrastructure, commenced in January 2013, has now reached practical completion. The collections and staff can now move back to the newly renovated spaces.

The facilities management team remained operational during the national lockdown period to ensure that buildings were protected, that urgent repairs and maintenance were carried out, and to implement all required compliance measures regarding COVID-19 at buildings occupied by Iziko Museums so as to mitigate risks related to the pandemic.

## 1.5 Statement of Responsibility and Confirmation of Accuracy for the Annual Report

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

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

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

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

The Annual Financial Statements (Chapter 5) have been prepared in accordance with the GRAP Standards applicable to the 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, the performance information, the human resources information and the financial affairs of the Entity for the financial year ended 31 March 2021.

Yours faithfully

Ms. Rooksana Omar  
Chief Executive Officer  
Iziko Museums of South Africa  
31 March 2021

Advocate R Solomons  
Chairperson of Council  
Iziko Museums of South Africa  
31 March 2021

## 1.6 Strategic Overview

### 1.6.1 Foundation

Iziko Museums of South Africa is a Schedule 3A Public Entity and an agency of the national Department of Sport, Arts and Culture (DSAC), 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).

In July 2001, the SFI was officially renamed Iziko Museums of Cape Town. 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 Museums of Cape Town was renamed Iziko Museums of South Africa, in September 2012.

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.

Iziko Museums 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 Museums 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.

Iziko Museums comprises the following museums, each with its own history and character:

- South African Museum & Planetarium and Digital Dome
- South African National Gallery
- Maritime Centre
- 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 Museums has successfully operated a Mobile Museum outreach programme since 2002.

### 1.6.1 Vision

Iziko Museums is an African museum of excellence that empowers and inspires all people to celebrate and respect our diverse heritage.

### 1.6.2 Mission

- To manage and promote Iziko Museums' 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.

### 1.6.3 Values

- *Ubuntu* - 'I am because you are'
- 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
- Teamwork: Work together to achieve unity in pursuit of our common goals



Director of Education, Hylton Arnolds conducting the Employment Equity meeting in the Training Room, HR Annexe Building, 2020.

## 1.7 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); National Treasury Regulations, 2001; the Cultural Institutions Act, 1998 (Act No. 119 of 1998), and other applicable legislation and regulations.

### 1.7.1 Constitutional Mandates

Constitution of South Africa	Responsibility of Iziko Museums
Of specific relevance is section 31: Rights of persons belonging to a cultural, religious, or linguistic community Section 16 (1) (c). Everyone has the right to freedom of expression, which includes (c) freedom of artistic creativity	Iziko Museums must ensure that its programmes and projects respect the cultural diversity of South Africa and the creative freedom of artists.

### 1.7.2 Legislative Mandates

National Heritage Legislation	Responsibility of Iziko Museums
Cultural Institutions Act 1998, (Act No. 119 of 1998) National Heritage Resources Act, 1999 (Act No. 25 of 1999) Government Immovable Asset Management, 2007 (Act no. 19 of 2007)	Iziko Museums are governed by a Council appointed by the Minister of Arts and Culture, with duties prescribed in this Act. The heritage resources in the care of Iziko Museums are managed in terms of this Act. The heritage buildings occupied by Iziko Museums are managed in terms of this Act.

### 1.7.3 Policy Mandates

Policy	Responsibility of Iziko Museums
Revised National White Paper on Arts, Culture and Heritage, 1996.	Iziko Museums are guided by the principles set out in this policy paper.



Director Human Resources: Ms Lucinda Rudolph; Director Collections and Digitisation: Mr Paul Tichmann; Director Education: Mr Hylton Arnolds (seated); Director Advancement: Ms Carol-Ann Davids; Director Support Services: Ms Farhnaaz Johadien (seated), 2021.



Iziko Executive Management Team, from FLtR: Dr Bongani Ndhlovu, Executive Director Core Functions; Ms Rooksana Omar, Chief Executive Officer (seated); Ms Denise Crous, Executive Director Operations & Ms Ronell Pedro, Chief Financial Officer.

## 1.8 Organisational Structure

### 1.8.1 Governance

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

The seventh Council of Iziko Museums was inducted in August 2019. The Council members are:

- Advocate Roderick Peter Solomons
- Advocate Judith Leshabane
- Mr. Dumisani Dlamini
- Ms. Sijabulile Makhathini
- Ms. Magdalene Moonsamy
- Dr Francis Nzama (*deceased in August 2020*)
- Mr. Sphetho Siyengo (*resigned in February 2021*)
- Mr. Andries (aka Popo) Masilo
- Professor Pitika Ntuli (*March 2021*)
- Mr Krishna Govender (*March 2021*)
- and Iziko Museums Chief Executive Officer (CEO), Ms Rooksana Omar, who 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 Department of Sport, Arts and Culture, the 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.

#### 1.8.1.1 Sub-committees of Council

The following Committees report to the Council:

- Audit and Risk Committee
- Core Functions and Advancement Committee

- Finance, Operations and Human Resources Committee
- Governance and Ethics Committee

The Operations Committee and Finance and Budget Committee amalgamated after the appointment of the 7<sup>th</sup> Council in August 2019.

### 1.8.2 Management

#### 1.8.2.1 Executive Committee (EXCO)

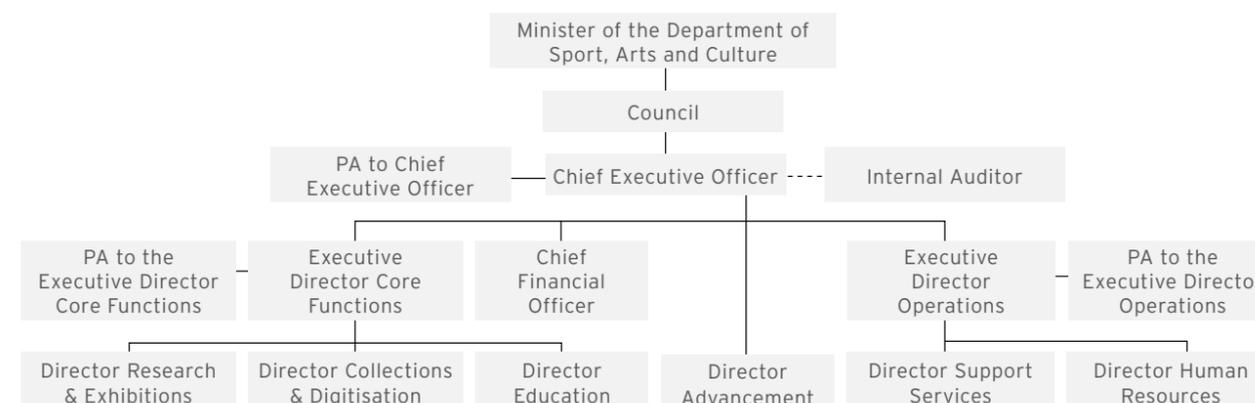
The Executive Committee (EXCO) consists of the CEO, the Executive Director Core Functions, the Executive Director Operations, and the Chief Financial Officer, with the Director of Advancement in the Office of the CEO playing a supporting role when required.

#### 1.8.2.2 Senior Management Team

Iziko Museums 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 Museums, under the leadership of the CEO.

#### 1.8.2.3 Iziko Museums Management Organogram





## 2 | PERFORMANCE INFORMATION

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## 2.1 Auditor's Report

Please see Chapter 5, page 94 for the AG's report.

## 2.2 Situational Analysis

### 2.2.1 Service Delivery Environment Background

The Southern Flagship Institution, now Iziko Museums of South Africa, was formed in 1999 when five clusters of established national museums in and around Cape Town merged in terms of the Cultural Institutions Act (Act No. 119 of 1998), published by the Minister of Arts and Culture, which gave effect to the alignment of national museum institutions.

Iziko Museums is amongst South Africa's premier flagship heritage institutions. One of three national museum institutions in the Western Cape, Iziko Museums is amalgamated and comprise of 11 national museums. These include: The South African Museum - which will be 200 years old in 2025; the Slave Lodge; and the South African National Gallery. Facilities include a newly upgraded Planetarium and Digital Dome; three collection-specific libraries; the Social History Centre and the Mobile Museum.

Iziko Museums continues to make significant progress towards achieving our vision of creating a heritage institution that is an 'African Centre of Excellence'. In 2025, Iziko Museums will celebrate the 200th anniversary of the oldest museum in its stable, the **South African Museum**, which was founded in 1825. In the years preceding this anniversary, we plan to further transform this leading institution into a world-class, yet uniquely African museum. We envisage Iziko Museums as an unequalled showcase for the art, social and natural history of South Africa in 2025 and beyond.

#### External Environment Analysis

The outbreak of the COVID-19 pandemic has profoundly affected societies around the world, plunging the global economy into a deep recession and adversely affecting travel and tourism. With

the majority of cultural institutions forced to close their doors, the cultural sector has been one of the most affected. Tourism-related activities have decreased, impacting surrounding communities both socially and economically, and plunging cultural institutions, heritage practitioners, artists and cultural professionals into a state of extreme economic and social fragility. The situation facing museums remains compromised by the global health crisis, which has hit the museum sector particularly hard and, according to the International Council of Museums (ICOM), 90% of museums closed their doors when the pandemic was at its peak and more than 10% may never reopen.

As a consequence of the imposition of a stringent national lockdown by the South African government, Iziko Museums closed its doors on 19 March 2020, to all eleven of its museums. These unprecedented closures - experienced across the country and indeed globally - were extended long beyond initial expectations because of consecutive waves of the COVID-19 pandemic. Iziko Museums was finally able to reopen eight of its museums - The Slave Lodge, The South African National Gallery, The South African Museum, The Planetarium and Dome, The Bo-Kaap Museum, the Maritime Museum at the V&A Waterfront, and The William Fehr Collection at The Castle of Good Hope, on 17 September 2020 - with limited opening hours. The Groot Constantia Manor House was reopened on 1 October 2020. Selected times were instituted to ensure that COVID-19 safety precautions could be adequately implemented. These included: timed access sessions, capacity regulation measures and sanitisation in accordance with regulatory requirements.

The following museums remain closed to the public to enable Iziko Museums to rotate staff members amongst the open museums: Koopmans-de Wet House, Bertram House and the Old Town House (Michaelis Collection). Bertram House and the Old Town House remain closed to the public and are pending renovations.

Iziko Museums attempted to adapt given the constraints and challenges presented by the pandemic by creating virtual exhibitions and offering online programmes where technological capacity allowed and where the material was conducive to such innovation. The successful virtual exhibitions and events included: Mother Language Day, Youth Day, and Human Rights Day, to name but a few.

Globally, museums face challenges of sustainability and inadequate funding as state and institutional funding streams are reduced by global recession and unforeseen environmental factors such as the outbreak of this pandemic. Museums are therefore increasingly aware of the need to diversify revenue streams to ensure that they are not dependent on one source of income, and continue to support agendas that create access to education, learning resources, contributing to poverty alleviation and recording the natural, social and artistic heritage of our country.

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

- The lack of state supported financial incentives to encourage private investments in heritage/ arts which constrains how museums can tap into alternative sources of funding;
- The rapid advance of technology and the investment required to stay up to date, which results in a lag;
- Adapting to increased social and economic pressures across all levels of society and an accelerated rate of change at every level - nationally, continentally and globally;
- An increasing burden of legislative, audit and supply chain compliance requirements that necessitate extensive resourcing;
- Limited economic growth in South Africa and the added burden placed on all institutions through closures caused by the pandemic, as well as the slow recovery from recession requires us to anticipate that we will have to do more with less and to plan accordingly in the short-medium term;
- The government subsidy to Iziko Museums for the 2020/2021 financial year was cut and this is a clear sign that we need to be extremely strategic with our

resources going forward. Iziko Museums should adopt an entrepreneurial management approach and streamline across the board to ensure that we are adapted to weather these lean years;

- The major challenge of obtaining funding to implement key institutional projects given the increasing budgetary constraints and reduction of spending on core function activities that are essential to our mandate and delivery; and,
- The significantly and increasing handicaps to fundraising and income generation imposed by the legal framework of a public entity, and additionally, the limited resources (both human and financial) allocated to fundraising and strategic development, coupled with the management of strategic relationships, raise concern at Iziko Museums that our performance to date in successfully raising funds, generating income and forging mutually beneficial partnerships to supplement our subsidy, is not sustainable.

To counteract these circumstances, Iziko Museums requires significant investment by both the public and private sectors to follow a trajectory that will empower us to continue to deliver on the imperatives of its Strategic Plan. It is critical for Iziko Museums to embrace new technologies and the realities of the Fourth Industrial Revolution (4IR) and the technological advances that are changing our world and how we live. The appropriate use of technology to be more efficient as well as enhance visitor experience through the introduction of more interactive technology and audiovisual content in our museums, remains a priority going forward. This is especially important beyond the onset of COVID-19.

Several projects that urgently require focused funding, including the upgrade of our exhibition galleries, the conservation and digitisation of the collections, and the further development of an interactive website to provide virtual access to our museums and resources, will contribute significantly to improving access to our collections and programmes, which will be enjoyed by a diverse audience.

The National Treasury and DSAC will be required to assist an entity such as Iziko Museums to source other funding by creating a conducive legal and legislative environment and the conditions to do so.

1. Iziko Museums operates the following national museums: South African Museum and the Planetarium and Digital Dome; South African National Gallery; BoKaap Museum; Slave Lodge Museum; the Old Town House Museum; Rust en Vreugd Museum; Bertram House Museum; Koopmans-De Wet House Museum; Groot Constantia Museum; William Fehr Collection (at the Castle of Good Hope); South African Maritime Centre (at the V&A Waterfront). See [www.iziko.org.za](http://www.iziko.org.za)

## 2.2.2 Organisational environment

Iziko Museums' Council, CEO and senior management, are committed to not only leading Iziko Museums forward, but to providing inspiration and leadership within the heritage sector and within the broader context of our society.

The realignment of the Iziko Museums structure has been an ongoing process. The purpose of the realignment has been to revisit museum practice to enhance and integrate functions across the three disciplines that Iziko Museums oversees, i.e. Art, Natural History and Social History. Reviewing our functions and operations in light of the decolonisation imperative has opened up debates about museum practice and how the collections are managed, stored and interpreted. The realignment is intended to increase cross-pollination of research, exhibitions, education and public programmes. There is a huge drive to overcome linear thinking and to open the opportunity to Iziko Museums' staff to create new path-breaking methodologies in museum work. We also wish to cooperate with and empower staff and have better interaction with the trade union for the benefit of the growth and efficiency of the museum.

In challenging times, organisations always cite limited budgets as a primary reason for shortcomings in implementation. This is currently the story of all parastatals and many scheduled institutions in South Africa. Fiscal pressures have forced rationalisation of ministries and this will invariably require efficiencies by merging institutions, departments and entities. Iziko Museums is facing the strategic scenario of contraction, competition and market development. Additional competencies will be required inside the organisation, in all its functional areas. It is fortunate that many of these skills appear to be represented on the Council, which may provide insights to guide the organisation.

Several problems have been raised inside the organisation. Iziko Museums are experiencing erratic visitor numbers and most recent indications are that visitations are under pressure. While closures of some sites may account for such decline, a critical examination of Iziko Museums' marketing activity may be helpful. The strain on funding arises from the austerity which characterises the fiscus while costs are increasing simultaneously. Buildings require maintenance and are subject to strict regulations, which

have also seen costs which were formerly subsidised by the DSAC and handled by the Department of Public Works and Infrastructure (DPWI) being passed onto Iziko Museums. Strained resources further limit opportunities for creative new initiatives concerning collections, digitisation and exhibitions, and this situation may further deteriorate.

It is imperative to fast-track a unified organisational culture while building a strong brand identity, since this has not yet been internalised by all staff members due to previous amalgamations. The prospect of future amalgamations implies further fragmentation of the organisational identity, as separate narratives continue within Iziko Museums.

Largely absent from the management narrative, however, is the limited use of commercial concepts for planning and tracking progress, possibly because the organisation is obliged to prioritise compliance with rigorous procedural requirements imposed by government.

Balance between commercial and regulatory thinking will be helpful at this stage of Iziko Museums' development. This task falls on the broad shoulders of Council and the management team. The National Treasury and DSAC will be required to assist Council and the management team to traverse this state of affairs by creating a conducive and enabling environment with the requisite facilitatory conditions.

## 2.3 Key policy developments and legislative changes

### Reviewed:

1. Code of Conduct and Disciplinary Policy
2. Asset Management Policy
3. Access Policy
4. Education Policy
5. Conservation Policy
6. Delegations of Authority Framework

### New Policies Developed:

1. ICT Access and Security Policy
2. Back-up and Recovery Policy
3. ICT Change Management Policy
4. ICT Disaster Recovery Plan
5. ICT Patch Management Policy
6. Working Remotely During Disasters Policy

## 2.4 Institutional Programme Performance Information

### 2.4.1 Iziko Museums' strategic objectives:

#### Strategic Objectives Programme 1

Strategic Outcome Oriented Goal 1	Programme 1: Administration
Goal Statement	To ensure effective and efficient sound governance and management 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.
Outcome Linkage to Iziko Museums Goal	Supports DSAC Strategic Outcome Oriented Goal 3

#### Strategic Objectives Programme 2

Strategic Outcome Oriented Goal 2	Programme 2: Collections (Business Development)
Goal Statement	Ensure professional capacity, skills and resources in order 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.
Outcome Linkage to Iziko Museums Goals	Supports DSAC Strategic Outcome Oriented Goals 1 & 3

#### Strategic Objectives Programme 3

Strategic Outcome Oriented Goal 3	Programme 3: Audience Development (Public Engagement)
Goal Statement	Transformed innovative public engagement programmes. 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 and ensure that Iziko Museums offering, as a competitive attraction, responds to the needs of our public and diverse audiences through enriching and enabling programmes in the areas of art, natural and social history and an interactive and engaging visitor experience. To increase our audience through greater awareness of what Iziko Museums has to offer through our diverse educational offerings, integrated marketing and communication and the development of our website as a knowledge resource. Furthermore, Iziko Museums 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 and other strategic initiatives.
Outcome Linkage to Iziko Museums Goals	Supports DSAC Strategic Outcome Oriented Goals 2 & 4

## Performance Information by Programme

Purpose / Sub-programmes/ Strategic objectives per programme

### 2.4.2 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 that compliance with the Generally Recognised Accounting Practice (GRAP) accounting framework, including GRAP 103 on Heritage Assets is maintained.
- To implement the Information and Communication Technology (ICT) Strategy to provide an enabling environment by improving the ICT 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 9 sites managed by Iziko Museums:
  - Bertram House and Bertram House 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)
  - SA Museum (late 19th century) and Planetarium (20th century)
  - SA National Gallery (20th century) and SA National Gallery Annexe

Iziko Museums does not manage the maintenance of the following sites:

- The Maritime Centre at the V&A Waterfront (leased property);
- Groot Constantia museum complex, in partnership with the Groot Constantia Trust;
- The William Fehr Collection at the Castle, in partnership with the Castle Control Board.



Iziko Bo-Kaap Museum façade repainted as part of the *Jive's Dala Your Colour* campaign, 2020.

2.4.2.1 Original APP 2020 / 2021

PROGRAMME / SUB-PROGRAMME: ADMINISTRATION									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Sound governance and compliance.	Financial Statements in terms of GRAP Accounting Framework prepared	Compliance with legislation and accounting standards by obtaining unqualified audit reports	New.	New.	Unqualified audit report with findings	Financial Statements prepared in terms of GRAP Accounting Framework	Audit Report not finalised	Audit Report only issued in July 2021	Targets changed to take into account realities of the National Lockdown
	Increase in percentage of own income by 1.2% i.t.o long term co-ordinated financial sustainability process established	Increase in percentage of own income by 1.2% i.t.o long term financial sustainability plan	New.	New.	14 % of total income (R27,560,289).	Not achieved  Draft long term financial sustainability plan formulated	Financial sustainability plan in draft form	Museums shut under National Lockdown	Museums shut under National Lockdown, resulting in a decrease, in ability to generate revenue
	15 new policies developed.	15 new policies developed.	2	2	3 new policies developed	Over achieved  5 new	+2	Work continued remotely	Work continued remotely
	Formulate income/revenue stream strategy to achieve 1% increase in the number of funded projects	Increase in number of funded projects by 1% of the total income/revenue stream strategy	New.	New.	Increase in number of funded projects by 1% i.t.o the income/revenue stream strategy	Not achieved  Draft Income generation strategy formulated	Income generation strategy in draft form	Museums shut under National Lockdown	N/A - Target unchanged
	Training opportunities i.t.o the Annual Learning and Development Programme offered.	Number of training opportunities offered.	New.	New.	Implement the 2020-21 Learning and Development Programme that offers 260 training opportunities	Not achieved  35	-225	HR able to offer online courses for remote learning	Museums shut under National Lockdown
Improved infrastructure to enhance visitor experience	Implementation of projects as per the Annual Conservation and Maintenance plan over the 5-year period	Number of repair and renovation projects i.t.o ACMP	New.	New.	Painting of 3 buildings and commence major repair and renovation project at IOTH	Not achieved  0	-3	Museums shut under National Lockdown	Museums shut under National Lockdown

2.4.2.2 Revised APP 2020 / 2021

PROGRAMME / SUB-PROGRAMME: ADMINISTRATION								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Ensure sound governance and compliance.	Financial Statements in terms of GRAP Accounting Framework prepared	Compliance with legislation and accounting standards by obtaining unqualified audit reports	New.	New.	Unqualified audit report with findings	Financial Statements prepared in terms of GRAP Accounting Framework	Audit Report not finalised.	Audit Report only issued in July 2021.
	Increase in percentage of own income by 0.5% i.t.o long term co-ordinated financial sustainability process established	Long term financial sustainability plan aimed at increasing percentage of own income annually by 0.5 %	New.	New.	Formulate long term financial sustainability plan.	Not achieved  Draft long term financial sustainability plan formulated	Financial sustainability plan in draft form.	Museums shut under National Lockdown.
	15 policies developed by 31 March 2025	Number of policies developed and reviewed	2	2	3 policies developed	Over achieved  6 new 6 reviewed	+3 New + 6 Reviewed	Work continued remotely.
	Strategy to achieve 1% increase in the number of 32 funded projects by 31 March 2025 formulated	Increase in number of funded projects i.t.o the income/revenue stream strategy	New.	New.	Formulate strategy to increase the number of funded projects	Not achieved  Draft Income generation strategy formulated	Income generation strategy in draft form.	Museums shut under National Lockdown.
	Training opportunities i.t.o the Annual Learning and development programme	Number of training opportunities offered	New.	New.	Implement the 2020-21 Learning and Development Programme that offers 100 training opportunities	Over achieved  376	+276	HR able to offer online courses for remote learning.
Improved infrastructure to enhance visitor experience	Implementation of projects as per the Annual Conservation and Maintenance plan over the 5-year period	Number of repair and renovation projects i.t.o ACMP	New.	New.	Paint exterior of IBK, façade of ISAM and ISANG and commence repair and renovation project at IOTH.	Not achieved  The façade of the IBK was painted.	The façade of the ISAM and ISANG and the repair and renovation project at the IOTH did not commence as planned in this reporting period.	When the annual target was revised due to Iziko Museums being closed, it was not anticipated that business operations would commence partially only in September 2020, resulting in a delay in advertising the tender to procure contractors.

### 2.4.3 Programme 2: Business Development (Collections)

#### 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 these are preserved for future generations.
- Digitisation of collections to provide access and to reduce risk of information loss.

#### 2.4.3.1 Original APP 2020 / 2021

PROGRAMME / SUB-PROGRAMME: 2 BUSINESS DEVELOPMENT (COLLECTIONS)									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	*Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Nation Building through growth and development of collections	New records entered on the collections databases	Number of new records entered on collections databases	15,644	27,518	21 200	Not achieved 2036	-19,164	Museums shut under National Lockdown.	Museums shut under National Lockdown.
	New acquisitions	Number of New acquisitions	13,337	27,835	2,068	Partially achieved 2054	-14	Recognition of catalogued Natural History specimens.	Recognition of catalogued Natural History specimens.
PROGRAMME / SUB-PROGRAMME: 2 BUSINESS DEVELOPMENT (COLLECTIONS)									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	*Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Nation Building through growth and development of collections	Peer reviewed publications (including articles or chapters) published.	Number of peer reviewed publications (including articles or chapters) published.	30	31	25	Not achieved 7	-18	Museums shut under National Lockdown.	Museums shut under National Lockdown.
	Other (popular) publications published.	Number of other (popular) publications published.	7	6	14	Partially achieved 8	-6	Museums shut under National Lockdown.	Museums shut under National Lockdown.

### 2.4.3.2 Revised APP 2020 /2021

PROGRAMME / SUB-PROGRAMME: BUSINESS DEVELOPMENT (COLLECTIONS)								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Nation Building through growth and development of collections	New records entered on the collections databases	Number of new records entered on collections databases	15,644	27,518	14,133	Partially achieved 11,926	- 2,207	The moving of the Marine Biology Collections to new stores, combined with lockdown interruptions, impacted on digitisation activities.
	New acquisitions	Number of New acquisitions	13,337	27, 835	500	Over achieved 11,992	+ 11,492	Recognition of catalogued Natural History specimens.
PROGRAMME / SUB-PROGRAMME: BUSINESS DEVELOPMENT (COLLECTIONS)								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Nation Building through growth and development of collections	Peer reviewed publications (including articles or chapters) published.	Number of peer reviewed publications (including articles or chapters) published.	30	31	25	Over achieved 34	+5	The museums' active research projects (6.11) continued to assist Iziko Museums to produce positive results. Refer to appendix 6.9 for peer-reviewed publications.
	Other (popular) publications published.	Number of other (popular) publications published.	7	6	12	Over achieved 23	+8	In addition to conventional media, Iziko Museums also embraced other publication platforms. Refer to 6.10. for other publications.

### 2.4.4 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 Museums' online presence and enrich the website content, to ensure this function 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 Museums to attract investment and increase donor and self-generated income to enable public engagement initiatives and delivery of other strategic objectives.
- Develop and sustain strategic partnerships to facilitate collaboration and synergy with other organisations for mutual benefits.

2.4.4.1 Original APP 2020 / 2021

PROGRAMME / SUB-PROGRAMME: 3 AUDIENCE DEVELOPMENT (PUBLIC ENGAGEMENT)									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	*Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Knowledge generation through research to contribute to educated informed and empowered community	New exhibitions produced	Number of new exhibitions.	19	10	15	Not achieved 0	-15	Museums shut under National Lockdown.	Museums shut under National Lockdown.
	Special museum education programmes presented	Number of special museum education programmes presented	18	14	16	Not achieved 1	-15	Museums shut under National Lockdown.	Museums shut under National Lockdown.
	Public programmes presented	Number of public programmes presented	14	11	12	Partially achieved 6	-6	Museums shut under National Lockdown.	Museums shut under National Lockdown.
	Outreach programme presented	Number of outreach programmes presented	53	50	52	Not achieved 0	-52	Museums shut under National Lockdown.	Museums shut under National Lockdown.
	Internships and WILS hosted	Number of interns and WILS hosted	33	33	33	Not achieved 1	-32	Museums shut under National Lockdown.	Museums shut under National Lockdown.
PROGRAMME / SUB-PROGRAMME: 3 AUDIENCE DEVELOPMENT (PUBLIC ENGAGEMENT)									
Creation of awareness and promotion of access to history and culture	Visitor numbers to the museum/sites increased	Number of visitor numbers to the museum sites	528,409	476,750	582,570	Not achieved 0	-582,570	Museums shut under National Lockdown.	Museums shut under National Lockdown.
	Visitor numbers to Iziko websites increased	Number of visitor numbers to Iziko websites increased	244,591	240,845	269,660	Not achieved 25,310	-244,350	Museums shut under National Lockdown.	Museums shut under National Lockdown.
	Marketing Campaigns undertaken	Number of Marketing Campaigns undertaken	3	3	4	Not achieved 1	-3	Museums shut under National Lockdown.	Museums shut under National Lockdown.
	Commemorative days promoted	15 commemorative days promoted per annum	15	14	15	Not achieved 3	-12	Museums shut under National Lockdown.	Museums shut under National Lockdown.

2.4.4.2 Revised APP 2020 /2021

PROGRAMME / SUB-PROGRAMME: AUDIENCE DEVELOPMENT (PUBLIC ENGAGEMENT)								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Knowledge generation through research to contribute to educated informed and empowered community	New exhibitions produced	Number of new exhibitions.	19	10	5	Over achieved 9	+4	As an intervention to mitigate the negative impact of Covid-19, Iziko Museums produced 7 online and virtual exhibitions, 2 of those were converted into physical exhibitions. Also, 2 staff members who were due for retirement at end the financial year were able to finalise their installations before exiting Iziko Museums. For exhibitions refer to 6.4.
	Special museum education programmes presented	Number of special museum education programmes presented	18	14	13	Not achieved 2	-11	Due to the national lockdown and Covid-19 restrictions on schools taking excursions, Iziko Museums could not reach the target.
	Public programmes presented	Number of public programmes presented	14	11	14	Over achieved 16	+2	Public programmes adapted their programming to Iziko Museums' online platforms and exceeded in their target.
	Outreach programmes presented	Number of outreach programmes presented	53	50	16	Not achieved 2	-14	The target could not be reached due to the national lockdown and Covid-19 restrictions. The Mobile Museum could not visit libraries, communities, school, festivals, etc.
	Internships and WILS hosted	Number of interns and WILS hosted	33	33	6	Over achieved 31	+25	Participation in PESP.
PROGRAMME / SUB-PROGRAMME: 3 AUDIENCE DEVELOPMENT (PUBLIC ENGAGEMENT)								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2018/2019	AUDITED ACTUAL PERFORMANCE 2019/2020	PLANNED ANNUAL TARGET 2020/2021	**ACTUAL ACHIEVEMENT 2020/2021	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2020/2021	REASONS FOR DEVIATIONS
Creation of awareness and promotion of access to history and culture	Visitor numbers to the museum/sites increased	Number of visitor numbers to the museum sites	528,409	476,750	250,000	Not achieved 52,521	- 197,479	All Iziko Museums was closed for 6 months in compliance with the national Covid-19 lockdown regulations and could not meet its required goals.
	Visitor numbers to Iziko websites increased	Number of visitor numbers to Iziko websites increased	244,591	240,845	200,000	Not achieved 164,629	-35,371	Lack of free wifi in office settings resulted in fewer website hits.
	Marketing Campaigns undertaken	Number of Marketing Campaigns undertaken	3	3	4	Over achieved 5	+1	Staff returned to work/ increased output.
	Commemorative days promoted	15 commemorative days promoted per annum	15	14	15	Over achieved 16	+1	Staff returned to work/ increased output.

## 2.5 Reporting on the Institutional Response to the COVID-19 Pandemic

Table: Progress on Institutional Response to the COVID-19 Pandemic

Programme / Sub-Programme	Intervention	Geographic location (Province/ District/local municipality) (Where Possible)	No. of beneficiaries (Where Possible)	Disaggregation of Beneficiaries (Where Possible)	Total budget allocation per intervention (R'000)	Budget spent per intervention (R'000)	Contribution to the Outputs in the APP (where applicable)	Immediate outcomes
Administration - Governance	Purchase of Personal Protective Equipment	Western Cape	All Iziko employees, visitors and contractors to Museum sites		1316	1412	Not applicable	Safe access to Museum sites by staff and communities
Business Development (Collections)			All Iziko employees, visitors and contractors to Museum sites		65	85	Not applicable	Safe access to Museum sites by staff and communities
Audience Development - (Public Engagement)			All Iziko employees, visitors and contractors to Museum sites		130	85	Not applicable	Safe access to Museum sites by staff and communities

## 2.6 Linking performance with budgets

Programme/ activity/ objective	2019/2020			2020/2021		
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration - Governance	90 475	143 224	(52 749)	132 350	133 382	(1 032)
Business Development (Collections)	35 977	29 526	6 451	28 327	30 257	(1 930)
Audience Development - (Public Engagement)	14 445	12 525	1 920	13 645	12 082	1 563
<b>TOTAL</b>	<b>140 897</b>	<b>185 275</b>	<b>(44 378)</b>	<b>174 322</b>	<b>175 721</b>	<b>(1 399)</b>

## 2.7 Revenue Collection

Sources of revenue	Estimate	2019/2020		Estimate	2020/2021	
		Actual Amount Collected	(Over)/Under Collection		Actual Amount Collected	(Over)/Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Government Grant: Subsidy - Department of Sports, Art & Culture	81 886	91 557	(9 671)	90140	88 153	1 987
Government Grant: Conditional Grants - Department of Sports, Art & Culture	31 186	4 083	27 103	16423	2 459	13 964
Service in Kind - Income	-	56 371	(56 371)	54552	54 305	247
Sponsorship	8 859	6 520	2 339	3 667	4 765	(1 098)
Cash and asset donations	588	677	(89)	222	4 977	(4 755)
Interest revenue	9 652	9 946	(294)	7 322	7 010	312
Admission fees	5 981	7 057	(1 076)	756	999	(243)
Rental income	949	1 815	(866)	111	1 312	(1 201)
Fair value gain	13	34	(21)	-	-	-
Post Retirement Actuarial Gain	-	5 641	(5 641)	-	-	-
Other income	1 783	1 834	(51)	1 129	448	794
<b>TOTAL</b>	<b>140 897</b>	<b>185 535</b>	<b>(44 638)</b>	<b>174 322</b>	<b>164 428</b>	<b>9 894</b>

## 2.8 Capital Investment, Maintenance and Asset Management Plan

No infrastructure projects were completed in this financial year.

