



iziko
museums of
South Africa

an agency of the
Department of Sport, Arts and Culture

**ANNUAL
REPORT**
2022 | 2023

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.

- Bertram House Museum
- Bo-Kaap Museum
- Koopmans-de Wet House Museum
- Rust en Vreugd Museum
- Slave Lodge Museum
- South African Museum and Planetarium & Digital Dome
- South African National Gallery
- Michaelis Collection at the Old Town House
- Social History Centre

Iziko Collections are housed at:

- William Fehr Collection at the Castle of Good Hope
- Groot Constantia Museum

Iziko Museums has been given the responsibility to take over the conservation and maintenance of the following museum:

- Victor Verster/Nelson Mandela Prison Museum in Paarl



Dr Ndhlovu reading a label at the opening of *PLOT: Critical Zones*, Iziko South African Museum, May 2022.



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BREAKING DOWN THE WALLS: 150 YEARS OF ART COLLECTION

"Breaking Down the Walls: South Africa" is an exhibition of art collected at the Iziko South African Museum spaces. The first art collection was bequeathed by Thomas Butterfield to the "Colonial Gallery". After being in storage for many years, the collection finally found a permanent home at the Gallery which holds over 11,000 works on display in this exhibition, together with other collections at Iziko Museums, including Social History Museum.

The exhibition hopes to break down boundaries and draw in new audiences. As Seth Kriger says, "Art is always in transition when attempting to break down institutional, disciplinary, and social walls and beyond, some of these might, at least for a moment, be broken down."

This exhibition represents some themes that we want to understand where the collection is now, where it has been, and where it may perhaps go.

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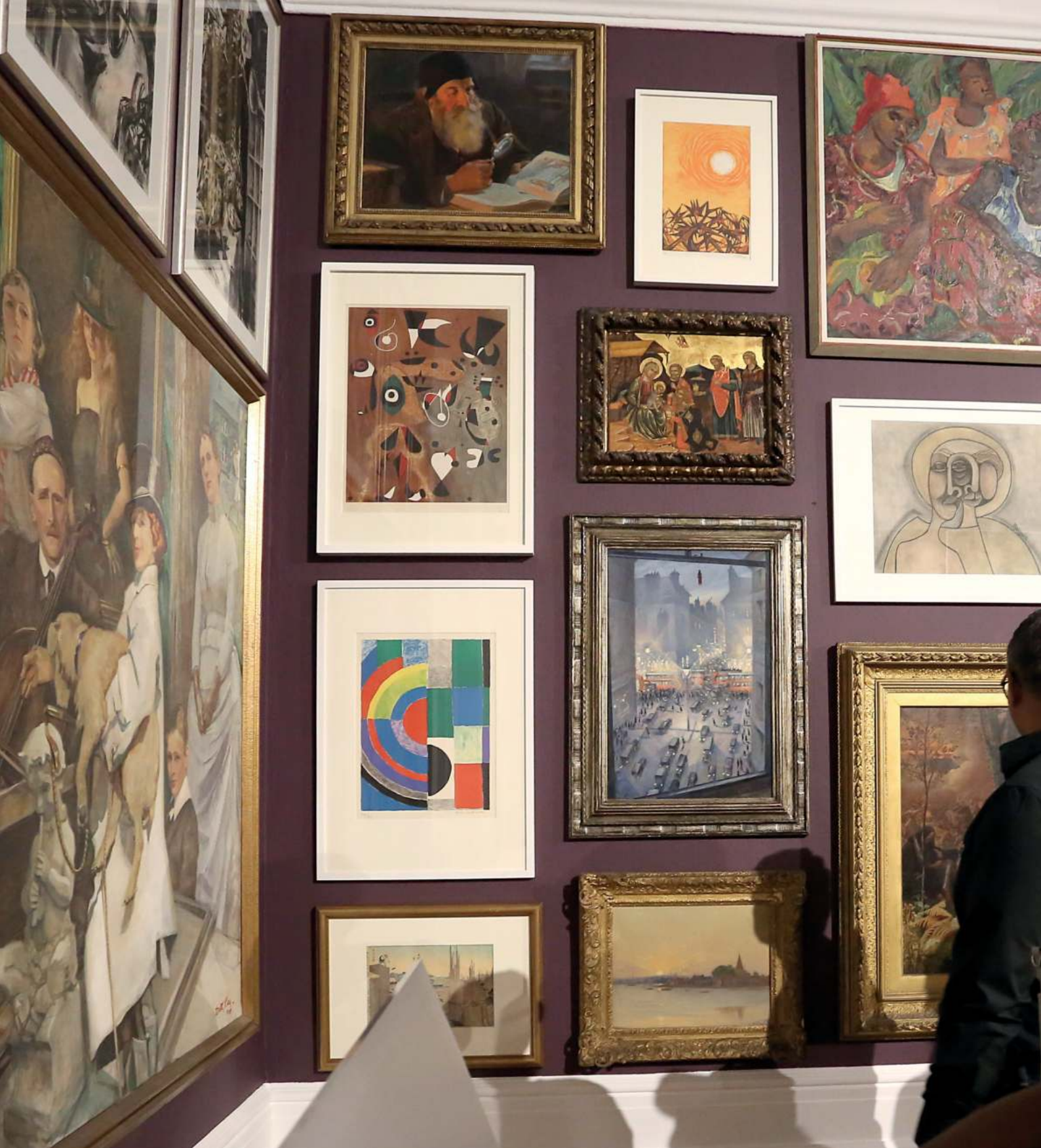
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1 | GENERAL INFORMATION



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1.1 | Public Entity's General Information

REGISTERED NAME: Iziko Museums of South Africa

PUBLIC BENEFIT ORGANISATION

NUMBER: 18/11/7/0133

REGISTERED OFFICE ADDRESS: 25 Queen Victoria Street
Cape Town
8001

POSTAL ADDRESS: PO Box 61
Cape Town
8000

TELEPHONE NUMBER/S: +27 (0)21 481 3800

FAX NUMBER: +27 (0)21 481 3994

EMAIL ADDRESS: info@iziko.org.za

WEBSITE ADDRESS: www.iziko.org.za

EXTERNAL AUDITORS: Auditor-General of South Africa

BANKERS: Standard Bank

ADDRESS OF BANK: Thibault Square, Cape Town

1.2 | List of Abbreviations and Acronyms

AAB	Approved Annual Budget	IP	Iziko Planetarium and Digital Dome
AC	Art Collections	IR&V	Iziko Rust en Vreugd Museum
AFS	Audited Financial Statements	ISAM	Iziko South African Museum
AOP	African Origins Programme	ISANG	Iziko South African National Gallery
APP	Annual Performance Plan	ISHC	Iziko Social History Centre
ASP	Approved Strategic Plan	ISL	Iziko Slave Lodge Museum
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority	IT	Information Technology
CCTV	Closed-Circuit Television	IWFC	Iziko William Fehr Collection (at the Castle of Good Hope)
CSD	Central Supplier Database	M&E	Monitoring and Evaluation
CSI	Corporate Social Investment	MAP	Meaningful Access Programmes
DSAC	Department of Sport, Arts and Culture	MGE	Mzansi's Golden Economy
DoE	Department of Education	MTEF	Medium-Term Expenditure Framework
DPW	Department of Public Works	MTSF	Medium-Term Strategic Framework
DPWI	Department of Public Works and Infrastructure	NDP	National Development Plan
DST	Department of Science and Technology	NH	Natural History Collections
EBCR	Existing Building Condition Report	NLDTF	National Lotteries Distribution Trust Fund
ENE	Estimates of National Expenditure	NRF	National Research Foundation
GRAP	Generally Recognised Accounting Practice	POS	Point-of-Sale
HR	Human Resources Department	PDP	Professional Development Programme
IBH	Iziko Bertram House Museum	PFMA	Public Finance Management Act
IBK	Iziko Bo-Kaap Museum	R&R	Repair and Renovation
ICT	Information and Communication Technology	SH	Social History Collections
IGC	Iziko Groot Constantia Museum	SFI	Southern Flagship Institution
IKDW	Iziko Koopmans-de Wet House Museum	SP	Strategic Plan
IKS	Indigenous Knowledge Systems	SS	Support Services
IMD	International Museum Day	TSDP	Technical Support and Dialogue Platform
IOTH	Iziko Michaelis Collection (at the Old Town House)	UNESCO	United Nations Educational, Scientific and Cultural Organisation
		WILS	Work Integrated Learning Students





MR JABULANI SITHOLE
Chair of the
Iziko Museums Council



The hard work and diligence of the Council and resilience of the Iziko Museums' team must be recognised for trying their best to achieve what they have set out to accomplish in this financial year."

1.3 | Foreword by the Chairperson

On behalf of the Council of Iziko Museums of South Africa, I am pleased to submit the annual report for the financial year ending 31 March 2023. The 8th Council was appointed by the Minister of Sport, Arts and Culture in August 2022. We acknowledge the museums' achievements in 2022/2023 against the Strategic Plan 2020-2025. Despite the aftermath of the Covid-19 pandemic, Iziko Museums have continuously worked towards normalising its service to the public, visitors and strategic partners.

Our success has been enabled by our Ministry and Executive Authority together with our generous sponsors, donors, strategic partners and the South African public. The hard work and diligence of the Council and resilience of the Iziko Museums' team must be recognised for trying their best to achieve what they have set out to accomplish in this financial year. Our collective efforts to attain our mandate of nation-building, social cohesion, social justice and sustainable development remains high on the Iziko Museum's agenda. Every effort is made to create a cluster of museums that are vibrant, engaging, inclusive and attractive to members of the public that visit these museums.

The staff at the museum have continued to do redevelopment work in the gallery spaces. Replacing old exhibitions with innovative new exhibitions, workshops, as well as education and public programmes. These affirming actions demonstrate that we are inclusive spaces that aim to inspire new thinking, innovation, evoke curiosity and enquiry. The iconic exhibition 'Breaking Down the Walls: commemorating 150 years of collecting at Iziko,' has been an important revitalising project at the Iziko South African National Gallery - brining the Iziko Museums back into 21st century dialogues that are relevant to current discourse.

The journey that the Council and the staff have embarked on to reimagine all Iziko Museums is not one we have embarked on alone. We are working in numerous collaborative ways to reactivate the Iziko Museums to be receptive to evolving debates. Our focus as Council is to ensure that Iziko Museums are inclusive, become spaces of creativity; that the resources of the National Estate become a springboard that motivate and inspire creative, independent thinking and knowledge generation.

I would like to express the Council's appreciation of the continued support provided to the Iziko Museums by the Department of Sport, Arts and Culture Ministry, Executive Authority headed by the Acting Director General and the staff from this department. The 7th council must be commended for their contribution to the success of the Iziko Museums during their term. On behalf of all Council members, I commend the CEO, the Executive, management team and every Iziko Museums staff for their performance in 2022/2023 despite all the setbacks that the institution has had to overcome.

MR JABULANI SITHOLE
Chairperson of Council
Iziko Museums of South Africa
31 March 2023



Reading, exploring, discovering. Visitor at the opening of *Evolution of Indigenous Art*, Iziko South African Museum, February 2023.





MS ROOKSANA OMAR
Chief Executive Officer



We seek to innovate, to ensure access to the museums and its resources, to respond critically and creatively to contemporary conversations and to demonstrate how museums can remain relevant."

1.4 | Chief Executive Officer's Overview

The Iziko Museums of South Africa (Iziko Museums) are incredible spaces brimming with objects and information collected for at least 223 years. All those collections have come to life, once again, since reopening the museums to the public after the pandemic lockdown which started during March 2020. Our galleries are reverberating with visitors, and we are heartened to know that these spaces are reconnecting our audiences, researchers, and stakeholders to our iconic collections and new exhibitions. We are honoured to share our achievements and talents with you through this Annual Report. The staff have been working diligently to integrate our planning so that our visitors and stakeholders derive the most benefit. Our collective efforts and commitment enabled Iziko Museums to deliver excellent school and public programmes, exhibitions, publications, events as well as planetarium shows for all.

Iziko Museums aspires to attain new ways of thinking about arts, heritage and histories. We seek to innovate, to ensure access to the museums and its resources, to respond critically and creatively to contemporary conversations and to demonstrate how museums can remain relevant. We strive to activate museums as agents of redress and catalysts for social justice, development and change. While we try to overcome our fiscal challenges, we remain hopeful and will continually strive to add to the national agenda to nurture the building of a nation through our diverse range of activities.