Infrastructure projects currently in progress and expected completion:

Infrastructure projects in progress	Expected completion
Painting facade of following buildings: (SA Museum, SA National Gallery) and the Iziko Museums Old Town House (IOTH)	30/09/2021
Installation of a Gas Fire Suppression System at Iziko Museums SA National Gallery & Annexe	30/03/2022
Repair and renovation of the Iziko Museums Old Town House	31/12/2022

Progress made on the maintenance of infrastructure:

A Project Manager with heritage expertise was appointed to project manage the repair and renovation projects. The facade of the IBK Museum was painted in partnership with Jive, the cooldrink brand. The procurement process to appoint a Contractor for the repair and renovation at the IOTH and painting services at the ISAM, ISANG, IOTH and IBK Museums is nearing completion.

Developments relating to the above that are expected to impact on the public entity's current expenditure:

The Department of Public Works and Infrastructure (DPWI) is the Custodian of heritage buildings in terms of the Government Immovable Asset Management Act (GIAMA), 2007 (Act no. 19 of 2007) and is thus responsible for all repair and maintenance projects of R100 000 and more. For many years DPWI has gradually stopped funding repair and maintenance projects of R100 000 and more which has severely impacted on Iziko Museums' current human and financial resources.

The current state of the public entity's capital assets, for example what percentage is in good, fair or bad condition:

Architects with heritage expertise were appointed to assess the condition of the nine buildings where Iziko Museums is required to manage the day-to-day maintenance of the buildings, Consequently an Existing Building Condition Report (EBCR) as well as a five-year Conservation and Maintenance Plan, a Conservation Management Plan and As-built Drawings for each of the following buildings were developed:

- Bertram House and Bertram House Annexe, (early 19<sup>th</sup> century)
- Bo-Kaap Museum (early 19<sup>th</sup> century)
- Koopmans-de Wet House (18<sup>th</sup> century)
- National Mutual Building (20<sup>th</sup> century) housing the Social History Centre
- Old Town House (18<sup>th</sup> century) housing the Michaelis Collection
- Rust en Vreugd Museum (late 18<sup>th</sup> century) and Rust en Vreugd Annexe
- Slave Lodge (foundation was laid in 1679, but sections were added in 17<sup>th</sup> and 18<sup>th</sup> centuries)
- SA Museum (late 19<sup>th</sup> century) and Planetarium (20<sup>th</sup> century)
- SA National Gallery (20<sup>th</sup> century) and SA National Gallery Annexe

The condition assessments indicate that 67% of the buildings are structurally in good condition and 33% are in fair condition, however all the buildings require repair and maintenance.

Major maintenance projects that have been undertaken during the period under review:

The procurement process to implement repair and maintenance work at the Iziko Museums Old Town House (IOTH) and painting services at the following buildings commenced during this reporting period:

- Iziko Museums Bo-Kaap Museum,
- Iziko Museums Old Town House,
- Iziko Museums Rust en Vreugd Museum and Annexe,
- Iziko Museums SA Museum, and
- Iziko Museums SA National Gallery.

Progress made in addressing the maintenance backlog during the period under review, for example, has the backlog grown or become smaller? Is the rate of progress according to plan? If not, why not, and what measures were taken to keep on track?

There have been delays in implementing the repair and maintenance projects due to the unprecedented impact of COVID-19, thereby affecting all business operations and resulting in the procurement processes for all non-essential services such as conservation services being delayed. The tender process to appoint a Contractor for the repair and maintenance projects was nearing completion at the end of the reporting period.

Infrastructure projects	2019/2020			2020/2021		
	Estimate	Actual Expenditure	(Over)/Under Expenditure	Estimate	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Maintenance and Conservation	19	-	19		163	163
Painting and Renovation of Facilities		-		280	1	1
Climate Control	25	-	25		-	-
DAC Halon Gas & Fire Suppression System		-			58	58
Old Townhouse Repairs		-			-	-
Planetarium Upgrade	2 947	440	2 507	280	-	280

# 3 | GOVERNANCE

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### 3.1 Introduction

In this reporting period, Council and Management had to take rapid decisions about the closure of the 11 Iziko Museums of South Africa due to the global, SARS-COV-2 pandemic. The Iziko Museums closed its doors to the public on 19 March 2020 prior to the national lockdown as announced by his excellency President Ramaphosa. The early closure was due to a delegate that attended the Commonwealth Association of Museums Conference, testing positive for COVID-19. This decision was motivated by the fact that the delegate had interacted with the staff and delegates that had attended the conference.

The impact of the lockdown due to COVID-19 on Iziko’s ability to generate own income to supplement the subsidy and raise adequate funding for operational requirements has been devastating considering the unexpected additional cost of Personal Protective Equipment (PPE). Accordingly the Iziko Museums had a subsidy reduction of R2, 281m followed by a further reduction in the budget of R6, 5m in June 2020 and a further reduction in the budget for the compensation of employees by R1,987m in November 2020. The impact of these budget cuts has resulted in the Iziko Museums not being able to finance the realigned structure for the institution.

Council and management revisited the institution’s Business Continuity Plans to ensure that the institution had all the necessary processes and procedures in place to continue to work remotely during the national lockdown due to the COVID-19 pandemic. Staff continued on their programmes, projects and daily routines through the virtual resources that were available. The Iziko Museums continued to remain in contact with the public through its website, social media platforms and press. All emergency staff worked on a hybrid system of work visiting the museums regularly to check if there were any incidents of fire, burst water pipes, air conditioning breakdown and burglary during this period. The staff ensured that the collections of the Iziko Museums were in a satisfactory state during this period

### 3.2 Portfolio Committees

No meetings were held with the Department of Sport, Arts and Culture (DSAC) Parliamentary Portfolio Committee during the 2020/21 financial year.

### 3.3 Executive Authority

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

Submission Date	Report	Issues Raised
15 February 2020	First Draft Shareholder’s Compact	
02 March 2020	Table final APP for 2020/21 in Parliament	
13 March 2020	Final 2 printed Shareholders Compact	
31 March 2020	Financial Year End 2019/20	
01 April 2020	<b>Start of Financial Year 2020/21</b>	
15 April 2020	Submit Procurement Plans to DSAC for 2020/2021	
30 April 2020	Submit Final Quarterly Report to Department for 2019/20 financial year	
Before 29 May 2020	Audit Committee meeting to approve AFS for 2019/2020 submission to AG for audit	
29 May 2020	1. Submit signed financial statements for 2019/2020 and management reports to Treasury and Auditor- General/External auditor for 2019/20	
15 May 2020	2. Submit list of all banking accounts to Treasury via the DSAC Corporate Governance Unit	

Submission Date	Report	Issues Raised
	3. Submit Annual Report performance measurement details to Auditor-General.	
29 May 2020	Submit signed Treasury AFS Template to Treasury (unaudited)	
29 May 2020	Submit the unaudited AFS to DSAC	
15 July 2020	First Quarterly Report on the Procurement Plan	
31 July 2020	Submit 2nd Mock-up 2019/20 Annual Report to DSAC	
30 July 2020	First Quarterly Report of National Treasury to Department for 2019/20 financial year	
30 July 2020	First Quarterly Report to Department for 2019/20 financial year:	
31 July 2020	Audited financial statements to Treasury for 2019/20 and Final AFS consolidation template (Reviewed by AG/Auditors)	
	Audited financial statements to Treasury for 2019/20 and Final AFS consolidation template (Reviewed by AG/Auditors)	
28 August 2020	Submit the Final Printed Annual Report 2019/20 to DSAC	
25 August 2020	Submit Applications for Deficit and Retention of Surpluses to Governance Unit?	
30 September 2020	Submit the 2019/20 Irregular Expenditure	
02 October 2020	Submit the revised MTEF Database to DSAC /Corporate Governance	
15 October 2020	Second Quarterly Report on the Procurement Plan for 2019/20	
30 October 2020	Second Quarterly Report to Department for 2020/21 and the Audit Implementation Plans	
30 October 2020	Second Quarterly Report of National Treasury to Department for 2020/21 and the	
30 October 2020	APP Draft for 2020/2021	
06 November 2020	Submission of the 1st Draft ENE Database and Chapter to DSAC/Corporate Governance	
04 December 2020	Submit the revised ENE Database to DSAC/Corporate Governance	
	<b>Start of 2021</b>	
15 January 2021	Submit 3rd Quarterly Report on the Procurement Plan for 2019/20	
20 January 2021	Submit 3rd Quarterly Report National Treasury to Department for 2020/21	
29 January 2021	Submit 3rd Quarterly Report to Department for 2020/21 financial year & the Audit Implementation Plans	
29 January 2021	Submit Final Annual Performance Plan to Department for 2021/22 and the Strategic Plans 2025	

### 3.4 The Accounting Authority

The Iziko Museums of South Africa Council Charter was presented to Council, and after amendments, was approved on 26 May 2020. The following table sets out the roles and responsibilities of Council, including commentary and progress in complying with this charter.

### 3.4.1 Iziko Museums of South Africa Council Charter

#### Iziko Museums of South Africa Council Charter

##### 1. Purpose

The purpose of this document is to set out the mission, duties and responsibilities of Council members of the Iziko Museums of South Africa (Iziko Museums).

##### 2. Mission of the council members

The mission of Council members is to represent the interests of the shareholder (the Government), and by implication the South African public, in ensuring a successful business that achieves the vision of Iziko Museums.

The Council is ultimately accountable and responsible to the South African Government and Parliament for the performance and affairs of the Museum. The Council must therefore retain full and effective control over the institution and give strategic direction to the management of the Museum. The Council is also responsible for ensuring compliance with all relevant laws, regulations and codes of business practice.

In addition, the Council has a responsibility to the broader stakeholders which includes the present and potential beneficiaries of the Iziko Museum's products and services, clients, lenders and employees, to achieve continuing prosperity for the Iziko Museums as well as professional service delivery.

##### 3. Fiduciary responsibility

The individual Council members of the Iziko Museums, both executive and non-executive carry full fiduciary responsibility in terms of the binding Acts under which this institution is managed.

##### 4. Selection and composition of the council

4.1 Council members shall be selected and appointed or removed by the Minister, in accordance with the applicable legislation<sup>2</sup>.

4.2 The Council may form committees consisting of Council members, and such committees may

take independent professional advice with the consent of the Chairperson at the Iziko Museums' expense as and when necessary. However, it must be noted that the Council is not precluded from the Supply Chain requirements when procuring these services. These committees should report regularly to the Council on their activities. The committee structure, membership and mandates should be reviewed regularly.

##### 5. Council leadership

The Chairperson of the Council should not be the CEO or any other employee of Iziko Museums. The role of the Chief Executive Officer and Chairperson should accordingly be separate and the Chairperson should be an Executive Council member. The Chairperson, together with the various chairpersons of council committees, constitutes the Executive Committee of Council.

##### 6. Orientation of new council members

Council Members have a responsibility to acquaint themselves with their fiduciary duties, and responsibilities, as well as with the issues pertaining to the operations and business environment of the Iziko Museums so that they are able to fulfil their duties. To assist them, the Council should establish a formal orientation programme for new Council Members which includes background material, meetings with senior management and visits to the Iziko Museums' sites.

Further, briefings on relevant new laws and changing commercial risks should be held periodically or as required.

##### 7. Conflicts of interest

A Council member is disqualified by virtue of his/her office from contracting directly or indirectly with the Iziko Museums.

7.1 Full disclosure of the nature of a Council member's direct or indirect interest on any matter before the Council is required.

7.2 A Council member may not vote on any matter in which they have an interest. Additionally, they should be recused from any meeting when such matters are discussed.

7.3 A register of declarations of interest should be kept.

7.4 A Council member who applies for a management position within the organisation must first resign as a Council member before doing so. In the event that the application is unsuccessful, such a Council member may not be reappointed to the Council.

7.5 Executive Council members must distinguish between their role as Council member and that of the Chief Executive Officer. Should they be unable to reconcile the two roles they should withdraw from the discussion.

7.6 The Chairperson may for good reason request the Chief Executive Officer to leave the Council room for any part of the Council meeting; especially so during deliberations relating to executive performance or remuneration.

7.7 A Council member's Code of Conduct shall be codified and disclosed in the annual report.

##### 8. Segregation of roles

In the execution of its fiduciary obligation, the Council will ensure a segregation of roles between itself (strategy and policy) and management (implementation), without abdicating its accountability role as imposed on it by applicable legislation.

##### 9. COMMITTEES

###### 9.1 Council Committees

The Council should appoint the following permanent committees:

- Audit and Risk Committee;
- Core Functions, Advancement and Restitution Committee;
- Finance, Operations and Human Resources Committee; and the
- Governance and Ethics Committee.

The purpose of each Committee must be clearly spelt out. Each committee should have at least two Council members forming part of it with the exception of the Audit Committee that should have at least one Council member. The Council may establish any other such committee as required and should determine the functioning of those committees, and delegate powers to such committees.

###### 9.2 Committee members

The Chairperson is to assign Council members to various committees subject to any requirements for specific skills and experience.

##### 10. Evaluation

###### 10.1 General

Council members should evaluate the Council's contribution as a whole and should specifically review areas in which the functioning of the Council could be improved.

###### 10.2 Chief Executive Officer

The Chairperson should annually make a formal evaluation of the Chief Executive Officer. The Chairperson may decide to involve the Executive Committee of Council in this evaluation. The evaluation should be based on objective criteria including performance of the business, accomplishment of long-term strategic objectives, development of management, etc. For this purpose the Chief Executive Officer should be interviewed.

###### 10.3 Council Committees

The Council should evaluate the performance and effectiveness of the Council Committees on an annual basis, to determine areas in which the functioning of the committees require improvement.

##### 11. Council relationship to staff and external advisors

###### 11.1 Attendance of non-Council members at council meetings

The Chairperson may permit members of the Iziko Museums' staff through the Chief Executive Officer and outside parties to attend all or part of Council meetings at specific or regular times. The purpose for such attendance is to provide the Council with expert insights to their deliberations or as capacity building for potential Council members. The Iziko Museums' Chief Executive Officer should propose such attendance and should consult the Chairperson of Council before reaching a decision.

###### 11.2 Council access to senior staff and the books and records

Council members in consultation and permission of the Chairperson may consult the Iziko Museums' Senior Managers, through the Chief Executive Officer, regarding information about

2. Cultural Institutions Act No. 119 of 1998

the operations of the organisation, records, documents and property, which they may require to make competent decisions on behalf of Council. Such contact should not be distracting to the business operation of the Institution and be in writing, sent to the office of the Chief Executive Officer and the Chairperson of the Council. Council members shall refrain from contacting staff directly, without the approval of the Chairperson and CEO.

#### 11.3 Council access to external experts

Council members may collectively or individually consult external professional advisors with the permission of the Chairperson on any matter of concern to the Museum after having advised the Museum Chief Executive Officer and Chairperson as appropriate. The Iziko Museums shall be obliged to bear the costs of these consultation services while adhering to the Iziko Museums' procurement procedures.

### 12. Succession and emergency planning

The Chairperson should determine in consultation with the Iziko Museums' Chief Executive Officer, a succession plan for the Iziko Museums' Chief Executive Officer and one for executive management. Similarly, acting arrangements for when the Iziko Museums' Chief Executive Officer is away or indisposed should be pre-planned. Should the Iziko Museums' Chief Executive Officer be indisposed for an extended period or indefinitely, the Chairperson should consult with the Council on acting arrangements, before an acting Iziko Museums' Chief Executive Officer is appointed.

### 13. Council meetings

13.1 Council meetings shall be held as determined by legislative imperatives, in accordance with applicable legislation specifying the Council's reserved powers.

13.2 The Council shall make decisions by a majority of votes which is fifty per cent plus one (50% + 1) additional member's vote. An alternative member of a committee of Council has the same voting and decision making powers as the standing member of the committee when the standing member of the committee is unable to attend the meeting.

13.3 A record should be kept of the attendance of Council members at Council meetings. Council members must attend in person or virtually not less than fifty per cent of the annual sub-committee and council meetings.

13.4 The Chairperson, with the assistance of the Secretariat, shall establish the agenda for each Council meeting and in doing so should consult with other Council members and the Iziko Museums' Chief Executive Officer where necessary. The Chairperson should place any item on the agenda that is proposed in writing and motivated by a Council member.

13.5 The Iziko Museums' Chief Executive Officer shall, with the assistance of the Secretariat, ensure that information and data that is important to the Council's understanding of the business to be distributed in writing before the Council meets. This material should be as brief as possible while still providing the essential information.

13.6 Presentations should be sent to the Council members in advance so that the Council's meeting time can be conserved, and the discussion time focused on questions that the Council has about the material. On those occasions when the subject matter may in the opinion of the Chairperson be too sensitive to record, the presentation will be discussed at the meeting.

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

### 14. Secretarial role

The Council, assisted by the Iziko Museums' Chief Executive Officer, is responsible for the selection and appointment of the Secretariat. The Council Secretary is responsible for the delivery of secretarial services and adequate Council meeting logistics for the successful running of the Council's business. The Council Secretary shall attend all Council and Council Committee meetings to record the proceedings and decisions.

### 15. Reservation of powers

Except as reserved for in terms of applicable legislation, the Council has unfettered powers to

govern the Organisation. The Council shall adopt a strategic plan for the business. In addition, all material matters reserved for decision by the Minister and the Council, and those powers that have been delegated to management are set out in the museum Delegated Powers document, Delegation of authority document 2018, or as amended, and approved thereafter.

### 16. Risk management and internal control

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

### 17. Monitoring of operational performance

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

### 18. Public communications

Public communications on the affairs of the organisation is dealt with by the Chief Executive Officer. The Council may, by exception, decide to communicate directly, in which case only the Chairperson or his/her deputy should make such communication. No Council member is permitted to make any public statements about the museum in any public forum or in the press. All communications that Council members want to make about the institution must be sanctioned by the Chairperson.

An individual Council member, however, has fiduciary responsibility to a wide range of stakeholders. Where such Council member is compromised by a serious matter of conscience and feels compelled to make a public communication, he or she should first discuss the matter with the Chairperson, and on the Chairperson's advice, with the stakeholder.

### 19. Code of ethics

The Council should establish the values of the Organisation in support of its mission, and establish

principles and standards of ethical business practice in support of such values. These principles and standards should be communicated to affected stakeholders in codified form, and the Council should assume responsibility and accountability to stakeholders for compliance with these.

### 20. Quorum

The Council's quorum will be fifty percent plus one to make decisions on behalf of Iziko Museums. The meeting will still be deemed quorate should a member join the meeting via a conference/video call for the duration of the meeting.

### 21. Reversal of the charter (Amendments)

The Iziko Museums' Council may choose to amend the whole Charter or sections of the Charter. This can only be done at a formal meeting of the Iziko Museums' Council where the Council member motivates for the amendment. All Council members will be expected to vote on accepting or rejecting the change or changes. Any amendments to this Charter will be done by majority vote.

### 22. Remuneration of council

22.1 Council members shall be remunerated for their services on the basis as determined by National Treasury Regulations and adopted by the Department of Sport, Arts and Culture and the Iziko Museums' Council

22.2 Council members will be paid a preparation fee for meetings as periodically approved by the Chairperson, upon the advice of the CEO

22.3 Council members will be paid an hourly rate for ad hoc work, such as reviewing documents and making critical decisions on an urgent consultative basis

22.4 Council members shall keep their expenses, where necessary, reasonable and consistent with the Council's rate of remuneration applicable to Council or any other applicable tariff and any allowances payable for services rendered to or on behalf of Council

22.5 Council members shall furnish acceptable records of their expenses, where necessary

22.6 The remuneration of Council members shall be reviewed on an annual basis

22.7 The logistical arrangements around the above will be handled by the Office of the CEO or such delegated official

## 3.5 Appendix 1 - Council Charter Code of Conduct

### 3.5.1 Introduction

The Council is accountable for the governance of the Organisation. It is also responsible inter alia, for strategic vision, setting policies and procedures, monitoring operational performance, sustainability and communications.

In order to be able to carry out their duties, the Council member must:

- know and understand the regulatory environment in which the organisation operates;
- ensure that they have sufficient facts at their disposal to make informed decisions; and
- identify on an ongoing basis the risks in the management of the Organisation and ensure that there are appropriate systems to manage such risks.

In addition to exercising due prudence and skill, Council members must conduct their fiduciary duties loyally and in the best interests of the organisations they serve. These standards form the foundation of this code.

#### 1. Governing principles

The following twelve principles, grouped into the two overriding standards of diligence and good faith, govern Council members' conduct:

##### **Diligence** (Duties of care and skill)

- Induction and training
- Regulatory compliance
- Preparation and attendance at meetings
- Access to information and expert advice
- Disciplined, proactive and courageous participation
- Performance evaluation

Council members should not only act with integrity but they should also ensure that they know their duties and responsibilities. They should exercise a higher level of care than they would exercise when carrying out their own affairs.

The standard of care required is greater than that of a reasonable person; the duty is to observe the utmost good faith and to exercise proper care and diligence

in the safe custody, control or governance of the Organisation.

A Council should understand its duties and responsibilities and it should ensure that it acts in accordance with the organisation's rules as well as all applicable legislation and other laws.

The Public Finance Management Act 1973, and equivalent legislation, only prescribes minimal criteria for being elected or appointed as a Council member. Subject to its Articles of Association or rules of establishment, a Council can establish its own guiding principles for such elections and appointments. However it is essential that Council members should be persons of integrity who are competent to carry out the duties required of a Council.

No person should be appointed as a Council member who has been found guilty of an offence involving dishonesty or is an un-rehabilitated insolvent.

##### **Good Faith** (Fiduciary duties)

- Honesty and integrity
- Personal transactions
- Payments, gifts, entertainment and travel
- Disclosure of interests
- Confidentiality of information
- Abiding by the law

The Council has a fiduciary responsibility to the organisation and its stakeholders and should protect their interests above the interests of any third party or the personal interests of Council members individually or collectively.

It is the duty of the Council to protect and serve, impartially and with due care and consideration, the equitable interest of all stakeholders such as employees, suppliers, customers and regulators. Councils are required to ensure that competing interests of the active and passive (e.g. the environment) stakeholders are balanced in an equitable and fair manner, and that no individual or group of stakeholders is given preferential treatment over others.

The Council's discretionary powers have to be exercised in terms of its rules, the provisions of the Act and other regulations. In the exercise of its discretionary powers, Councils must act reasonably and fairly. The Council may not do anything, which will fetter its discretion, and may not delegate a fiduciary responsibility to those whom that responsibility is owed. A Council is always accountable for the decisions it makes, as well as the actions and decisions made by those to whom the Council has delegated responsibility.

Disclosure is an inherent aspect of this fiduciary duty to act with due care diligence and good faith. The Council is required to disclose adequate and relevant information to institutional stakeholders and beneficiaries in an institution.

#### 2. Code of conduct

2.1 Council members must be aware of their accountabilities and responsibilities, and must attend training programmes and workshops to assist them in executing their duties. Induction training needs to cover general governance, as well as organisation specific legislation and operations.

As the regulatory environment continually evolves, it is essential that each Council member learns about the amendments or new laws and regulations that impact on the organisation and future decisions that will be taken by the Council. Formal update sessions must be conducted and attended by all Council members on a regular (at least annual) basis to discharge this responsibility.

##### 2.2 Regulatory compliance

Council members will abide by the law at all times. The Council members must also always act within limitations imposed by the Council on its activities.

Council members' responsibilities and limitations are primarily set out in the Public Finance Management Act or other rules, and Council resolutions.

The Council members are expected to strictly observe the provisions of the statutes applicable to the use and confidentiality of corporation information.

2.3 Preparation and attendance at meetings  
Council members need to be aware of the procedures to be followed at Council meetings as provided for in its Charter or other the rules of the organisation. Council members must ensure that they attend not less than fifty per cent of their meetings. Virtual attendance is regarded as attendance to the meeting.

Council members are required to prepare for each Council and committee meeting. Sufficient information shall be distributed to them before hand to enable each Council member to prepare adequately.

Council members must ensure that they make every effort to attend all Council meetings (with virtual attendance regarded as a member being present), as scheduled and notified. Where members also serve on Council committees, the same level of commitment applies.

Minutes should be kept reflecting all decisions taken and the basis on which such decisions were made. The minutes must also reflect which members attended each meeting.

Where consensus is not achieved, dissenting views should be recorded in the minutes and, in the case of Council committee meetings, communicated to the Council through the institutions' secretary or Council Chairperson.

##### 2.4 Access to information and expert advice

The Council is entitled and in fact is obliged to obtain expert advice from professionals such as lawyers, actuaries and auditors in matters where its members lack sufficient expertise. Council members should give the advice due consideration, and make decisions based on the assessment of the advice obtained.

Where the management, administration and investment functions of the Institution are delegated, Council members remain responsible for the actions of those to whom these functions are delegated. The mandates in terms of which these functions are delegated must clearly set out

the delegated responsibilities and the rights of recourse by the Council or the Institution against those to whom these responsibilities are delegated. There must be a process of regular reporting to the Council by those to whom the responsibilities have been delegated. Where investment functions have been delegated, the Council should ensure that there are appropriate benchmarks for performance and that the risk profile matches that of the stakeholders of the Institution, where appropriate.

The Council members are entitled to have access, at reasonable times, to all relevant business information and to senior management to assist them in the discharge of their duties and responsibilities and to enable them to take informed decisions. A protocol is normally established through the Institution's secretary, Iziko Museums' Chief Executive Officer or Chairperson of the Council for this purpose.

#### 2.5 Disciplined, proactive and courageous participation

The Council needs to be disciplined in carrying out its role, with the emphasis on strategic issues and policy.

The Council's discussions must be open and constructive. The Chairperson will seek a consensus in the Council but may call for a vote, where considered necessary. Discussions and records of the Council proceedings must remain confidential unless a specific direction from the Council to the contrary has been issued.

The Council has sole authority over its agenda but any Council member may request that additional items are added to its agenda.

It is incumbent on individual Council members to exercise complete objectivity and independence especially in situations driven by a dominant or charismatic leader, which may not be in the best, sustainable interests of the organisation.

#### 2.6 Performance evaluation

Every Council member of the Council and its committees needs to strive to improve his or her performance, objectively adjudged by peers. A prerequisite for this is a clear and mutual

understanding of the role and responsibilities assumed by each individual, preferably documented as a formal performance contract that runs for a maximum of 3 years.

#### 2.7 Honesty and integrity

Council members must act honestly and with integrity in all their dealings on behalf of the Institution.

They should not discriminate on the grounds of race, religion, gender, marital status, or disability.

Council members may not make promises or commitments that the Institution does not intend, or would be unable to honour.

Council members' conduct, at all times, will be such that their honesty is beyond question.

Council members shall adhere to the truth, and not mislead directly or indirectly nor make false statements, nor mislead by omission.

#### 2.8 Personal transactions

Council members' personal or other business dealings will be kept separate from their dealings as a Council member of the organisation.

Council members shall not use the name of the organisation or any Group Organisation to further any personal or other business transaction.

Council members agree to use goods, services and facilities provided to them by the Organisation, strictly in accordance with the terms on which they were provided.

#### 2.9 Payments, gifts, entertainment, travel and other forms of enrichment

Council members may not under any circumstances solicit or accept benefits, entertainment or gifts of any kind (including, without limitation, cash preferred pricing, preferred loans, securities, secret commission) or any other direct or indirect benefit, financial or otherwise as an inducement for performing an act or as consideration for failing to act in any

manner or in exchange for preferential treatment. In particular, no Council member may make any secret profit or otherwise enrich himself or herself at the expense of the Institution by virtue of his or her office. Any benefit, direct or indirect and financial or otherwise received by the Council member by virtue of his or her office, unless it constitutes part of the Council members' declared remuneration, shall be passed on to the Institution.

Hence Council and committee members should treat with caution any offer of gifts, favours, hospitality or fees arising from their position in the Institution. Entertainment, hospitality and modest gift items (such as business lunches, exchange of modest items between business associates, the presentation of small tokens of appreciation at public functions or an inexpensive memento) should be reasonable and never lead to a sense of obligation. Those entertainment, hospitality and modest gift items, specifically:

- must be within the bounds of propriety, a normal expression of courtesy or within the normal standards of hospitality;
- must not bring suspicion on the Council member's objectivity and impartiality;
- must not compromise the integrity of the Organisation; and
- must also not be perceived to be any of the above.

Inappropriate gifts that are received by a member of the Council, or committee, should be returned to the donor with a letter making reference to this procedures/code.

Any benefit, direct or indirect and financial or otherwise received by the Council or committee member by virtue of his or her office, unless it constitutes part of the Council member's declared remuneration, shall be passed on to the organisation.

A record of all gifts, hospitality and fees accepted, surrendered to the Institution, or refused by

Council and committee members, must kept in the registered office/ domicilium of the organisation and made open to inspection on request. Members

should therefore make all necessary declarations using the appropriate form.

The identity of persons offering any Council member any benefit, direct or indirect and financial or otherwise for acting or failing to act in any particular manner should be revealed to the Council, which should decide on the appropriate action to be undertaken against such a person. Every Council must codify a policy and procedures for declaring any gifts or favours that are received by Council members by virtue of being members of a Council.

Council members shall not use their status as Council member to seek personal gain from those doing business or seeking to do business with the Organisation.

Council members shall not accept any personal gain of any material significance if offered.

#### 2.10 Disclosure of interests

The Council is required to maintain an independent and dispassionate interest in the affairs of the Institution and be seen to do so.

Council members may not have a direct and material financial interest in any organisation (including administrators, expert advisors, or consultants) to which any of the responsibilities of the Council are delegated. Ideally, Council members also should not have a personal interest in any other entity entrusted to their stewardship with which the Organisation contracts to do business. They must also consider the interests held by their spouses, partners or close family, and by persons living in the same household as well as the interests of other connected persons such as trusts.

Council members who have any queries or concerns about these situations, and particularly when in doubt, should discuss them with the Chairperson. In all circumstances, they should ask themselves whether members of the public, knowing the facts of the situation, would

reasonably conclude that the interest involved might influence the approach taken to the actions of the Council or committee.

The Chairperson should take particular care that no possible conflict of interest in this area is allowed to arise.

In cases where a member of the Council and its committees or advisers has a beneficial interest in any matter to be considered by the Institution, or should a potential conflict of interest arise:

- The interest and its nature must be disclosed at the earliest opportunity, if not in advance. There are two types of disclosure:
  - a) A *general* declaration of interest that is furnished annually in advance, and
  - b) A *special* declaration at any point in time throughout the year;
- The person must not influence or seek to influence any decision relating to the matter;
- The person should take no part in a decision on the matter; and
- The person will withdraw from the proceedings if so requested and in any event not contribute further to that item unless requested.

The Public Finance and Management Act, and equivalent legislation, sets standards and procedures for the disclosure of interest in contracts with which Council members must comply in accordance with the best interest of the organisation.