The 2022/23 financial year has been challenging for the organisation, as government navigates difficult domestic and global economic conditions with stable, balanced and clear policies that support faster growth and address emerging fiscal risks. The pandemic brought about immeasurable hardship, economic adversity for many, and increased the poverty gap. This reality is reflected further by consumer spending and visiting trends. Iziko Museums remain a value for money offering and welcomed a total of 286 551 visitors to its museums during the period under review. Visitors to our museums can travel from the beginnings of life on earth (more than 3 billion years ago) through to the present day and beyond, as well as explore the vast expanses of our universe.

General financial review of the public entity

On 31 March 2023, Iziko's net asset value was R2,596 billion, compared to that of R2,590 on 31 March 2022. The increase means that Iziko has registered a growth of 0,23% over the preceding financial year. Iziko's collections remain its most significant and valuable asset, with heritage assets comprising 97% of Iziko's total asset bases.

Expenditure for the year under review is R175,3 million, which is R16,4 million higher than expenditure in the previous financial year. Iziko generated a total revenue of R181,5 million, which is R9,6 million more than the R171,9 million achieved in the previous financial year.



Additional support is still required from National Treasury to capacitate our museums adequately, and to support growth initiatives and financial sustainability for the entity. This would include additional costs associated with the recent custodianship of Nelson Mandela Prison House.

The recovery of the tourism industry after the lifting of travel bans has enabled Iziko Museums to stabilise revenues in the context of several shocks and in highly uncertain economic times for the country.

A surplus of R6 128 817 has been achieved in 2022/23, notwithstanding the rather bleak outlook adopted for the year under review because of prolonged and debilitating power failures, a weaker performance in the South African economy and persistently higher inflation rates.

Spending trends of the public entity

Spending at Iziko is in terms of the approved budget and is guided by the entity's Strategic Plan and the Annual Performance Plan. Expenditure on operations has increased to R175 388 699, up by R16 493 180 (10%), from R158 895 518 in 2021/22. Personnel Expenditure is a major costs driver for the entity and accounted for 38.5% of total expenditure. Operational expenses, which comprise core function and administrative costs, accounted for 61.5% of total expenditure.

A balance must be struck between financial sustainability, fair remuneration and the need for additional staff in all departments for Iziko to continue the work being done, the services offered to communities to ultimately fulfil Iziko's mandate fully. While maintaining a prudent stance, Iziko has continued to implement several infrastructure projects, exhibition plans and public programmes, despite a high vacancy rate and the need to fill critical positions within the organisation.

Supply Chain Management (SCM) processes and systems in place

Iziko's supply chain management (SCM) processes and systems comply with the SCM Regulations and Practices in the Public Finance Management Act (PFMA) and Treasury Regulations. These policies and procedures ensure that Iziko procures goods and services in a fair, competitive, transparent

and equitable manner. The Code of Conduct for the SCM practitioners has been adopted and an approved SCM policy is in place that enables fair, equitable, transparent, competitive and cost-effective procurement and provisioning. Compliance with the various laws and regulations within the SCM environment remains a challenge for an entity of Iziko's size.

Challenges experienced and how they will be resolved

Adherence to cost containment measures, reprioritisation and identifying trade-offs are ongoing considerations. Initiatives to increase self-generated revenue must be prioritised and strengthened to cover fixed costs related to conservation, facilities management and market related staff salaries.

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

Audit findings raised in the 2021/22 financial period have largely been addressed and action plans have been developed to address the remaining 9% of findings not resolved during the year under review.

Discontinued key activities/activities to be discontinued

In recognition of the importance of all support functions responsible for ensuring good governance, compliance and the sustainability of own revenue streams, no units within the entity were discontinued or are to be discontinued. Iziko's staff and management continued to implement programmes as outlined in the Annual Performance Plan during the period under review, as they remained relevant, interrelated and aligned to national priorities.

Requests for roll over of funds

Section 53 of the PFMA states that a public entity may not budget for a deficit and accumulate surpluses unless prior written approval from the National Treasury has been obtained. For the financial year 2021/22, Iziko museums received approval to retain and roll over R87 005 245 to the 2022/23 financial year. In terms of the audited annual financial statements of 2022/23 financial year, Iziko will request approval to retain a surplus of R118 332 153 for funding operational and capital commitments.

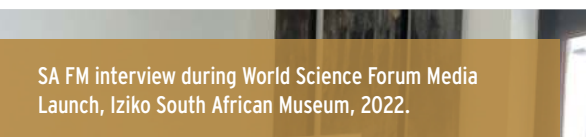




Dr Bongani Ndhlovu, addressing guests at the opening of *Breaking Down the Walls: 150 years of collecting at Iziko*, Iziko South African National Gallery, October 2022.



Paper conservation team from the Centre de Formation de La Reliure du Limousin, a division of MEMORIST, inspecting *The Mutoko* artwork, March 2023.



SA FM interview during World Science Forum Media Launch, Iziko South African Museum, 2022.



Maintenance Conservation and Care

Heritage buildings require special care and attention to preserve their historical and architectural significance. The conservation and maintenance of heritage facilities is an essential aspect of preserving our cultural heritage for future generations. Over the past year, our organization has made substantial efforts to ensure the continued conservation and maintenance of these valuable cultural assets. A panel of leading heritage experts to manage and implement the conservation and maintenance was appointed. The Conservation Management program has helped us to identify priority repairs, to address any issues and prevent further deterioration. In accordance with the Conservation and Management plans authorised by Heritage Western Cape, Iziko is undertaking a thorough program for conservation and maintenance to preserve and protect these historic sites.

The resilience, creativity and professionalism of the Iziko teams is impressive. Since emerging from the Covid19 pandemic, the staff have adjusted to new ways of operating, dealing with institutional hardships, ailing historical infrastructure, high vacancy rates, the cost of compliance and budget cuts. These dedicated and talented staff members have been working tirelessly - creating a variety of resources for visitors, schools and communities on the margins, with little access to the museum physically.

Reimagining Iziko Museums of South Africa

Research and exhibitions at Iziko Museums cover a wide spectrum of subjects. Re-Imagining Iziko Museums sites and galleries to reflect Africa's rich and diverse natural, cultural, and artistic heritage is a central vision driving the development of new generation of exhibitions that place Africa and African achievement at the centre.

As African museums of excellence, using our research capabilities and leveraging our collections, Iziko commenced the roll-out of our Re-imagining implementation plan. We met the annual target and presented 10 new exhibitions, featuring content from the Social and Natural Sciences. The development of these offerings was aligned to the reimagining values that includes being trans-disciplinary, innovative, interactive and accessible. Signature highlights include: *"Who were the enslaved?"* at the Iziko Slave Lodge; *"Breaking Down the Walls"* at the Iziko South African National Gallery; and *"Hidden Wonders of the South African Museum"* at the Iziko South African Museum.

The exhibition, *"Who were the enslaved? Commemorating lives under enslavement at the Cape of Good Hope"*, is phase one towards reimagining the Iziko Slave Lodge. We have used the exhibition to catalyse change by renaming the spaces in the Iziko Slave Lodge Museum as we seek to answer the questions: Who were the enslaved? What work did they do? How did they manage to survive a new, unwelcoming and often violent environment once they arrived? How were they able to communicate with each other when they came from far-flung regions: South Asia, Southeast Asia, Madagascar, East Africa and initially West Africa?





Visitors at the opening of *Hidden Wonders of the Iziko South African Museum, ISAM*, December 2022.

“Breaking Down the Walls - 150 years of Collecting at Iziko” reflects the diversity of the Iziko Art Collections and brings together objects and artworks from many other collections within Iziko Museums of South Africa in an innovative and exciting manner. This extensive visual showcase occupies most of the ISANG and comprises of more than five hundred works - some on show for the first time ever. Works by South African artists such as Irma Stern, Gerard Sekoto, Peter Clarke and Gladys Mgudlandlu, are juxtaposed with historical paintings and sculptures such as Rembrandt, Picasso and Goya.

“Hidden Wonders of the Iziko South African Museum” showcases the very best of our impressive and almost 200-year-old collections. Among other wonderful objects, the exhibition features ostrich egg-shells that were carved into jewelry and given as gifts by our ancestors, a real preserved specimen of the “Living fossil fish” discovered by JLB Smith, an extinct Quagga foal whose tissue was harvested for DNA testing, a 3D printed skull of an African bear that once roamed the plains of Africa and the splendor of microscopic beasts that today help us unlock hidden secrets about how we can secure our future.

Science underpins so many of today’s most pressing concerns. Iziko Museums plays a critical and leading role as an authoritative, accessible source for foundational information about Art, Social History and Natural History. This world is extremely important to all that live on it as it gives life and substance to us. We have the responsibility to collectively find

solutions to climate change through multiple activities that encompass research, workshops, exhibitions, and educational activities. Issues pertaining to our environment and natural world continues to shape our thinking and reference framework.

Iziko museum scientists advanced their critical mission-driven research, generating discoveries and outputs resulting from 63 active research projects, many based on key local and international partnerships. Substantial contributions were made by the Entomology, Marine Biology and Palaeontology teams with several new species of wasps, polychaetae (bait) worms and Bryozoa being reported on. All these animals have significant application as indicators of environmental health and disturbance, food security, agriculture and climate change research. The Art and Social History Unit published noteworthy peer-reviewed works on Human remains and restitution, and Chinese Ceramics in South Africa. The annual target was exceeded resulting in an impressive 31 peer-reviewed articles being published.

The research team has published 16 popular articles to bring our science into the mainstream public domain and improve accessibility. The highlights of these diverse offerings included articles focused on ants and their application in climate change research; the value of international curatorial exchanges for museums, research and communities; new 3D technology for studying fossils; and the review of workshops hosted by Iziko Museums that included the Wikipedia “Edit your Pride” and “Islamic Calligraphy” events.



Visitors exploring the camera obscura at the opening of - defunct context: U406 Pavilion Prototype 2, exhibition at Iziko Bertram House, March 2023.



Whilst our partnership horizon has increased, we also need to recognise the generous funding we receive from various sources which goes a long way to supplement our operational budget to do cutting edge research. These partnerships have enabled our staff to be more expansive in many areas of collections, curatorial, research agenda to meet broader objectives. Iziko's research and exhibitions work are primarily supported by the National Research Foundation's; African Origins Platform, Foundational Biodiversity Information Programme, Professional Development Programme, Human and Social Dynamics Programme and Thuthuka Programme. Cutting-edge research facilities established using external funding, including the genetics laboratory and biodiversity laboratory are starting to produce outputs but require sustainability plans. An environment wherein which scientists can focus on conducting fieldwork and other critical research tasks must be created. Potential solutions in this regard include the provision of research technicians and administrative support within the organisational structure.

Connecting the Collections

Access to our collections and research unlocks knowledge, understanding, critical thinking, and innovation, and allows for lifelong learning. The key focus of the Collections and Digitisation department is to contribute to nation building through growth and development of collections. Significant acquisitions reflecting South Africa's diverse arts and cultural heritage were acquired in the period under review. Purchases included a sculpture artwork by Usha Seejarim, *She longs for tenderness*, an important commentary on women's labour and

worker exploitation and drawing on classical and Hindu mythologies; an artwork by Yonela Makoba, *Uyafihla Mhlaba* (the land covers all), exploring critical issues of land, map-making and topography, with reference to ecology, migration, identity politics and race; *Untitled 10 (Umaskhenkethe likaya lam series)*, by Nobhuko Nqaba (b. 1992, Eastern Cape) a female artist whose work explores themes of dislocation and the precariousness of home and opportunity, and Ghanaian artist, Serge Attukwei Clottey's, *Don't Forget Home* (2017), exploring narratives linked to the history of trade migration, economic struggle and environmental catastrophe. Purchases made during the Cape Town Art Fair included a mixed media on canvas artwork by Teresa Kutala Firmino, *Midnight Prayers* (01:01am), two artworks by Amber Moir (b.1992) - *Mouth*, 2022, and *Sentences*, 2022, an artwork by Mmabatho Grace Mokalapa (b. 1992) - *Floating Reality I*, 2022, *Time Distortion*, 2022, and *Through The Dimensions*, 2021, as well as an artwork by Cathy Abraham - *Shadow Ghosts Indigo*, 2022.

A German resident who spent time in South Africa, donated 15 artworks to the Iziko Social History Collections. The donation comprised of crayon drawings and lithoprints - including the works of two artists from Rorke's Drift, Azaria Mbatha and Vuminkosi Zulu, as well as a work by internationally acclaimed Namibian artist, John Muafangejo - as well as 50 beadwork items comprising ear plugs, foot-rings, necklaces, arm-rings and head-rings, belt, apron and bag, collected in the Eastern Cape and KwaZulu-Natal in the 1970s and early 1980s.



A donation of 3 T-shirts was received. One of these was a reflection on the life and contribution of former President Nelson Mandela, while the other was linked to Amazon's controversial Liesbeek River Project on a site of significance to KhoiKhoi history, and the third on the St George's Cathedral 'Siyahamba Labyrinth. Two banners, four posters and four T-shirts relating to the struggles of farmworkers and women in the rural areas were donated by Mercia Andrews from the Trust for Community Outreach and Education (TCOE).

A new Database Collections Management system, Vernon Systems, for Art was acquired for Art and Social history collections. This expedited the number of new records captured, thus exceeding the target for new Art and Social History Collections records. The ongoing moving, unpacking and repacking of natural history collections into the new stores at ISAM as well as staff vacancy challenges negatively impacted the attainment of Natural History Collections targets.

Access and Communities

Education is a key driver in optimising Iziko museums' multiple social impacts and benefits. Iziko Museums delivers focused education and public programmes, especially for our young people at school, which include serving historically disadvantaged individuals and marginalised communities, as well as youth out of school. As we transform to improve our visitor experiences and increase access to collections and our intellectual capital, we also develop educational programmes and resources that contribute to uplifting the basic education outcomes of our country.

The generosity of the HCI Foundation does not go unnoticed as many marginalised people benefit from being able to visit the museum through their generous support of a bus ride. The trials and tribulations of our painful past must be understood, examined, and admitted so that we can progress forward. This can only be initiated if we address our shameful past through grappling with difficult issues through our nation building, social justice, gender equality and LGBTQ+ programmes and other initiatives.

The Education Department at Iziko runs dynamic school, holiday, public and outreach programmes geared towards creating engaging learning experiences for everyone. Iziko is committed to making museums accessible to all South Africans and provide free entry aligned with national commemorative days. A total of 16,206 individuals gained free access to Iziko Museums on Freedom Day, Africa Day, Youth Day, World Aids and Emancipation Day, Reconciliation Day and Human Rights Day. By opening our doors in this manner, Iziko ensures that our museums are accessible to the youth and those who are economically challenged.



As we transform to improve our visitor experiences and increase access to collections and our intellectual capital, we also develop educational programmes and resources that contribute to uplifting the basic education outcomes of our country."



The *16 Days of Activism* programme hosted in partnership with the City of Cape Town's Social Development Department took place at the Iziko Slave Lodge. The workshop dealt with issues such as GBV, xenophobia, youth development, decolonization and social cohesion. The Slave Lodge Museum - a space with a traumatic history - provided participants with the space to investigate the historical roots of gender violence and terminologies, discuss the challenges they face in their communities and explore resources available to them.

The partnership with the University of Cape Town, resulted in project programmes for the Iziko Planetarium and Digital Dome as well as Natural History education. *5000 EYES: MAPPING THE UNIVERSE WITH DESI* (Dark Energy Spectroscopic Instrument) was screened in collaboration with the IDIA Vislab. *GEOSCIENCES INFORMATION FOR TEACHERS* was an Iziko Education partnership involving the University of Cape Town and The European Geosciences Union to equip educators with skills and knowledge to interpret the geography syllabus using state-of-the-art science for tomorrow's classroom.

The indigenous dance form, the *Riel* was the subject of a month-long educational art showcase entitled: *RIELDANS: LAAT DIE STOF STAAN'* which displayed paintings and sculptures by indigenous artists. This dance - possibly one of the oldest dance forms in the country was developed from the traditional dance forms of the San and Khoe people of the Northern Cape. The movement, postures, and use of objects often tells a story to those watching the dances. The Nama people call it the *Ikhapara*. Educational resources developed focused on the indigeneity of the riel to unlock dialogue on contemporary local dance forms and music such as Gqom, as well as on contrasts of the Riel to dance captured in San Rock Art.

Other Education department highlights include Together with Women Lead Movement, Iziko facilitated a Women's Day public programme on the 9th August. Hosting the launch of the Deaf Awareness Month Campaign and South African Sign Language Dictionary in collaboration with the Pan South African Language Board. Participating in the National Youth Camp presented by the Western Cape Department of Sport, Arts, Culture (DCAS), Western Cape Department of Education (WCED), in partnership with the national Department of Sport, Arts and Culture, and Love Life in Tulbagh.

All three Education units delivered National Science Week programmes. Jungle Theatre and Puppet Planet hosted a daily 3-hour programme introducing learners to South African palaeontology and archaeology, as well as other natural and social science topics, incorporating issues such as climate change, sustainability, and conservation. The Iziko Planetarium and Digital Dome presented free planetarium show to invited school learners and the Iziko Mobile Museum hosted outreach programmes at various schools and libraries in three rural Central Karoo towns (Laingsburg, Ladysmith, and Touwsriver), as well as two towns in the Overberg (Hermanus and Hawston).

Economic viability

Iziko's economic viability extends beyond financial considerations and is rooted in its constitutional and legislative mandate to preserve and conserve the rich cultural history of all South Africans. Although Iziko's financial circumstances remain stable, the subsidy allocated to Iziko by the Department of Sport, Arts and Culture (DSAC) is not sufficient to meet the entity's annual operating expenses, and Iziko is reliant on donor funding and self-generated income to meet daily obligations.

Budgetary limitations impact negatively not only the roll-out and delivery of key programmes, but also on Iziko's ability to recruit and retain human resources and procure the automated business systems required to increase the organisation's efficiency and effectiveness. Most critical however is the fact that Iziko currently lacks the resources to further optimise fundraising and income generation activities and successfully implement its Advancement Strategy. A situation in which the museum is overstretched over time will leave it financially weak and therefore vulnerable to decline.

Future funding is uncertain and a concern about Iziko's ability to continue operating as a going concern remains.

Capacity constraints and challenges facing the public entity

Iziko's mandate places a clear responsibility on the entity to deliver on services as enshrined in the Cultural Institutions Act. The operations and funding of Iziko continued to be affected throughout the year





Jazz legend, Mam Sylvia Mdunelwa's Heritage Day performance at the Iziko Slave Lodge, September 2022.

by the reverberations of the COVID-19 pandemic on travel patterns in the tourism and heritage sectors. Budget constraints is a major challenge faced by the organisation, with ageing infrastructure and staff vacancies being two perpetual problems that Iziko has wrestled for the last few years. The adverse impact on the budget was partially offset by infrastructure maintenance funding received from the Department of Sport, Arts and Culture during 2021/22 and 2022/23. These contributed significantly to infrastructure maintenance and renovation work at the Iziko sites. Given the financial constraints faced, it was not possible to fill all key vacancies during the year under review and the organisation continues to be forced to fill vacancies based on criticality and priority, which places severe strain on the capacity to fulfil obligations in most operational areas. It is hoped that the year ahead will provide sufficient financial reprieve to allow Iziko to recruit some of the other needed skills require. Attempts to redress the imbalance between personnel and operational funding through vacancy management and savings realised from personnel expenditure is not sustainable in the long term.

Outlook/plans for the future to address financial challenges

Without adequate financing, the best intentions will remain beyond reach. Harnessing the necessary resources could be achieved through a combination of revenue mobilization, attracting private funding, and garnering the support of policy makers and stakeholders such as the Department of Sport, Arts and Culture and National Treasury. Although Iziko has experienced dwindling visitor numbers due to travel

restrictions and power cuts, the potential income from activities such as museum shop and café sales, and space rentals for special events, must be explored fully and maximised.

New or proposed key activities

The Department of Sport, Arts and Culture has entrusted custodianship of the Nelson Mandela Prison House to Iziko and the facility has been secured and plans are underway to implement infrastructure improvements which are critically overdue. Preparations have also begun for the celebration of the 200th year of existence of the South African Museum in 2025. An implementation document, which outlines Iziko management's collective thinking in terms of celebrating this momentous event, is currently under discussion internally.

Other areas of focus would include the Reimagining Iziko implementation plans and the purchase of a new Mobile Museum for outreach programmes. Building repairs are in progress and have been made possible by special funding provided by the Department of Sport, Arts and Culture.

Events after the reporting date

Iziko is not aware of any events after the reporting date of 31 March 2023 which are likely to have a material impact on Iziko's financial results or operations. Events after the reporting date, both favourable and unfavourable, will be reported on as they become known and as appropriate.





Defunct context: U406 Pavilion Prototype 2, an exhibition at Iziko Bertram House, March 2023.

Acknowledgements and Thanks

Finally, during the 13 years at the helm of this public entity, I have worked alongside many highly talented colleagues and incredible people who have worked tirelessly to support our profession and bring stunning, refreshing new exhibitions, programmes, research, collections, support to the Iziko Museums. I want to use this opportunity and request the reader to indulge me as I reflect.

I have many persons to thank especially the various Councils I served under from the 4th Council to the 8th Council. Each Council influenced my thinking in different ways and brought a new dimension to the governance of the Iziko Museums.

During the 4th Council under the leadership of Advocate Brenda Madumise and subsequently Professor Ciraj Rassool (2010-2013) the Iziko Museums of Cape Town was renamed the Iziko Museums of South Africa - a significant shift which reaffirmed the institution as a national flagship museum. The Courtyard development was an important initiative to use unused areas to turn it into productive working spaces. The major construction process to alter the Iziko South African Museum began in 2013.

Under the leadership of Ambassador Moopeloa (2013-2016) the 5th Council, and my team and I were able to raise 75% of the funding required for the digital upgrade of the Iziko Planetarium. The total amount required was R27 million to initiate this innovative project. The Digital Dome and Planetarium fundraising

initiative was completed during the tenure of the 6th Council. The Iziko Planetarium and Digital Dome - the most advanced digital planetarium on the African continent - opened to the public in July 2017. This world-class multipurpose facility brings together art, science and immersive cinema.

During this time, Iziko Museums received Mellon Funding to repair and restore important art collections and further funding to host conservators to expose post graduate Honours in Curatorship students from the Michaelis School of Fine Art, University of Cape Town.

The United States Ambassadors Fund application process to raise \$230, 000, for the globally significant and impact research about the Sao Jose shipwreck began during the tenure of the 5th Council. The Sao Jose wreck site was declared a National Heritage site during the term of the 6th Council. A significant outcome was that Iziko Museums of South Africa loaned ship ballasts (associated with enslavement) to the Smithsonian Museum of African American History and Culture for its inaugural opening.

A significant development during the time of the 6th Council was the establishment of the Human Remains Committee which was structured to address the issue of unethically collected Human Remains in the Iziko Museums collection. This was done to ensure that Human Remains are afforded and given the respect and dignity they deserve. Redress, respect and dignity underpinned this initiative. Important international conferences were held to develop a common Human Remains Policy for southern Africa during this period.



Looking inwardly the five-year Conservation and Maintenance Plan for the 9 Iziko Museums sites were concluded with costing to continue to maintain and improve the buildings that house the Iziko Museums cluster. The Re-alignment of the Iziko Museums structure process began and was approved under the term of the 6th Council. The purpose was to move away from the discipline-based museology to a more integrated and matrix structure designed to serve the public in an improved manner.

Soon after the 7th Council took office a staff strike beset the institution. The Iziko Museums staff maintained that they were underpaid and wanted the same benefits that staff employed prior to 2006 enjoyed. In March 2020 Covid-19 impacted the Iziko Museums but the staff continued to receive solid leadership and we found innovative ways to be productive and engage with the public during this very difficult and trying time. Staff continued to receive their salary without any reductions in their pay, or retrenchment, something that other museums were forced to undertake to survive.

When I look back, I can without a shadow of a doubt say we accomplished so much together to consolidate the Iziko Museums. Their wonderful energy, creativity and support will remain with me.

Thank you to our partners, friends and colleagues, funders, service providers, the various Ministers I have served, our dear and faithful colleagues at the Department of Sport, Arts and Culture and the Iziko Museums Council all of whom contributed so much of their time to ensure that the Iziko Museums of South Africa strives to push the museological boundaries on a global scale with their skills and knowledge.

This is a mixed moment of sadness and happiness for me as the outgoing Chief Executive Officer of the Iziko Museums of South Africa.



MS ROOKSANA OMAR
Chief Executive Officer

Iziko Museums of South Africa
31 March 2023



Visitors exploring the exhibition *Breaking Down the Walls: 150 years of collecting at Iziko*, Iziko South African National Gallery, October 2022.



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 of South Africa.

The annual report is complete, accurate and is 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 (Part E) have been prepared in accordance with the standards of Generally Recognised Accounting practice (GRAP) standards applicable to the public entity.

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

The Accounting Authority is responsible for establishing and implementing a system of internal control 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.

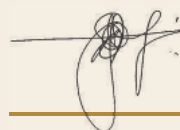
The external auditors are engaged to express an independent opinion on the annual financial statements.

In our opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the public entity for the financial year ended 31 March 2023.