Individual Council and committee members shall sign an annual Declaration of Interests and signing this shall be a condition of appointment. These declarations must be entered into a Register of Interests, which should be tabled at Council meetings. Should a conflict or potential conflict of interest arise it must be disclosed to the Council and should be minuted at the next Council meeting.

The Council and committee members must have regard to the requirement on the organisation to disclose material transactions with related parties in financial statements, and must enable the Institution to comply with this requirement.

In all cases, 'members interests' also covers the interests of any related parties, including family members or members of the same household who may be expected to influence, or be influenced by, Council or committee members.

Council members shall fully disclose active private or other business interests promptly, and any other matters which may lead to potential or actual financial conflicts of interest in accordance with such policies that the Council members may adopt from time to time.

Council members shall fully disclose all relationships they have with the Institution in accordance with policies in independence that the Council members may adopt from time to time.

Council members' dealings with the Institution will always be at arm's length to avoid the possibility of actual or perceived conflicts of interest.

#### 2.11 Confidentiality of information

Any information acquired by a Council member by virtue of his or her office can only be utilised for the purposes of furthering the interests of the Institution, and not for his or her own personal gain.

Confidential information includes proprietary, technical business, financial, joint venture and any other information, which organisation treats as confidential or which is not made available publicly.

Council members who leave or retire from the Institution continue to be obligated not to disclose such confidential information.

Council and committee members therefore should:

- maintain at all times, the confidentiality of all information and records that are the property of the Institution and must not reveal such information unless it becomes a matter of general public concern;
- not make any contact nor divulge any information to external organisations, including the media, without prior approval from the Council or the chair;

- not use confidential information obtained by virtue of that member's association for personal gain, or to benefit friends, relatives and others;
- not do or say anything which might be construed as damaging the credibility or integrity of the Council or the organisation; and
- not attend any external meeting on behalf of organisation without prior approval of the Council, its Chairperson, or in an emergency, the Iziko Museums' Chief Executive Officer.

Council members will ensure that confidential information relating to customers, employees and Institution operations is not given inadvertently or deliberately to third parties without the consent of the Institution

Council members will not use information obtained by them from their office for personal gain, nor will the information be used to obtain financial benefit, profit or gain for any other person or business.

Council members will respect the privacy of others. In addition, a Council should be aware of the provisions of the Promotion of Access to Information Act and must ensure that the required manual and access procedures required in terms of that Act are established for the institution.

#### 2.12 Abiding by the law

Individual Council members and committee members must comply with all applicable laws and regulations that relate to their activities for and on behalf of the Institution. They will not commit or condone any violation of the law or unethical business dealing and shall not engage in or give the appearance of being engaged in any illegal or improper conduct.

### 3. Breach of code of conduct

The Council should have mechanisms and sanctions set out in the Institution's rules on how to deal with Council members that breach their fiduciary duties or any aspect of this code of conduct.

Where a full Council member is in serious breach of any aspects of this Code of Conduct, the Minister shall be informed so that appropriate action can be taken.

## 3.6 Iziko Museums of South Africa Finance, Operations And Human Resources Council Committee

The Finance, Operations and Human Resources Committee, hereafter referred to as the FOHC, has been established to evaluate the operational and financial performance of Iziko Museums of South Africa; ensure resources are used appropriately, and in accordance with the objectives of the organisation, and to ensure that appropriate recommendations are made to the Iziko Museums of South Africa Council (Council), the Accounting Authority of Iziko Museums.

These terms of reference are intended to mandate the FOHC in its activities and any deviation from these terms of reference will require Council approval.

The FOHC shall be responsible for advising Council and the Chief Executive Officer (CEO) on governance matters with regard to:

- finance, facilities management, customer services and human resources activities of the institution, at a strategic level;
- playing an oversight role on matters relating to finance, facilities management, customer services and human resources matters;
- advising Council and the Chief Executive Officer (CEO) on governance matters related to financial, facilities management, customer services and human resources performance monitoring, evaluation, review and compliance;
- providing guidance in terms of financial, facilities management, customer services and human resources strategic objectives;
- providing guidance in terms of policy development;
- providing guidance in terms of any other matters delegated by the Council;
- playing an oversight role on matters relating to finance, facilities management, customer services and human resources matters; and
- any other relevant matters delegated by the Council.

### 3.7 Iziko Museums of South Africa Core Functions Council Committee

#### 1. Purpose

To establish Terms of Reference (ToR) hereafter referred to as the ToR for the Core Functions Committee (CFC), hereafter referred to as the CFC, of the Iziko Museums of South Africa Council (Council), the Accounting Authority of Iziko.

The CFC shall be responsible for advising Council and the Chief Executive Officer (CEO) on governance matters related the strategic level of the core function activities of the institution, in the following spheres:

- research
- exhibitions
- digitisation
- collections
- education
- fundraising
- publicity

Furthermore:

- playing an oversight role on issues relating to the aforementioned issues,
- providing guidance on Restitution and Repatriation issues,
- providing guidance in terms of policy development, and
- providing guidance in terms of any other matter the Council may delegate to this committee from time to time.

The CFC must adhere to the mandate as outlined in the ToR, and Council approval must be sought in any deviation therefrom.

### 3.8 Iziko Museums of South Africa Governance And Ethics Council Committee

The Governance and Ethics Committee is constituted by the council in line with the Cultural Institutions Act, 119 of 1998, and the King IV Report on Corporate Governance for South Africa 2016.

These Terms of Reference are subject to the Public Finance Management Act, the National Treasury

regulations, as well as any other applicable laws and regulatory provisions.

The Committee should encourage open communication among members of the committee and the Council.

#### Purpose

Assist the Council in monitoring the extent to which Iziko Museums is achieving their objectives, through overseeing the Iziko Museums' efforts in the delivery of shared value and responsible museum practices.

The Committee is further constituted to, among other things, assist the Council in ensuring that Iziko Museums and their entire staff contingent remain committed and socially responsible by creating a sustainable social and environmental impact on and within the communities in which they serve.

The deliberations and work of the Committee should not reduce the individual and collective responsibilities of the Council with regard to the fiduciary duties and responsibilities of the Management, and the Council must continue to exercise statutory obligations.

The Committee should encourage continuous improvement of, and should foster adherence to, the Iziko Museums' policies, procedure and practices at all levels.

### 3.9 Terms of Reference to Council

The term of the *previous* Council concluded on 31 July 2019, and

The term of the *new* Council is 1 August 2019 to 31 July 2022.

### 3.10 Composition of The Board

#### 3.10.1 Current Members of Council

Name	Designation (in terms of Public Entity Board structure)	Date appointed	Other committees or task teams	No. of meetings attended
Adv. Rod Solomons	Chairperson of Council	1 August 2019 (2nd term)	Chairperson of the Governance and Ethics Committee	14
Adv. Judith Leshabane	Deputy Chairperson of Council	1 August 2019 (2nd term)	Core Functions & Advancement Committee Chairperson Governance and Ethics Committee member	18
Sijabulile Makhathini	Council member	1 August 2019 (2nd term)	Finance, Operations & Human Resource Committee member Finance, Operations and Human Resources Committee Chairperson (19 March 2021) Governance and Ethics Committee member (19 March 2021)	14
Dumisani Dlamini	Council member	1 August 2019 (1st term)	Audit and Risk Committee Chairperson	13
Magdalene Moonsamy	Council member	1 August 2019 (1st term)	Finance, Operations & Human Resource Committee member Finance, Operations and Human Resources Committee Interim Chairperson (17 November 2020 - 18 March 2021) Governance and Ethics Committee member (17 November 2020 - 18 March 2021)	18
Sphetho Siyengo	Council member	1 August 2019 (1st term) <i>Resigned 2 February 2021</i>	Core Functions & Advancement Committee member Audit and Risk Committee member Finance, Operations and Human Resources Committee Chairperson (9 October 2020 - 17 November 2020) Governance and Ethics Committee member (9 October 2020 - 17 November 2020)	12
Dr. Francis Nzama	Council member	1 August 2019 (1st term) - (passed away on 5 August 2020)	Finance, Operations & Human Resource Committee Chairperson Governance and Ethics Committee member	9
Popo Masilo	Council member	1 August 2019 (1st term)	Core Functions & Advancement Committee member	15
Professor Pitika Ntuli	Council member	23 February 2021 (1st term)	Core Functions & Advancement Committee member	
Krishna Govender	Council member		Finance, Operation and Human Resources Committee member	1

### 3.10.2 Council Committees

Committee	No. of meetings held	No. of members	Names of members
<b>Audit and Risk</b>	4	13 (Chairperson, 1 Council representative, 3 external members, CRO, CEO, CFO, 2 Executive Directors , AGSA (3), Iziko Internal Audit and Outsourced to Nexia SAB&T (2)	<ul style="list-style-type: none"> <li>Nick Nicholls (until 31 May 2020)</li> <li>Dumisani Dlamini (Chairperson from 1 June 2020)</li> <li>Sphetho Siyengo (Council representative 2016 - 2019): Resigned from Council 2 February 2021</li> <li>Peter Heeger (External Audit Committee member 2017 -2020): Second term appointment 1 October 2020 - 30 September 2023</li> <li>Althea Dlamini (External Audit Committee member 2017-2020)</li> <li>Judy Gunther appointed 1 October 2020 - 30 September 2023 (first meeting April 2021)</li> <li>Nomonde Mpefumlo appointed 1 October 2020 - 30 September 2023 (first meeting April 2021)</li> <li>Rooksana Omar (<i>Ex Officio</i>) CEO</li> <li>Ronell Pedro (CFO)</li> </ul>
<b>Core Functions and Advancement</b>	4	3 Council members, CEO, Executive Director Core Functions, Director Research and Exhibitions, Director Collections and Digitisation, Director Education, Director Advancement	<ul style="list-style-type: none"> <li>Adv. Judith Leshabane</li> <li>Sphetho Siyengo (Council member) - resigned 2 February 2021</li> <li>Popo Masilo (Council member)</li> <li>Professor Pitika Ntuli - appointed 23 February 2021</li> <li>Rooksana Omar (<i>Ex Officio</i>) CEO</li> <li>Dr Bongani Ndhlovu (Executive Director Core Functions)</li> <li>Paul Tichmann (Director Collections and Digitisation)</li> <li>Hylton Arnolds (Director Education)</li> <li>Melody Kleinsmith (Acting Director Advancement until 12 January 2021) and Carol-Ann Davids 13 January 2021</li> </ul>
<b>Governance and Ethics Committee</b>	3	Chairpersons of all Committee (except the A&R Committee)	<ul style="list-style-type: none"> <li>Advocate Rod Solomons</li> <li>Advocate Judith Leshabane</li> <li>Ms Rooksana Omar (<i>Ex Officio</i>) CEO</li> <li>Sphetho Siyengo (9 October 2020 - 17 November 2020)</li> <li>Magdalene Moonsamy (17 November 2020 - 18 March 2021)</li> <li>Sijabulile Makhathini (19 March 2021)</li> </ul>
<b>Finance, Operations and Human Resources</b>	5	3 Council members, CEO, CFO, Executive Director Operations, Director Support Services, Director Human Resources	<ul style="list-style-type: none"> <li>Dr Francis Nzama(Chairperson): passed away on 5 August 2020</li> <li>Magdalene Moonsamy (Council member) - Interim Committee Chairperson (17 November 2020 - 18 March 2021)</li> <li>Sijabulile Makhathini (Council member) - Committee Chairperson (19 March 2021)</li> <li>Krishna Govender (Council member) - (appointed 23 February 2021)</li> <li>Rooksana Omar (<i>Ex Officio</i>) CEO</li> <li>Ronell Pedro (CFO)</li> <li>Denise Crous (Executive Director Operations)</li> <li>Fahrnaaz Johadien (Director Support Services)</li> <li>Lucinda Rudolph (Director Human Resources)</li> </ul>

### 3.11 Remuneration of Council members

	TERM SERVED IN REPORTING PERIODS	2021 R		2020 R	
		COUNCIL	AUDIT AND RISK COMMITTEE	COUNCIL	AUDIT AND RISK COMMITTEE
D Moopeloa (Chairman)	01 August 2016 - 31 July 2019	-	-	17 792	-
RP Solomons (Chairman)	01 August 2016 - 31 March 2021	153 960	-	54 723	-
S Perumal	01 August 2016 - 31 July 2019	-	-	5 208	-
JE Leshabane	01 August 2016 - 31 March 2021	81 302	-	45 259	-
S Makhathini	01 August 2016 - 31 March 2021	59 993	-	15 678	5 238
T Wakashe	01 August 2016 - 31 July 2019	-	-	11 406	-
A Mooke	01 August 2016 - 31 July 2019	-	-	11 718	1 458
A Dlamini	01 August 2016 - 30 Sept 2020	-	2 946	12 194	10 476
N Nicholls	16 May 2017 - 31 May 2020	-	10 014	326	25 902
K Govender	23 February 2021 - 31 March 2021	5 226	-	-	-
P Masilo	01 August 2019 - 31 March 2021	60 972	-	24 388	-
M Moonsamy	01 August 2019 - 31 March 2021	69 575	-	27 872	-
F Nzama	01 August 2019 - 7 August 2020	25 153	-	29 614	-
S Siyengo	01 August 2019 - 2 February 2021	35 276	8 838	28 744	-
P Heeger	16 May 2017 - 31 March 2021	-	11 307	-	15 714
<b>Total</b>		<b>491 457</b>	<b>33 105</b>	<b>284 922</b>	<b>58 788</b>

The Audit and Risk Committee reviews the control, governance and risk management within the entity and committee members are independent.

### 3.12 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 Museums also have 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 Museums 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.

### 3.13 Internal Control Unit

Discuss the work performed by internal control unit during the year.

Risk management and related activities	Responsibility	2020/21
Annual Risk Register Review & Alignment with the Strategic Plan/ APP Objectives	Iziko	✓
Quarterly Review & Update of the Risk Register (Q1, Q2, Q3, Q4)	Iziko	✓
Daily monitoring of the Iziko Fraud Helpline	Iziko	✓
<b>Internal audit planning, annual reviews and ongoing activities</b>		
Planning: Annual & 3-year Rolling Internal Audit Plan (S-2010)	Nexia SAB&T	✓
Project Management of the Annual Report 2019/2020	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	✓
Quarterly Internal Audit progress reports to the Audit Committee	Nexia SAB&T	✓
Ad Hoc Survey/s & assurance reviews: As instructed by the CEO and Audit Committee	Nexia SAB&T	✓
<b>Reviews relating to Performance Objectives</b>		
Quarterly Review: Programme Performance Information/ PDO - (Q1, Q2, Q3, Q4)	Iziko	✓
Evaluation of the proposed performance indicators for the new financial year against the SMART criteria	Nexia SAB&T	✓
Annual Review: PPI/ APP Template	Iziko	✓

Operational Audits	Responsibility	2020/21
Assurance Review: Exhibitions	Nexia SAB&T	✓
<b>Governance</b>		
Assurance Review: Compliance Monitoring Review	Nexia SAB&T	✓
Assurance Review: Internal Audit Follow Up Reviews	Nexia SAB&T	✓
<b>Information Technology</b>		
Assurance Review: IT Disaster Management and Recovery	Nexia SAB&T	✓
<b>Other</b>		
Attendance at Audit Committee meetings	Iziko; Nexia SAB&T	✓

### 3.14 Internal Audit And Audit Committee

#### 3.14.1 Iziko Museums of South Africa Audit And Risk Committee

##### Purpose

The Audit and Risk Committee is specifically required to review the financial reporting process, the management of strategic, operational and financial risks, the system of internal control, the internal and external audit process, and compliance with all laws and regulations.

The primary role of the Audit and Risk Committee is to:

- Assist Iziko Museums' Council in its evaluation of the adequacy and effectiveness of governance, ethics, risk management, internal control, accounting practice, information systems and auditing processes as applied by Iziko Museums in the day-to-day management of its business.
- Facilitate and promote communication regarding any of the above matters or any related matter as between Iziko Museums' Council, senior executive management, external auditors and the Internal Audit Activity.
- Introduce such measures as may serve to enhance the credibility and objectivity of any financial statements and reports prepared with reference to Iziko Museums' affairs.

The Audit and Risk Committee is further tasked to provide professional advice and guidance to assist Iziko Museums' Council to achieve and maintain transparency, ethics, accountability, good governance and sound management as regards Iziko Museums' operations, revenue, expenditure, assets, liabilities, artefacts and collections.

#### 3.14.2 Attendance of Audit Committee Meetings By Audit Committee Members

Name	Internal or external	If internal, position in the public entity	Date appointed	Exit Date	No. of meetings
Nick Nicholls	External	N/A	16-May-17	31-May-20	2
A Dlamini	External	N/A	16-May-17	30-Sep-20	1
Dumisani Dlamini	External	N/A	01-Aug-19	Current	5
Sphetho Siyengo	External	N/A	01-Aug-16	02-Feb-21	3
Peter Heeger	External	N/A	01-Oct-20	Current	5
Judy Gunther	External	N/A	N/A	Current	-
Nomonde Mpefumlo	External	N/A	01-Oct-20	Current	-

## 3.15 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

In terms of the South African National Heritage Resources Act, 1999 (Act No. 25 of 1999), all heritage buildings must be managed in terms of a Conservation and Maintenance Plan (CMP) to protect the heritage resource. Iziko Museums appointed Architects with heritage expertise to develop a five-year Conservation and Maintenance Plan, an Existing Building Condition Report, As-built drawings, as well as a CMP for each of the nine sites managed by Iziko Museums. In order to implement the repairs and maintenance identified in the CMP, the provincial heritage resources authority, Heritage Western Cape (HWC), must give permission before work can commence. The CMP for the nine sites was submitted to HWC for approval and, to date, eight of the nine have been approved.

As the buildings are owned by the state, the building maintenance and management must comply with the Government Immovable Asset Management Act, 2007 (Act No. 19 of 2007), which is the framework and guideline for the management of immovable assets.

Iziko Museums received ministerial approval to deaccession the Museum Ship, the SAS Somerset. Iziko Museums therefore consulted the South African Maritime Safety Authority (SAMSA), established in terms of the SAMSA Act, 1998 (Act No. 5 of 1998), and the Transnet National Ports Authority (TNPA), established in terms of the National Ports Act, 2005 (Act No. 12 of 2005), with respect to preparing the vessel to be moved.

### Heritage

Flagship institutions were established in terms of the Cultural Institutions Act, 1998 (Act No. 119 of 1998). Iziko Museums 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 Museums' 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 Museums' financial position is provided in the annual financial statements.

### Income

Iziko Museums' income streams derive from non-exchange transactions, which include the Medium-term Expenditure Framework (MTEF) parliamentary grant allocation received from the Department of Sport, Arts and Culture (DSAC), utilised primarily to fund the programmes and operational activities of the entity; as well as grants received for major capital works projects. Iziko Museums 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 Museums remains heavily dependent on the grant allocation from the DSAC and is extremely vulnerable to budget cuts from that one source, Iziko Museums 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 function 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 Museums' MTEF parliamentary grant allocation. Although Iziko Museums 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. Despite the fact that Iziko Museums' 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.

### 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 Museums 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 Sport, Arts and Culture (DSAC), 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 DSAC 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, however, not able to be charged with fraud, but they are charged with dishonesty.

### Procurement

During the 2020/21 financial year, Iziko Museums 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. To fully achieve SCM objectives, the National Treasury must increase support by facilitating the development of appropriate training materials to public entities, since skills and capacity shortages have been identified as the single greatest impediment to the success of procurement and leads to delays on delivery of projects.

Iziko Museums are exploring improvement strategies for procurement which include the use of centralised and decentralised procurement. Centralisation offers advantages such as leverage due to volumes, reduction of duplication of purchasing effort, better control and development of specialised expertise of purchasing personnel. On the other hand, decentralisation often leads to better responsiveness to purchasing needs, a better understanding of unique needs, and allows budget

owners to take ownership of decisions that impact on their budgets. Contract management, and particularly feedback on supplier performance, is essential for this type of purchasing to be efficient.

Iziko Museums' 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 Museums 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 all and any business interests with bidders or service providers. In addition, all Iziko Museums' staff are required to declare any conflicts of interest, and detailed guidance regarding the acceptance of gifts is in place.

To further counteract abuse within SCM, Iziko Museums has implemented a tool to facilitate the reporting of any complaints by internal or external stakeholders to Iziko Museums' Internal Audit function. Iziko Museums also participated in the DSAC'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 Museums places an abridged advertisement in a

newspaper in which the reader is directed to the Iziko Museums' 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.

## 3.16 Fraud And Corruption

The Chief Executive Officer of Iziko Museums initiated the development of a Fraud Prevention Plan, referred to as 'the Plan', for Iziko Museums in order to meet the requirements of the PFMA and Treasury Regulations which stipulates that the accounting authority of a public entity must ensure that a fraud prevention plan is developed.

### Primary Objectives of the Plan

- To encourage a culture within Iziko Museums where all employees and other stakeholders continuously behave ethically in their dealings with, or on behalf of Iziko Museums, or towards other employees; and
- To encourage all employees and other stakeholders to strive toward the prevention, detection and reporting of fraud impacting, or having the potential to impact, on Iziko Museums.

The objectives of the Plan will be achieved through an awareness strategy aimed at all employees and other stakeholders of Iziko Museums. This strategy will rely on education and communication and is the central component around which the Plan will revolve. Iziko Museums has developed a Fraud Prevention Policy detailing its policy stance to fraud, the process to be followed to report, investigate and resolve incidents of fraud which impact on Iziko Museums.

The Plan is dynamic and will continuously evolve as Iziko Museums makes changes and improvements in its drive to promote ethics and to prevent fraud. Iziko Museums will maintain an effective and sustained awareness campaign which includes creating awareness through education and communication with employees and other stakeholders.

### Education

Awareness will be created through education and will be attained by the following:

- Conducting fraud awareness presentations for all employees;

- Convening workshops for management and selected employees of Iziko Museums, whose responsibility it would be to extend such awareness to other employees within Iziko Museums; and
- Securing other appropriate support, such as the use of independent consultants, for example, to ensure that an effective and sustained awareness campaign is appropriately directed at all employees of Iziko Museums.

### Communication

The communication media that will be considered by Iziko Museums include:

- Developing a poster campaign aimed at all stakeholders to advertise Iziko Museums' zero tolerance approach towards fraud and its expectations with regard to the integrity and ethics of all stakeholders;
- Circulating copies of the Code and the Policy to all divisions and libraries as well as placing it on the Intranet;
- Circulating appropriate sections of the Code to other stakeholders.

### Reporting and monitoring of allegations

Every employee of Iziko Museums has an obligation to report any irregularity of which s/he becomes aware. The failure to report any such irregularity could result in appropriate actions being taken.

Iziko Museums will encourage employees to utilise the Iziko Fraud Hotline implemented by the Department of Sport, Arts and Culture in order to create an additional channel through which reports of fraud can be made in total anonymity.

A fraud helpline has been established at Iziko Museums and any complaints, and/or allegations of abuse within the Supply Chain Management system or anywhere else may be reported using the following email address: fraudhelpline@iziko.org.za.

A register of all reported matters will be kept, investigated and remedial action implemented. These reports will also be tabled in Parliament. All reports will be treated with respect and confidentiality. Reports may be made anonymously, and the anonymity of

the party in question is guaranteed. Please also note that members of the Supply Chain Management, Exco or the Finance section will not have access to the abovementioned email address.

## 3.17 Minimising Conflict of Interest

Conflict of interest may arise in any financial or other private interest or undertaking that could directly or indirectly compromise Iziko Museums financially or its reputation and relationship with stakeholders.

In Supply Chain Management practices, competitive bidding process include criteria to which bid documentation must comply and which compel bidders to declare any conflict of interest they may have in the transaction for which the bid is submitted. All disclosures of conflict of interest are considered by the Bid Evaluation Committee and if the conflict of interest is of a material nature, this is reported to the Bid Adjudication Committee.

In addition to the employee Code of Conduct by which all staff must abide, the National Treasury's Code of Conduct for Supply Chain Management Practitioners must be adhered to by all staff at Iziko Museums and other role players involved in supply chain management.

A supply chain management practitioner or other role player

- must recognise and disclose any conflict of interest that may arise;
- must treat all suppliers and potential suppliers equitably;
- may not use their position for private gain or to improperly benefit another person;
- must ensure that they do not compromise the credibility or integrity of the supply chain management system through the acceptance of gifts or hospitality or any other act;
- must be scrupulous in their use of public property; and
- must assist in combating corruption and fraud in the supply chain management system.

If a supply chain management practitioner or other role player, or any close family member, partner or associate of such practitioner or other role player,

has any private or business interest in any contract to be awarded, that practitioner or other role player must

- a) disclose that interest; and
- b) withdraw from participating in any manner whatsoever in the process relating to that contract.

A staff member in the supply chain management unit who becomes aware of a breach of or failure to comply with any aspect of the supply chain management system must immediately report the breach or failure to the Chief Executive Officer or Iziko Museums' Council, in writing

### 3.18 Iziko Museums of South Africa Code of Conduct

The Iziko Museums' 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:

- Be open and honest in all dealings and disclosures;
- Be non-sectarian and apolitical;
- Aspire to excellence in the quality of our products and services;
- Commit to our standing regarding integrity and credibility;
- Be consistent in honouring our legal and moral obligations; and
- Be aware of the need to foster loyalty and long, enduring relationships.

### 3.19 Health Safety And Environmental Issues

Iziko Museums has a Health and Safety (HS) committee established in terms of section 19 of the Occupational Health and Safety Act (OHSA), 1993 (Act No. 85 of 1993), as amended. The members of the HS Committee conduct regular safety inspections in departments and reporting safety-related issues to the relevant Director before bringing it to the attention of the HS Committee so that progress on mitigating health and safety risks can be monitored. When HS representatives are appointed they are trained and thereafter retrained every two years and whenever there are amendments to the OHSA.

Senior Managers, who are also Risk Managers, have also been trained on the OHSA and the responsibilities of management. Health and safety procedures are regularly

reviewed to ensure health and safety risks are mitigated. The Health, Safety and Security Officer, who is registered with the South African Institute of Health and Safety as an Occupational Health and Safety (OHS) Practitioner, conducts regular assessments to ensure Iziko Museums is compliant in terms of the OHSA.

Front of House staff members comprising Museum Attendants and Cleaners are responsible for safety and security. They are trained in level E & D security in terms of the Private Security Industry Regulation Authority (PSIRA) Act, 2001 (Act No. 56 of 2001), as amended. This training enables them to be security conscious in executing their duties and firefighting and first aid training equip them with the necessary skills to respond to workplace emergencies.

#### 3.19.1 Novel Coronavirus

On 11 March 2020 the World Health Organisation officially declared that the Novel Coronavirus had reached pandemic level and that immediate steps should be taken in an attempt to diminish the impact. Iziko Museums initiated the process to provide staff with information regarding COVID-19 and to plan and implement workplace controls and protocols to reduce the risk of transmission of the Coronavirus in the workplace in order to protect the health and safety of employees, contractors and members of the public.

From 19 March 2020 Iziko Museums was closed as a precautionary measure for fourteen days since a delegate who had attended an international conference at Iziko Museums tested positive for COVID-19. The national lockdown then commenced at midnight on 26 March 2020.

#### 3.19.2 Environmental issues

The Museum Ship, SAS Somerset, is berthed in the Marina at the V&A Waterfront next to the Two Oceans Aquarium which pumps water from the sea into tanks housing its marine life. When oily water was noticed around the vessel, an underwater hull survey was conducted in order to determine the hull strength. Specialists removed oil and asbestos from the vessel successfully mitigating any environmental risk.

## 3.20 Social Responsibility

### 3.20.1 Entrance Fee Concessions

Access for all is one of the cornerstones of Iziko Museum'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 Museums has successfully addressed this challenge by implementing a diversified pricing structure that includes: free entry to 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 five years of age 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, and include:

- 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 (21 - 27 September 2020), incorporating Heritage Day - 24 September
- National AIDS Awareness Day/ Emancipation Day - 1 December
- Reconciliation Day - 16 December

During the reporting period, 3 819 people took advantage of Iziko Museums' commemorative day free entry concessions.

In addition to the concessions noted above, Iziko Museums approves concessions for free entry on request, where appropriate. In 2020/21, a total of 1 824 additional concessions for free entry were granted. 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.

### 3.20.2 Education

Iziko Museums provides free educational resources to schools attending our education and edu-tainment programmes.

Due to the COVID-19 pandemic, lockdown and school closures, the usual educational programmes were severely disrupted. Consequently, fewer learners and teachers were able to visit the museums than in previous years.

The Iziko Mobile Museum is an ongoing educational project designed to take Iziko Museums to the people. It remains essential for Iziko Museums 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. Due to the lockdown regulations, the Mobile Museums' activities were severely disrupted during the reporting period.

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.

### 3.20.3 Internships, Work Integrated Learning Students (WILS), PhD Students, Post-doctoral Researchers and Volunteers.

Iziko Museums offered internships to 12 CATHSSETA interns who started their programme in October 2019. The national lockdown resulted in these interns being unable to access the workplace until September 2020, and they regrettably lost opportunities to gain this experience. The Presidential Employment Stimulus Programme

(PESP) via the Department of Sport, Arts and Culture, provided opportunities for seventeen youths who were placed in the Education Department, Advancement Department, Collections and Digitisation Department. They successfully completed projects within the organisation before exiting in February 2021.

### 3.21 Audit Committee Report

We are pleased to present our report for the financial year ended 31 March 2021.

#### Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 51 (1) (a) (ii) of the Public Finance Management Act and Treasury Regulation 27.1. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

#### Summary of main activities undertaken by Audit and Risk Committee during the financial year under review

The Audit and Risk Committee met four times during the year under review and performed, amongst other activities, the following key responsibilities:

- Approved the strategic and coverage plans of Internal Audit
- Reviewed the audit strategy of the Auditor-General South Africa (AGSA) and their audit report to the entity for the financial year ended 31 March 2021
- Reviewed and updated the Audit and Risk Committee Charter and Internal Audit Charter
- Reviewed the in-year management reporting relating to financial management, risk management and performance management
- Reviewed the Fraud Prevention Report
- Noted the review reports and outcomes from Internal Audit
- Reviewed the remedial actions implemented by management to address control weaknesses reported by Internal Audit and the AGSA
- Noted the quarterly and annual performance reports
- Noted the Annual Performance Plan 2020/21

#### The Effectiveness of Internal Control

The system of internal controls applied by the entity over financial and risk management is effective and transparent. In line with the PFMA requirements, Internal Audit provides the Audit and Risk Committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes. From the various reports of the Internal Auditors, the Audit Report on the Annual Financial Statements, and the management report of the Auditor-General South Africa, it was noted that no matters were reported that indicate any material deficiencies in the system of internal controls, although there were areas where control weaknesses were noted. Accordingly, we report that the system of internal controls for the period under review was effective for most areas tested. It should be noted, however, that in certain areas controls were found to be only partially effective, and these require further improvement. We have received assurance that these are being addressed, and we will continue to monitor the implementation of remedial actions as a result of findings from both the Internal Audit and the Auditor-General South Africa.

Our review of the findings of the Internal Audit work, which was based on the risk assessments conducted in the public entity revealed certain weaknesses, which were then raised with the public entity.

The following internal audit work was completed during the year under review:

- Predetermined Objectives
- Information Technology
- Supply Chain management
- Human resources

The following were areas of concern:

- Inaccuracies in reporting on Performance Information
- Inadequacies in motivations for Supply Chain Management deviations
- Inadequate appointment and training of health and safety representatives
- Inadequate password security controls
- Inadequacies with the Health and Safety Committee

- Inconsistencies in the Inspection and Reporting of Health and Safety Matters
- Inconsistencies in the Inspection and Reporting of Health and Safety Matters

#### In-Year Management and Monthly/Quarterly Report

The public entity has reported monthly and quarterly to the Treasury as is required by the PFMA.

#### Evaluation of Financial Statements

We have reviewed the annual financial statements prepared by the public entity.

The Audit and Risk Committee has:

- Reviewed and discussed the audited Annual Financial Statements to be included in the annual report, with the Auditor-General South Africa and the Chief Executive Officer;
- Reviewed the Auditor-General South Africa's management report and management's response thereto;
- Reviewed any changes in accounting policies and practices;
- Reviewed the entity's compliance with legal and regulatory provisions;
- Reviewed the information on predetermined objectives to be included in the annual report; and
- Reviewed adjustments resulting from the audit.

#### Risk Management

The Audit and Risk Committee closely monitored the identification of risks in the Iziko Museums and received quarterly progress reports on the mitigation of risks. No major incidents/losses were reported by Management.

#### Auditor's Report

We have reviewed the entity's implementation plan for audit issues raised in the prior year and we are satisfied that the matters have been adequately resolved except for the following:

- Misstatements in the Annual Financial Statements related to GRAP 103 - Heritage assets, subsequently corrected

- Misstatements in the Annual Performance Report related to Programme 2 - Collections (Business Development), subsequently corrected
  - Uncorrected Misstatements in the Annual Financial Statements
  - The overall financial viability of the entity
- The Audit Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.



Dumisani Dlamini CD(SA) ACMA, CGMA  
Professional Accountant (SA)  
Chairperson of the Audit Committee  
Iziko Museums of South Africa  
15 August 2021

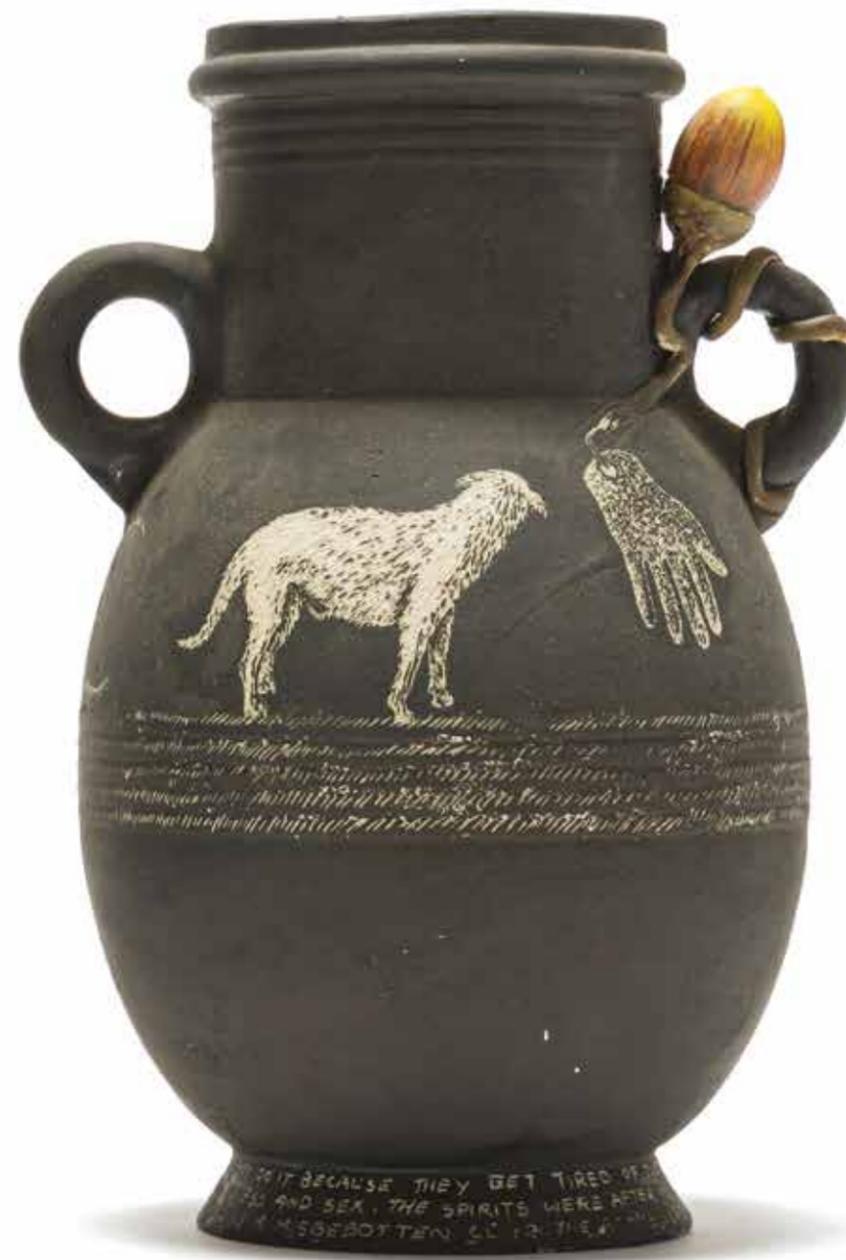
### 3.22 B-BBEE Compliance Performance Information

The following table has been completed in accordance with the compliance to the B-BBEE requirements of the B-BBEE Act of 2013 and as determined by the Department of Trade and Industry. The Code of Good Practice (B-BBEE Certificate Levels 1 - 8) with regard to the requested criteria in the abovementioned Act is listed below:

B-BBEE Compliance Performance Information Code of Good Practice		
Criteria	Response Yes / No	Discussion
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	N/A	Every organ of State and public entity must apply any relevant Codes of Good Practice issued in terms of the B-BBEE Act as amended when determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law. Iziko Museums' procurement or bidding process entails the selection of the most suitable solution for attaining the project objectives, following the identification and analysis of the project. Bid Specification Committees establish of specific qualification criteria that bidders must meet to be admitted to the bidding process.
Developing and implementing a preferential procurement policy?	Y	Iziko Museums implements a Supply Chain Management Policy which states that Iziko Museums must ensure that bid documentation include evaluation and adjudication criteria, including the criteria prescribed in terms of the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000), and the Broad Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003.)
Determining qualification criteria for the sale of state-owned enterprises?	N/A	
Developing criteria for entering into partnerships with the private sector?	N/A	
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad-based Black Economic Empowerment?	Y	Iziko Museums' Enterprise Development Plan, aimed at supporting the objectives of the National Development Plan 2030, achieves meaningful value through the creation of a solid business base for entrepreneurs and artists, and in turn creates further employment. Beneficiaries must meet the following criteria: <ul style="list-style-type: none"> <li>• The beneficiary is required to be at least 51% black-owned; and</li> <li>• The beneficiary must be an Exempt Micro Enterprise (EME) (Turnover under R10 million) or a Qualifying Small Enterprise (QSE) (Turnover less than R50 million).</li> </ul>



Sanitisation of the Iziko Maritime Centre located at the V&A Waterfront, 2020.



Ceramic vessels by Eugene Hön (b.1958), titled *Spirit Vessels*, dated 1993 (height 23,5cm). Johannesburg-based ceramic artist Eugene Hön straddles various disciplines - ceramics, sculpture, drawing, artist's books, digital printing, animation, video or digital projection installation, and design. These urn-shaped vessels are reminiscent of ancient Greek black-figure ware, illustrating Hön's penchant for drawing, turning the clay surface into a canvas for the expression of ideas. Hön is fascinated with beautiful forms and the creative process. All elements of his artistic practice - sketchbooks, formal designs, ceramic practice and motion, become integrated in the creation of work.

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# 4 | HUMAN RESOURCE MANAGEMENT

## 4.1 Introduction

The Director Human Resources (HR), Ms Lucinda Rudolph, was appointed on 1 July 2020, taking over from the Executive Director Operations who also performed the duties of the Director HR while the position was vacant.

When public entities were given the opportunity to revise strategic objectives for the 2020/21 reporting period due to the COVID-19 national lockdown from midnight on 26 March 2020, HR strategic objectives were revised. The HR Department was required to develop one policy and the objective was met when the Working Remotely during a Disaster Policy was developed. Two HR policies were also revised in terms of the HR operational plan.

The objective to offer 260 training opportunities to staff was also revised taking into account the limited number of online training sessions offered at the time. However, the HR Department responded swiftly to the new operating environment by offering 376 training opportunities, many via online platforms, despite the hard lockdown for five months of the financial year. Training opportunities included COVID-19 training on safety protocols, reporting, preparation and implementation of return to work plans as per Directions and Regulations published in terms of the Disaster Management Act, 2002 (Act No. 57 of 2002).

The tertiary studies of nine staff members from designated groups were funded during the reporting period. Some staff members found it challenging to complete the academic year while one staff member obtained two distinctions.

CATHSSETA interns were placed at Iziko Museums in various departments until their term ended on 17 September 2020.

Seventeen interns were placed at Iziko Museums in terms of the President's Employment Stimulus Programme (PESP).

The Workforce Planning Framework and Key Strategies to attract and recruit a skilled and capable workforce could not be effectively implemented due to limited recruitment, limited staff capacity during the national lockdown, and a substantial reduction in funding.

Almost the entire annual subsidy received from the Department of Sport, Arts and Culture (DSAC) is allocated

to funding the annual salary budget. The subsidy has, however, been reduced over the past few years and in the reporting period the Compensation for Employees was also reduced by the National Treasury.

For the past few years additional funding to address salary progression, i.e. staff advancing to the next higher salary notch, could not be allocated due to funding being reduced by more than R2m per year.

Although only the Senior Management Team and essential HR continued to work fulltime, Finance and other key staff members caring for facilities and collections worked when required. All staff members were paid in full for the entire lockdown period. A temporary COVID-19 pandemic data allowance was also approved for staff members, excluding the Senior Management Team, who were required to perform their duties from home.

Planned employee wellness programmes could not be rolled out on online platforms as the majority of staff do not have access to data while at home.

Management engaged with the National Education, Health and Allied Workers' Union (NEHAWU), the majority trade union at Iziko Museums, on several occasions, regarding matters of mutual interest, including the implementation of COVID-19 measures and return-to-work plans.

In terms of the Basic Conditions of Employment Act (BCEA), 1995 (Act No. 75 of 1997), employees are required to take their full annual leave entitlement in a calendar year, within the following six months. However, Iziko staff members were not required to take their 2019 annual leave entitlement by 30 June 2020 due to the national lockdown. This has resulted in staff having a substantial annual leave balance resulting in a high annual leave liability calculated as at 31 March 2021. The provision in the Annual Financial Statements is thus much higher than in previous financial years, resulting in Iziko Museums being unable to access R4 278 524 in the next financial year (at a time when funding is greatly reduced due to lowered sponsorship levels and depressed income generation through gate revenue). A Leave Plan has been implemented to ensure that staff take their 2019 and 2020 annual leave entitlement as soon as operationally practicable.

## 4.2 Human Resources Oversight Statistics

### 4.2.1 Personnel Cost by Programme/Activity/Objective

PROGRAMME/ACTIVITY/OBJECTIVE	TOTAL EXPENDITURE FOR THE ENTITY (R'000)	PERSONNEL EXPENDITURE (R'000)	PERSONNEL EXP. AS A % OF TOTAL EXP. (R'000)	NO. OF EMPLOYEES	AVERAGE PERSONNEL COST PER EMPLOYEE (R'000)
Programme 1: Administration	133 382	29 290	16.67%	132	222
Programme 2 : Collections (Business Development)	30 257	24 624	14.01%	60	410
Programme 3: Audience Development	12 082	8 459	4.81%	28	302

*\*The above figures reflect details of the actual salary expenditure that accrued to the 2020/21 salaries budget, and may differ from the financial statements. The following are examples that may account for differences between the salary expenditure and the financial statements: Personnel expenditure that formed part of externally-funded projects is excluded, as this expenditure did not accrue to the salaries budget; the leave gratuity, bonus and performance bonus as well as reimbursed costs reflect actual payments made in 2020/21, and exclude adjustments as at 31 March 2021.*

### 4.2.2 Personnel Cost by Salary Band

LEVEL	PERSONNEL EXPENDITURE (R'000)	% OF PERSONNEL EXP. TO TOTAL PERSONNEL COST (R'000)	NO. OF EMPLOYEES	AVERAGE PERSONNEL COST PER EMPLOYEE (R'000)
Top Management	2 038	3.27%	1	2 038
Senior Management	3 550	5.69%	2	1 775
Professional Qualified	5 529	8.86%	7	790
Skilled	38 851	62.29%	105	370
Semi-skilled	10 661	17.09%	81	132
Unskilled	1 744	2.80%	24	73
<b>TOTAL</b>	<b>62 373</b>	<b>100%</b>	<b>220</b>	<b>283,5</b>

### 4.2.3 Performance Rewards

PROGRAMME/ACTIVITY/OBJECTIVE	PERFORMANCE REWARDS	PERSONNEL EXPENDITURE (R'000)	% OF PERFORMANCE REWARDS TO TOTAL PERSONNEL COST (R'000)
Top Management	0	0	0
Senior Management	0	0	0
Professional Qualified	0	0	0
Skilled	0	0	0
Semi-skilled	0	0	0
Unskilled	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>

Performance bonuses were not awarded in the reporting period and no provision was made during the budget process for performance bonuses in the next reporting period due to funding and income generation having been reduced substantially.

#### 4.2.4 Training Costs

PROGRAMME/ACTIVITY/OBJECTIVE	PERSONNEL EXPENDITURE (R'000)	TRAINING EXPENDITURE (R'000)	TRAINING EXPENDITURE AS A % OF PERSONNEL COST.	NO. OF EMPLOYEES TRAINED	AVG. TRAINING COST PER EMPLOYEE
Programme 1	29 290	113	0,39%	121	R932
Programme 2	24 624	55	0,22%	71	R768
Programme 3	8 459	29	0,34%	26	R1099

\*The above figures reflect details of the training expenditure undertaken in the Human Resource department and may differ from the financial statements. The following are examples that may account for differences between the expenditure on training in the table above and the financial statements: Training costs that formed part of externally-funded projects, as well as training included in contracts with service providers in the Finance department is excluded, as this expenditure did not accrue to the Learning and Development budget managed by the Human Resource Department.

Online platforms for staff training has resulted in training costs being reduced as there is no longer costs related to a venue, refreshments or transport. Only 36,68% of the budget provision of R 534 178 to implement the 2020-21 Learning and Development Programme, was spent.

#### 4.2.5 Employment and vacancies

PROGRAMME/ACTIVITY/OBJECTIVE	2019/2020 NO. OF EMPLOYEES	2020/2021 APPROVED POSTS	2020/2021 NO. OF EMPLOYEES	2020/2021 VACANCIES	% OF VACANCIES
Programme 1: Administration	129	147	120	27	18.37%
Programme 2: Collections (Business Development) and Programme 3: Audience Development	95	106	100	6	5.66%

#### 4.2.6 Employment and Vacancies per Employment Equity Occupational Level

	2019/2020 NO. OF EMPLOYEES	2020/2021 APPROVED POSTS	2020/2021 NO. OF EMPLOYEES	2020/2021 VACANCIES	% OF VACANCIES
Top Management	1	1	1	0	0.00%
Senior Management	2	2	2	0	0.00%
Professional Qualified	5	7	7	0	0.00%
Skilled	104	128	101	27	21.09%
Semi-skilled	93	98	91	7	7.14%
Unskilled	19	17	18	-1	-5.88%
<b>TOTAL</b>	<b>224</b>	<b>253</b>	<b>220</b>	<b>33</b>	<b>13.04%</b>

The number of approved Iziko positions as reflected in the tables is 253. The actual number of positions in the realigned organisational structure which can be filled due to available funding is 230 therefore, the vacancy rate reflected is inflated and disproportionate.

When positions become vacant, employees are sometimes given the opportunity to submit an application to be temporarily seconded to perform the duties of a higher level. The successful candidate is given an allowance while temporarily performing such duties. As seconded staff temporarily fill positions until appointments are made, these positions were not deemed to be vacant as there were incumbents in the positions while the recruitment and selection process was underway. In some instances the positions were temporarily filled by persons on a fixed-term contract and were also not deemed to be vacant.

Council had approved a realigned structure, but new and revised positions could not be filled during the reporting period as job descriptions were being developed so that an external Consultant could grade the position before it was advertised.

As the salary budget, funded by the DSAC subsidy, was reduced and the Compensation of Employees was also reduced, the realigned structure could not be implemented as planned.

The Iziko Recruitment & Selection Policy states that positions must be advertised both internally and externally. Positions are therefore advertised in the media and on the Iziko Museums' website, and the advertisement is also emailed to Iziko Museums' staff. Staff members who do not have email access are given a hard copy of the advertisement.

It is difficult to attract applicants with a profile that would address the under-representation in Employment Equity Occupational Levels. During the reporting period, two Director positions were advertised in national newspapers, but the response was poor. The positions were therefore readvertised due to a lack of interest from under-represented groups.

#### 4.2.7 Employment Changes

SALARY BAND	EMPLOYMENT AT BEGINNING OF PERIOD	APPOINTMENTS	TERMINATIONS	EMPLOYMENT AT END OF PERIOD
Top Management	1	0	0	1
Senior Management	2	0	0	2
Professional Qualified	5	2	0	7
Skilled	99	10	5	104
Semi-skilled	94	0	6	88
Unskilled	18	0	0	18
<b>Total</b>	<b>219</b>	<b>12</b>	<b>11</b>	<b>220</b>

It was an unusual reporting period due to the onset of the COVID-19 pandemic, and the national lockdown that followed, since it was not business as usual.

#### 4.2.8 Reasons for Staff Leaving

REASON	NUMBER	% OF TOTAL NO. OF STAFF
Death	1	0.45%
Resignation	5	2.27%
Dismissal	1	0.45%
Retirement	3	1.36%
Ill-Health	0	0.00%
Expiry of contract	1	0.45%
Other	0	0.00%
<b>Total</b>	<b>11</b>	<b>5.00%</b>

One staff member passed away in hospital due to natural causes.

Five staff members resigned, four of whom indicated that they were leaving due to better career opportunities, and one left for personal reasons.

The three staff members that retired reached the normal retirement age of 65 years.

One staff member's contract was not renewed due to lack of capacity to continue with the project.

One staff member was dismissed following charges of serious misconduct during a disciplinary hearing.

Due to the national lockdown, reduction in Compensation of Employees as well as the realignment of the organisational structure, not all vacant positions were recruited for during this reporting period.

#### 4.2.9 Labour Relations: Misconduct and Disciplinary Action

NATURE OF DISCIPLINARY ACTION	NUMBER
Verbal Warning	0
Written Warning	0
Final Written warning	0
Dismissal	1

#### 4.2.10 Equity Target and Employment Equity Status

LEVELS	MALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET
Top Management	0	0	0	0	0	0	0	0
Senior Management	1	1	0	0	0	0	0	0
Professional Qualified	0	1	2	1	0	0	0	2
Skilled	13	18	16	28	1	0	9	11
Semi-skilled	21	16	20	26	1	0	1	2
Unskilled	5	5	3	1	0	0	0	0
<b>TOTAL</b>	<b>40</b>	<b>41</b>	<b>41</b>	<b>56</b>	<b>2</b>	<b>0</b>	<b>10</b>	<b>15</b>

The table above excludes two Foreign Nationals in the employ of Iziko Museums as at 31 March 2021.

LEVELS	FEMALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET
Top Management	0	0	0	0	1	1	0	0
Senior Management	0	0	0	0	0	0	1	1
Professional Qualified	0	0	3	2	1	1	1	1
Skilled	18	14	29	35	4	3	10	15
Semi-skilled	18	19	27	31	0	0	2	4
Unskilled	5	5	5	5	0	0	0	0
<b>TOTAL</b>	<b>41</b>	<b>38</b>	<b>64</b>	<b>73</b>	<b>6</b>	<b>5</b>	<b>14</b>	<b>21</b>

LEVELS	DISABLED STAFF			
	MALE		FEMALE	
	CURRENT	TARGET	CURRENT	TARGET
Top Management	0	0	0	0
Senior Management	0	0	0	0
Professional Qualified	0	0	0	0
Skilled	0	0	2	1
Semi-skilled	0	0	0	0
Unskilled	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

It was a challenge to address under-representation in certain occupational levels due to the low staff turnover and lack of funding during the reporting period. Each resignation, however, is considered on its merits specifically, with a view to retaining under-represented designated groups.

During the recruitment process, job advertisements are placed in newspapers with the highest readership of under-represented groups at Iziko Museums. During the short-listing process the interview panel is provided with the workforce profile of the Occupational Level related to the advertised position, clearly indicating the under-represented groups to be taken into consideration. The under-representivity of designated groups is also taken into consideration when fixed-term contract appointments are made.

# 5 | FINANCIAL INFORMATION

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

## Report on the audit of the financial statements

### Opinion

1. I have audited the financial statements of the Iziko Museums of South Africa set out on pages 98 to 144, which comprise the statement of financial position as at 31 March 2021, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as 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 the Iziko Museums of South Africa as at 31 March 2021, and its financial performance and cash flows for the year then ended in accordance with Standards of Generally Recognised Accounting Practice (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 my report.
4. I am independent of the entity in accordance with the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence Standards) (IESBA code) as well as other 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.

## Responsibilities of the accounting authority for the financial statements

6. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the 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.
7. In preparing the financial statements, the accounting authority is responsible for assessing the entity'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 appropriate governance structure either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

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

8. 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.
9. 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

10. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected objective presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
11. My procedures address the usefulness and reliability of the reported performance information, which must be based on the entity's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the entity enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or 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.
12. 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 objective presented in the entity's annual performance report for the year ended 31 March 2021:

Objectives	Pages in the annual performance report
Programme 2: collections (business development)	42 - 45

13. 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.
14. I did not identify any material findings on the usefulness and reliability of the reported performance information for this objective:
  - Programme 2: collections (business development)

### Other matters

15. I draw attention to the matters below.

## Achievement of planned targets

16. Refer to the annual performance report on pages 42 to 45 for information on the achievement of planned targets for the year and management's explanations provided for the under and over achievement of targets.

## Adjustment of material misstatements

17. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of Programme 2: collections (business development). As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

## Report on the audit of compliance with legislation

### Introduction and scope

18. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the entity's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
19. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

### Other information

20. 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 objective presented in the annual performance report that have been specifically reported in this auditor's report.
21. 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 on it.
22. 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 objective presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
23. If based on the work I have performed, I conclude that there is a material misstatement in this other information, I am required to report that fact. I have nothing to report in this regard.

### Internal control deficiencies

24. 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. I did not identify any significant deficiencies in internal control.

### Other reports

25. I draw attention to the following engagements conducted by various parties which had, or could have, an impact on the matters reported in the entity's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.
26. An agreed-upon procedures engagement was performed on donor funding received from the National Research Foundation (NRF). The purpose of the engagement is to confirm whether or not grants awarded to the Iziko Museums of South Africa were used in accordance with the policies of Iziko Museums of South Africa and the conditions of the grants provided by the NRF. The engagement was completed and covered the period 1 January 2020 to 31 December 2020. The report was issued to the Iziko Museums of South Africa on 30 June 2021.

*Auditor General*

Cape Town  
15 August 2021



## 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 objective and on the entity'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 entity'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 relating to events or conditions that may cast significant doubt on the ability of the Iziko Museums of South Africa 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 my 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 entity to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine 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 provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

## STATEMENT OF FINANCIAL POSITION AT 31 MARCH 2021

	Notes	2021 R	Restated 2020 R
<b>ASSETS</b>			
<b>Non-Current Assets</b>		<b>2 549 408 367</b>	<b>2 549 427 955</b>
Property, plant and equipment	2	32 279 211	32 738 646
Intangible assets	3	2 887 430	3 286 542
Heritage assets	4	2 514 241 726	2 513 402 767
<b>Current Assets</b>		<b>150 191 614</b>	<b>141 908 718</b>
Inventories	5	434 389	187 782
Trade and other receivables from non-exchange transactions	6.1	1 035 028	506 419
Trade and other receivables from exchange transactions	6.2	6 991 222	7 040 280
Investment at fair value	19	22 397 466	21 422 527
Cash and cash equivalents	7	119 333 509	112 751 710
<b>TOTAL ASSETS</b>		<b>2 699 599 981</b>	<b>2 691 336 673</b>
<b>LIABILITIES</b>			
<b>Non-Current Liabilities</b>		<b>104 477 462</b>	<b>90 041 952</b>
Post-retirement medical benefit	11	66 211 143	61 643 092
Deferred income - Unspent conditional grants	12.1	76 181	-
Deferred income - Unspent conditional government grants	12.2	38 190 138	28 398 860
<b>Current Liabilities</b>		<b>43 527 786</b>	<b>38 407 533</b>
Trade and other payables from exchange transactions	8.1	9 847 189	11 722 086
Trade and other payables from non-exchange transactions	8.2	3 967 440	4 260 031
Post-retirement medical benefit	11	4 901 070	4 877 280
Short term Employee Benefit obligations	9	5 882 432	5 622 295
Deferred income - Unspent conditional grants	12.1	1 324 624	791 530
Deferred income - Unspent conditional government grants	12.2	17 605 031	11 134 311
<b>TOTAL LIABILITIES</b>		<b>148 005 248</b>	<b>128 449 485</b>
<b>NET ASSETS</b>		<b>2 551 594 733</b>	<b>2 562 887 188</b>
Accumulated Surplus		48 194 520	59 486 975
Heritage Asset Valuation Reserve	13	2 503 400 213	2 503 400 213
<b>TOTAL NET ASSETS AND LIABILITIES</b>		<b>2 699 599 981</b>	<b>2 691 336 673</b>

## STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 R	Restated 2020 R
<b>REVENUE</b>			
		<b>164 428 500</b>	<b>185 535 820</b>
<b>Revenue from non-exchange transactions</b>		<b>154 658 813</b>	<b>159 209 127</b>
Government Grant: Subsidy - Department of Sport, Arts & Culture		88 153 000	91 557 000
Government Grant: Conditional Grants - Department of Sport, Arts & Culture		2 459 276	4 083 333
Service in Kind - Property Leases	14	54 304 285	56 370 950
Sponsorship - General		4 765 155	6 520 269
Cash and asset donations	15	4 977 097	677 575
<b>Revenue from exchange transactions</b>		<b>9 769 687</b>	<b>26 326 693</b>
Interest earned - external investments	16	7 009 967	9 945 848
Interest earned - outstanding debtors		149	-
Admission fees		999 339	7 056 519
Rental income		1 311 927	1 815 009
Fair value gain		-	33 739
Post Retirement Actuarial Gain		-	5 641 094
Other income		448 305	1 834 484
<b>EXPENSES</b>	<b>17</b>	<b>175 720 955</b>	<b>185 275 645</b>
Personnel expenses		67 546 001	66 503 453
Administrative expenses		19 175 550	23 473 913
Depreciation and amortisation expenses		10 833 074	10 377 763
Fair value loss		97 912	-
Impairment loss		1	-
Post Retirement Actuarial Finance Costs		7 800 819	6 961 288
Post Retirement Actuarial loss		892 607	-
Other operating expenses		69 374 991	77 959 228
<b>NET (DEFICIT)/SURPLUS FOR THE YEAR</b>		<b>(11 292 455)</b>	<b>260 175</b>



# Accounting Policies

## 1. Basis of Preparation

The AFS have been prepared in accordance with the effective GRAP Standards, including any interpretations and directives issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act, (Act No 1 of 1999).

The AFS were prepared on the accrual basis of accounting and incorporate the historical cost conventions as the basis of measurement, except where specified otherwise.

Assets, liabilities, revenues and expenses were not offset, except where offsetting is either required or permitted by a Standard of GRAP.

The principal accounting policies, applied in the preparation of these financial statements, are set out below.

### 1.1 Presentation currency

These AFS are presented in South African Rand, which is the functional currency of Iziko Museums of South Africa.

### 1.2 Going concern assumption

These AFS have been prepared based on the expectation that Iziko Museums will continue to operate as a going concern on a basis consistent with the prior year for at least the next 12 months.

### 1.3 Significant Judgements and Sources of Estimation Uncertainty

In preparing the AFS in conformity with GRAP, management has made the following significant accounting judgments, estimates and assumptions which have the most significant effect on amounts recognised in the AFS and related disclosures. Future actual results could differ from these estimates. Estimates and assumptions are based on historical experience and expectation of future events and are reviewed periodically. The effect of changes in estimates are accounted for on a prospective basis.

#### Useful lives of property, plant and equipment

At each reporting date, Iziko Museums assesses whether there is any indication that Iziko Museums' expectations about the useful life of an asset have changed since the preceding reporting date. If any such indication exists, Iziko Museums revises the expected useful life and/or residual value accordingly. The change is accounted for as a change in an accounting estimate.

#### Post-retirement benefits

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

#### Impairment of receivables

In determining whether an impairment loss should be recognised, judgement is made as to whether there were observable data indicating a measurable decrease in the estimated future cash flows from receivables. Where there is objective evidence of impairment loss, the present value of the future cash flows discounted at the original effective interest rate is determined and compared to the carrying value of receivables.

#### Impairment of cash generating assets

Judgements made by management in applying the criteria to designate assets as cash generating assets or non-cash generating assets, are as follows:

The designation of assets as cash and non-cash generating assets is based on how the assets are used, as required by the standards of impairment. For the majority of the assets held by Iziko Museums, the objective of using these assets is for service delivery purposes, rather than for a commercial return.

Iziko Museums assesses at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, Iziko Museums estimates the recoverable amount of the asset. The recoverable amount of cash generating assets or a cash generating asset is determined on whether

it's fair value less costs to sell and its value in use. These calculations require the use of estimates and assumptions. When estimating the value in use of an asset, Iziko Museums estimates the future cash inflows and outflows to be derived from continuing use of the asset and from its ultimate disposal. An appropriate discount rate is applied to those future cash flows.

#### Impairment of non-cash generating assets

Iziko Museums assesses at each reporting date whether there is any indication that a non-cash-generating asset may be impaired. If any such indication exists, Iziko estimates the recoverable service amount of the asset. These calculations require the use of estimates and assumptions.

### 1.4 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.

### 1.5 Financial instruments

Iziko Museums has the following types of financial assets (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

#### Class Category

Cash and cash equivalents  
Receivables from exchange transactions  
Receivables from non-exchange transactions

Iziko Museums has the following types of financial liabilities (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

#### Class Category

Unspent conditional grants  
Trade and other payables from exchange transactions  
Other financial liabilities

#### Initial recognition

Iziko Museums recognises a financial asset or a financial liability in its statement of financial position when Iziko Museums becomes a party to the contractual provisions of the instrument.

#### Initial measurement of financial assets and financial liabilities

Financial assets and financial liabilities are initially measured at fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

#### Subsequent measurement of financial assets and financial liabilities

Financial assets and financial liabilities after initial recognition are measured at amortised cost. For financial assets and financial liabilities measured at amortised cost a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

#### Financial assets

Iziko Museums assesses, at the end of each reporting period, whether there is any objective evidence that a financial asset or group of financial assets is impaired.

If there is objective evidence that an impairment loss on financial assets measured at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account.

The calculation in respect of the impairment of receivables is based on an assessment of the extent to which trade receivables have defaulted on payments already due, and their ability to make payments.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed directly OR by adjusting

an allowance account. The reversal does not result in a carrying amount of the financial asset that exceeds what the amortised cost would have been had the impairment not been recognised at the date the impairment is reversed. The amount of the reversal is recognised in surplus or deficit.

Iziko Museums derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, are settled or waived.

On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in surplus.

#### Financial liabilities

Iziko Museums removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished – i.e. when the obligation specified in the contract is discharged, cancelled, expires or waived. The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit. Any liabilities that are waived, forgiven or assumed by another entity by way of a non-exchange transaction are accounted for in accordance with the Standard of GRAP on Revenue from Non-exchange Transactions (Taxes and Transfers).

Interest relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

A financial asset and a financial liability are only offset and the net amount presented in the statement of financial position when an entity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

### 1.6 Property, Plant and Equipment

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

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

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

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

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 depreciated on the straight-line basis over their expected useful lives, to the estimated residual value as follows:

Asset Class	Estimated useful life
Furniture	2-10 years
Vehicles	2-5 years
Equipment	2-5 years
Computers	2-5 years
Fibre optic network	20 years
Leasehold improvement	2-15 years

The residual value, and the useful life and depreciation method of each asset are reviewed at the end of each reporting period. Where fully depreciated assets are still in use, the useful lives of assets are re-estimated and the useful life of these assets may extend beyond the estimated useful lives listed above.

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 de-recognition 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 and is included in surplus or deficit when the item is derecognised.

#### Annual Reassessment of Useful Life

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.

### 1.7 Intangible Assets

An intangible asset is identifiable by Iziko Museums 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

Iziko Museums recognises an intangible 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

Iziko Museums initially recognises intangible assets at cost. Where an intangible asset is acquired at no nominal cost, Iziko Museums recognises it at its fair value as at

the date of acquisition. Intangible assets are carried at cost, less any accumulated amortisation and any impairment losses.