Yours faithfully



MS ROOKSANA OMAR
Chief Executive Officer
Iziko Museums of South Africa
31 March 2023



MR JABULANI SITHOLE
Chairperson of Council
Iziko Museums of South Africa
31 March 2023



Iziko South African National Gallery, October 2022.

1.6 | Strategic Overview

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 while 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 and Planetarium & Digital Dome
- ◆ South African National Gallery
- ◆ Slave Lodge Museum
- ◆ Bo-Kaap Museum
- ◆ Michaelis Collection at the Old Town House
- ◆ Koopmans-de Wet House Museum
- ◆ Rust en Vreugd Museum
- ◆ Bertram House Museum
- ◆ Iziko Collections are housed at:
- ◆ Groot Constantia Museum
- ◆ William Fehr Collection at the Castle of Good Hope

Iziko Museums has been given the responsibility to take over the conservation and maintenance of the following museum:

- ◆ Victor Verster/Nelson Mandela Prison Museum in Paarl

The Iziko Maritime Centre, located at the V&A Waterfront, closed due to the end of the lease agreement. The Museum has not been able to find an alternative space.

The 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.



The Reign by Mary Sibande, admired by visitors, ISANG, October 2022.



VISION

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



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.



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



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.	Iziko Museums must ensure that its programmes and projects respect the cultural diversity of South Africa and the creative freedom of artists.
Section 16 (1) (c). Everyone has the right to freedom of expression, which includes	
(c) freedom of artistic creativity	

1.7.2 Legislative Mandates

NATIONAL HERITAGE LEGISLATION	RESPONSIBILITY OF IZIKO MUSEUMS
Cultural Institutions Act 1998 (Act No. 119 of 1998)	Iziko Museums is governed by a Council appointed by the Minister of Sport, Arts and Culture, with duties prescribed in this Act.
National Heritage Resources Act, 1999 (Act No. 25 of 1999)	The heritage resources in the care of Iziko Museums are managed in terms of this Act.
Government Immovable Asset Management, 2007 (Act No. 19 of 2007)	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 is guided by the principles set out in this policy paper.



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 8th Council of the Iziko Museums of South Africa was appointed by the Minister of Sport, Arts and Culture on 1 August 2022. The Council members are:

CHAIRMAN: Mr Dennis Jabulani Sithole

DEPUTY CHAIR: Dr Paul Spencer Bayliss

EX-OFFICIO: Ms Rooksana Omar, Chief Executive Officer, Iziko Museums of South Africa

Dr Bongani Ndhlovu, Executive Director, Iziko Museums of South Africa

Ms Ronell Pedro, Chief Financial Officer, Iziko Museums of South Africa

- ◆ Mr Popo Andries Sakoane Masilo
- ◆ Ms Penelope Anne Beck
- ◆ Ms Keitumetse Mahlangu
- ◆ Mr Ahmed Mohammed Pandor
- ◆ Mr Pumzile Gladman Zonke
- ◆ Ms Matshemo Magret Sekgobela

The 7th Council of Iziko Museums was inducted in August 2019 and concluded on 31 July 2022. The Council members are:

- ◆ Advocate Roderick Peter Solomons
- ◆ Advocate Judith Leshabane
- ◆ Mr Dumisani Dlamini
- ◆ Ms Sijabulile Makhathini
- ◆ Ms Magdalene Moonsamy
- ◆ Mr Andries (aka Popo) Masilo
- ◆ Professor Pitika Ntuli
- ◆ Mr Krishna Govender, 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 Committees of Council

The following Committees report to the Council:

- ◆ Audit and Risk Committee
- ◆ Core Functions and Support Services Committee
- ◆ Finance and Advancement Committee
- ◆ Human Resources Committee

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





Iziko Museums of South Africa's Council, Senior Management Team and DSAC staff, ISAM, October 2022.

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.

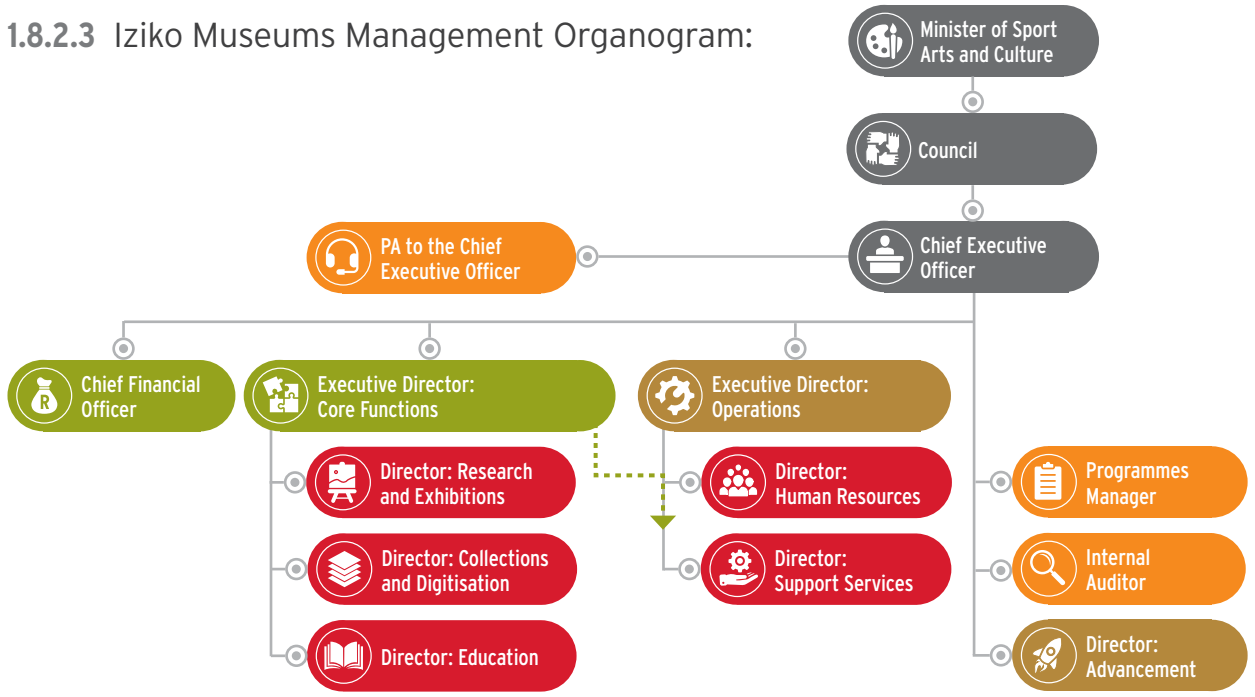
The Executive Director Operations position has been vacant since 1 April 2022. The Executive Director Core Functions has assumed additional duties and has been Acting Executive Director Operations.

1.8.2.2 Senior Management Team

Iziko Museums has three business units:

- ◆ The Office of the CEO, comprising the departments of Advancement as well as 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:





defunct context U406 Pavilion Prototype 2

—defunct context invites you to pause and enjoy disengagement in the making of public spaces. U406 Pavilion Prototype 2 asks if we can transform the abandoned colonial museum while still stuck in the same colonial infrastructures that sought to marginalise us. Proposing that there needs to be a general ambivalence to the important work of redress, contestation, fugitivity and creativity associated with transformation. Attempting instead to devote its energy towards recovering an ability to build, in hopes of reminding us that an impulse to build is not standard, and we should cultivate it vigorously.

Over time, this pavilion will morph into a camera obscura and a space for inviting and accepting interventions from the public. We invite you to simply occupy it as a space of pause, play or rehearsal. In the end, it is the necessity of its public, whomever they might be, that shapes it.

—defunct context is a research project by Dr. George Mahesh, hosted around the theme of intangible heritage in collaboration with Isika Museums of South Africa.

Remember

2 | PERFORMANCE INFORMATION

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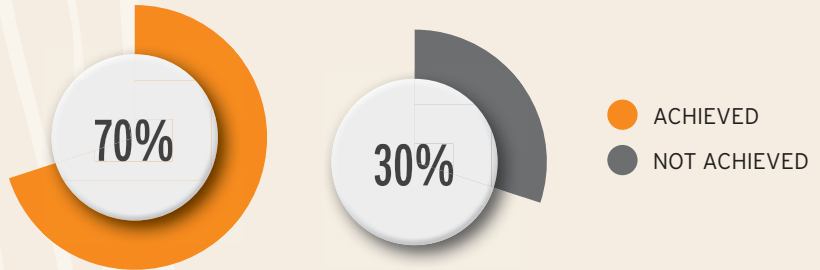
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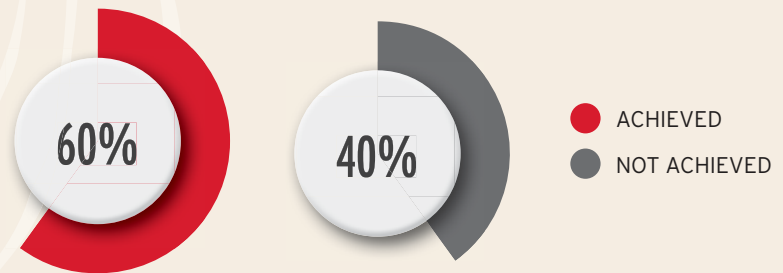
A Khelobedu material culture object associated with Dikoma, overlooks the scene - defunct context: U406 Pavilion Prototype 2, exhibition at Iziko Bertram House, March 2023.

Overview of the Public Entity's Performance

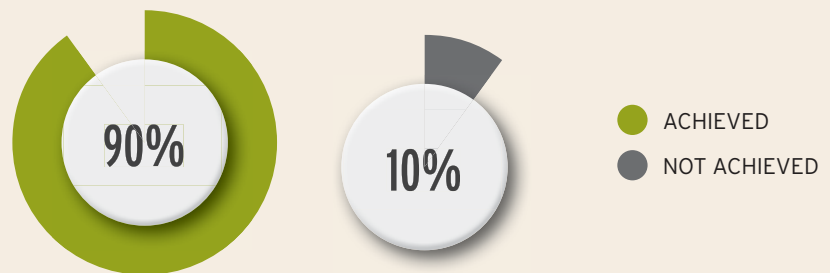
PROGRAMME 1: ADMINISTRATION



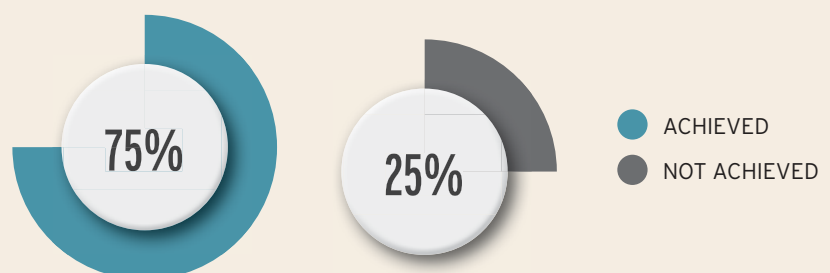
PROGRAMME 2: COLLECTIONS (BUSINESS DEVELOPMENT)



PROGRAMME 3: AUDIENCE DEVELOPMENT (PUBLIC ENGAGEMENT)



TOTAL OVERALL PERFORMANCE



2.1 | Auditor's Report

The Auditor will perform the procedures in accordance with the AGSA findings engagement methodology. This engagement is not an assurance engagement. Accordingly, we do not express an assurance opinion or conclusion.

We will report all material findings under the heading *Report on the annual performance report in the auditor's report*. We will not provide a reasonable assurance opinion in the management report on the selected indicators.

Refer to page 100 of the Report for the Auditor's Report, published in Chapter 6: Financial Information.

2.2 | Situational Analysis

2.2.1 Service Delivery Environment

Background

The Southern Flagship Institution, now Iziko Museums of South Africa (Iziko Museums), 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 widely regarded as the premier flagship heritage institution in South Africa by both the heritage sector and the general public. One of three national museum institutions in the Western Cape, Iziko Museums is an amalgamated institution comprising 11¹ individual national museums. These include the South African Museum - which will be 200 years in 2025; the Slave Lodge; and the South African National Gallery. Facilities include the Planetarium and Digital Dome; three collection-specific libraries; the Social History Centre and the Mobile Museum.

1. Iziko Museums operates the following national museums: South African Museum; South African National Gallery; Bo-Kaap Museum; Planetarium and Digital Dome; 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). See <https://www.iziko.org.za/>



Iziko Museums is widely regarded as the premier flagship heritage institution in South Africa by both the heritage sector and the general public."



Our museums are a priceless trove of art, social and natural history collections, comprising no less than 10 million objects, fossils, and specimens, collected over nearly two centuries. Visitors to our museums can travel from the beginnings of life on earth (more than 3 billion years ago) through to the present day and beyond, and when visiting our Planetarium and Digital Dome, explore the vast expanses of our universe.