Iziko Museums assesses the probability of expected future economic benefits or service potential using reasonable and supporting assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

Intangible assets are amortised on the straight-line basis over their expected useful lives, to the estimated residual values as follows:

Asset Class	Estimated useful life
Computer Software	2-5 years
Planetarium licenses	2-50 years

### 1.8 Heritage Assets

#### Recognition

Iziko Museums 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 Museums; and
- The cost or fair value of the asset can be reliably measured
- If, while collecting specimens, and before research is undertaken, it cannot be concluded that the specific specimen (a) has a cultural, environmental, historical, natural, scientific, technological or artistic significance; and (b) is to be held indefinitely for the benefit of present and future generations, the asset held for future research has not met the definition of a heritage asset.

Iziko Museums will assess the degree of certainty attached to the flow of future service potential or economic benefits of assets which, on initial recognition, do not meet the recognition criteria of heritage assets because of the need for further evaluation and research.

Where research to identify, analyse and classify heritage items is undertaken, the items will be recorded and controlled.

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

### 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.

### Directive 7: Use of deemed cost for heritage assets upon initial recognition and adoption of a Standard

The following terms are used in Directive 7 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 Directive 7):** 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 Directive 7, 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

Iziko Museums initially measured heritage assets using the deemed cost approach. The Valuation Reserve was created on initial measurement of the heritage assets, at deemed cost and is non-distributable.

### 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).

### 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 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).

### 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 Museums 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 AFS. The works, objects and specimens in the various collections which have not been valued, are recorded and controlled in the register.

### 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).

### Heritage Asset Classification

Iziko Museums 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 consists of published and unpublished material, as well as research material.

### Heritage Assets on Loan to Other Institutions

Iziko Museums maintains loan registers in all its collections under long and short terms loan agreements. Loan materials may also be deposited at

Iziko Museums 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.

### Subsequent Measurement

Iziko Museums 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.

### Impairment

At each reporting date, Iziko Museums assesses whether there are indications of impairment. If any such indications exist, Iziko Museums estimates the recoverable amount or the recoverable service amount of the heritage asset.

### 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.

### 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.

### 1.9 Leases

Operating Leases - Lessor

Rental income 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.

### 1.10 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.

#### Post-employment benefits

##### 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 Museums the balance.
- An employee who joined Iziko Museums 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 11).

The amount accrued for post-retirement medical benefits is included within non-current liabilities.

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 the notes below.

### 1.12 Revenue from Exchange Transactions

The full amount of revenue from exchange transactions 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 a willing party in an arm's length transaction is recognised, and any impairment losses are subsequently recognised.

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

#### Sale of Goods

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

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

#### Rendering of Services

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date.

The outcome of a transaction can be estimated reliably when all of the following conditions are satisfied:

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

- The stage of completion of the transaction at the reporting date can be measured reliably; and
- The costs incurred for the transaction, and the costs to complete the transaction, can be measured reliably

### Interest and Rental Income

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

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

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

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

### Concessions

As part of Iziko Museums' strategic objectives of allowing access and enhancing the museum experience to the broader community, Iziko Museums 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 AFS.

### 1.13 Revenue from Non-exchange Transactions

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.

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 Irregular expenditure

Irregular expenditure is charged against the statement of financial performance in the period in which they are incurred. Irregular expenditure not confirmed (alleged) is not disclosed in the notes to the financial statements. Where a transaction has been confirmed as irregular expenditure, and further determination to identify facts and losses related to the transaction are in progress, such irregular expenditure amount will be disclosed in the irregular expenditure note; and progress of irregular expenditure shall also be disclosed.

Irregular expenditure where confirmed, is investigated in order to establish facts whether the transgression is related to fraudulent, corrupt and other criminal conduct. The amount(s) of losses determined shall be recovered in the current financial year (if practical); and amount(s) of losses recovered shall be disclosed in the irregular expenditure note under Amount(s) not Condoned and Recoverable.

If it can be demonstrated that it is impractical to determine total losses incurred, the details and reasons as to why the amount cannot be quantified shall be disclosed.

For irregular expenditure where losses incurred are irrecoverable, amount(s) of losses that are irrecoverable shall be determined and the writing off of such amount(s) shall be considered or disclosed in the irregular expenditure note under Amount(s) not Condoned and not Recoverable. For irregular

expenditure where losses were not incurred and value for money was achieved and the transgression was free of fraudulent, corrupt or other criminal conduct; request condonation of irregular expenditure; and if amount(s) of irregular expenditure are condoned by the relevant authority the amount(s) shall be disclosed in the irregular expenditure note as Current year amount(s) Condoned for the current year.

If irregular expenditure was not condoned by the relevant authority, the irregular expenditure shall be presented to the accounting officer or accounting authority for removal; and amount(s) of losses disclosed as irrecoverable in the irregular expenditure note under Amount(s) not Condoned and not Recoverable.

If fraudulent, corrupt or other criminal conduct is alleged or confirmed, the relevant steps required in terms of Treasury Regulations 33 and the debt management policy of Iziko Museums shall be followed and reported in terms of section 34 of the Prevention and Combating of Corrupt Activities Act. Supplementary disclosure on criminal proceedings instituted must be included.

### 1.15 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which 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 correction of error 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 as a correction of error.

### 1.16 Capital Commitments

Capital Commitments represent Property, Plant and Equipment that has been ordered, but no delivery has taken place at the reporting date. These amounts are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance as the AFS are prepared on the accrual basis and prior delivery, no accrual can be recognised. These items are, however, disclosed as part of the disclosure notes.

The commitments disclosed in the disclosure note are capital expenditure approved and contracted for at the reporting date, to the extent that the amount has not been recorded in the financial statements.

Material contracts entered into after the reporting date but prior to the approval of the financial statements will be disclosed under subsequent events in the report of the Accounting Authority. Other commitments for which disclosure is necessary to achieve a fair presentation should be disclosed in a note if both the following criteria are met:

- Non-cancellable contracts or only cancellable at significant cost contracts; and
- Contracts that related to something other than the routine, steady, state business of the entity were taken into consideration.

In calculating commitments the following was taken into account pertaining to tenders awarded:

- The period of the tender awarded
- Amounts already paid pertaining to that tender/contract
- Amounts for which invoices have been received and which are therefore included in accruals should be deducted
- Commitments loaded on the procurement systems
- Commitments not loaded on the procurement system.

A distinction shall be made between approved and contracted commitments and approved but not yet contracted for commitments. Approved and contracted commitments are where the expenditure has been approved and the contract has been awarded at the reporting date. Approved but not yet contracted commitments are where the expenditure has been approved and the contract is awaiting finalisation at the reporting date.

## 1.17 Accounting Policies, Estimates and Errors

### Change in accounting estimate

Change in accounting estimate result from new information and new developments and are not correction of errors.

The effect of a change in accounting estimate shall be recognised prospectively by including it in surplus or deficit in:

- The period of the change, if the change affects that period only; or
- The period of the change and future periods, if the change affects both.

To the extent that a change in an accounting estimate gives rise to changes in assets and liabilities, or relates to an item of net assets, it shall be recognised by adjusting the carrying amount of the related asset, liability or item of net assets in the period of the change.

### Prior period errors

A prior period error shall be corrected by retrospective restatement except to the extent that it is impracticable to determine either the period-specific effects or the cumulative effect of the error.

When it is impracticable to determine the period-specific effects of the error on comparative information for one or more prior periods presented, the entity shall restate the opening balances of the assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable (which may be the current period).

When it is impracticable to determine the cumulative effect, at the beginning of the current period, the entity shall restate the comparative information to correct the error prospectively from the earliest date practicable.

### Change in Accounting policies

Iziko Museums shall change an accounting policy only if the change:

- Is required by a standard of GRAP; or
- Results in the financial statements providing

reliable and more relevant information about the effects of the transactions, other events or conditions on the entity's financial position, financial performance or cash flows.

A change in accounting policy shall be applied retrospectively, except to the extent that it is impracticable to determine either the period-specific effects or the cumulative effect of the change.

When is it impracticable to determine the period-specific effects of changing an accounting policy on comparative information of one or more prior periods presented, Iziko Museums shall apply the new accounting policy to the carrying amounts of the assets and liabilities as at the beginning of the earliest period of which retrospective application is practicable, which may be the current period, and shall make a corresponding adjustment to the opening balance of each affected component of net assets for that period.

When it is impracticable to determine the cumulative effect, at the beginning of the current period, of applying a new accounting policy to all prior periods, Iziko Museums shall adjust the comparative information to apply the new accounting policy prospectively from the earliest date practicable.

## 1.18 Events after reporting date

Iziko Museums will adjust the amount recognised in the financial statements to reflect adjusting events that occur between the reporting date and the date when the financial statements are authorised for issue, once the event occurred.

Iziko Museums will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements

## 1.19 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.

Key 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 key management. Close members of the family of a person are considered to be those family members who may be expected to influence, or be influenced by, that management in their dealings with Iziko Museums. Related party transactions are disclosed in note 21.

## 1.20 New Standards and interpretations

Standards and interpretations effective and adopted in the current year.

In the current year, the following standards were issued and became effective but does not apply to Iziko Museums since they will have no effect on the financial position, performance or disclosure notes of Iziko Museums' AFS.

GRAP 34 on Separate financial statements

GRAP 35 on Consolidated financial statements

GRAP 36 on Investments in associates and joint ventures

GRAP 37 on Joint arrangements

GRAP 38 on Disclosure of interests in other entities

GRAP 110 on Living and non-living resources

### Standards and interpretations issued, but not yet effective

Iziko Museums has not applied the following standards of GRAP for which amendments to the Standard have been approved but effective date of the amendments is not yet set by the Minister of Finance.

GRAP 104: Financial Instruments

The effective date of the amendment is not yet set by the Minister of Finance. Iziko Museums expects

to adopt the amendment for the first time when the Minister sets the effective date for the amendment. The adoption of this standard is likely to impact on Iziko Museums' results .

GRAP 25: Employee Benefits

The effective date of the amendment is not yet set by the Minister of Finance. Iziko Museums expects to adopt the amendment for the first time when the Minister sets the effective date for the amendment. The adoption of this standard is likely to impact on Iziko Museums' results.

Guideline for the Accounting for Landfill Sites (2020)

The effective date of the amendment is not yet set by the Minister of Finance. Iziko Museums expects to adopt the amendment for the first time when the Minister sets the effective date for the amendment. The adoption of this guideline is unlikely to impact on Iziko Museums' results.

# Notes To The Annual Financial Statements

## 2. Property, Plant and Equipment

2021

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	Furniture	Vehicles	Equipment	Computers	Fibre Optic Network	Leasehold Improvement	TOTAL
Gross carrying amount the beginning of year	3 741 984	1 013 121	38 819 872	19 859 356	4 990 320	6 818 745	75 243 398
Accumulated depreciation at beginning of year	(2 619 908)	(489 519)	(22 576 845)	(11 102 350)	(2 432 781)	(3 283 348)	(42 504 751)
<b>Net carrying amount the beginning of year</b>	<b>1 122 076</b>	<b>523 602</b>	<b>16 243 027</b>	<b>8 757 006</b>	<b>2 557 539</b>	<b>3 535 397</b>	<b>32 738 647</b>
Acquisitions - Purchases	131 919	-	2 305 254	2 845 157	-	-	5 282 330
Acquisitions - Donations	4 349 077	-	191 761	-	-	-	4 540 838
Impairment	-	-	(1)	-	-	-	(1)
Disposals	(6)	-	(20 547)	(222 746)	-	-	(243 299)
Accumulated depreciation on disposals	1	-	20 532	222 711	-	-	243 244
<b>Depreciation expense for the year</b>	<b>(893 496)</b>	<b>(65 047)</b>	<b>(5 276 210)</b>	<b>(3 251 104)</b>	<b>(249 516)</b>	<b>(547 175)</b>	<b>(10 282 548)</b>
<b>Net carrying amount at end of year</b>	<b>4 709 571</b>	<b>458 555</b>	<b>13 463 816</b>	<b>8 351 024</b>	<b>2 308 023</b>	<b>2 988 222</b>	<b>32 279 211</b>
Gross carrying amount the end of year	8 222 974	1 013 121	41 296 339	22 481 767	4 990 320	6 818 745	84 823 266
Accumulated depreciation at end of the year	(3 513 403)	(554 566)	(27 832 523)	(14 130 743)	(2 682 297)	(3 830 523)	(52 544 055)

2020

R

	Furniture	Vehicles	Equipment	Computers	Fibre Optic Network	Leasehold Improvement	TOTAL
Gross carrying amount the beginning of year	3 689 881	1 013 121	37 191 749	19 256 570	4 990 320	6 798 228	72 939 869
Accumulated depreciation at beginning of year	(2 314 240)	(424 473)	(17 415 299)	(9 262 641)	(2 183 265)	(2 675 751)	(34 275 669)
<b>Net carrying amount the beginning of year - restated</b>	<b>1 375 641</b>	<b>588 648</b>	<b>19 776 450</b>	<b>9 993 929</b>	<b>2 807 055</b>	<b>4 122 477</b>	<b>38 664 200</b>
Acquisitions	68 798	-	1 898 151	1 818 400	-	20 517	3 805 866
Disposals	(16 695)	-	(270 028)	(1 215 614)	-	-	(1 502 337)
Accumulated depreciation on disposals	16 692	-	266 467	1 184 405	-	-	1 467 564
<b>Depreciation expense for the year</b>	<b>(322 360)</b>	<b>(65 046)</b>	<b>(5 428 014)</b>	<b>(3 024 114)</b>	<b>(249 516)</b>	<b>(607 597)</b>	<b>(9 696 647)</b>
<b>Net carrying amount at end of year</b>	<b>1 122 076</b>	<b>523 602</b>	<b>16 243 026</b>	<b>8 757 006</b>	<b>2 557 539</b>	<b>3 535 397</b>	<b>32 738 646</b>
Gross carrying amount the end of year	3 741 984	1 013 121	38 819 872	19 859 356	4 990 320	6 818 745	75 243 398
Accumulated depreciation at end of the year	(2 619 908)	(489 519)	(22 576 846)	(11 102 350)	(2 432 781)	(3 283 348)	(42 504 752)

- During the year under review, 6 733 (2020: 6 794) assets valued at R1 and below as well as fully depreciated assets were still in use by the entity
- No restrictions on title for property, plant and equipment have been pledged as securities for liabilities
- Included in repairs and maintenance is expenditure incurred to repair and maintain property, plant and equipment amounting to R 29 754 (2020: R 88 646)

## 3. Intangible Assets

Intangible assets comprise of Computer Software and Planetarium Licences

	Computer Software	Planetarium Licences	2021 TOTAL
<b>Net carrying amount the beginning of year</b>	<b>1 631 386</b>	<b>1 655 156</b>	<b>3 286 542</b>
Gross carrying amount the beginning of year	3 872 016	1 810 227	5 682 243
Accumulated Amortisation at beginning of year	(2 240 630)	(155 071)	(2 395 701)
Additions	151 414	-	151 414
Amortisation expense for the year	(486 065)	(64 461)	(550 526)
<b>Net carrying amount at end of year</b>	<b>1 296 735</b>	<b>1 590 695</b>	<b>2 887 430</b>
Cost	4 023 430	1 810 227	5 833 657
Accumulated Amortisation at end of the year	(2 726 695)	(219 532)	(2 946 227)

	Computer Software	Planetarium Licences	Restated 2020 TOTAL
<b>Net carrying amount the beginning of year</b>	<b>2 223 915</b>	<b>1 580 456</b>	<b>3 804 371</b>
Cost	4 022 595	1 673 633	5 696 228
Accumulated Amortisation at beginning of year	(1 798 680)	(93 177)	(1 891 857)
Additions	26 693	136 594	163 287
Disposals	(177 272)	-	(177 272)
Accumulated Amortisation on disposals	177 272	-	177 272
Amortisation expense for the year	(619 222)	(61 894)	(681 116)
<b>Net carrying amount at end of year</b>	<b>1 631 386</b>	<b>1 655 156</b>	<b>3 286 542</b>
Cost	3 872 016	1 810 227	5 682 243
Accumulated Amortisation at end of the year	(2 240 630)	(155 071)	(2 395 701)

- No restrictions on title for intangible assets have been pledged as securities for liabilities

## 4. Heritage Assets

2021

R

	Natural History Collections	Social History Collections	Art Collections	Libraries	TOTAL
Gross carrying amount the beginning of year	25 529 191	373 559 621	2 081 555 385	32 772 220	2 513 416 417
Accumulated Impairment at beginning of the year	-	-	-	(13 650)	(13 650)
Net carrying amount the beginning of year	25 529 191	373 559 621	2 081 555 385	32 758 570	2 513 402 767
Additions (Purchases)	-	403 709	172 500	-	576 209
Additions (Donations)	-	262 750	-	-	262 750
Net carrying amount at end of year	25 529 191	374 226 080	2 081 727 885	32 758 570	2 514 241 726
Gross carrying amount the end the of year	25 529 191	374 226 080	2 081 727 885	32 772 220	2 514 255 376
Accumulated Impairment at end of the year	-	-	-	(13 650)	(13 650)

Restated

2020

R

	Natural History Collections	Social History Collections	Art Collections	Libraries	TOTAL
Gross carrying amount the beginning of year	25 529 191	373 164 582	2 079 945 601	32 771 617	2 511 410 991
Accumulated Impairment at beginning of the year				(13 650)	(13 650)
Net carrying amount the beginning of year restated	25 529 191	373 164 582	2 079 945 601	32 757 967	2 511 397 341
Valuation		83 913			83 913
Additions Purchases		275 448	1 001 516		1 276 964
Additions Donations		35 678	608 268	603	644 549
Net carrying amount at end of year	25 529 191	373 559 621	2 081 555 385	32 758 570	2 513 402 767
Gross carrying amount the end the of year	25 529 191	373 559 621	2 081 555 385	32 772 220	2 513 416 417
Accumulated Impairment at end of the year				(13650)	(13650)

### Natural History Collections

There are 711 076 catalogued objects and specimens in the Natural History collection of which 10 914 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 AFS in terms of GRAP 103. Items not recognised in the AFS are recorded and controlled.

### Social History Collections

Iziko Museums currently has within its Social History Collection 343 objects that could not be valued for the following reasons:

- 77 objects included Antiquities for which the service potential could not be assessed due to additional research being required to their origin and dating
- 36 additional objects for which the service potential could not be assessed due to additional research being required to confirm or establish provenance
- 182 items of Archaeological Material could not be valued because the material consists of fragmented materials
- 48 objects have no commercial value because they are fragmented, broken or unassembled

### Art Collections

Iziko Museums currently has 122 works in the Gerard Sekoto Study Collection that have been assessed to have no commercial value because they are incomplete or sketches not intended as a finished work. These works still have research value and will be held in the collection as a study collection.

The Library Collections contain 185 items comprising pamphlets, policies, catalogues and reference material which 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 object, works or specimens have been accessioned, and cannot be located for verification, they have not been recognised and are placed on a loss register pending further investigation.

### Repairs and maintenance

An amount of R 8 500 (2020: R 7 600) was spent on Repairs and Maintenance to heritage assets during the year in review. In terms of Iziko Museums's mandate, the careful preservation and protection of collections is an internal function which includes materials and time spent by employees. In determining amounts spent on repairs and maintenance of heritage assets, the entity has exclusively disclosed amounts paid to external service providers.

## 5. Inventories

	2021			
	R			
	Opening Balance	Purchases	Expensed	Closing Balances
Cleaning Materials	32 801	99 846	(103 320)	29 327
Stationery	1 668	78 995	(78 007)	2 656
Uniforms	21 323	134 506	(21 323)	134 506
Lighting Consumables	35 644	8 907	(12 026)	32 525
Promotional Material	96 346	267 040	(128 011)	235 374
	<u>187 782</u>	<u>589 294</u>	<u>(342 687)</u>	<u>434 389</u>
	2020			
	R			
	Opening Balance	Purchases	Expensed	Closing Balances
Cleaning Materials	34 531	198 858	(200 588)	32 801
Stationery	3 838	13 879	(16 049)	1 668
Uniforms	21 323			21 323
Lighting Consumables	38 548		(2 904)	35 644
Promotional Material	76 523	81 282	(61 459)	96 346
	<u>174 763</u>	<u>294 019</u>	<u>(281 000)</u>	<u>187 782</u>

## 6. Trade and Other Receivables

	2021	Restated 2020
	R	R
6.1 Receivables from non-exchange transactions		
Gross carrying amount	1 035 028	506 419
Allowance for Doubtful Debts	-	-
	<u>1 035 028</u>	<u>506 419</u>
6.2 Receivables from exchange transactions		
Gross carrying amount	11 305 077	11 196 180
Allowance for Doubtful Debts	(4 313 855)	(4 155 900)
	<u>6 991 222</u>	<u>7 040 280</u>
	<u>8 026 250</u>	<u>7 546 699</u>

The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivables mentioned above.

Receivables are subject to Iziko Museums' standard credit terms and are due within a maximum of either 30 days or based on mutually agreed payment terms as stated in the initial contract with debtors.

## Trade Receivables Past Due But Not Impaired

At 31 March, trade and other receivables can be analysed as follows:

	2021	Restated 2020
	R	R
Current	2 778 806	7 518 249
1 month past due	975 372	6 272
2 months past due	563 585	21 324
3 months past due	3 708 487	824
	<u>8 026 250</u>	<u>7 546 669</u>
Reconciliation of the allowance for doubtful debts		
Opening Balance	4 155 900	-
Doubtful debts written off	-	16 326
Allowance raised	157 955	4 139 574
Allowance reversed	-	-
Closing Balance	<u>4 313 855</u>	<u>4 155 900</u>
No debtors are pledged as collateral or security		

## 7. Cash and Cash Equivalents

	Credit rating	2021	2020
		R	R
ABSA - 364 day Fixed Deposit	zaA-1+	13 393 554	12 433 547
ABSA - 364 (2020: 90) day Fixed Deposit	zaA-1+	37 559 472	36 942 024
Investec - Private Money Fund	za A-1+	30 678 976	29 299 827
Standard bank - Call Deposit	P-3	28 414 504	26 602 017
Standard Bank - Current account	P-3	9 249 303	7 436 295
Cash on hand		37 700	38 000
		<u>119 333 509</u>	<u>112 751 710</u>

## 8. Trade and Other Payables

### 8.1 Payables from Exchange Transactions

	2021	Restated 2020
	R	R
Deferred lease liability	-	35 727
Rent deposits	236 830	221 336
Trade creditors and accruals	9 610 359	11 465 023
	<u>9 847 189</u>	<u>11 722 086</u>

### 8.2 Payables from Non-exchange Transactions

Grant Deposit	3 900 000	4 200 000
Other Payables	67 440	60 031
	<u>3 967 440</u>	<u>4 260 031</u>

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.

## 9. Short-term employee benefits obligation

	2021	2020
	R	R
Staff Merit Bonus liability	-	1 077 126
Staff accumulated leave liability	4 278 524	3 022 665
Staff Annual bonuses liability	1 603 908	1 522 504
	<u>5 882 432</u>	<u>5 622 295</u>

Short-term employee benefits obligations are employee benefits (other than termination benefits) that are due to be settled within twelve months after the end of the period in which the employees render the related service.

## 10. Post-retirement Pension Benefit

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

According to the March 2018 valuation reports, no shortfall exists in respect of accrued liabilities. A funding level of 100% certifies that the Museums Pension Fund is currently in a financially sound position. Any deficit is funded through increased contributions to ensure the ongoing sustainability of the pension fund.

## 11. Post-retirement Medical Benefit

	2021	2020
	R	R
Balance at beginning of year	66 520 372	68 670 740
Increase/(Decrease) in liability	4 591 841	(2 150 368)
Balance at end of year	<u>71 112 213</u>	<u>66 520 372</u>
<b>Post -retirement medical benefit (Non-current liability)</b>	<b>66 211 143</b>	<b>61 643 092</b>
<b>Post -retirement medical benefit (Current liability)</b>	<b>4 901 070</b>	<b>4 877 280</b>
	<u>71 112 213</u>	<u>66 520 372</u>

## Medical Aid

Iziko Museums 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; Iziko Museums and Iziko Museums' employees who belong to the medical aid. Iziko Museums' contribution to the medical schemes is charged to the income statement in the year to which it relates.

The latest full valuation of Iziko Museums' liability in respect of post -retirement medical benefits for the financial year end was performed on 31 March 2021, and 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 (60) retirees and twenty seven (27) employees participating as at 31 March 2021 and the liability and future increases are charged to income.

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

	2021	2020	2019	2018	2017
	R	R	R	R	R
Opening balance	66 520 372	68 670 740	71 733 752	68 936 631	67 850 659
Current service cost	775 696	917 734	1 057 419	1 142 128	1 151 704
Post Retirement Actuarial Finance Costs	7 800 819	6 961 288	6 324 520	6 716 318	6 764 801
Actuarial loss/(gain)	892 607	(5 641 094)	(6 464 919)	(1 729 119)	(3 933 970)
Expected employer benefit payments	(4 877 281)	(4 388 296)	(3 980 032)	(3 332 206)	(2 896 563)
	<u>71 112 213</u>	<u>66 520 372</u>	<u>68 670 740</u>	<u>71 733 752</u>	<u>68 936 631</u>

## Actuarial Loss

An actuarial loss of R 892 607 (2020: Actuarial gain of R 5 641 094) has arisen due to the following reasons:

- Changes made to the assumptions, specifically the decrease in the net discount rate from 2.5% to 1.7% per annum resulted in an actuarial loss of R 5 213 932.
- Medical scheme contributions for 2021, and hence the subsidies payable by the employer, inclusive of benefit option changes, increased on average by 8.0% compared to the increase of 9.4% that was assumed in the previous valuation. This resulted in an actuarial gain of R 1 006 221.
- The difference between actual demographic experience (resignation, retirement, mortality etc.) and that assumed in the previous valuation gave rise to an actuarial gain of R 3 315 104.

## Total Expense Recognised in the Statement of Financial Performance

	2021	2020
	R	R
Service costs	775 696	917 734
Post Retirement Actuarial Finance Costs	7 800 819	6 961 288
Actuarial loss/(gain)	892 607	(5 641 094)
Personnel costs	<u>9 469 122</u>	<u>2 237 928</u>

## Key Assumptions Used

The changes from the previous valuation include:

- An increase in the discount rate from 12.1% to 11.9% per annum
- A decrease in the long-term medical cost inflation assumption from 9.4% to 10.0% per annum
- The two changes above result in an increase in the net discount rate from 2.5% to 1.7% per annum

## Economic assumptions

The rate used to discount post-employment benefits is determined with reference to market yields on high quality corporate bonds of appropriate duration. If a deep market on such bonds does not exist in the country then the market rates on long term government bonds should be used. For the 2020/21 valuation a discount rate of 11.9% per annum was used. This yield is derived from the JSE zero bond curve (as at 31 March 2021), applied to the projected cash flows from the current valuation, which results in a duration of 11 years.

The market's view of the long-term level of the rate of increase in the CPI Index is suggested by the difference between the yields on index linked and fixed coupon government bonds of appropriate terms. The assumed long-term CPI inflation rate for this valuation that was derived in this manner is 7.50% per annum.

Healthcare cost inflation has exceeded the average inflation rate over the past few years, and this is expected to continue in the near future. However, this situation implies that medical scheme contributions will constitute a growing proportion of employee remuneration packages, which is not tenable in the long term. Furthermore, the general healthcare system in South Africa is currently in a state of flux and future changes in legislation and the national health system will necessarily affect medical scheme contributions. Therefore, any assumption regarding future increases in medical scheme contributions is necessarily subjective.

It has been assumed that healthcare cost inflation will be 2.5% higher than CPI inflation. This assumption deviates from what has been assumed previously in that a risk margin of 0.5% has been added to the 2.0% assumed in the previous valuation. The risk margin allows for an additional margin due to the economic uncertainty following from the COVID-19 pandemic. The rates used in the valuation are therefore assumed to be 10.0% per annum.

Due to the uncertainty following the COVID-19 pandemic as well as the resulting impact on the JSE zero bond curve, the short-term healthcare cost inflation rate applied to previous valuations was ignored.

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

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

Pre-retirement	Male	SA 85-90 (light)
	Female	SA 85-90 (light) Down by three years
Post-retirement	Male	PA90
	Female	PA90

## 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 - F2021 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 2020	66 520 371	66 520 371	66 520 371	66 520 371	66 520 371
Settlements	775 696	775 696	775 696	775 696	775 696
Service Cost	7 800 819	7 800 819	7 800 819	7 800 819	7 800 819
Post Retirement Actuarial Finance Costs	(4 877 280)	(4 877 280)	(4 877 280)	(4 877 280)	(4 877 280)
Actuarial (gain) / loss	892 607	8 375 334	4 489 654	(5 538 492)	(2 442 223)
<b>Liability as at 31 March 2021</b>	<b>71 112 213</b>	<b>78 594 940</b>	<b>74 709 260</b>	<b>64 681 114</b>	<b>67 777 383</b>

### Sensitivity Analysis - F2022 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 2021	71 112 213	78 594 940	74 709 260	64 681 114	67 777 383
Settlements	(4 901 070)	(4 913 322)	(4 907 196)	(4 888 817)	(4 894 943)
Service Cost	790 172	921 478	852 615	681 895	733 466
Post Retirement Actuarial Finance Costs	8 217 755	9 115 283	8 649 155	7 446 741	7 817 901
<b>Liability as at 31 March 2022</b>	<b>75 219 070</b>	<b>83 718 379</b>	<b>79 303 834</b>	<b>67 920 933</b>	<b>71 433 807</b>

## 12. 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.

### 12.1 Deferred Income - Unspent Conditional Grants

Projects per department	Opening balance	Receipts	Expenses	Closing balance	2021	
					R	
					To be utilised	
					Within one year	Within year 2 and thereafter
Research Grants	700 174	2 387 127	(1763 266)	1 324 035	1 247 854	76 181
Conservation Grant	37 701	80 000	(40 931)	76 770	76 770	-
Graduate Intern Programme Grant	53 655	201 509	(255 164)	-	-	-
<b>Total</b>	<b>791 530</b>	<b>2 668 636</b>	<b>(2 059 361)</b>	<b>1 400 805</b>	<b>1 324 624</b>	<b>76 181</b>

2020

R

Projects per department	Opening balance	Receipts	Expenses	Closing balance	To be utilised	
					Within one year	Within year 2 and thereafter
Research Grants	2 913 069	252 226	(2 465 121)	700 174	700 174	-
Conservation Grant	882 462	-	(844 761)	37 701	37 701	-
Graduate Intern Programme Grant	15 891	534 682	(496 918)	53 655	53 655	-
<b>Total</b>	<b>3 811 422</b>	<b>786 908</b>	<b>(3 806 800)</b>	<b>791 530</b>	<b>791 530</b>	<b>-</b>

## 12.2 Deferred Income - Unspent Conditional Government Grants

2021

R

Projects per department	Opening balance	Receipts	Expenses	Closing balance	To be utilised within one year	To be utilised in year 2 and thereafter
Maintenance & Conservation	1 721 610	-	(162 586)	1 559 024	779 512	779 512
Painting and Renovation of Facilities	1 507 268	-	(505)	1 506 763	1 506 763	-
Climate Control	370 017	-	-	370 017	370 017	-
Halon Gas & Fire Suppression System	7 475 275	-	(57 500)	7 417 775	1 483 557	5 934 218
Old Townhouse repairs	4 395 212	-	(330)	4 394 882	3 955 394	439 488
Planetarium Upgrade	4 926 246	-	-	4 926 246	492 622	4 433 624
GRAP 103 Implementation Project	14 621 574	-	(1 980 337)	12 641 237	1 516 947	11 124 290
Courtyard Project	4 515 969	-	(106 744)	4 409 225	2 381 219	2 028 006
Emergency Fire Escape	-	4 520 000	-	4 520 000	904 000	3 616 000
Maintenance & Conservation of sites 2	-	14 050 000	-	14 050 000	4 215 000	9 835 000
Presidential Employment Stimulus Programme	-	151 274	(151 274)	-	-	-
<b>Total</b>	<b>39 533 171</b>	<b>18 721 274</b>	<b>(2 459 276)</b>	<b>55 795 169</b>	<b>17 605 031</b>	<b>38 190 138</b>

2020

R

Projects per department	Opening balance	Receipts	Expenses	Closing balance	To be utilised within one year	To be utilised in year 2 and thereafter
Maintenance & Conservation	1 721 610	-	-	1 721 610	344 322	1 377 288
Painting and Renovation of Facilities	1 507 268	-	-	1 507 268	1 055 088	452 180
Climate Control	370 017	-	-	370 017	370 017	-
Halon Gas & Fire Suppression System	7 475 275	-	-	7 475 275	747 527	6 727 748
Old Townhouse Repairs	-	4 395 212	-	4 395 212	1 318 564	3 076 648
Planetarium Upgrade	5 366 497	-	(440 251)	4 926 246	985 248	3 940 998
GRAP 103 Implementation Project	18 076 304	-	(3 454 730)	14 621 574	3 655 394	10 966 180
Courtyard Project	4 704 321	-	(188 352)	4 515 969	2 658 151	1 857 818
<b>Total</b>	<b>39 221 292</b>	<b>4 395 212</b>	<b>(4 083 333)</b>	<b>39 533 171</b>	<b>11 134 311</b>	<b>28 398 860</b>

## Summary

	2021	2020
	R	R
Deferred income - Unspent conditional grants: Non-current liability	76 181	-
Deferred income - Unspent conditional grants: Current liability	1 324 624	791 530
Deferred income - Unspent conditional government grants: Non-current liability	38 190 138	28 398 860
Deferred income - Unspent conditional government grants: Current liability	17 605 031	11 134 311
<b>Total</b>	<b>57 195 974</b>	<b>40 324 701</b>

## 13. Heritage Asset Valuation Reserve

	2021	Restated 2020
	R	R
Opening Balance	2 503 400 213	2 498 021 472
Additions to Collections - Newly accessioned objects	-	83 913
Additions to Collections - Prior period adjustment	-	5 294 828
<b>Closing Balance</b>	<b>2 503 400 213</b>	<b>2 503 400 213</b>

The valuation reserve relates to the revaluation of Heritage assets when Heritage assets were first recognised and increases when newly accessioned, not new acquisitions, objects are recognised.

## 14. Service In Kind

	2021	2020
	R	R
Service in Kind income	54 304 285	56 370 950

Eleven sites occupied by Iziko Museums are owned by the Department of Public Works and Infrastructure no cost during the year. In addition, spaces at one of the Iziko Museums' sites at Groot Constantia Estate, Groot Constantia are occupied free of charge by Iziko Museums. The lease of the buildings is open-ended with no lease term. The value of the use of the premises have been recognised as Service in Kind income in the Statement of Financial Performance.

## 15. Donations

	2021	2020
	R	R
Cash Donations from the public	57 962	69 307
Heritage Asset donations	262 750	608 268
Donations- Property, Plant and Equipment	4 656 385	-
Total Donations	<u>4 977 097</u>	<u>677 575</u>

## 16. Interest earned - external investments

	2021	2020
	R	R
Interest Received	4 352 414	8 928 556
Interest Accrued	2 657 553	1 017 292
Total Interest Earned	<u>7 009 967</u>	<u>9 945 848</u>

## 17. Net Deficit/ Surplus for the Year

Net deficit for the year has been arrived at after charging:

	2021	Restated 2020
	R	R
Advertising , Marketing and Promotions	416 923	913 417
Amortisation: intangible assets	550 526	681 116
Architectural services	46 334	148 350
Asset verification and valuation	375 428	1 681 107
Audit fees - external	2 826 141	2 491 968
Audit fees - internal	337 674	160 800
Bank and legal costs	427 794	1 105 838
Cleaning, Hygiene and Garden services	338 782	1 018 328
Consumables	1 472 862	816 734
Depreciation	10 282 548	9 696 647
Insurance	740 778	1 243 630
Lease Costs	51 808 649	57 077 036
Library costs	28 794	41 847
Licenses and computer networking costs	1 618 032	1 856 316
Motor vehicle and transport costs	210 009	457 424
Municipal Charges	15 313 371	13 442 173
Personnel expenses	67 546 001	66 503 453
Salaries and Benefits	67 326 479	66 041 004
Post-retirement medical aid benefits	219 522	462 449
Post Retirement Actuarial Finance Costs	7 800 819	6 961 288
Printing and Stationery	803 120	1 272 923
Professional Secretarial services	116 946	65 953
Professional services - Conservation	830 268	900 125
Professional services -other	1 414 214	1 699 216
Provision for doubtful debts	157 955	4 172 227
Publication expenses	232 774	127 981
Relocation costs- Courtyard Project	-	8 809
Repairs and maintenance	774 984	506 019
Security expenses	3 870 187	2 977 734
Staff Training and Development	661 951	1 221 055
Subsistence and Travel	93 952	2 518 184
Sundry Operating Expenses	4 300 977	2 996 848
Telephone expenses	314 884	446 349
Website Hosting and maintenance costs	7 278	64 750
	<u>175 720 955</u>	<u>185 275 645</u>

## 18. Cash Generated in Operations

	2021	Restated 2020
	R	R
Net (Deficit)/Surplus	(11 292 455)	260 175
<b>Adjustments for:</b>		
Depreciation on property, plant & equipment	10 282 548	9 696 647
Amortisation of intangible assets	550 526	681 116
Donated Heritage Assets	(262 750)	(644 549)
Donated Property, Plant and Equipment	(4 540 838)	
Fair value loss/(gain)	97 912	(33 739)
Loss on disposal of assets	56	34 770
Movements in Post-retirement medical benefit	4 591 842	(2 150 369)
<b>Changes in working capital:</b>		
Trade and other receivables	(479 552)	(191 943)
Inventories	(246 609)	(13 019)
Deferred income - Unspent conditional grants	609 276	(3 019 892)
Deferred income - Unspent conditional government grants	16 261 998	311 879
Short term Employee Benefit obligations	260 138	5 622 295
Trade and other payables	(2 167 288)	(5 018 480)
Prior period adjustment		7 985
<b>Net cash flows from operating activities</b>	<b>13 664 604</b>	<b>5 542 876</b>

## 19. Financial Instruments

Financial instruments carried on the statement of financial position are classified as financial assets and as financial liabilities in terms of GRAP 104 and consist of trade and other receivables investments cash and cash equivalents and trade and other payables.

In accordance with GRAP104.45 the financial assets and liabilities of Iziko Museums are classified as follows:

Financial Assets carried at amortised cost

	2021	Restated 2020
	R	R
Investments - Stanlib - Enhanced Yield Fund (Cash Plus Fund)	22 397 466	21 422 527
Cash and cash equivalents	119 333 509	112 751 710
Trade and other receivables (excluding prepayments)	9 035 140	6 450 606
	<u>150 766 115</u>	<u>140 624 843</u>

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

During the year under review, a fair value loss of R97 912 (2020: Fair value gain of R33 739) was incurred on the investment. No financial assets have been pledged as collateral for liabilities or contingent liabilities

Financial Liabilities carried at amortised cost

	2021	Restated 2020
	R	R
Trade payables	641 159	908 825
Other payables (excluding payables and constructive obligations that do not arise from contracts)	8 768 627	13 107 427
	<u>9 409 786</u>	<u>14 016 252</u>

### 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. Funds invested are not exposed to currency risk due to changes in foreign exchange rates.

### Credit Risk

Cash and cash equivalents

Credit risk is mitigated by the fact that Iziko Museums only deposits cash surpluses with major banks of high credit standing.

The maximum exposure to credit risk at the reporting date is the bank balances as disclosed in the Statement of Financial Performance. The credit rating and balances of the banks used by Iziko Museums are disclosed in note 7.

### Trade and Other Receivables

Credit risk is mitigated through management's assessment of the credit quality of debtors, taking into account their financial position, payment history and track record.

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 allowance 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. No collateral is held for any debtor.

## 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 Museums manages liquidity risk by monitoring its cash flow requirements, and optimises its cash return on investments. The Council is of the opinion that Iziko Museums has sufficient cash available to settle its financial liabilities.

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

Trade payables	641 159	908 825
Other payables (Excluding payables and constructive obligations that do not arise from contracts)	8 768 627	13 107 427
	<u>9 409 786</u>	<u>14 016 252</u>

## Maturity Analysis

	2021 R	
	Less than 12 months	Over 12 Months
Trade payables	641 159	-
Other payables	8 768 627	-
	<u>9 409 786</u>	<u>-</u>

## Maturity Analysis

	Restated 2020 R	
	Less than 12 months	Over 12 Months
Trade payables	908 825	-
Other payables	13 107 427	-
	<u>14 016 252</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.

## Market risks

From an investment perspective, the spread of COVID-19 and its impact on financial markets is concerning, especially the decline in global equity markets and the economy in general. Although Iziko Museums is not exposed to foreign exchange rates, the situation is introducing significant uncertainty and volatility into markets and the economy.

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

## 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:

### Interest received

		2021 R	2021 R
Interest Earned - External Investments		7 009 967	9 945 848
Interest rate		5%	7%
Effect of change in interest rate	1% decrease	6%	6%
Effect of change in interest rate	Rand value	(1 340 877)	(1 895 394)
Effect of change in interest rate	1% increase	6%	8%
Effect of change in interest rate	Rand value	1 493 742	788 091

## Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

## 20. Operating Leases

### Iziko Museums as Lessor

Operating leases relate to the rental of 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 R1 042 492 (2020: R1 405 651).

### 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:

	2021 R	2020 R
Up to 1 year	1 427 490	1 427 490
2 to 5 years	2 141 235	3 568 725
	<u>3 568 725</u>	<u>4 996 215</u>

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

- The lessee shall not have the right to sublet cede or assign the whole or any portion of the premises let
- The lessor or its duly authorised agent or representative shall have the right, at all reasonable times, to inspect the premises let
- 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 Museums as Lessee

The operating leases relate to rentals charged for vehicles, berthing fees, photocopiers, with lease terms of between 1 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 217 892 (2020: R1 309 469)

### Amounts Payable under Operating Leases

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

	2021	2020
	R	R
Up to 1 year	259 279	906 107
2 to 5 years	-	85 420
	<u>259 279</u>	<u>991 527</u>

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

- The lessee shall not have the right to sublet, cede or assign the whole or any portion of the property, vehicles or equipment let
- 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
- The lessee shall use the property, vehicles or equipment for the sole purpose prescribed in the agreement
- No contingent rent expenses were recognised in the reporting period

### Property Owned by Related Parties

Eleven sites occupied by Iziko Museums are owned by the Department of Public Works at no cost during the year. In addition, spaces at one of the Iziko Museums sites at Groot Constantia Estate, Groot Constantia are occupied free of charge by Iziko Museums. The lease of the buildings is open-ended with no lease term.

## 21. Related Parties

### 21.1 Department of Sport, Arts and Culture

DSAC provides Iziko Museums with an operational grant, as well as municipal services, leases and cost of compliance grants. In addition DSAC provides funding for special projects and essential maintenance. Iziko Museums also recognised service in kind income in respect of property management charges amounting to R5 023 441 (2020: R 4 757 046), paid on behalf of Iziko Museums by DSAC in the prior year.

The amounts involved in the transactions with DAC are as follows:

	2021	2020
	R	R
Grant received - Subsidy per Statement of Financial Performance	88 153 000	91 557 000
Grant received: Old Townhouse Repairs (Note 12.2)	-	4 395 212
Grant received: Emergency Fire Escape (Note 12.2)	4 520 000	-
Grant received: Maintenance & Conservation of 9 Sites (Note 12.2)	14 050 000	-
Grant received: Presidential Employment Stimulus Programme (Note 12.2)	151 274	-
Property management charge expenses	5 023 441	4 757 046
Service in- Kind Income	5 023 441	4 757 046

### 21.2 Castle of Good Hope

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

	2021	2020
	R	R
Opening Balance	4 136 388	2 805 835
Admission fees	157 954	1 330 553
Balance due to Iziko Museums at year-end	<u>4 294 342</u>	<u>4 136 388</u>

The balance due to Iziko Museums at year-end remain unpaid at 31 March 2021 and allowances for credit losses related to unpaid amounts included and as disclosed in Note 6, as follows:

	2021	2020
Allowance for credit losses (refer to Note 6)	<u>4 294 342</u>	<u>4 136 388</u>

### 21.3 South African Heritage Resources Agency

The mission of the South African Heritage Resources Agency is a Schedule 3A public entity as per the Public Finance Management Act, Act 1 of 1999 (PFMA) and an agency of the Department of Sport, Arts and Culture and is responsible for developing norms, standards and charters for the management of heritage resources in South Africa and codes of international best practices.

During the year under review the following transactions were entered into with SAHRA by Iziko Museums of South Africa

	2021	2020
	R	R
Opening Balance due to SAHRA by Iziko	-	5,262
Refund of balance of unused portion of project funding	-	(5 262)
Contribution by SAHRA towards security costs for an Exhibition	-	121 596

### 21.4 National Arts Council of South Africa (NAC)

The NAC is a Schedule 3A public entity as per the Public Finance Management Act, Act 1 of 1999 (PFMA) and under common control with Iziko Museums by the Department of Sport, Arts and Culture.

During years before the prior year Iziko Museums received funding from the NAC for an exhibition. The amount was included as a sundry creditor at the beginning of the prior year and was repaid during the year under review. The transactions are summarized as follows:

	2021	2020
	R	R
Opening Balance due to NAC by Iziko Museums	-	24 430
Refund of balance of unused portion of project funding	-	(24 430)
Balance due by Iziko Museums at year-end	<u>-</u>	<u>-</u>

## 21.5 National Museum of Bloemfontein

During the year under review Iziko Museums incurred travel expenditure relating to a National Research Foundation (NRF) grant for a staff member who subsequently took up employment at the National Museum of Bloemfontein. The grant, attached to the staff member's research, was transferred by the NFR to the National Museum of Bloemfontein, which refunded the travel costs to Iziko Museums. The National Museum of Bloemfontein is a Heritage institution also under the control of Department of Sports, Arts and Culture.

## 21.6 Department of Public Works

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

- SA Museum and Planetarium
- SA Museum Courtyard Wing
- Rust & Vreugd
- Slave Lodge
- Bo-Kaap
- SA National Gallery & Galley Annexe
- Old Townhouse
- Koopmans De Wet House
- Iziko Social History Centre
- Bertram House
- William Fehr
- Wingfield Hangar Storage

The buildings were inspected and the market value of the rentals to the value of R47 209 808 (2020: R49 722 959) have been recognised as Service in Kind Income and lease expenditure in the Statement of Financial Performance as disclosed in Notes 14 and 20.

## 21.7 Management and Council

The two major classes of Management are Iziko Museums' Senior Management, and it's Council

Iziko Museums' Senior Management consists of those persons responsible for planning, directing and controlling the activities of the entity, and Iziko Museums' Council is charged with the governance of the entity, in accordance with legislation. The Emoluments of Council, Committee Members and Senior Management is disclosed below

### 21.7.1 Emoluments of Council and Committee Members

		2021 R		2020 R	
	Term served in reporting periods	Council	Audit and Risk Committee	Council	Audit and Risk Committee
D Moopeloa (Chairman)	01 August 2016 -31 July 2019	-	-	17 792	-
RP Solomons (Chairman)	01 August 2016 - 31 March 2021	153 960	-	54 723	-
S Perumal	01 August 2016 -31 July 2019	-	-	5 208	-
JE Leshabane	01 August 2016 - 31 March 2021	81 302	-	45 259	-
S Makhathini	01 August 2016 - 31 March 2021	59 993	-	15 678	5 238
T Wakashe	01 August 2016 - 31 July 2019	-	-	11 406	-
A Mooke	01 August 2016 - 31 July 2019	-	-	11 718	1 458

### 21.7.1 continued...

		2021 R		2020 R	
	Term served in reporting periods	Council	Audit and Risk Committee	Council	Audit and Risk Committee
A Dlamini	01 August 2016 - 30 September 2020	-	2 946	12 194	10 476
N Nicholls	16 May 2017 - 31 May 2020	-	10 014	326	25 902
K Govender	23 February 2021- 31 March 2021	5 226	-	-	-
P Masilo	01 August 2019- 31 March 2021	60 972	-	24 388	-
M Moonsamy	01 August 2019- 31 March 2021	69 575	-	27 872	-
F Nzama	01 August 2019- 7 August 2020	25 153	-	29 614	-
S Siyengo	01 August 2019 - 2 February 2021	35 276	8 838	28 744	-
P Heeger	16 May 2017 - 31 March 2021	-	11 307	-	15 714
<b>Total</b>		<b>491 457</b>	<b>33 105</b>	<b>284 922</b>	<b>58 788</b>

The Audit and Risk Committee reviews the control, governance and risk management within the entity and committee members are independent.

### 21.7.2 Remuneration of Senior Management

Senior Management Emoluments 1 April 2020 to 31 March 2021

Name	Job Title	Salary	Annual Bonus	Allowances	Employer Contributions	Other Allowances	Total Cost to Company
Ms RH Omar	Chief Executive Officer	1 449 432	120 786	226 517	235 533	6 278	2 038 546
Mr BC Ndhlovu	Executive Director Core Functions	1 193 292	99 441	142 270	272 947	2 690	1 710 640
Ms D Crous	Executive Director Operations	1 193 292	99 441	148 270	396 076	2 690	1 839 769
Ms CA Davids (from 13 January 2020)	Director Advancement	111 131	-	26 380	20 578	672	158 761
Mr H Arnolds	Director Education & Public Programmes	601 284	50 107	120 326	97 709	2 690	872 116
Mr P Tichmann	Director Collections and Digitization	601 284	50 107	120 326	97 709	2 690	872 116
Ms F Johadien	Director Support Services	685 848	57 154	120 326	125 850	2 690	991 868
Ms R Pedro	Chief Financial Officer	685 848	57 154	126 326	125 850	2 690	997 868
Ms LA Rudolph (from 1 July 2020)	Director Human Resources	447 282	16 566	90 244	83 483	2 017	639 592
Ms SL Glanville	Director Research and Exhibitions	677 605	64 487	100 386	151 208	2 527	996 213
<b>Total</b>		<b>7 646 298</b>	<b>615 243</b>	<b>1 221 371</b>	<b>1 606 943</b>	<b>27 634</b>	<b>11 117 489</b>

## Senior Management Emoluments 1 April 2019 to 31 March 2020

Name	Job Title	Salary	Annual Bonus	Allowances	Employer Contributions	Other Allowances	Total Cost to Company
Ms. Omar	Chief Executive Officer	1 449 432	120 786	226 517	235 533	33 542	2 065 810
Dr. BC Ndhlovu	Executive Director Core Functions	1 193 292	99 441	142 270	272 947	6 550	1 714 500
Ms. D Crous	Executive Director Operations	1 193 292	86 460	148 270	352 527	2 690	1 783 239
Mr. H Arnolds	Director Education	569 940	47 495	114 053	92 615	3 560	827 663
Mr. Tichmann	Director Collections and Digitization	569 940	47 495	114 053	92 615	3 560	827 663
Ms. Johadien	Director Support Services	678 540	47 107	114 053	106 259	2 690	948 649
Ms. Pedro	Chief Financial Officer	678 540	47 107	120 053	106 259	5 262	957 221
Ms. Maqeda (from 1 April to 30 Sept 2019)	Director Human Resources	227 306	36 703	57 026	46 239	1 494	368 768
Ms.SL Glanville	Director Research and Exhibitions	752 772	62 731	117 345	136 725	2 690	1 072 263
<b>Total</b>		<b>7 313 054</b>	<b>595 325</b>	<b>1 153 640</b>	<b>1 441 719</b>	<b>62 038</b>	<b>10 565 772</b>

\*Included under the category 'Other' are payments for subsistence and travel, performance bonus and 3G card costs

## 22. Other Employee Benefits

### Pension Fund

Iziko Museums 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 Museums Retirement Fund) and Museums Pension Fund are administered on behalf of Iziko Museums 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 Museums' updated liability as at 1 April 2020 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%.

## 23. Statement of Comparison of Budget and Actual Amounts

The approved budget is prepared on the accrual basis and presented by functional classification linked to performance outcome objectives, where possible. The budget covers the period from 1 April 2020 to 31 March 2021. The AFS and the budget are on the same basis of accounting but the budget is prepared by functional classification. The actual financial performance information is presented on a comparable basis to the budget information.

The comparison and reconciliation between the statement of financial performance and the budget and the net surplus per the statement of financial performance and the budget are presented in the Statement of Comparison of Budget and Actual Amounts.

Note		2021 R
	Deficit as per the statement of financial performance	(11 292 455)
	<b>Revenue from non-exchange transactions variance is due to the following:</b>	
<b>23.1</b>	Subsidy lower than budgeted due to reductions in subsidy allocation	1 987 000
<b>23.2</b>	Conditional grants lower than budgeted due to delays in implementing large projects because of the Covid-19 lockdown, resulting in lower income realised	13 964 592
<b>23.3</b>	Service-in-kind income lower than anticipated due to inflationary increases	247 530
<b>23.4</b>	Sponsorship income for special projects income is higher than budgeted and cannot be budgeted for accurately, as it is donor dependent and income is not known in advance	(1 098 192)
<b>23.5</b>	Cash and asset donations received are higher than budgeted due to a large once-off donation of Furniture and Equipment received. Other donations are influenced by individual donors.	(4 755 297)
<b>23.6</b>	Revenue from exchange transactions is more than budget as a result of revenue from admission fees and rental income realised being higher than anticipated because the budget was reduced to factor in the possibility of further lockdowns which would result in the closure of Museums	(451 715)

## 23. Continued...

Note		2021 R
	<b>Total expenditure variance have resulted from the following</b>	
23.7	Employee related costs is higher than budgeted due to cost of living increases granted before subsidy cuts	4 077 001
23.8	Administrative expenditure is higher than budgeted due to property lease and municipal costs being higher than anticipated	8 783 697
23.9	Depreciation and amortisation's underspending emanates from assets not yet realised, but were expected to have materialised by the end of the financial year.	(3 101 644)
23.10	Fair Value Loss on investment was not budgeted for and arose from poor economic market conditions	112 328
23.11	Post Retirement Actuarial Finance Costs is the assumed investment return on the unfunded liability in the previous year and on revenue items since then, on the basis that the assets for the liability were fully funded and cannot be accurately budgeted for until the actuarial valuation is conducted.	7 800 819
23.12	Post Retirement Actuarial loss has arisen due to changes made to assumptions, increases in medical scheme contributions for 2021, and hence the subsidies payable as well as the difference between actual demographic experience and that assumed in the previous valuation	892 607
23.13	Savings were made in terms of other operating expenditure due to lower operational costs emanating the Covid-19 national lockdown which resulted in the museums closing for a period of more than six months	(17 166 271)
	<b>Net surplus/(deficit) per approved budget</b>	-

## 24. Contingent Liabilities

### 24.1 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 R 4 164 341 (2020: R 3 515 321).

### 24.2 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 Museums has calculated that in the current year a cash surplus amounting to R 83 831 973 (2020: 81 890 376) has arisen. A written application for the abovementioned amount to be retained, will be made to National Treasury on or before the stipulated due date.

## 25. Capital Commitments

Capital commitments refer to agreements entered on or before the end of the financial year for the purchase of major items of property, plant and equipment, intangible and heritage assets in subsequent accounting periods, and where delivery has not taken place at the reporting date.

At the financial performance date, Iziko Museums had the following contractual commitments for the acquisition of property, plant and equipment:

	2021 R	2020 R
Furniture	-	9 087
Equipment	1 198 307	442 830
Computer Equipment	59 883	1 016 368
Leasehold Improvements	459 795	-
<b>TOTAL</b>	<b>1 717 985</b>	<b>1 468 285</b>

## 26. Prior Period Errors

### 26.1 Expense Classification

It was found that in the prior year the classification of certain expenses in Note 17: Net Deficit/ Surplus for the Year, were not correctly disclosed in terms of their nature. Expenditure in terms of Professional services for conservation and for various other services; expenditure related to publications, relocation costs; repairs and maintenance and staff training and development were not transferred from sundry operating expenses according to the nature of the expenses, which resulted in these expenses either not being reflected or understated and sundry operating expenses overstated. In addition expenditure related to subsistence and travel expenses was incorrectly overstated due to a calculation error. The grouping of the expenses have been restated to correctly reflect the nature of the expense in the table below.

	As previously reported	Adjustments/ Corrections	2019 R Restated
<b>Expenditure Item</b>			
Professional services - Conservation	-	900 125	900 125
Professional services -other	-	1 699 216	1 699 216
Publication expenses	-	127 981	127 981
Relocation costs- Courtyard Project	6 789	2 020	8 809
Repairs and maintenance	449 872	56 147	506 019
Staff Training and Development	686 708	534 347	1 221 055
Subsistence and Travel	2 534 676	(16 492)	2 518 184
Sundry Operating Expenses	6 320 519	(3 323 672)	2 996 847

## 26.2 Annual Financial Statements

It was discovered that Heritage assets in the Library book and art Collections, valued at R 5 294 828 had not been recognized in the financial systems of the entity, which resulted in an understatement in Heritage Assets as well as the Valuation Reserve accounts. The net effect of the adjustment has resulted in an increase in the Heritage Asset value and the Valuation Reserve in the Statement of Financial Position and the Statement of Net Assets.

Municipal charges amounting to R 541 195 in respect of the 2019/20 financial year, and not accrued for have been brought into account and the effect of accounting for the expense has resulted in an increase in administrative expenses in the Statement of Financial Performance, a decrease in the Net Surplus for the year and a decrease in the Retained Income in the Statement of Financial Position as well as the Statement of Net Assets. It was found that Service in Kind income and municipal charges, previously measured at R2 937 911, was incorrect and has been restated. The effect of the restatement has resulted in an increase of R1 819 135 to both Service in Kind Income and Administrative expenditure.

Overtime costs amounting to R29 519 in respect of the 2019/20 financial year and not accrued for has resulted in an increase in Personnel expenditure in the Statement of Financial Performance, a decrease in the Net Surplus for the year and a decrease in the Retained Income in the Statement of Financial Position as well as the Statement of Net Assets.

An amount of R2 054 owing by Iziko Museums since the 2015/16 financial year to a company which has been liquidated, has prescribed, and has been written back, which has resulted in an increase in Retained income in the Statement of Financial Position and the Statement of Net Assets and a decrease in Accounts Payable in the Statement of Financial Position.

Various unknown deposits received in the 2017/18 financial year and amounting to R 5 930, have been written back has resulted in an increase Retained income in the Statement of Financial Position and the Statement of Net Assets and a decrease in Accounts Payable in the Statement of Financial Position.

	2020 R		
	As previously reported	Adjustments/ Corrections	Restated
<b>Statement of Financial Position</b>			
Heritage Assets	2 508 107 939	5 294 828	2 513 402 767
Valuation Reserve	2 498 105 385	5 294 828	2 503 400 213
Trade and other receivables from exchange transactions	7 059 225	(18 945)	7 040 280
Trade and other payables from exchange transactions	16 781 651	(5 059 565)	11 722 086
Short term Employee Benefit obligations	-	5 622 295	5 622 295
Retained Earnings/Accumulated Loss	60 068 647	(581 674)	59 486 973
Surplus/(Deficit)	849 832	(589 656)	260 175
<b>Statement of Financial Performance</b>			
Service in Kind Income	54 551 815	1 819 135	56 370 950
Rental income	1 854 278	(39 269)	1 815 009
Personnel expenditure	66 473 934	29 519	66 503 453
Administrative Expenses	21 133 908	2 340 005	23 473 913
<b>Statement of Changes in Net Assets</b>			
Accumulated Surplus	60 068 647	(581 674)	59 486 973

## 26.3 Intangible assets

It was found Planetarium licenses should have been disclosed separately from Computer Software as the nature of the two items is different and Planetarium licenses have a maximum estimated useful life of 50 years, whereas the maximum estimated useful life of Computer Software is 5 years.

The note has been amended as follows:

	As previously reported	Computer Software	Planetarium Licences	Restated 2020 TOTAL
<b>Net carrying amount the beginning of year</b>	<b>3 804 371</b>	<b>2 223 915</b>	<b>1 580 456</b>	<b>3 804 371</b>
Cost	5 696 228	4 022 595	1 673 633	5 696 228
Accumulated Amortisation at beginning of year	(1 891 857)	(1 798 680)	(93 177)	(1 891 857)
Additions	163 287	26 693	136 594	163 287
Disposals	( 177 272)	(177 272)	-	(177 272)
Accumulated Amortisation on disposals	177 272	177 272	-	177 272
Amortisation expense for the year	( 681 116)	(619 222)	(61 894)	(681 116)
<b>Net carrying amount at end of year</b>	<b>3 286 542</b>	<b>1 631 386</b>	<b>1 655 156</b>	<b>3 286 542</b>
Gross carrying amount the end of year	5 682 243	3 872 016	1 810 227	5 682 243
Accumulated Amortisation at end of the year	(2 395 701)	(2 240 630)	(155 071)	(2 395 701)

## 27. Prior Period Adjustments

A refund of study fees of R 20 325 in respect of the 2019/20 financial year has been written back to the prior year, resulting in a decrease in administrative expenditure in the Statement of Financial Performance and an increase in trade and other receivables from exchange transactions in the Statement of Financial Position.

A rental income reduction of R 39 270 granted after the prior year end for a portion of rental in March 2020 has been written back to the prior year resulting in a decrease in rental income in the Statement of Financial Performance and a decrease in trade and other receivables from exchange transactions in the Statement of Financial Position.

Short term Employee Benefit obligations have been disaggregated from Trade and Other Payables from exchange transactions. The reclassification has resulted in an increase in Short term Employee Benefit obligations and a decrease in Trade and Other Payables from exchange transactions by an amount of R 5 622 295 in the Statement of Financial Position.

## 28. Changes in Accounting Estimates

The annual review of the useful lives of assets resulted in a decrease in the depreciation charge of R 518 569 (2020: R 25 971) and a decrease in the amortisation charge of R 38 763 (2020: R 5 245) to the statement of financial performance.

## 29. Deviations from Internal Procedures

During the financial year, 1 April 2020 to 31 March 2021, expenditure amounting to R 1 868 135 (2020: R 3 584 118) incurred, represented deviations from Iziko Museums' 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.

## 30. Fruitless and Wasteful Expenditure

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. In the current year, it was found that overpayments had been made to audit committee members in the amount of R819, due to an administrative error. The amounts will be recovered in the 2021/22 financial year,

	2021	2020
	R	R
Opening balance	30 235	12 978
Fruitless and wasteful expenditure relating to prior year		13 120
Fruitless and wasteful expenditure relating to current year	819	77 784
Less amounts to be recovered from the relevant staff members or service provider	(819)	(738)
Less amount condoned by the accounting authority	(30 235)	(72 909)
Balance submitted to accounting authority for condonation	<u>-</u>	<u>30 235</u>

## 31. Irregular 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.

	2021	2020
	R	R
Opening Balance	19 970 461	19 970 461
Irregular expenditure relating to current year	-	-
Less amount condoned by the Accounting Authority/ National Treasury	-	-
	<u>19 970 461</u>	<u>19 970 461</u>

During prior years expenditure amounting to R 19 871 956 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 the bids. Although all attempts were made to assist the suppliers with obtaining the 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 Services (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, during prior years, irregular expenditure amounting to R 98 505 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 R 45 551. Furthermore, an award was made for services in the amount of R 52 954 to a service provider that did not score the highest points for B-BBEE, as required by Preferential Procurement Regulations"10(1). These amounts have been condoned by Iziko Museums Council, as which the Accounting Authority. However, condonation has not been granted by National Treasury.

## 32. Segment Reporting

Iziko Museums' programmes are not segments in terms of the definition in GRAP 18 and therefore segment reporting is not required. Iziko Museums has a national focus, with sites of varying sizes located in close proximity of less than a 20 kilometer radius within the central Cape Town area, which is considered one geographical area and reporting cannot be distinguished per geographic area as the information is not classified as such in Iziko Museums' records.

No information relating to:

- (a) external revenues from non-exchange transactions and external revenues from exchange transactions or
- (b) total expenditure and
- (c) non-current assets other than financial instruments, deferred tax assets (where applicable), post-employment benefit assets, and rights arising under insurance contracts attributed to different geographical areas has been disclosed.