These museums and collections were, however, created and collected during colonial and apartheid eras. Thus, despite significant transformation since 1999, the bias of a “pre-democracy” worldview continues to be reflected in both the buildings and the archival presentation of our collections. Iziko Museums is therefore developing a plan to strategically re-imagine and decolonise its museums and galleries and is also working towards deepening its focus on intangible heritage and Indigenous knowledge systems. We aspire to ensure that the heritage and the intertwined narratives of the majority of South Africans are visibly manifested and reflected in our museum spaces and offerings - and to render visible what has been previously marginalised and excluded. Iziko Museums, specifically, strives to ensure redress through embracing change to our methodologies and curatorial practices. We also seek to ensure transparency - specifically, where the origin and collection practices and documentation relating to certain displays require interrogation and critique.

Research and exhibitions at Iziko Museums cover a wide spectrum of subjects. One of the major research and exhibitions projects is the Re-Imagining of Iziko Museums sites and galleries. Through this project and using our research capabilities, Iziko Museums will upgrade its exhibition halls to reflect Africa's rich and diverse natural, cultural, and artistic heritage. As African museums of excellence, Iziko Museums will install a new generation of exhibitions that place Africa and African achievement at the centre. This will also be a moment of reflection and an opportunity for the museum to share its ground-breaking research in the fields of art, social history, and natural history. The institution has partnered with the global curatorial network to generate new knowledge and advance the study of slavery in southern Africa, as well as on a global level.

Our biodiversity and palaeontology research projects are well supported by the National Research Foundation, enjoy the collaborative support of

international and regional partners, and contribute significantly by being foundational to decision making concerning climate change mitigation, control of alien introductions, agriculture, food security, biomedicine, and health; all priorities of several sister departments of DSAC. Iziko Museums is uniquely positioned to perform significant research in the field of art.

Against the backdrop of the 21st century social, economic, cultural, and educational context, Iziko Museums continually seeks new ways of thinking about the arts, culture, heritage, and creativity sectors, to ensure we evolve as a relevant and accessible museum. We strive to activate museums as agents of redress and catalysts for social development and change.

Iziko Museums continues to make noteworthy progress towards achieving our vision of creating a heritage institution that is an “*African Museums 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 Africa in 2025 and beyond.

The outbreak of the Covid-19 pandemic has significantly influenced how museums are viewed and operate. It also has impacted our access to funds; both from state reserves and donors, and this will influence our effective service delivery.

2.2.2 External Environment Analysis

Iziko Museums of South Africa - Making a difference

Iziko Museums strives to ensure that our museums are relevant and responsive to the challenges confronting the nation. Museums exist within a constantly changing local, national, and international context, and should act as “agents for social change.” Social justice and inclusivity are key frameworks that will define our museums going forward. We aim to create a more inclusive museum, whose values reflect the diversity of the people of South Africa and wherever possible, contribute to upliftment in a meaningful way, given



that our country faces challenges associated with large-scale unemployment, poverty and accessing education. Iziko Museums can best achieve this via education, exhibitions, and public programmes, as well as our corporate social responsibility initiatives.

Access to our collections and research unlocks knowledge, understanding, critical thinking, and innovation, and allows for lifelong learning. Importantly, Iziko Museums implements a diversified pricing strategy that includes free days, aligned with national commemorative days, to ensure that our museums are accessible to the youth and those who are economically challenged.

Education is a key driver in optimising Iziko museums' multiple social impacts and benefits - ensuring access and active participation in the fields of art, culture, and natural heritage, for all South Africans. Iziko Museums delivers focused education and public programmes, especially for our young people at school, which include serving historically disadvantaged individuals and marginalised communities, as well as youth out of school. As we transform to improve our visitor experiences and increase access to collections and our intellectual capital, we also develop educational programmes and resources that contribute to uplifting the basic education outcomes of our country.

Iziko Museums recognises the role it has to play in sectoral capacity development and as such, it plays a role in preparing young people for the world of work through providing internship and mentoring opportunities, as well as hosting various graduate and postgraduate students as well as postdoctoral researchers. In addition, the high-level research outputs of Iziko Museums, adds value to the economy in diverse ways. Iziko Museums also funds the tertiary studies of staff members from designated groups in return for them working for Iziko Museums for several years as per a formal agreement.

Through our natural history research initiatives, we can trace changes to our environment and make meaningful contributions to debates around climate change and global warming. Our research and exhibitions on enslavement and contemporary social issues such as decolonisation and human rights, contribute to social justice and nation-building.

Our museums constitute a substantial component of the national tourism product and attract many local and international visitors. Significantly, Iziko Museums positively impacts South Africa's economic growth and value chain through supporting the cultural and tourism industries. Load shedding and a combination of other factors had a significant impact on visitor numbers and programmes that have been scheduled to take place.

2.2.3 Organisational environment

Internal Environment Analysis

Ensuring effective leadership

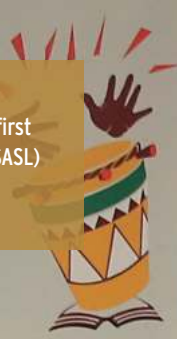
Iziko Museums Council, CEO, and Senior Management are committed to not only leading Iziko Museums forward but also providing inspiration and leadership within the heritage sector and the broader context of our society.

The re-alignment of the Iziko Museums structure has been an ongoing process. The purpose of the re-alignment 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 re-alignment is intended to increase the cross-pollination of research, exhibitions, education, and public programmes.

There is a significant drive to overcome linear thinking and to open the opportunity to the Iziko Museums staff to create innovative methodologies in museum work. We also wish to delegate, where appropriate, to empower staff and have better interaction with the recognized trade union for the benefit of the growth and efficiency of the museum. The economic climate within which Iziko Museums currently find itself is challenging and this is exacerbated by loadshedding. Iziko Museums' subsidy allocations continue to be insufficient to meet the entity's annual operating expenses, and Iziko Museums is reliant on donor funding and self-generated income to meet daily obligations and critical core function projects.



Minister of Sport, Arts and Culture, Mr Nkosinathi Mthethwa, launching the first bilingual South African Sign Language (SASL) Dictionary, Iziko South African Museum, September 2022.



2.3 | Key Policy Developments and Legislative Changes

REVIEWED:


Human Remains Policy (approved 28 April 2022)
 Associates Policy (approved 28 April 2022)
 Research Policy (approved 28 April 2022)
 Leave Policy (reviewed)
 Occupational Health and Safety Policy (approved 25 November 2022)
 Disaster Management Policy (approved 25 November 2022)

NEW POLICIES DEVELOPED:


Internal Data policy (was approved 30 January 2023)

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)
 <p>GOAL STATEMENT</p>	<p>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.</p>
<p>OUTCOME LINKAGE TO IZIKO MUSEUMS GOALS</p>	<p>Supports DSAC Strategic Outcome Oriented Goals 2 & 4</p>

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 nine 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:

- ◆ Groot Constantia Museum complex, in partnership with the Groot Constantia Trust;
- ◆ The William Fehr Collection t the Castle, in partnership with the Castle Control Board.
- ◆ West Coast Fossil Park, in partnership with the West Coast Fossil Park Trust

DSAC gave Iziko Museums the responsibility to manage the maintenance of the following site:

- ◆ The Nelson Mandela Prison House Museum, Paarl.



PROGRAMME/SUB-PROGRAMME:

Outcome	Output	Output Indicator	Audited Actual 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2022/23	**Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	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.	Unqualified audit report with findings.	Qualified Audit Report	Unqualified audit report without material findings.	Qualified Audit Report	Qualification due to heritage assets	GRAP 103 Heritage assets: Duplications and incompleteness of heritage assets registers.
	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 14% of 2019 total income (R27,560, 289)	Increased own income as a percentage of total income by 7% from previous year.	Increase own income as a percentage of total income by 0.5% from the previous year.	Achieved Own income as a percentage of total income increased by 96% from the previous year	+46%	Increase due to recovery in visitor numbers and admission fees as well as an increase in interest rates resulting in increased interest received.
	15 policies developed by 31 March 2025	Number of policies developed and reviewed	2 revised HR policies approved and 1 Finance policy developed	6 developed 6 reviewed	3 policies developed or reviewed	6 policies reviewed and 1 developed. (Refer to 2.3)	4	Policies consistently reviewed
	Strategy to achieve 1% increase in the number of 32 funded projects by 31 March 2025 formulated.	Increase in number of funded projects in terms of the income/revenue stream strategy.	New	Draft income generation strategy formulated	Increase in the number of funded projects by 0.25 % in terms of the income/revenue stream strategy.	Achieved Funded projects increased by 8%	+7,75%	Increase due to greater support from The National Research Foundation (NRF)

PROGRAMME/SUB-PROGRAMME: ADMINISTRATION

Outcome	Output	Output Indicator	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2022/23	**Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	Reasons for deviations
Ensure sound governance and compliance	Training opportunities i.t.o the Annual Learning and development programme	Number of training opportunities offered			Implement the 2022-23 Learning and Development Programme that offers 120 training opportunities	312	+192	Learning and development opportunities continue to be offered in hybrid formats with online options proving more efficient and cost effective. The numbers of opportunities have therefore, increased accordingly.
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 implemented i.t.o ACMP	The façade of the IBK was painted.	The exterior of IR&V was painted and the repair and maintenance project at IOTH was completed. DPWI also implemented further repairs at IOTH to another section of the portico ceiling that had collapsed as well as waterproofing of the balcony. The repair and maintenance target was thus achieved. A tender was advertised on 18 Feb 2022 to appoint a technical team to design an emergency escape at ISAM. However, National Treasury (NT) instructed that all tenders advertised after 16 Feb 2022 are placed on hold until NT obtains clarity regarding the judgement of the Constitutional Court and this instruction is revoked.	Appoint Consulting Team. Develop the detailed specifications and compliance documentation for the roof repairs & upgrading of waterproofing for nine buildings.	The Consulting Team was appointed. The detailed specifications & compliance documentation for the roof repairs & upgrading of waterproofing for 9 buildings was developed. The Heritage Western Cape permit applications' compliance paperwork for the roof repairs & maintenance for 9 buildings were completed.	N/A	N/A



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.

PROGRAMME 2: BUSINESS DEVELOPMENT (COLLECTIONS)								
Outcome	Output	Output Indicator	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2022/23	**Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	Reasons for deviations
Nation Building through growth and development of collections	New records entered on the collections databases for Art and Social History Collections	Number of new records entered on collections databases	*New	*New	8 000	19 360	+11 360	Preparation of Art Collections data for migration to new Vernon Sytems Database
	New records entered collections databases/new acquisitions for Natural History	Number of new records/ catalogue numbers entered on Specify database	*New	*New	25 000	9 069	-15 931	Moving and unpacking of collections combined with staff shortages
	Number of new acquisitions for Art and Social History Collections	Number of new acquisitions	*New	*New	180	65 (Refer to 7.6 & 7.7)	-115	Staff shortages combined with budgetary cuts

PROGRAMME/SUB-PROGRAMME 2: BUSINESS DEVELOPMENT (COLLECTIONS)								
Outcome	Output	Output indicator	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2022/23	**Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	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	33	25	30 (Refer to 7.9)	+5	Publishers have improved publication turnaround times beyond expected.
	Other (popular) publications published.	Number of other (popular) publications published.	20	13	12	16 (Refer to 7.10)	+4	Overachieved due to corrective measure put in place by management due to slow progress towards popular publication.



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 synergies with other organisations for mutual benefits.

Amy Sephton, Chief Curator: Exhibitions Design and Production addressing guests at the opening of *Hidden Wonders of the Iziko South African Museum, Whale Well*, December 2022.