## 33. 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 30.

Section 53 (3)

The Council may not accumulate surpluses unless prior written approval by the National Treasury has been obtained. Application was made to the National Treasury, via the Department of Sport, Arts and Culture, to be exempted from investing Iziko Museums' 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 Museums had an accumulated cash surplus, and approval will therefore sought to retain the cash surplus as at 31 March 2020.

Section 54 (2)

In terms of the PFMA and National Treasury Regulations 2815, the Council has developed and agreed to a framework of acceptable levels of materiality and significance.

### 34. Going Concern Assumption

The AFS presented herein are based on historical figures from 1 April to 31 March 2021. Iziko Museums closed its sites for the period 18 March 2020 to 16 September 2020. Due to the closure of the museum and the impact of COVID-19 on tourism and global markets since the novel coronavirus outbreak was announced as a public health emergency in January 2020, Iziko Museums' revenues, have been impacted negatively. There is already significant uncertainty of the future demand for museums as a destination and even when museums were opened, restricted access was applied to prevent widespread infection to the public. In terms of procurement, which has had a negative affected delivery on planned projects. Although the resulting financial impact cannot be reasonably estimated at this time, and depending on future developments, which cannot be predicted, the economic downturn experienced by many countries, including South Africa, could lead to a material effect on Iziko Museums' operations, financial performance and position.

To make a final going-concern assessment, Council has considered the entity's ability to remain in business and negative financial trends have been evaluated; the effect that outside events on the continuing success of the entity must be considered and after the financing processes had been analysed, came to the conclusion that Iziko Museums is in a robust and solvent position and will continue to operate for the foreseeable future, Iziko Museums has received allocation letters from the Department of Sport, Arts and Culture (DSAC) which indicate budget cuts but also indicate subsidy allocations which will allow the institution to function for the next three years. On the basis of the review, and in view of the current financial position, the Council has every reason to believe that Iziko Museums will be a going concern in the year ahead, and has continued to adopt the going concern basis in preparing the AFS.

### 35. Events after reporting date

The following events and transactions occurred subsequent to 31 March 2020:

On 28 June 2021, his excellency, President Cyril Ramaphosa announced that South Africa would be moved to adjusted alert level 4 and that gatherings at museums, galleries, archives and libraries were prohibited until 11 July 2021, which has resulted in the closure of all Iziko Museums' sites to the public. Due to the closure of the museum no gate revenue or venue hire revenue was generated since 11 July 2021. The impact of Covid19 on tourism and global markets is expected to impact Iziko Museums' ability to generate own income negatively, and may also result in budget cuts by the Department of Sports, Arts and Culture. With significant uncertainty of the impact of loss of income, management has taken all the necessary steps for business continuity, including ensuring that hygiene standards have been adhered to and developing work from home plans. The budget will be revised and management has made an assessment related to the recovery of certain debts, based on the risk profiles of debtors. In the case of tenants, consideration has been given to waiver of rentals. In addition contracts have been reviewed to assess if cancellation is required. Performance plans have been adjusted to take into account the national lockdown and prevailing conditions. No adjusting post balance sheet events have been recorded.

### 36. 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.



Installation view of the exhibition, *Materiality*,



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# 6 | APPENDICES

Giant squid cast on display in the World of Water exhibition in the South African Museum. This cast was recreated from a 9.2m long specimen that was collected following its stranding in 1992 at Kommetjie, Cape Town, and is accessioned into the collections of Iziko Museums.



Masked Iziko Support Services staff member, Bulukazi Nkowane, with COVID-19 signage at ISAM, 2020.



Sanitisation of the Iziko Maritime Centre, located at the V&A Waterfront, 2020.



Advocate Rod Solomons, Chairperson of Council, at the launch of the *Jive Dala your Colour* campaign, a partnership that enabled the painting of the Iziko Bo-Kaap Museum façade, 2020.



Dr Sally Macfarlane, Planetarium Research Liaison and Dr Daniel Cunnam, Science Engagement Astronomer (SAAO), at the launch of *Rising Star*, 2020.

## 6.1 Facilities Management

### Conservation and Maintenance Plan

As legislated, the maintenance of the following nine state-owned historic buildings managed by Iziko Museums, must be guided by a Conservation Management Plan (CMP):

- Bertram House and Bertram House Annexe (early 19<sup>th</sup> century)
- Bo-Kaap Museum (early 19<sup>th</sup> century)
- Koopmans-de Wet House (18<sup>th</sup> century)
- National Mutual Building (20<sup>th</sup> century) housing the Social History Centre
- Old Town House (18<sup>th</sup> century) housing the Michaelis Collection
- Rust en Vreugd Museum (late 18<sup>th</sup> century) and Rust en Vreugd Annexe
- Slave Lodge (foundation was laid in 1679, but sections were added in 17<sup>th</sup> and 18<sup>th</sup> centuries)
- SA Museum (late 19<sup>th</sup> century) and Planetarium (20<sup>th</sup> century)
- SA National Gallery (20<sup>th</sup> century) and SA National Gallery Annexe

The Executive Authority provided funding for the appointment of an Architect to develop a CMP, Existing Building Condition Report (EBCR), As-built drawings and a five-year Conservation and Maintenance Plan for the nine buildings

Architects with heritage expertise were appointed to assess the condition of the nine buildings where Iziko Museums is required to manage their day-to-day maintenance. Consequently an Existing Building Condition Report (EBCR), including a five-year Conservation and Maintenance Plan, a Conservation Management Plan and As-built Drawings for each of the buildings listed above were developed.

The condition assessments indicate that 67% of the buildings are structurally in good condition and 33% are in fair condition, however all the buildings require repair and maintenance.

### 6.2 Donors

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

- Culture Arts Tourism Hospitality and Sport Sector Education and Training Authority (Cathsseta)
- Department of Sport Arts and Culture
- George Washington University
- National Research Foundation (NRF)
- Nedbank - Abe Bailey Trust
- Paleontological Scientific Trust (PAST)
- South African National Biodiversity Institute (SANBI)

- UCT - Andrew Mellon Foundation
- University of Witwatersrand - Centre of Excellence

### 6.3 Partners

During 2020/21, 60 long-term partners 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 Memorandum of Understanding they are acknowledged herein as an ongoing relationship that supported Iziko's ongoing productivity and delivery in 2020/21.

These include:

1. Ambassade van het Koninkrijk der Nederland in Zuid-Afrika/ Embassy of the Kingdom of the Netherlands
2. Andrew W. Mellon Foundation
3. British Council | South Africa
4. British Museum: International Training Programme
5. Brown University: Centre for the Study of Slavery and Justice
6. Cape Peninsula University of Technology (CPUT)
7. Cape Town Partnership
8. Cape Town Tourism
9. Castle Control Board

3. The term 'long-term partner' is used by Iziko Museums to denote relationships that add value and enable Iziko Museums' 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 as they provided banked donor income to the institution, they also continued to act as ongoing supporters and enablers.

10. Ceramics Southern Africa Western Cape
11. City of Cape Town
12. Commonwealth Association of Museums (CAM)
13. Consulado-General do Brasil na Cidade do Cabo Endereço/ Consulate General of Brazil in Cape Town
14. Consulat général de France au Cap/ French Consulate General in Cape Town
15. Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA)
16. Department of Public Works and Infrastructure (DPWI)
17. Department of Science & Innovation (DSI)
18. DHL Stormers
19. DSI- NRF Centre of Excellence in Palaeosciences
20. Freedom Park
21. Friends of the Iziko South African Museum
22. Friends of the Iziko South African National Gallery
23. GeoGenetics Centre, University of Copenhagen
24. George Washington University
25. Global Biodiversity Information Facility (GBIF)
26. Global Curatorial Project on Slavery
27. Golden Arrow Bus Services
28. Groot Constantia Trust
29. HCI Foundation



Presidential Employment Stimulus Programme (PESP) Collections and Digitisation Interns from LTR: Yanga Wiseman Zaba, Chadwyn Mathhews, Liso Bonile, Siyabulela Mana, 2021.



Luzuko Dalasile ensuring COVID-19 precautions are adhered too, during the *Rising Star* premiere at the Iziko Planetarium and Digital Dome, 2020.



Visitors watch the locally produced planetarium film, *Rising Star* premiere, Iziko Planetarium and Digital Dome, 2020.

30. Human Evolution Research Institute (HERI)
31. Institute for Creative Arts (ICA)
32. International Committee of Museums (ICOM)
33. Inyathelo: The South African Institute for Advancement
34. Lidderdale Trust Fund
35. Michaelis School of Fine Art, University of Cape Town
36. National Heritage Council of South Africa (NHC)
37. National Library of South Africa
38. National Lotteries Commission (NLC)
39. National Research Foundation (NRF)
40. Palaeontological and Scientific Trust
41. Rhodes University (RU)
42. Robben Island Museum
43. Slaves Wrecks Project
44. Smithsonian Institution - National Museum of African American History & Culture (NMAAHC)
45. South African Astronomical Observatory (SAAO)
46. South African Heritage Resources Agency (SAHRA)
47. South African Institute of Aquatic Biodiversity (SAIAB)
48. South African National Biodiversity Institute (SANBI)
49. Standard Bank of South Africa Limited
50. Stanford University
51. Stellenbosch University
52. The Abe Bailey Trust
53. The Rowland and Leta Hill Trust
54. University of Cape Town (UCT)
55. University of the Western Cape (UWC)
56. University of the Witwatersrand (WITS)
57. US Consulate General in Cape Town

58. US Embassy in South Africa
59. West Coast Fossil Park Trust
60. Western Cape Government; Cultural Affairs & Sport (DCAS)
61. Western Cape Government; Education Department (WCED)

During 2020/21, a number of partnerships were forged in support of specific exhibitions, education and research projects. Several exhibition project partnerships were formalised via Memorandum of Agreement/Understanding, these include:

- Dijon design for the Samuele Makoanyane online exhibition,
- South African Faith and Family Institute (SAFFI) for Men Affirming Dignity, on exhibition at the Iziko Slave Lodge,
- Lynn Carneson McGregor for Red in the Rainbow, on exhibition at the Iziko Slave Lodge,
- Katie Mooney for Bertram House Permanent exhibition.

The following project partners supported various Iziko projects and programmes. In addition to the strategic partnerships, our Education department and Planetarium and Digital Dome benefit from the following, often ongoing, relationships that enhance our sustained delivery.

- University of Cape Town and the Iziko Planetarium and Digital Dome. Iziko hosts the researchers on Mondays to do research activities inside the Digital Dome.
- HCI Foundation and the HCI Community Transport

Programme that supplies busses to the museum for use by schools and communities.

- Western Cape Education Department and Iziko Museums Art education division.
- The Pan South African Language Board collaborated to present the 2021 Mother Language Day public programme.
- Western Cape Department of Cultural Affairs and Sport collaborated to present the 2021 Mother Language Day public programme.
- Swahili Language Board of Southern Africa and collaborated to present the 2021 Mother Language Day public programme.
- National Library of South Africa's Centre for the Book collaborated to present the 2021 Mother Language Day public programme.
- Indigenous Languages Forum (ILAF) collaborated to present the 2021 Mother Language Day public programme.
- Centre for Curating the Archive (UCT) and the Planetarium presented the Under the Dome Film Festival during Heritage week.
- South African Astronomical Observatory presented the launch of the digital dome film, *Rising Star*.
- CATHSSETA and the 12 interns who were placed at Iziko Museums for 12 months.
- Mary Harding School brings learners with special needs to the Annexe to participate in art activities.
- Meaningful Access Project (MAP) brings people with special needs to Iziko Museums to work on art projects.

- Butterfly Art Project is an ongoing partnership where visitors are brought to the SA National Art Gallery and the Annexe for art activities.
- Western Cape Museum Educator Group host museum educators during workshops.
- Centre for Conservation Education collaborates with Iziko Museums to present educational programmes at Groot Constantia.

#### Statement from The 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 five members: Munro Bloch, Medeé Rall, Kathy Jay, Brian Davey, 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 successful use of social media, we have been able to reach a wider and more diverse audience for our lectures and activities. Our activities were curtailed due



Filming of *Reflecting on the Youth Uprising of 1976 - in Conversation between Dr Allan Boesak and Mr Anwar Omar*, facilitated by Iziko Curator, Lynn Abrahams in the *Aluta Continua* exhibition hall, ISL, 2020.



Heartsquad visit at the ISANG, immersed in the *Standard Bank Young Artist of the Year Award Winner 2019 (Visual Art), Gabrielle Goliath's exhibition, This Song is for... 2020.*

to the lockdown in March. However prior to this, the Friends were able to tour the messengers from The Mantle exhibition at Lourensford, Somerset West with Associate Professor Philip Janney from UCT.

In September we were able to arrange two separate groups to visit Babylonstoren to see some 7 000 clivias bloom along the stream, where a secluded path runs in the shade of wild olives and oaks. Our guided visit ended with lunch at the outdoor restaurant.

We were also able to reschedule our tour southernmost gin distillery on the Cape Peninsula to learn about how spirits are made, see a real distillation or fermentation taking place and sample the aromas and flavours of their gin recipes during a guided walk around the distillery whilst taking all the necessary COVID-19 precautions.

Following our successful visit to the Dylan Lewis sculpture garden in 2019, we toured The Foundry at the Waterfront. This is used by a number of well-known sculptors with items for sale on the premises and was our second visit to this fascinating venue.

We also rescheduled an exciting historical walk led by Matt Wiese of Ecoedutainment. The walk combined a touch of adventure on the oldest route below the slopes of Table Mountain. We followed in the footsteps of, and heard the stories about, the slave washerwomen,

the drosters' hideouts, the quarrymen and the spice millers, discovered the haunted ruins, a spot where the magic ring was lost, the waterfall and springs that once supplied the city with drinking water and enjoyed the magical views of Table Bay from the Platteklip Gorge.

In February this year, the Friends visited the beautiful La Motte wine estate set in the picturesque Franschhoek Valley. La Motte is steeped in history and is also home to traditional as well as contemporary art collections and a number of sculptures that celebrate women.

We arranged an exclusive tour that started with an overview of the historic buildings and the Pierneef art collection by the La Motte museum curator, followed by a specially arranged talk on the exhibition 'Celebrating the Love of Art' (for the Friends only), by the curator of the Rupert Museum. This exhibition featured, among others, works by Käthe Kollwitz, Irma Stern, Maggie Laubser, Jean Welz and Cecil Higgs from the Rupert Art Foundation and individual family collections. This was a very special visit and again all COVID-19 protocols were strictly in place.

In view of the severity of the pandemic, the Friends committee took the decision to cease outings for the foreseeable future. This difficult decision takes into consideration the health and welfare of our members to minimise the risk entailed in being out and about.

Unfortunately there is no way of being able to judge exactly when it will be possible to resume outings but the committee will be monitoring the situation carefully. Wherever possible we will endeavour to schedule outings where we are able to easily maintain the COVID-19 protocol.

Since June 2020, our lectures have been online using Microsoft Teams. Commencing in March 2021 we arranged two online lectures monthly to make up for the lack of outings. One lecture takes place mid-month, also on a Wednesday, and the other as always on the last Wednesday of the month, both at 18:00. These lectures, as is customary, cover a variety of subjects on social and natural history topics.

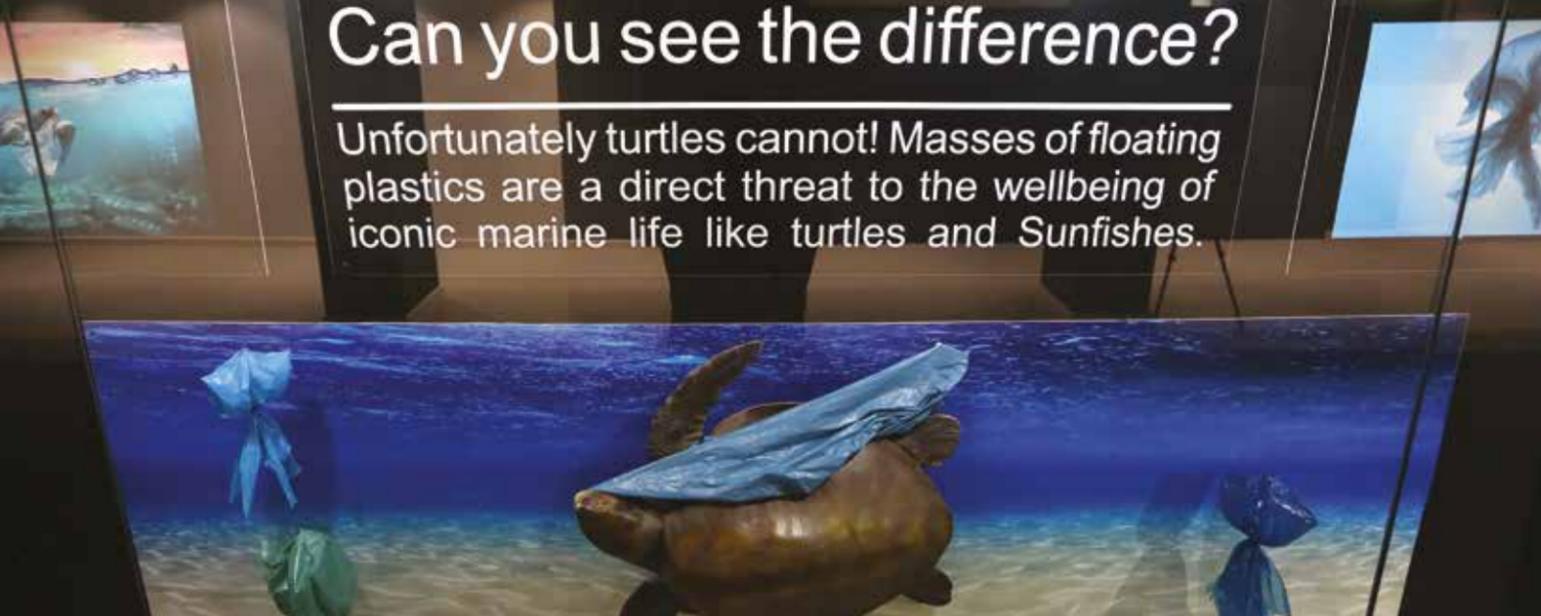
In order to ensure that the Friends organisation continues to thrive and remains financially viable after more than thirty years, we now charge for lectures until lectures in the lecture theatre at the museum and outings can once again resume. Therefore, with the assistance of Webtickets, who manage the bookings, we charge a nominal amount of R40 for members and R65 for non-members, per lecture, to cover these costs. These lectures are widely advertised to attract a broader audience.

## 6.4 Exhibitions

- Framing Landscape: 'the Picturesque' and 'the Sublime', curated by Hayden Proud, ISANG, 22 February 2021 - 22 February 2022.
- Earth Day 50th Anniversary Pop-up Exhibition,

curated by Dr. Eugene Bergh and Claire Browning, ISAM, 24 January 2021.

- *Jelly World*, curated by Dr. Wayne Florence, ISAM, 19 March 2021.
- *Talking Heads and Heritage*. In conversation with the Lydenburg Heads, curated by Dr. Wendy Black, ISAM, 31 March 2021.
- *Breaking the silence on slave history: Voices past and present at the Iziko Slave Lodge*, curated by Shanaaz Galant, ISL, 31 March 2021.
- *SAFFI: Men Affirming Dignity in partnership with SAFFI*, curated by SAFFI working with Shanaaz Galant, ISL, 31 March 2021 - 31 March 2022.
- *Red in the Rainbow*, curated by Lynn Carneson working with Lynn Abrahams, ISL, 31 March 2021.
- *Groot Constantia Exhibition*, curated by Thys Van der Merwe, Groot Constantia, 31 March 2021.
- *Glimpses of Cape Town through Bertram House*, curated by Katie Mooney working with Lynn Abrahams, Bertram House, 31 March 2021. *Online and virtual exhibitions initiated as interventions in response to the COVID-19 pandemic and associated lockdown.*
- *Earth Day 50th Anniversary Web-comic: Adventures of Mbali - Iziko's Super Explorer*, curated by Dr. Eugene Bergh, Claire Browning, 22 April 2020.
- *Looking A Head: Revisiting the Lydenburg Heads*. A precursor to the exhibition *Talking Heads and Heritage: In Conversation with the Lydenburg Heads*, curated by Dr. Wendy Black, 18 May 2020.



JellyWorld - an ocean full of jellyfish in a world changed by people, an exhibition at ISAM, 2021



Virtual Symposium via Zoom with Glynn Alard, Melody Kleinsmith, Dylan Clarke, Claire Browning and Jofred Opperman, in\_herit FESTIVAL, 2020.



Virtual drawing session via Zoom with artist, Nyakallo Maleka via Zoom, in\_herit Festival, 2020.

- *Wonderful World of Wasps*, curated by Dr. Simon Van Noort, 30 June 2020.
- *Boonstra Diarama Virtual Exhibition*, curated by Claire Browning in partnership with Zamani Project HERI (UCT), 2 October 2020.
- *Development of the Tata Madiba Online Exhibition*, curated by Dr. Melissa Boonzaaier-Davids, Dr. Jyothi Kara, Terry Reynolds-Berry, 30 November 2020.
- *Samuele Makoanyane: A Sculptor in Clay*, curated by Esther Esmiol in partnership with Dijon Design, 31 March 2021.
- *Enduring Covid-19*, curated by Lynn Abrahams, Bradley Mottie, Janene Van Wyk, Annelize Kotze, Tessa Davids, Lynn Hendricks, Jeffrey Abrahams, Erica Inches, 31 March 2021.

## 6.5 Workshops and Conferences

- Simon Van Noort, Online Seminar, *Update on Afrotropical Ichneumonidae research*, International Scientists, 27 May 2020.
- Simon van Noort, Virtual Interactive Lecture, *Value of Museum collections: biological classification and biodiversity systematics*, UCT BSc Honours Biological Sciences class, 16 July 2020.
- Ingrid Masondo, Seminar: recorded to be broadcast in future, *Conversation about photography and social engagement*, General Public, 30 July 2020.
- Lynn Abrahams, Virtual Lecture/Discussion, *Western*

*Cape Heritage*, General Public, 13 September 2020.

- Claire Browning, Virtual Lecture, *The Boonstra Diorama Digital Reconstruction Project*, General Public & Geological Society of South Africa, 18 September 2020.
- Ingrid Masondo, Virtual Lecture, *Candid conversations-connecting with Art Collections*, General Public, 22 September 2020.
- Tshegofatso Mabaso, Virtual Seminar, *Candid conversations - connecting with Art Collections: 'Whose Heritage is it anyway?'*, General Public, 22 September 2020.
- Jake Harding, Virtual Lecture, *More than meets the eye: The V&A Grain Silo Shipwreck*, General Public, 23 September 2020.
- Linda Mbeki, Virtual Lecture, *What do different archives tell us about the enslaved experience in the VOC world*, General Public, 23 September 2020.
- Dylan Clarke, Virtual Lecture, *Does size really matter? The little things also count*, General Public, 24 September 2020.
- Lynn Abrahams, Workshop - screening of film and discussion with audience, *Aluta Continua*, Invited Guest, 24 September 2020.
- Claire Browning, Virtual Lecture, *The Boonstra dioramas story told through Digital Preservation*, General Public, 24 September 2020.
- Ingrid Masondo, *Talk, Photography Collection & Conservation Challenge*, CCA Honours in Curatorship, 1 October 2020.

- Tshegofatso Mabaso, Virtual Edit-a-thon, *Edit your Pride edit-a-thon*, General Public, 17 October 2020.
- Wendy Black, Workshop, Chairperson, set the schedule, and introduced and guided scheduled discussions, Curators nationally, 22 October 2020.
- Hayden Proud, Lecture, *The Most Exquisite Imitation of Reality: The Floral Paintings of Willem van Aelst*, Gardening Enthusiasts, 14 November 2020.
- Claire Browning, Virtual Interactive Lecture, *Ice ages in the Cape Rocks*, Friends of ISAM and the General Public, 23 November 2020.
- Simon van Noort, Online Seminar, *Ichneumonidae research*, International Scientists, 22 December 2020.
- Hayden Proud, Virtual Lectures and several Workshops, *Practical Communication for Curators*, UCT Honours Curatorship elective, 1 July 2020 - 20 December 2020'.
- Simon van Noort, Interview for popular article, General Public, 27 January 2021.
- Simon van Noort, Interview on radio, *Fig and fig wasp relationship*, General Public, 28 January 2021.
- Jaco Boshoff, Zoom Presentation, *Searching for the Meermin*, Maritime Archaeology Students New York University, in Abu Dhabi, 11 February 2021.
- Eugene Bergh, Virtual Presentation, *Searching for big answers from small fossils*, Friends of ISAM and the General Public, 24 February 2021.
- Ingrid Masondo, Zoom discussion, *Not the Usual Suspects catalogue process*, Market Photo Workshop, Advanced Course Learners, 31 March 2021.

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

### Art Collections

- Photograph, *Molefe Pheto*, Edition of 5, Hand print, 45cm x 45cm, Gallery Momo, Cape Town, R11 500
- Photograph, *Johnny Dyani*, Edition of 5, Hand print, 5cm x 45cm, Gallery Momo, Cape Town, R11 500
- Photograph, *Sipho Sepamla*, Edition of 5, Hand print, 45cm x 45cm, Gallery Momo, Cape Town, R 11 500
- *Eartha Kitt, 1972*, Edition of 10, Hand print, 31cm x 46cm, Gallery Momo, Cape Town, R 11 500
- Photograph, *Mongezi Feza, 1983*, Edition of 10, Hand print, 31cm x 46cm, Gallery Momo, Cape Town, R 11 500
- Photograph, *Gavin Jantjes*, Hand print, 36cm x 45cm, Gallery Momo, Cape Town, R10 500
- Photograph, *Alex la Guma*, 36cm x 45cm, Gallery Momo, Cape Town, R 11 500
- Photograph, *George Hallett with Dumile Feni*, 32cm x 47cm, Gallery Momo, Cape Town, R11 500
- Photograph, *South Africans in exile*, Edition of 5, Hand print, 45cm x 45cm, Gallery Momo, Cape Town R11 500
- Photograph, *The British Cinema, 1968*, Digital print, 31cm x 46cm, Gallery Momo, Cape Town, R11 500
- Photograph, *Pleading with the debt collector, 1968*, Hand print, 31cm x 46cm, Gallery Momo, Cape Town, R11 500



Ceramic vessel by Ian Garrett (b.1971), titled *Moon Apples*, 2020 (height 33cm).



Bone china vessel by Juliet Armstrong (1950-2012), titled *Paper Form* (height 13cm; diameter 18cm).



New Acquisitions, Portraits by Photographer George Hallett, (L) Johnny Dyani, London 1979 and ( R) Eartha Kitt 1972.



- JellyWorld - an ocean full of jellyfish in a world changed by people, an exhibition at ISAM, 2021
- Virtual drawing session via Zoom with artist, Nyakallo Maleke via Zoom, in\_herit Festival, 2020.
- Photograph, Jazz festival in Langa, 1967, Hand print, 31cm x 46cm, Gallery Momo, Cape Town, R11 500
- Photograph, Dancers, Jazz festival in Langa, 1967, Hand print, 31cm x 46cm, Gallery Momo, Cape Town, R11 500
- Photograph, The Wedding, 1968, Hand print, 31cm x 46cm, Gallery Momo, Cape Town, R10 500
- Photograph, The Card Players, 31cm x 46cm, Gallery Momo, Cape Town, R11 500

#### Social History Collections

- Zingce Clothing & Accessories, South Africa. Men's longsleeved June 16 famous printed shirt, size M, Colour: red, black & white. Designed by artist & designer Noma Mgidi and forms part of her June 16 commemorative clothing collection, R3 500.
- Stevenson Gallery, Cape Town, South Africa. Watercolour on paper, titled Latest arrival from Mecca, 19.5 x 14.5 cm, by W. Ritter (active 1892 - 1896), R7 475
- Strauss & Co, South Africa. Ceramic vessel titled Moon Apples by Ian Garrett (b. 1971); dated 2020, height 33cm, R43 667,07
- Strauss & Co, South Africa. Ceramic vessel or tall vase with hand painted cock motif by Ian Calder (b. 1955); dated 1992, height 46,5cm, R13 119,57
- Strauss & Co, South Africa. Ceramic bowl titled Madiba by Hylton Nel (b. 1941); dated 2013, diameter 24,5cm, R8 429,57
- Strauss & Co, South Africa. Pair of green-glazed

- earthenware figures of hares or rabbits by Nico Masemolo (1987-2015); dated 2014, height 36,5cm (a) and 35cm (b), R63 034,14
- Strauss & Co, South Africa. Ceramic sculpture or 'soldier' pot with cover by Charles Gotthard Jacobs (b. 1951); height 47,5cm, R14 514,14
- Strauss & Co, South Africa. Ceramic vessel or Letima Lamp Base made at the Thaba Bosigo pottery in Lesotho (active 1972-c.1981); height 37cm, R7 257,07
- Strauss & Co, South Africa. Two ceramic vessels titled Spirit Vessels by Eugene Hön (b. 1958); one dated 1993; height 23,5cm, R14 514,14
- Strauss & Co, South Africa. Six espresso cups and six saucers by William Kentridge (b. 1955); dated and numbered; height 6,5cm, diameter 12cm, R31 558,97
- Strauss & Co, South Africa. Ceramic vessel by Nesta Nala (1940-2005); dated 1994, height 31cm, diameter 29cm, R43 466,07
- Strauss & Co, South Africa. Ceramic sculpture by Mary Liebermann (1929-2007); height 35,5cm, R6 084,57
- Strauss & Co, South Africa. Bone china vessel titled Paper Form by Juliet Armstrong (1950-2012); height 13cm, diameter 18cm, R28 672,07
- Strauss & Co, South Africa. Ceramic vessel titled African Teapot by Molelekoa Simon Masilo (1936-2018); height 40,5cm, R11 360,82
- Strauss & Co, South Africa. Ceramic vessel titled Neck Rest by Ann Marais (b. 1948); height 16,5cm, R7 257,07
- Dr Roderick Sauls, Menslikheid, Ordentlikheid, Eerlikheid, Deugsaamheid, Mixed Media Installation comprising panels - Wood, glass and canvas panels - pictures/images burnt into wooden panels; 2,4m x 0,8m, R100 000

## 6.7 Donations & Presentations

- Denis Goldberg Legacy Foundation. Orange-yellow blanket: The orange-yellow blanket was thrown over Denis Goldberg who was seated in a wheelchair when Deputy President David Mabuza came to his house in Hout Bay in early 2019 to present him with an Isithwalandwe-Separankoe Award.
- Denis Goldberg Legacy Foundation. Passport: The passport belonged to Denis Goldberg and provides insight into the extent to which he travelled globally in support of the ongoing struggle for freedom in South Africa.
- Constance Garven-Dreyer, great-granddaughter of the artist. Framed watercolour painting by Johannes Franzen, titled *Old Jetty Knysna*, depicting the Norwegian vessel, Albatross anchored at Knysna jetty, 1869.
- Paul Myson. Model of Cape Town Harbour focussed on extensive quay development.
- Paul Myson. Beaded wire model of the Cape Town International Convention Centre.
- Chris Levin. Haute couture garment. A pure silk gazar evening blouse and skirt.
- Chris Levin. Haute couture garment. A pure silk gazar evening two-piece.
- Chris Levin. Haute couture garment. A grape-coloured pure wool melton jacket with a black velvet straight skirt.
- Chris Levin. Haute couture garment. A ball gown entirely in gold, silver and aubergine-coloured sequin fabric.

- Chris Levin. Haute couture garment. A-line wedding gown running into full train and entirely handwoven with 1500 metres of silk ribbon.
- Chris Levin. Haute couture garment. Full-length evening gown in pure silk chiffon with matching full length pure silk chiffon cape.
- Chris Levin. Haute couture garment. A fantasy ball gown in floral printed organza.
- Chris Levin. Haute couture garment. A white and silver pure silk chiffon ball gown.
- Chris Levin. Haute couture garment. A Fuchsia pink pure silk gazar evening gown.
- Chris Levin. Haute couture garment. A checked and striped multi-coloured party dress.
- Chris Levin. Haute couture garment. A gala gown with black velvet bodice.
- Chris Levin. Haute couture garment. A pure silk canvas taffeta ball gown printed in giant multi coloured abstract brush strokes with bell sleeves and full skirt.
- Chris Levin. Haute couture garment. A black jacquard gazar party dress.
- Chris Levin. Haute couture garment. An empire cut anthracite coloured 'Shakespearean' taffeta ball gown.
- Chris Levin. Haute couture garment. A black lace and taffeta gala gown.
- Chris Levin. Haute couture garment. A black tulle party dress hand embroidered.
- Chris Levin. Haute couture garment. A citrus yellow pure silk zibeline full length gown and cropped jacket.