**PROGRAMME/SUB-PROGRAMME 3:
AUDIENCE DEVELOPMENT (PUBLIC ENGAGEMENT)**

Outcome	Output	Output Indicator	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2022/23	**Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	Reasons for deviations
Knowledge generation through research to contribute to educated informed and empowered community	New exhibitions produced	Number of new exhibitions.	17	11	10	10 (Refer to 7.4)	N/A	N/A
	Special museum education programmes presented	Number of special education programmes presented.	14	2	16	16 (Refer to 7.12.3)	N/A	N/A
	Public programmes presented	Number of public programmes presented.	11	16	12	14 (Refer to 7.12.5)	+2	There was a need to present 2 additional public programmes.
	Outreach programme presented	Number of outreach programmes presented	50	2	52	70 (Refer to 7.12.4)	+18	There was an increase in request from the public, schools, libraries and institutions for the services of the Mobile Museum.
	Number of internships and Work integrated Learning students (WILS) hosted	Number of interns/ WILS hosted	33	31	33	35 (Refer to 7.12.6)	+2	Iziko Museums was able to accommodate an additional number of WILS.
Creation of awareness and promotion of access to history and culture	Visitor numbers to the museum/sites increased	Number of visitors to the museums/sites	52 521	162 025	440 000	286,551	-153 449	Macro environmental factors and slow market recovery. Additionally, several Iziko Museums were closed for renovations and restoration during the fiscal year. IBH was closed until 30 September 2022. ISANG was closed from May until October 2022. The IMC is closed permanently. There is no access to Iziko Museum sites during loadshedding. This negatively impacts the operational hours of the museum and the subsequent the number of visitors, as well as the attainment of the visitor numbers target.
	Visitor numbers to Iziko websites increased	Number of visitors to Iziko websites increased	164 629	246 757	297 300	379,755	82 455	Web traffic to the Iziko research websites Figweb and Waspweb were incorporated into the reporting numbers.
	Marketing Campaigns undertaken	Number of marketing campaigns	5	4	5	6	1	Popular trending events (Investec Cape Town Art Fair and International Public Arts Festival) took place in Cape Town, providing the opportunity to leverage contemporary conversations in the media and online, to promote and position the Iziko South African National Gallery, and the exhibition: <i>Breaking Down the Walls - 150 years of Art Collecting at Iziko</i> .
	Commemorative days promoted	Number of commemorative days promoted per annum	16	15	15	10	-5	Free entry during Heritage Week (19-23 and 25 September) was cancelled. This reduced the number of commemorative days available for promotion.



2.5 | Linking performance with budgets

PROGRAMME/ACTIVITY/OBJECTIVE	2021/22			2022/23		
	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	129 361	121 256	8 105	136 949	133 471	3 478
Business Development (Collections)	30 678	26 259	4 419	30 669	29 315	1 354
Audience Development - (Public Engagement)	12 595	11 381	1 214	14 552	12 603	1 949
TOTAL	172 634	158 896	13 738	182 170	175 389	6 781

2.6 | Revenue Collection

SOURCES OF REVENUE	2021/22			2022/23		
	ESTIMATE	ACTUAL AMOUNT COLLECTED	(OVER)/ UNDER COLLECTION	ESTIMATE	ACTUAL AMOUNT COLLECTED	(OVER)/ UNDER COLLECTION
	R'000	R'000	R'000	R'000	R'000	R'000
Government Grant: Subsidy - Department of Sport, Arts and Culture	90 140	96 638	(6 498)	99 994	99 994	0
Government Grant: Conditional Grants - Department of Sport, Arts and Culture	16 424	7 092	9 332	13 395	8 108	5 287
Service in Kind - Property Leases	54 552	46 608	7 944	50 041	50 458	(417)
Sponsorship	3 667	4 596	(929)	3 586	5 121	(1 535)
Cash and asset donations	221	279	(58)	969	939	30
Interest revenue	7 322	5 679	1 643	7 364	8 929	(1 565)
Admission fees	756	2 897	(2 141)	3 728	5 273	(1 545)
Rental income	111	1 427	(1 316)	1 715	1 427	288
Fair value gain	-	0	0	0	13	(13)
Post Retirement Actuarial Gain		5 864	(5 864)	0	0	0
Other income	1 144	870	274	1 378	12 55	123
TOTAL	174 337	171 950	2 387	182 170	181 517	653



2.7 | Capital Investment

Capital Investment, Maintenance and Asset Management Plan

Infrastructure projects completed in this financial year

Phase one of the Iziko Old Town House's repairs and maintenance, together with the electrical infrastructure upgrade was completed.

The exterior painting of the following four buildings were also completed:

- ◆ Iziko Bertram House
- ◆ Iziko Bertram House Annexe
- ◆ Iziko Koopmans-de Wet House
- ◆ Iziko SA National Gallery Annexe

INFRASTRUCTURE PROJECTS IN PROGRESS	EXPECTED COMPLETION
Installation of a Gas Fire Suppression System at Iziko SA National Gallery & Annexe	30/04/2024
Iziko Old Town house major repair and renovation phase 2	31/03/2024
ISAM Fire Escape Stair	30/03/2025
Maintenance and Conservation of nine sites	31/03/2024

Progress made on the maintenance of infrastructure

In this fiscal year, the exterior painting of the following four buildings were completed: Iziko Bertram House, Iziko Bertram House Annexe, Iziko Koopmans-de Wet House, Iziko SA National Gallery Annexe.

In addition, the upgrade to the electrical supply and infrastructure as well as the phase one repairs, and maintenance were completed at the Iziko Old Town House.

A consulting team was appointed to design a fire escape stair at ISAM between the 5th and the 6th floor that will accommodate an electronic evacuation chair. A contractor was appointed to implement a Fire Suppression System at the Iziko SA National Gallery.

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

The following factors impacted the current expenditure.

Resource capacity limitations in the Supply Chain Department which delayed awarding of the tenders. Due to compliance issues, the SMMEs (Small, Micro, and Medium Enterprises) implementing the repairs and maintenance were not always tax compliant, which delayed the payment of outstanding obligations.

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

An extensive building assessment of each of the nine buildings was carried out by a multi-disciplinary team consisting of a heritage architect, structural, mechanical, and electrical engineer, as well as a quantity surveyor. This assessment sought to identify any potential civil or structural issues as well as to detail the repairs and maintenance required for each building's roof and to address ongoing leakage and water ingress issues. The reports conclude that due to aging over the years, in some buildings the roof's had experienced significant wear and tear, leading to internal water damage and this requires drastic repair and upgrade measures. The roof of the structure protects the asset and economic longevity, therefore the roofscapes must be brought up to standard. In other buildings only minor maintenance is required such as regular cleaning.

Our team collaborated with heritage roofing specialists to carefully develop the detailed maintenance specifications with historically accurate materials, preserving the building's original character. Specifications have also been developed for a comprehensive waterproofing system to prevent future water-related issues thereby safeguarding the building against potential structural damage.



Iziko exhibitions team at work, installing *Hidden Wonders of the Iziko South African Museum*, December 2022.



Maintenance upgrades at the Iziko South African National Gallery Annexe building, November 2022.



Marine archaeology workshop at Iziko Rust en Vreugd, March 2023.



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

CONSERVATION and MAINTENANCE

The following maintenance and conservation initiatives, funded by the Department of Sport, Arts, and Culture (DSAC) aim to preserve and enhance the historical significance, structural integrity, and overall condition of the heritage buildings.

At Iziko Bertram House and Bertram House Annexe the restoration of the buildings' exterior walls and boundary wall. The building exterior had suffered from weathering and deterioration issues over the years. Our team of expert heritage architects and engineers worked diligently to restore its architectural features. The restoration process involved cleaning, repairing damaged elements, and reinforcing the boundary wall's structural components.

Iziko Koopman's De Wet, a heritage structure that dates to the 18th century, a neo-classical townhouse in Cape Town, underwent comprehensive infrastructure and maintenance work. The exterior of the building including the internal courtyard was carefully restored, cracks were repaired, damaged stonework was replaced, and the original paint scheme was reintroduced, rejuvenating the building's grandeur.

Iziko Old Town House (IOTH)

At Iziko Old Town House, a building of historical, architectural and social significance, the outdated electrical system was upgraded to meet current safety standards and enhance energy efficiency. This included rewiring, replacement of distribution boards and the installation of energy-saving lighting fixtures. To address ongoing leakage and water ingress issues, the waterproof membrane on the roof was replaced, silvakote bituminous aluminium paint applied on areas of the roof and the stormwater/ rainwater goods have been fixed and repaired. Internal painting of all the exhibition rooms were completed as well as sanding and varnishing of the wooden floors.



Recognizing the importance of climate control and environmental conditions in heritage buildings, we completed a significant HVAC (Heating, Ventilation, and Air Conditioning) system upgrade. The outdated HVAC system was not only inefficient but also posed risks to the preservation of artifacts and sensitive materials within the building. The upgraded system ensures optimal temperature control.

ISANG foyer upgrade

The ISANG foyer was carefully refurbished, this included the restoration of decorative elements, refinishing of woodwork, and the integration of modern amenities such as a new reception desk while maintaining the foyers original charm.

Iziko SA National Gallery Annexe (ISANG) Annexe

Extensive repair and maintenance work were completed at the ISANG Annexe. Exposure to the elements caused deterioration of the building's exterior surfaces over time. The entire exterior of the building including varnishing of windows and door frames were completed as a protective barrier against weathering agents such as sunlight, rain, wind, and pollutants. The rotten windows, asbestos gutters and downpipes were replaced, all air vents were cleaned, and broken vents replaced, roof flushing replaced to prevent future water related issues. Maintenance work was conducted on the internal staircase area and the interior damp wall of the photo lab was repaired.

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, and what measures were taken to keep on track?

During this review period the maintenance backlog was reduced in proportion to the capital works funding received and progressing as planned.

Multi-disciplinary team at work, installing the exhibition, Breaking Down the Walls, ISANG, October 2022.





3 | GOVERNANCE

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DJ Toni Gumm, performance at the exhibition opening of *Breaking Down the Walls: 150 years of collecting at Iziko*, Iziko South African National Gallery, October 2022.



3.1 | Introduction

As a designated Schedule 3A public entity under the PFMA, the Iziko Museums of South Africa subscribes to a variety of policy and legislative prescripts that have been cited throughout this report. The Iziko Museums Council is entrusted to *inter alia* exercise oversight and make decisions in the best interest of the Organisation on behalf of the Executive Authority. To the best of its capabilities, the Iziko Museums Council complied with the applicable Codes of Good Governance, policies and procedures as well as legislation during the period under review.

There was a change of leadership in the Iziko Museums of South Africa Council during the 2022/23 financial year. The Seventh Council led by Adv. Rod Solomons concluded their term on 31 July 2022. The CEO and the Iziko Team sincerely thank them for their commitment and hard work towards supporting Iziko Museums of South Africa. The Minister of Sport, Arts and Culture appointed the Eighth Council of Iziko Museums with effect from 01 August 2022 chaired by Mr. Jabulani Sithole. The Eighth Council was duly inducted by the Executive Authority. This was complemented by a comprehensive handover process between the preceding and incumbent Councils. This has enabled business continuity and minimal disruptions for the organisation.

The Eighth Council revised the composition of Council Committees in support of its mandate and resolved to establish four committees. The Governance and Ethics committee was disbanded.

3.2 | Portfolio Committee

The Iziko Museums Council appeared before the Sports, Arts and Culture Parliamentary Portfolio Committee on 13 September 2022 to present its 2022/23 Annual Performance Plan and addressed grievances raised by certain employees.



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 2022	1 st Draft Shareholder's Compact	
15 February 2022	Submit Procurement Plans to DSAC for 2023/24	
4 March 2022	Table Final APP for 2023/24 in Parliament	
15 March 2022	Final 2 printed Shareholders Compact 2021/22	
31 March 2023	Financial year end 2022/23	

SUBMISSION DATE	REPORT	ISSUES RAISED
15 July 2022	1 st Quarterly Report on the Procurement Plan 2022/23	
29 July 2022	Submit audited signed Treasury AFS Template to Treasury	
30 June 2022	1 st quarter report Cost Containment on travelling: Annexure E	
29 July 2022	1 st quarter report National Treasury to Department for 2022/23 financial year: TR TEMPLATE	
29 July 2022	1 st quarter report to Department for 2022/23 financial year: DSAC TEMPLATE	
29 July 2022	Submit mock-up Annual Report to DSAC 2021/22	
30 August 2022	Submit PRINTED ANNUAL REPORTS 2021/22 Annual Report to DSAC	
Within 30 days of the approval of the audited AFS and Annual Report	B-BBEE Submissions	
30 September 2022	2 nd quarter report Cost Containment on travelling: Annexure E	
30 September 2022	Application to retain surpluses and declaration of deficits	
14 October 2022	2 nd Quarterly Report on the Procurement Plan for 2022/23	
29 October 2022	2 nd National Treasury Quarterly Report	
30 October 2022	APP Draft for 2023/24	
30 November 2022	Submit the 2022/23 Irregular Expenditure condonations applications	
30 January 2023	3 rd quarter report Cost Containment on travelling: Annexure E	
14 January 2023	3 rd Quarterly Report on the Procurement Plan for 2022/23	
30 January 2023	3 rd Quarterly Report National Treasury to Department for 2022/23	
30 January 2023	3 rd Quarterly Report to Department for 2021/22 financial year and the Audit implementation Plans	
30 January 2023	3 rd quarter report: DSAC Template	
30 January 2023	3 rd quarter report: Treasury Template to Treasury	



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

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).

Mission of the Council Members

The mission of Council members is to represent the interests of the Shareholder (i.e., the Government of the Republic of South Africa), 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 Iziko Museums. The Council must therefore retain full and effective control over the Institution and give strategic direction to the management of Iziko Museums. 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 include the present and potential beneficiaries of Iziko Museums products and services, clients, lenders and employees, to achieve continuing prosperity for Iziko Museums as well as professional service delivery.

Fiduciary Responsibility

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

Selection and Composition of the Council

Council members shall be selected and appointed or removed by the Minister, in accordance with the applicable legislation.

The Council may form committees consisting of Council members, and such committees may take independent professional advice with the consent of the Chairperson at Iziko Museums' expense as and when necessary. However, it must be noted that the Council is not precluded from 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.

Council Leadership

The Chairperson of the Council should not be the CEO or any other employee of Iziko Museums. The role of the CEO 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.

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 Iziko Museums, so that they are equipped to fulfil their duties. To assist them, the Council should establish a formal orientation programme for new Council members, including background material, meetings with senior management and visits to Iziko Museums sites.

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



Conflicts of Interest

- ◆ A Council member is disqualified by virtue of their office from contracting directly or indirectly with Iziko Museums.
- ◆ Full disclosure of the nature of a Council member's direct or indirect interest on any matter before the Council is required.
- ◆ 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.
- ◆ A register of declarations of interest should be kept.
- ◆ A Council member who applies for a management position within the Organisation must first resign as a Council member before doing so. If the application is unsuccessful, such a Council member may not be reappointed to the Council.
- ◆ 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.
- ◆ 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.
- ◆ A Council member's Code of Conduct shall be codified and disclosed in the annual report.

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.

Committees

Council Committees:

The Council should appoint the following permanent committees:

- ◆ Audit and Risk Committee
- ◆ Core Functions and Support Services
- ◆ Finance and Advancement
- ◆ Human Resources Committee

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

Committee members:

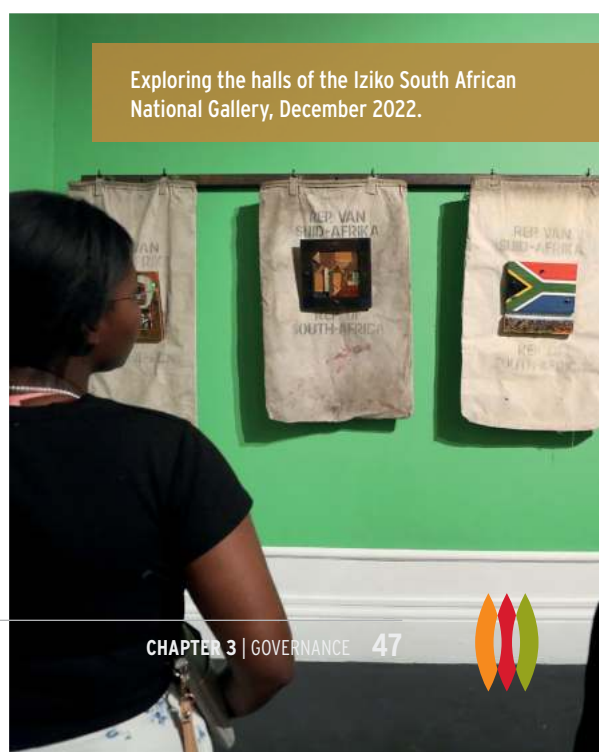
The Chairperson is to assign Council members to various committees subject to any requirements for specific skills and experience.

Sites of Memories a #CoCreateIdentity Experience in partnership with the Dutch Diplomatic Mission, Iziko Slave Lodge, June 2022.



Youth day public programmes exhibition exploration at the Iziko Slave Lodge, June 2022.

Exploring the halls of the Iziko South African National Gallery, December 2022.





Standing LTR: P Zonke and DJ Sithole
 Seated from LTR: A Pandor, K Mahlangu, R Omar, P Beck-Paxton, P Bayliss
 Absent: M Sekgobela and P Masilo

Evaluation of Council Members

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.

Formal evaluation of the 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.

Formal Evaluation of 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 requires improvement.

Council Relationship to Staff and External Advisors

Attendance of non-Council members at council meetings:

The Chairperson may permit members of the Museum 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 Museum Chief

Executive Officer should propose such attendance and should consult the Chairperson of Council before reaching a decision.

Council access to senior staff and the books and records:

Council Members in consultation and with permission of the Chairperson may consult the Museum's senior Managers, through the Chief Executive Officer, regarding information about 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.

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 Museum shall be obliged to bear the costs of these consultation services provided the museum's procurement procedures are adhered to.

Succession and Emergency Planning

The Chairperson should determine, in consultation with the Iziko Museums, Chief Executive Officer, succession plans for the Iziko Museums, Chief Executive Officer and for executive management. Similarly, acting arrangements for when the Iziko Museums, Chief Executive Officer is away or indisposed should





Indigenous games showcase during the *in_herit* FESTIVAL, Amphi Theatre, ISAM, Heritage Day 2022.

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.

Council Meetings

- ◆ Council meetings shall be held as determined by legislative imperatives, in accordance with applicable legislation specifying the Council's reserved powers.
- ◆ 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.
- ◆ 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 (50%) of the annual sub-committee and council meetings.
- ◆ 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.
- ◆ 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.

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

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.

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.



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.

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.

Public Communications

Public communications on the affairs of the Organisation are dealt with by the Chief Executive Officer. The Council may, by exception, decide to communicate directly, in which case only the Chairperson or their deputy should make such communication. No Council member is permitted to make any public statements about Iziko Museums in any public forum or in the press. All communications that Council members wish 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 a Council member is compromised by a serious matter of conscience and feels compelled to make a public communication, they should first discuss the matter with the Chairperson, and on the Chairperson's advice, with the stakeholder.

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.

Quorum

The Council's quorum will be fifty per cent plus one (50% +1) 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.

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 a 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.

Remuneration of Council

- ◆ 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.
- ◆ Council members will be paid a preparation fee for meetings as periodically approved by the Chairperson, upon the advice of the CEO.
- ◆ 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.
- ◆ 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.
- ◆ Council members shall furnish acceptable records of their expenses, where necessary.
- ◆ The remuneration of Council members shall be reviewed on an annual basis.
- ◆ The logistical arrangements around the above will be handled by the Office of the CEO or such delegated official.



3.5 | 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.

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.
- ◆ 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.

3.5.2 Governing Principles

The following 12 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 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.

Freedom day free entrance and public programmes at the Iziko Slave Lodge, April 2022.



ENOCH SONTONGA -
NKOSI SIKEL' IAFRIKA



GBV Workshop, 16 Days of Activism, Iziko Slave Lodge, November 2022.



Support Services staff members, Hayley Fife, Claude November and Judene Phiri, welcome visitors to the Iziko South African Museum on Heritage Day, September, 2022.



The Research and Exhibition curatorial team working late nights in preparation for an exhibition opening. ISAM, December 2022.



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 unrehabilitated 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 must be exercised in terms of its rules, the provisions of the Act and other regulations. In the exercise of its discretionary powers, Council must act reasonably and fairly. The Council may not do anything that 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.

3.5.3 Code of Conduct

Induction and training

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.

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.

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 (50%) 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 beforehand 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.

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, the Iziko Museums Chief Executive Officer or Chairperson of the Council for this purpose.

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.

Performance evaluation

Every Council member of the Council and its committees needs to strive to improve their 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 three years.

1. 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. 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.

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 themselves at the expense of the Institution by virtue of their office. Any benefit, direct or indirect and financial or otherwise, received by the Council member by virtue of their 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. Specifically, those entertainment, hospitality and modest gift items:

- ◆ 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 Members 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

Lungile Gadezwi, Social History Educator, during a Youth Day Public Programme using the exhibition *Singing Freedom*, Iziko Slave Lodge, 2022.



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 Members 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.

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.

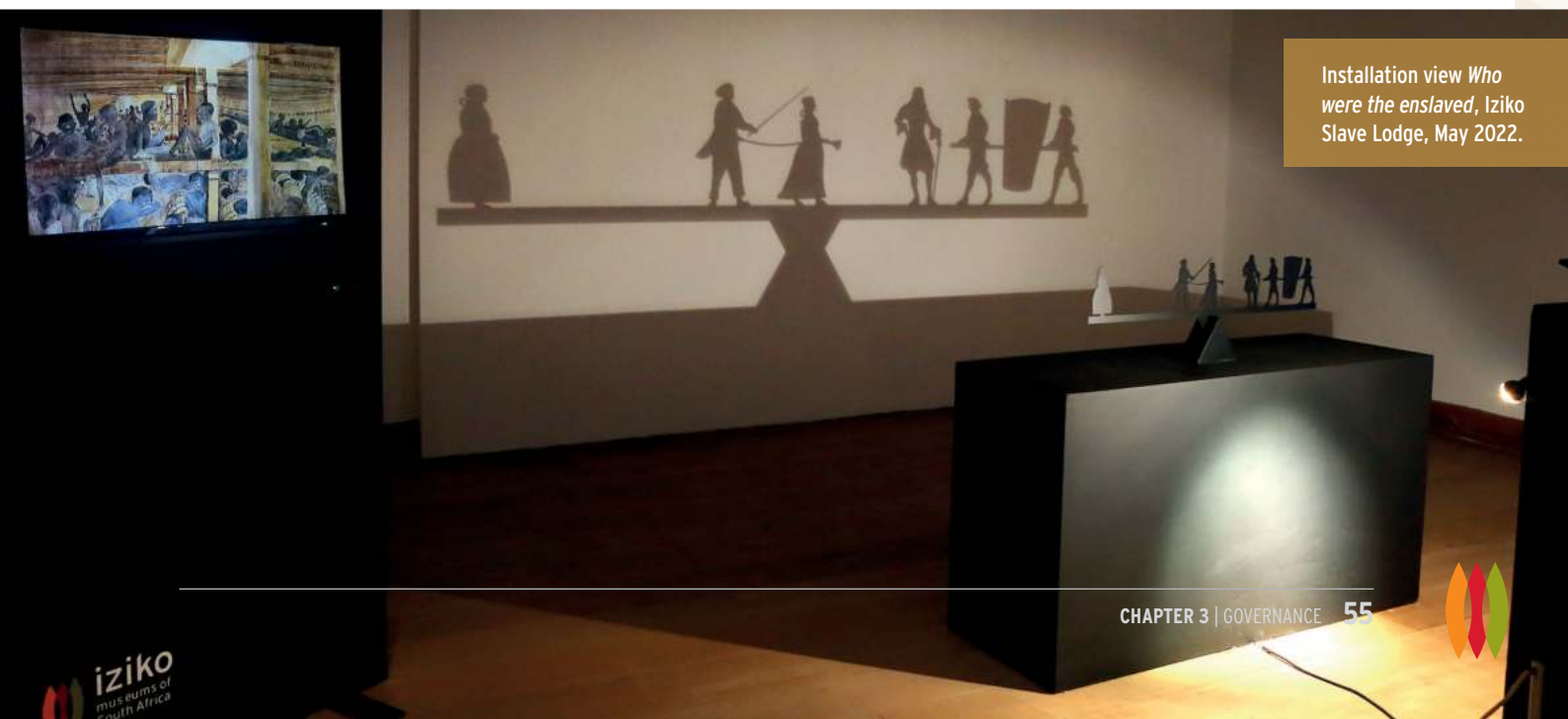
Council members who have any queries or concerns about these situations, and particularly when in doubt, should discuss them with the Chairperson. In all circumstances, they should ask themselves whether members of the public, knowing the facts of the situation, would reasonably conclude that the interest

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:
 - i) A general declaration of interest that is furnished annually in advance, and
 - ii) 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 a minute at the next Council meeting.



Installation view *Who were the enslaved*, Iziko Slave Lodge, May 2022.

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.

Confidentiality of information

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

Confidential information includes proprietary, technical business, financial, joint venture and any other information, which the 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 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 Chairperson;

- ◆ 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 the 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.

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.

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 Core Functions and Support Services Council Committee

PURPOSE

The Finance and Advancement Committee, hereafter referred to as the FAC has been established to evaluate the 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.

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

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

- ◆ Financial activities of the institution at a strategic level;
- ◆ play an oversight role on matters relating to finance management, and institutional advancement matters;
- ◆ advise Council and the Chief Executive Officer (CEO) on governance matters related to financial management, performance monitoring, evaluation, review and compliance;
- ◆ provide guidance in terms of financial objectives;
- ◆ provide guidance in terms of policy development;
- ◆ provide guidance in terms of any other matters delegated by the Council;
- ◆ play an oversight role on matters relating to finance matters; and
- ◆ any other relevant matters delegated by the Council.