A multi-disciplinary Iziko team, preparing the exhibition space for the installation of *Talking Heads and Heritage: in conversation with the Lydenburg Heads*, on show at ISAM, 2021.



Social History Curator, Shanaaz Galant, discussing inclusive reframing of the history of slavery at ISL, 2021.

The Natural History new entries into the database/ acquisitions amounted to 11 926 and are too many to enumerate.

## 6.8 Loans

### 6.8.1 Outgoing loans

#### Art

- Loan to the Norval Foundation of 3 Jackson Hlungwani artworks: *Throne, Fish and Christ Playing Football*; for the Jackson Hlungwani: *Alt and Omega* Exhibition.
- Loan to the Rupert Museum of 7 artworks: David Teniers II, *Interior of a peasant dwelling*; Thomas Wijck, *The alchemist*; Abraham van Beyeren, *Still life with a nautilus cup*; Mechior d'Hondecoeter, *Hunting spoils with hare and bird*; Jacob Foppen van Es, *Still life with plums and carnations*; Willem van Aelst, *Vase with flowers* and Abraham van Beyeren, *Fish on a table*.

#### Social History

- Loan to Rijks Museum, Amsterdam, of the Oranjezicht Slave Bell for use in the exhibition *Slavery*.
- Loan to Michaelis School of Fine Art of Headwrap (SAM 13886) with support, on behalf of Centre for Curating the Archive Honours student, Xola Mlwandle, for her exhibition at the Michaelis Gallery.

#### Natural History

- M.R. Lipinski, DAFF (Invertebrate Zoology)
- T.H. Nel, University of Bergen, Norway (Taphonomy)

- D. Kortje (Cenozoic)
- M.S. Bhat, UCT (Cenozoic)
- C. Corti, Spitzkop Karoo Properties (Vertebrate Paleontology Karoo)
- C. Browning (Vertebrate Palaeontology)
- N. Larsen (Entomology)
- Melin, SANBI (Entomology)
- Milne, SAEON (Invertebrate Zoology)
- W. Black (Invertebrate Zoology)
- J. Botha, National Museum, Bloemfontein (Vertebrate Palaeontology Karoo)
- J. Botha, National Museum, Bloemfontein (Vertebrate Palaeontology Karoo)
- J. Botha, National Museum, Bloemfontein (Vertebrate Palaeontology Karoo)
- J. Botha, National Museum, Bloemfontein (Vertebrate Palaeontology Karoo)
- J.M Jannello, UCT (Vertebrate Palaeontology Cenozoic)
- J. Benoit, Evolutionary Studies Institute (Vertebrate Palaeontology Karoo)
- J. Benoit, Evolutionary Studies Institute (Vertebrate Palaeontology Karoo)
- J. Benoit, Evolutionary Studies Institute (Vertebrate Palaeontology Karoo)

### 6.8.2 Incoming loans

#### Art

- Loan from the Norval Foundation of Igshaan Adams, *Voetpatjies*, 2018, for the Matereality Exhibition.
- Loan from Whatiftheworld Gallery of Mia Chaplin,

*Garden of earthly delights*, for the Matereality Exhibition.

- Loan from Amy Rose Rusch, *Arctica, islandica and remembering a sail across the sea*, 2019, for the Matereality Exhibition.
- Loan from Nyakallo Maleke of artwork *To be given back distorted: code-switching duologue*, drawing installation, thread, charcoal, tape on wax paper, 2019, for the Territories Between Us Exhibition.
- Loan from Everard Gallery of 4 artworks by Teresa Firmino for the Territories Between Us Exhibition:
  - *Three Nudes*, acrylic and collage on canvas
  - *Experiencing Tchisola (Love)*, mixed media on canvas
  - *Hooded Gaze*, acrylic and collage on canvas
  - *Boxer*, acrylic and collage on canvas
- Loan from Bronwyn Katz of video, *Wees Gegroet*, for the Territories Between Us Exhibition.

## 6.9 Peer-reviewed publications

- Balona J, Bradley S, Brink M, Morton AS, Botha MJ, Collins SC, Grobler Q, Edge DA, Williams MC. 2020. *An overview of Lepidoptera-host-parasitoid associations for the Afrotropical region, including an illustrated report on 2 370 host- and 119 parasitoid associations of Afritropical*
- Bumhira, A., de Greef, E., Dhlakama, T., Hemmings, J., Proud, H. 2020. *Material Matters in 'Painting at*

*the End of an Era'* (Zeit MOCAA), transcribed and edited panel discussion to be submitted for peer review and publication in *Textile: Journal of Cloth and Culture* available at Taylor and Francis online. <https://doi.org/10.1080/14759756.2020.1738318>

- Cruaud, A., Delvare, G., Nidelet, S., Sauné, L., Ratnasingham, S., Chartois, M., Blaimer, B.B., Gates, M., Brady, S.G., Faure, S., van Noort, S., Rossi, J.-P. and Rasplus, J.-Y. 2020. *Ultra-Conserved Elements and morphology reciprocally illuminate conflicting phylogenetic hypotheses in Chalcididae (Hymenoptera, Chalcidoidea)*. *Cladistics*. doi:10.1111/cla.12416 <https://doi.org/10.1111/cla.12416>
- Penn-Clarke, C.R., Deacon, J., Wiltshire, N., Browning, C., du Plessis, R. (2020). Short Report: *Geoheritage in the Matjiesrivier Nature Reserve, a World Heritage Site in the Cederberg, South Africa*. *Journal of African Earth Sciences*. <https://doi.org/10.1016/j.jafrearsci.2020.103818>
- Valenciano, A. & Govender, R. 2020. *New insights into the giant mustelids (Mammalia, Carnivora, Mustelidae) from Langebaanweg fossil site (West Coast Fossil Park, South Africa, early Pliocene)*. *PeerJ* 8:e9221 <https://doi.org/10.7717/peerj.9221>
- Bergh, E.W., Compton, J.S. 2020. *Quaternary foraminifera and mollusc assemblages on the southwestern African shelf*. *Palaeontologica Electronica*, 23(2):a27 <https://doi.org/10.26879/1018>
- Liu, W.P.A., Phillips, L.M., Terblanche, J.S., Janion-Scheepers, C., Chown, S.L. 2020. *Strangers in a*



Loaned artworks and objects being deinstalled and packed. ISANG 2020.



Exhibition installation in progress, *Framing Landscape: 'the Picturesque' and 'the Sublime,'* ISANG, 2021.

- strange land: Globally unusual thermal tolerance in Collembola from the Cape Floristic Region.* Functional Ecology 2020;00:1-12. <https://doi.org/10.1111/1365-2435.13584>
- Phillips, L.M., Aitkenhead, I., Janion-Scheepers, C, King, C.K., McGeoch, M.A., Nielsen, U.N., Terauds, A, Liu, W.P.A., Chown, S.L (2020). *Basal tolerance but not plasticity gives invasive springtails the advantage in an assemblage setting.* Conservation Physiology 8(1): coaa049; doi:10.1093/conphys/coaa049.
  - Potapov, M.B., Janion-Scheepers, C., Deharveng, L. 2020. Taxonomy of the Cryptopygus complex. III. The revision of South African species of Cryptopygus and Isotominella (Collembola, Isotomidae). <https://doi.org/10.3897/zookeys.945.5>
  - Hoskins, J.L., Janion-Scheepers, C., Ireland, E., Monro, K., Chown, S.L. 2020. *Constant and fluctuating temperature acclimations have similar effects on phenotypic plasticity in springtails.* <https://doi.org/10.1016/j.jtherbio.2020.102690>
  - Buffington, M.L., Forshage, M., Liljebblad, J., Tang, C., Van Noort, S. 2020. *World Cynipoidea (Hymenoptera): A Key to Higher-Level Groups.* <https://doi.org/10.1093/isd/ixaa003>
  - Deng, J., van Noort, S., Compton, S.G., Chen, Y., Greeff, J.M. 2020. Conservation implications of fine scale population genetic structure of Ficus species in South African forests. <https://doi.org/10.1016/j.foreco.2020.118387>
  - Armstrong, A.J., Louw, S.L., Staude, H.S., Terblanche, R.F., Edge, D.A., Van Noort, S. 2020. *Observations on parasitoid interaction with zerenopsis lepida* (Walker, 1854). (Lepidoptera: Geometridae: Ennominae: Diptychini) at Entumeni Nature Reserve, Kwazulu-Natal, South Africa. <http://creativecommons.org/licenses/by-nc-nd/3.0/>
  - Van Noort, S., Copeland, R.S. 2020. *First record of the genus Tanaostigma (Hymenoptera Chalcidoidea, Tanaostigmatidae) from the Afrotropical region with description of three new species.* <https://doi.org/10.1080/00222933.2020.1746426>
  - Gumovsky, A., Bazhenova, T., Van Noort, S. 2020. *First record of the genus Setelacher Bouček (Hymenoptera : Eulophidae: Eulophinae) from the Afrotropical region, with description of a new species.* <https://doi.org/10.1080/00222933.2020.1764647>
  - Grine, F.E., Mongle, C.S., Smith, S.L., Black, W., du Plessis, A., Braga, J. 2020. *Human manual distal phalanges from the Middle Stone Age deposits of Klasies River Main Site, Western Cape Province, South Africa.* <https://doi.org/10.1016/j.jhevol.2020.102849>
  - Boonzaaier-Davids, M.K., Florence, W.K., Gibbons, M.J. 2020. *Novel taxa of Cheilostomata Bryozoa discovered in the historical backlogs of the Iziko South African Museum.* <https://doi.org/10.11646/zootaxa.4820.1.5>
  - Boonzaaier-Davids, M.K, Florence, W.K., Gibbons, M.J. 2020. Zoogeography of marine Bryozoa around South Africa. <https://doi.org/10.2989/1814232X.2020.1765870>
  - Bergh, E.W., von Koslowski, R., Compton, J.S. 2020. *Variations in deep water masses along the western margin of South Africa, spanning the last two glacial terminations.* <https://doi.org/10.1016/j.palaeo.2020.110148>
  - Esmiol, E. 2020. *South African Ceramicists Inspired by Trade Ceramics.* <https://doi.org/10.1080/00043389.2020.1832381>
  - Kara J, Molina Acevedo IC, Zanol J, Simon C, Idris I. 2020. *Morphological and molecular systematic review of Marphysa Quartrefages, 1865 (Annelida: Eunicidae) species from South Africa.* PeerJ 8:e10076
  - Heraty, J.M., Mbanyana, N., Van Noort, S. 2020. *A new species of Eucharissa Westwood (Eucharitidae) from South Africa, with an evaluation of the importance of pupae for assessing relationships in these ant parasitoids.* Journal of Hymenoptera. doi:10.3897/jhr.79.56042 <http://jhr.pensoft.net>.
  - Staude, H.S., Maclean, M., Mecenero, S., Pretorius, R.J., Oberprieler, R.G, van Noort, S., et al. 2020. *An overview of Lepidoptera-host-parasitoid associations for southern Africa, including an illustrated report on 2 370 African Lepidoptera-host and 119 parasitoid-Lepidoptera associations.* <http://jhr.pensoft.net>. doi:10.3897/jhr.79.56042.
  - Reynolds-Berry, T., Van Noort, S. 2020. *Revision of the Endemic Afrotropical genus Tetractenion (Hymenoptera, Ichneumonidae) with an identification key to genera of Banchinae for the region.* <https://zookeys.pensoft.net>. doi:10.3897/zookeys.1007.55543
  - Valenciano A, Govender R. *New Fossils of Mellivore benfieldi (Mammalia, Carnivora, Mustelidae) from Langebaanweg, Fossil Site (South Africa, Early Pliocene): Re-Evaluation of the African Neogene Mellivorines.* Journal of Vertebrate Paleontology
  - Valenciano, A. & Govender, R submitted, *New insights into the giant mustelids (Mammalia, Carnivora, Mustelidae) from Langebaan fossil site (West Coast Fossil Park, South Africa, early Pliocene).* PeerJ 8:e9221
  - Valenciano, A., Govender, R. 2020. *New Fossils of Mellivora Benfieldi Mammalia Carnivora Mustelidae from Langebaanweg 'E' Quarry (South Africa Early Pliocene): Re-evaluation of the African Neogene Mellivorines.* <https://doi.org/10.1080/02724634.2020.1817754>
  - Samaai, T., Sink, K., Kirkman, S., Atkinson, L., Florence, W., Kerwath, S., Parker, D. and Yemane, D., 2020. *The Marine Animal Forests of South Africa: Importance for Bioregionalization and Marine Spatial Planning. In Perspectives on the Marine Animal Forests of the World* (pp. 17-61). Springer, Cham.
  - Mbeki, L, Kootker, L.M., Laffoon, J.E., Davies, G.R., Kars, H. 2021. *A dietary assessment of colonial Cape Town's enslaved population.* Archaeological and Anthropological Sciences (2021) 13:17 <https://doi.org/10.1007/s12520-020-01265-1>
  - Govender, R. 2021. *Shark-seal interactions off South Africa's west coast during the early Pliocene (5Ma).* S. Afr. J. Sci. <https://doi.org/10.17159/sajs.2021/8837>



The design and production team, reviewing the cover of 'New Insights,' a publication that brings together conservation, art, science and technical art history, funded by the Mellon Foundation, 2020.



LtR: Finance Administrative Assistant, Sophia da Rocha and Supply Chain Manager, Noluyolo Ngwilikane, 2020.



Curator, Historical Painting and Sculpture, Hayden Proud and Iziko CEO, Rooksana Omar discussing the details of the Lieberman doors, ISANG, 2021.

- Ghahari, H., van Noort, S., Gibson, G.A.P., Viggiani, G., Doganlar, M. 2021. *Family Agaonidae in Chalcidoidea of Iran* (Walker 1846). CAB International. DOI:10.1079/9781789248463.0001
- Gibson, G.A.P., Dzhanokmen, K.A., van Noort, S., Ghahari, H., Doganlar, M. 2021. *Family Pteromalidae in Chalcidoidea of Iran* (Dalman 1820). CAB International. DOI:10.1079/97817892484630016
- Van Noort, S., Smith, R., Coetzee, J.A. 2021. *Identity of parasitoid wasps (Hymenoptera, Braconidae and Eulophidae) reared from aquatic leaf-mining flies (Diptera, Ephydriidae) on invasive Brazilian waterweed Egeria densa in South Africa*. African Invertebrates 62(1): 287-314 (2021). Doi:10.3897/Afrinvertebr.62.62842 <https://africaninvertebrates.pensoft.net>
- Black, W., McCavitt, K. 2021. *The Southern African Human Remains Management Project: Making (p) reparations in year one in Working with and for Ancestors*. Routledge Taylor & Francis Group. ISBN: 978-0-367-40828-2

## 6.10 Popular Publications

- Van Noort, S. 2020. *Chipping away slowly at the massive coal face of unexplored African wasp diversity*. NSCF Newsletter 2020/05/6 <https://mailchi.mp/e1e457fce938/the-first-nscf-newsletter-on-2020hey-you?e=55c16d71d7>
- Mbanjana-Nhleko, N., van Noort, S. 2020. *The buzz about Bees, Wasps and Ants*. Iziko Museums' website newsletter. <https://www.iziko.org.za/news/buzz->

- about-bees-ants-and-wasps
- Valenciano, A. & Govender, R. 2020. *Gigantic wolverines, otters the size of wolves: fossils offer fresh insights into the past*.
- <https://theconversation.com/gigantic-wolverines-otters-the-size-of-wolves-fossils-offer-fresh-insights-into-the-past-140752>
- Cassell, D.L. & Mabaso, T. 2020. *Queer Art Workers Reflect: Tšhegofatšo Mabaso Is Spending Pride Month 'Deep in the Archive'*
- <https://hyperallergic.com/571225/tshegofatso-mabaso-deep-in-the-archive/>
- Masondo, I. 2020. *Orders of Invisibility* in Not the Usual Suspects catalogue, ISBN 978-0-620-84879-4
- Abrahams, L. 2020. *'Unremembering' 148 Lives: Aluta Continua!*, Independent Media Community Newspapers: Plainsman & Vukani
- Zehnder, A. 2020. *New Insights, Technical Imaging of Paintings in the Iziko South African National Gallery*. ISBN 978-0-620-87247-8
- Alexander, J., Kobene, M., Zehnder, A. 2020. *Butcher Boys: An Iconic Sculpture and its Conservation*, ISBN 978-0-620-87248-5
- Browning, C., Ruther, H., Wessels, S., Black, W. 2020. *Technology and planning help museums manage outdated exhibitions*. <https://theconversation.com/technology-and-planning-help-museums-manage-outdated-exhibitions-143852>
- Bergh, E., Hendricks, M.Y. 2020. *The study of tiny fossils reminds us that museums are key to advancing*

- science*. <https://theconversation.com/the-study-of-tiny-fossils-reminds-us-that-museums-are-key-to-advancing-science-146121>
- Esmiol, E. 2020. *Iziko Egyptian Collection*. <https://www.iziko.org.za/collections/ancient-and-classical-cultures>
- Van Noort, S. 2020. *Gall wasps and their kin*. <https://www.iziko.org.za/news/gall-wasps-and-their-kin>.
- Van Noort, S. 2020. *Gall wasps and their kin - new user-friendly identification key published*. NSCF News
- Esmiol, E. 2020. *For the love of painting wild flowers*. <https://www.iziko.org.za/news/love-painting-wild-flowers>
- Browning, C., Ruther, H., Wessels, S. 2020. *Digitising Dioramas - Technology and planning help museums manage outdated exhibitions*. Quest magazine. November 2020 issue
- Zambatis, N., van Noort, S. 2020. *The Queen of Savannah trees, the Sycamore or common cluster fig*. Kruger Magazine.
- Van Noort, S., Nhleko, N., Janion-Scheepers, C. 2020. *Invertebrates of Grootbos Nature Reserve with a focus on Hymenoptera (Wasps, Bees & Ants) and Collembola (Springtails)*.
- Report on implementation of an invertebrate inventory survey by Iziko South African Museum and UCT entomologists.
- Van Noort, S, Mbanjana-Nhleko, N, Reynolds-Berry, T. 2021. *New species of enigmatic African wasps*. <https://www.iziko.org.za/news/new-species-enigmatic-african-wasps>
- Van Noort, S, Mbanjana-Nhleko, N, Reynolds-Berry, T.

- 2021. *New species of enigmatic African wasps*. NSCF News
- Natural Science Collections Facility South Africa (Iziko Museums staff: Samukelisiwe Mtshali, Albe Bosman, Sarena Govender, Jofred Opperman). 2021. *Collection Management & Conservation Manual*.

## 6.11 Research Projects

- Claire Browning - Palaeoenvironmental reconstruction and detailed sedimentology of the Late Ordovician Pakhuis and Cedarberg Formations in the western Cape Basin, South Africa.
- Claire Browning - Revision of the basal rhynchosaur, Eohyosaurus wolvaardti.
- Dylan Clarke - South West African Polychaete diversity and biogeography.
- Dylan Clarke - SA Poly: A Collaborative approach to understanding South African Polychaeta.
- Esther Esmiol - Cape colonial history: study of the art works in the William Fehr Collection, and its links to Cape colonial society, the history of colonial period buildings such as the Castle, Secunde's House, and the Slave Lodge.
- Esther Esmiol - Historical trade ceramics and its influence on contemporary South African ceramics.
- Esther Esmiol - South African studio and production ceramics.
- Eugene Bergh - Palaeoenvironmental and oceanographic change during the Neogene to Quaternary along the southwestern continental margin of Africa based on foraminifera.

- Eugene Bergh - Shallow water marine microfossils from the east coast of southern Africa.
- Ingrid Masondo - Research on the archives of the Market Photo Workshop. Also included studio visits and skype meetings with alumni of the Market Photo Workshop.
- Ingrid Masondo - South African jazz and the archive in Switzerland.
- Ingrid Masondo - The Struan Robertson archive.
- Ingrid Masondo, Tshogofatso Mabaso & Andrea Lewis - Environmental research.
- Jaco Boshoff - Environmental study of the Sao Jose shipwreck.
- Jaco Boshoff - Wreck of the Meermin.
- Jake Harding - Grain Silo Wreck.
- Jyothi Kara, Dylan Clarke and Wayne Florence - Systematics and evolutionary assessment of southern African Polychaeta.
- Linda Mbeki - Building life histories of labourers from the South African mineral revolution, 1837-1920.
- Lynn Abrahams - Resistance and liberation research.
- Lynn Abrahams - COVID-19 Street Stories (working title).
- Lynn Abrahams - Isaascs Family Coaches.
- Lynn Abrahams - Unremembering.
- Melissa Boonzaaier and Wayne Florence - Systematics and evolutionary assessment of southern African Adeonellidae (Bryozoa).
- Nokuthula Nhleko - Ant diversity in relation to mining rehabilitation at the West Coast Fossil Park.
- Nokuthula Nhleko - Systematics and Phylogeography of the ant genus *Ocymyrmex*.
- Roger Smith - West Coast Fossil Park dig site maintenance.
- Roger Smith and Claire Browning - Palaeoecology of the Lopingian Cistecephalus Assemblage zone in South Africa, Tanzania and Zambia (NRF funded plus US researchers).
- Romala Govender - Investigation of seal and cetacean fossils from Saldanha Steel.
- Romala Govender - Mio-Pliocene Marine Mammals from Southern Africa's South-Western Coast and their Palaeoenvironments.
- Romala Govender - Terrestrial carnivore damage to fossil seals from Langebaanweg.
- Romala Govender - West Coast Fossil Park new site excavation.
- Romala Govender, Alberto Velanciano and Anusuya Chinsamy-Turan - Taxonomic and ecological investigation of the small carnivores from Langebaanweg.

- Shanaaz Galant - Research and reading ongoing Effendis of 71 Wale Street, Bo-Kaap, BKM.
- Shanaaz Galant - Research archival research Slave Office records 1816 to 1834.
- Shanaaz Galant - Research into Cape slavery, enslaved women and slavery related objects in our collection.
- Simon van Noort - Research on systematics of Afrotropical Bethylidae collaboration with Celso Azevedo.
- Simon van Noort - Research on systematics of Afrotropical Braconidae collaboration with Donald Quicke; Buntika Butcher; Julien Haran, Gavin Broad, Travis Guy, Andy Bennet, Paul Hebert.
- Simon van Noort - Research on systematics Afrotropical Chrysididae collaboration with Lynn Kimsey, Bob Copeland, Paulo Rose.
- Simon van Noort - Research on systematics World Cynipoidea collaboration with Matt Buffington, Mattias Forshage, Johan Liljeblad, Chang-Ti Tang.
- Simon van Noort - Research on systematics of Afrotropical Dryinidae collaboration with Massimo Olmi, Bob Copeland.
- Simon van Noort - Research on systematics of Afrotropical Ichneumonidae. Collaboration with Conrad Matthee (University of Stellenbosch); Gavin Broad (NHML); Ilari Sääksjärvi (University of Turku, Finland), Pascal Rouse, Terry Reynolds, Claire Villemant, Sean Brady, Bernardo Santos. Taipani Hopkins.
- Simon van Noort - Research on systematics and biology of Afrotropical Lepidoptera collaboration with Hermann Staude, Eugene Moll, John Grehan, Colin Ralston and about 30 other researchers.
- Simon van Noort - Research on agricultural pests: fruit flies and olive associated insects' collaboration with Julian Haran, Tertius Grove, Laura Benoit, Pia Addison, Barbara van Asch, Ellenorgh Allsop, Langley J, Cornwall M, Powell C, Costa C, Guilbert E.
- Simon van Noort - Research on systematics of Afrotropical Megalyridae collaboration with Scott Shaw.
- Simon van Noort - Research on systematics of Afrotropical Orussidae collaboration with Lars Villhelmsen, Stephan M. Blank.
- Simon van Noort - Research on systematics of Afrotropical Proctotrupidae collaboration with Matt Buffington, Bob Copeland.
- Simon van Noort - Research on systematics of Afrotropical Symphyta. Collaboration with Frank

- Koch, Lars Villhelmsen, Stephan Blank, Henry Goulet.
- Simon van Noort - Research on systematics of Afrotropical Trigonidae collaboration with Bob Copeland.
- Simon van Noort - Research on Chalcidoidea systematics and evolution collaboration with Jean-Yves Rasplus & Astrid Cruaud (France) Steve Compton Rhodes University); Lucian Fusu, Mircea Dan Mitriou, Alex Gumovsky, Roger Burks, Gerard Delvare.
- Simon van Noort - Research on Platygastroidea collaboration with Norman Johnson & Lubo Masner (USA).
- Tessa Campbell - Investigating the archaeology of disease in South Africa.
- Thys van der Merwe - A tale of two lights - the stranding of the MS Winton.
- Thys van der Merwe - Passenger liners represented in the image collections.
- Thys van der Merwe - Union Whaling Co. catchers including their technical specifications.
- Tshogofatso Mabaso - Queer Cultural Heritage.
- Tshogofatso Mabaso - Performance art and public interventions in South Africa.
- Wayne Florence - Biological Monitoring of the Sao Jose.
- Wayne Florence - Checklist of the Bryozoa of South Africa.
- Wayne Florence - E-taxonomy of bryozoans.
- Wayne Florence - East Coast Bryozoa, South Africa.
- Wayne Florence - South Coast Bryozoa, South Africa.
- Wayne Florence - Biogeography of South African Bryozoa.
- Wayne Florence - Novel Bryozoan Taxa from ISAM.
- Wayne Florence - Marine Animal Forests.
- Wayne Florence - Regional Training Workshop on the use of Underwater Camera Systems to sample Benthic Invertebrate Communities of the WIO region.
- Wendy Black - Connecting cultural identities through oral histories and genetics.
- Wendy Black - Holocene genomes in southern Africa.
- Wendy Black - Later Stone Age excavation at Kathu Pan 6, Northern Cape.
- Wendy Black - Human remains in Iziko Collections.
- Wendy Black and Jaco Boshoff - Ancient wine analysis.

## 6.12 Education

### Educational Resources

#### CONFERENCES

- *The Value of Geo-Literacy in Museum Education with reference to the Iziko Museums of South Africa, Cape Town (South Africa)* - Hylton Arnolds. Paper presented on 16 September 2020 at a conference hosted by the Royal Anthropological Institute; Anthropology and Geography: Dialogues Past, Present and Future; 14 - 18 September 2020.

#### PLANETARIUM

- Skymap October 2020; Ofentse Letebele.
- Skymap November 2020; Ofentse Letebele.
- Skymap December 2020; Ofentse Letebele.
- Skymap January 2021; Ofentse Letebele.
- Skymap February 2021; Ofentse Letebele.
- Skymap March 2021; Ofentse Letebele.

#### SOCIAL HISTORY

- Educational resource: *16 Days of Activism for No Violence Against Women and Children*; 40 educational resources were distributed on 26 November 2020; Najumoenisa Damon.

#### NATURAL HISTORY

- Worksheet - *Rites of Passage*; 18 May 2020; Glynn Alard.
- Worksheet- *Animal Power: Draw Your Superhero*; 16 June 2020; Glynn Alard.

#### ART

- Art club activity: *Positive messages for the world*; 02 February 2021; Yentl Kohler.
- Art club activity: *Imaginary paper landscapes*; 11 February 2021; Yentl Kohler.
- Art club activity: *Fancy faces*; 18 February 2021; Yentl Kohler.
- Art club activity: *Animal paper mosaic*; 25 February 2021; Yentl Kohler.
- Art club activity: *Map of my life*; 04 March 2021; Yentl Kohler. Yentl Kohler.
- Art club activity: *Lockdown collage*; 11 March 2021; Yentl Kohler.
- Art club activity: *Family tree prints*; 18 March 2021; Yentl Kohler.
- Art club activity: *Box monster sculpture*; 25 March 2021; Yentl Kohler.



Support Service staff welcoming and screening visitors to the ISL on Heritage Day, 2020.



Visitors wait to enter the Iziko Slave Lodge on Heritage Day, 2020.

## 6.13 Visitor Statistics

Museums	2020/2021
Bertram House	Closed
Bo-Kaap Museum	1 439
Groot Constantia	4 456
Koopmans-de Wet House	62
Michaelis Collection	Closed
Rust en Vreugd	6
Maritime Centre	470
SA Museum	17 523
SA National Gallery	2 868
Slave Lodge	1 593
William Fehr Collection	14 403
Planetarium School shows	244
Planetarium Public shows	9 263
EPP	194
<b>TOTAL VISITORS</b>	<b>52 521</b>

Visitors	2019/20	2020/21
Paying Visitors (including Planetarium public and school shows)	346 665	42 507
Education School Groups	44 694	194
Free Commemorative Days	48 375	3 819
Concessions as per approval	6 385	1 824
Children 5 and Under	12 462	3 015
Students on Free (Friday)	3 206	410

Pensioners on Free (Friday)	815	135
Friends organisations	152	8
ICOM/SAMA cardholders	99	11
Tour guides accompanying tourists	3 596	87
Functions	665	40
Special Events (Museum Night)	1 560	0
Media	52	2
Educators	1 174	37
Courtyard Project Concessions to ISANG	492	-
Planetarium Free Adult	1 161	45
Planetarium Free Child	667	24
Venue Hire	3 485	186
Restaurant	1 045	177
<b>SUB-TOTAL</b>	<b>476 750</b>	<b>52 521</b>
Mobile Museum and other outreach	9 510	X
<b>TOTAL</b>	<b>486 260</b>	<b>52 521</b>

Website Activity	Visitors 2020/21	Page Views 2020/21
Iziko Website	164 629	376 416
Figweb	26 446	55 050
Waspweb	39 284	99 382

Online Visitor Footprint	2019/20	2020/2021
Iziko Website	240 845	164 629
Facebook	11 987	12 777
Twitter	6 463	6 802

## 6.14 Materiality and Significance Framework Definitions and standards

- Audited financial statements: 2020/2021 (AFS)
- Approved annual budget: 2020/2021 (AAB)
- Approved Strategic Plan: 2020/2021 (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 54(2)
- Section 55 (2)Section 66(1)

### Treasury regulation

- 28.1.5

### Framework

Section 50: Fiduciary duties of Accounting Authority	Value (Quantitative)	Nature of Event (Qualitative)
(1) Accounting authority must-  a) 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  1.(e) Total actual expenditure is more than budgeted income by more than 0,2% 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

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:		Any unplanned event per the ASP that may affect the core purpose or mandate of the entity
b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement	N/A	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity
c) acquisition or disposal of a significant shareholding in a company	N/A	
d) acquisition or disposal of a significant asset	Any transaction of which the amount exceeds 1% of the total value of assets per AFS	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity
e) commencement or cessation of a significant business activity	Any transaction of which the amount exceeds 1% of the total value of assets per AFS	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity

Section 55: Annual Report and Annual Financial Statements	Value (Quantitative)	Nature of Event (Qualitative)
(3) the annual report and financial statements must: (b) include particulars of:		
(i) any material losses through criminal conduct and,	(a) Any loss of which the amount exceeds 1% of the total value of assets per AFS	Any unplanned loss per the ASP that may affect the core purpose or mandate of the entity
(ii) any irregular expenditure and fruitless and wasteful expenditure that occurred during the year	(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
(iii) any losses recovered or written off	All	All

Section 66: Restrictions on Borrowing, Guarantees and Other Commitments	Value (Quantitative)	Nature of Event (Qualitative)
Iziko Museums may not enter into any financial commitment beyond its approved budgets and its accumulated reserves	N/A	N/A

# Questions

## CONTENTS

Acknowledgement

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Screen shot of a virtual presentation by CCA Honours in Curating alumni, Lemeze Davids and Anthony Dawson, during Conservation Week, 2020.

## 7 | ACKNOWLEDGEMENT

# Acknowledgement

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



## Corporate



## Organisations