FAC Composition

The Chairperson of Council will appoint members to the FAC. To this end, the Chairperson of Council will consider the appointment of Council members with financial acumen and an understanding of the management of risk, finance and institutional advancement issues.



The FAC shall comprise three (3) Council members who will attend meetings. One of the Council members will be appointed as Chairperson by the Chairperson of Council. Should the Chairperson of the FAC be unable to attend a meeting, he/she must request another Council member on the FAC to Chair the meeting.

1. The Chief Financial Officer (CFO) the Director: Advancement, Executive Director and Chief Executive Officer are standing invitees and must attend all meetings.
2. Any other Director may attend on invitation.
3. The FAC Council members shall be appointed and function for the term of the Council and will be appointed in writing by the Chairperson of Council. Should a member resign or withdraw, they must do so in writing.
4. The Office of the CEO shall provide the secretariat for the FAC.
5. The FAC may choose to invite subject matter specialists when required, to provide the FAC with the necessary knowledge required to make an informed decision.

Quorum

1. Two (2) Council members will constitute a quorum. Council members, who have indicated that they will be attending a meeting, but are unable to attend due to unforeseen circumstances, must advise the Chairperson and Office of the CEO without delay. If the non-attendance of a Council member results in there not being a quorum, any recommendations to be made to Council will be held over for the next meeting.
2. If a Council member cannot stay for the duration of the meeting and a recommendation is discussed in the absence of a quorum, this recommendation will be held over for the next meeting or may be taken via a round robin; or depending on the urgency of the decision the matter may proceed to the Council for their decision.
3. Attendance of members via real-time video- or teleconference is regarded as full attendance to meetings and members using these means will have full voting and participation rights in the meeting.

Accountability

The Chairperson of the FAC shall provide a report and submit all items recommended by the FAC for the consideration and approval of Council in the next Council meeting.

Scope of Work: Financial Management

The FAC shall consider the financial areas of responsibility listed below, and any such matters falling within its mandate, or as directed by the Chairperson of Council.

To review and recommend to the Council for approval the following:

- ◆ the annual budget;
- ◆ the revised annual budget;
- ◆ all financial and supply chain management policies, or amendments thereto;
- ◆ any other finance-related policies, or amendments thereto;
- ◆ any Information Communication Technology (ICT) policies, or amendments thereto;
- ◆ requests for the write-off and disposal of Iziko assets;
- ◆ request to write off any debts or losses; and
- ◆ request for the condonation of irregular as well as fruitless and wasteful expenditure;

The FAC will consider policy and strategic proposals in respect of any of the above, before it is tabled at Council.

The FAC will assist and advise with fundraising, marketing and partnerships.

The FAC will investigate, explore and consider any other matter that may be requested by Council or the Chairperson of Council and submit its recommendations to Council.



Meetings

The FAC will meet at least once a quarter on a time and date that will allow for the timeous review of the quarterly financial and performance reports that must be submitted to the DSAC, by the last day of the month following the end of the quarter and shall call special meetings as and when required.

Meetings will be held at an Iziko site, virtually or a location advised by the CEO or the Chairperson of Council. The Office of the CEO will provide a secretarial service.

An annual joint sitting with the FAC and the Audit and Risk Committee, chaired by the Audit and Risk committee chairperson, may be scheduled to review the unaudited Annual Financial Statements and to approve a final draft for audit by the Office of the Auditor General of South Africa, unless otherwise directed by the Chairperson of Council.

The meeting documentation will be circulated electronically 7 days prior to the meeting.

Minutes of the meeting may be circulated 14 working days after the meeting to the Chairperson of the Committee.

Decision making

The decisions of the FAC shall be taken through a consensus or by a simple majority and will be tabled to a Council meeting.

Review of the Terms of Reference

The FAC shall review and amend, when required, these terms of reference and submit the necessary recommendations to Council for approval.

General

All conflict of interest must be declared in writing.

3.7 | Terms of Reference to Council

The term of the previous Council concluded on 31 July 2022. The term of the Eight Council of the Iziko Museums of South Africa runs from 01 August 2022 to 31 July 2025.



Heritage Day Marine Collections Showcase, Iziko South African Museum, September 2022.



Freedom Day Public Programme, Iziko Slave Lodge, April 2022.



Heal the Hood, Human Rights Day Public Pogramme, Iziko South African Museum, March 2023.



3.8 | Composition of the Board

3.8.1 Current Members of Council

NAME	DESIGNATION (IN TERMS OF PUBLIC ENTITY BOARD STRUCTURE)	DATE APPOINTED	OTHER COMMITTEES OR TASK TEAMS	TOTAL NO. OF MEETINGS ATTENDED
Adv. Rod Solomons	Chairperson of Council	1 August 2019 (2 nd term) 1 April 2022-31 July 2022 (term ended)	Chairperson of the Governance and Ethics Committee	11
Adv. Judith Leshabane	Deputy Chairperson of Council	1 August 2019 (2 nd term) 1 April 2022-31 July 2022 (term ended)	Core Functions and Advancement Committee Chairperson Governance and Ethics Committee Member	16
Sijabulile Makhathini	Council member	1 August 2019 (2 nd term) 1 April 2022-31 July 2022 (resigned)	Finance, Operations and Human Resources Committee Member	0
Dumisani Dlamini	Council member	31 July 2022 (term ended)		3
Magdalene Moonsamy	Council member	1 August 2019 1 st term) 1 April 2022-31 July 2022 (term ended)	Finance, Operations and Human Resource Committee Member	16
Popo Masilo	Council member	1 August 2019 (1 st term) 1 April 2022-31 July 2022 (term ended)	Human Resources Committee (Committee Chairperson)	32
Prof. Pitika Ntuli	Council member	23 February 2021 (1 st term) 1 April 2022-31 July 2022 (term ended)	Core Functions and Advancement Committee Member	9
Krishna Govender	Council member	23 February 2021 1 April 2022-31 July 2022 (term ended)	Finance, Operations and Human Resources Committee Member	8
Peter Heeger	External	1 April 2022-31 March 2023 (2 nd term)	Audit and Risk Committee (Independent Member)	9
Judy Gunther	External	1 April 2022-31 March 2023 (1 st term)	Audit and Risk Committee (Committee Chairperson)	11
Jabulani Sithole	Chairperson of Council	1 August 2022-31 March 2023 (1 st term)		29
Penelope Beck-Paxton	Council member	1 August 2022-31 March 2023 (1 st term)	Human Resources Committee (Committee Deputy Chairperson)	21
Dr Paul Bayliss	Council member	1 August 2022-31 March 2023 (1 st term)	Core Functions Committee (Committee Chairperson)	24
Keitumetse Mahlangu	Council member	1 August 2022-31 March 2023 (1 st term)	Core Functions Committee (Council Member)	14
Ahmed Pandor	Council member	1 August 2022-31 March 2023 (1 st term)	Finance and Advancement Committee (Committee Chairperson)	14
Margaret Sekgobela	Council member	1 August 2022-31 March 2023 (1 st term)	Audit and Risk Committee (Council Member)	14
Pumzile Zonke	Council member	1 August 2022-31 March 2023 (1 st term)	Core Functions Committee (Council Member)	19



3.8.2 Council Committees

COMMITTEE	NO. OF MEETINGS HELD	NO. OF MEMBERS	NAMES OF MEMBERS
Audit & Risk	5	13 (Chairperson, 1 Council representative, 3 external members, CRO, CEO, CFO, AGSA (3), Iziko Internal Audit and Outsourced to Nexia SAB&T (2))	Dumisani Dlamini (Chairperson from 1 June 2020-31 March 2022) Peter Heeger (External Audit Committee Member 2017-2020, Second term appointment 1 October 2020-30 September 2023) Judy Gunther (External Audit Committee Member appointed 1 October 2020-30 September 2023, first meeting April 2021) Nomonde Mpefumlo (External Audit Committee Member appointed 1 October 2020-30 September 2023, first meeting April 2021) Rooksana Omar (Ex Officio) - CEO Bongani Ndhlovu - Executive Director: Core Functions Denise Crous - Executive Director: Operations Ronell Pedro - CFO Heinrich Brumfield - Internal Auditor
Core Functions & Advancement	5	3 Council members, CEO, Executive Director Core Functions, Director Research & Exhibitions, Director Collections & Digitisation, Director Education, Director Advancement	Adv. Judith Leshabane (Chairperson of the Committee) Mr Popo Masilo (Council member) Prof. Pitika Ntuli (Council member) Rooksana Omar (Ex Officio) CEO Dr Bongani Ndhlovu (Executive Director Core Functions) Paul Tichmann (Director Collections & Digitisation) Hylton Arnolds (Director Education) Carol-Ann Davids (Director Advancement) Dr Wayne Florence (Director Research & Exhibitions)
Governance & Ethics Committee	3	Chairpersons of all committees (except the A&R Committee)	Adv. Rod Solomons Adv. Judith Leshabane Sijabulile Makhathini (19 March 2021-27 January 2022) Magdalene Moonsamy (17 November 2020-18 March 2021) Rooksana Omar (Ex Officio) CEO
Finance, Operations & Human Resources	7	3 Council members, CEO, Executive Director Operations, Director Support Services, Director Human Resources	Sijabulile Makhathini (Council member) - Committee Chairperson (19 March 2021-27 January 2022) Magdalene Moonsamy (Council member) - Interim Committee Chairperson (17 November 2020-18 March 2021; 28 January 2022-31 March 2022) Krishna Govender (Council member) - (appointed 23 February 2021) Rooksana Omar (Ex Officio) CEO Ronell Pedro (CFO) Denise Crous (Executive Director Operations) Fahrnaaz Johadien (Director Support Services) Lucinda Rudolph (Director Human Resources)



3.9 | Honorarium of Council Members

	Term served in reporting periods	2023		2022	
		Council	Audit and Risk Committee	Council	Audit and Risk Committee
RP Solomons (Chairman)	01 April 2022-31 July 2022	35 300		107 304	
JE Leshabane	01 April 2022-31 July 2022	47 872		85 578	
S Makhathini	01 April 2022-31 July 2022			53 648	1 962
K Govender	01 April 2022-31 July 2022	26 316		64 131	1 962
P Masilo	01 April 2022-31 July 2022	72 992		64 567	
M Moonsamy	01 April 2022-31 July 2022	41 279		66 747	1 962
P Ntuli	01 April 2022-31 July 2022	19 742		47 801	
P Heeger	01 April 2022-31 March 2023		33 048		24 552
J Gunther	01 April 2022-31 March 2023		40 933		27 171
J. Sithole (Chairman)	01 August 2022-31 March 2023	63 812			
P. Beck-Paxton	01 August 2022-31 March 2023	35 110			
P. Bayliss	01 August 2022-31 March 2023	38 206			
K. Mahlangu	01 August 2022-31 March 2023	34 105			
A. Pandor	01 August 2022-31 March 2023	31 635			
M. Sekgobela	01 August 2022-31 March 2023	13 906	10 792		
P. Zonke	01 August 2022-31 March 2023	34 550			
Total		494 825	84 773	489 776	57 609

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

Iziko Slave Lodge.



3.10 | Core Functions and Support Services Council Committee

PURPOSE

The Core Functions and Support Services Committee, hereafter referred to as the Core Functions and Support Services Committee (CFC), of the Iziko Museums of South Africa Council (Council), the Accounting Authority of Iziko Museums of South Africa.

The CFC shall be responsible for advising Council on all strategic and / or governance matters related to the to the following:

- ◆ Research associated with collections, exhibitions and public programmes
- ◆ Exhibitions
- ◆ Digitization
- ◆ Collections Management
- ◆ Education and Public Programmes
- ◆ Facilities Management
- ◆ Fundraising

Furthermore, the CFC to:

- ◆ Play an oversight role on issues relating to the aforementioned activities;
- ◆ Provide guidance on Restitution and Repatriation matters of heritage artefacts;
- ◆ Provide guidance in terms of policy development to all core function-related activities; and,
- ◆ Provide 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 for any deviation therefrom.

Scope of Work:

The CFC shall consider the functions listed below, and any such matters falling within its mandate, or as directed by Council:

- ◆ Research and Exhibitions
- ◆ Support Services
- ◆ Collections and Digitisation
- ◆ Education
- ◆ Fundraising

The CFC will consider the following in particular:

- ◆ Collections management
- ◆ Collections conservation
- ◆ Research
- ◆ Publications (popular and academic)
- ◆ Future museum needs and services
- ◆ Facilities Management
- ◆ Exhibitions
- ◆ Digitisation
- ◆ Education
- ◆ Outreach
- ◆ Community engagement
- ◆ Public programs
- ◆ Internships/mentorships

The CFC will consider policy and strategic proposals in respect of any of the above, before it comes to Council.

The CFC will assist and advise with fundraising and partnerships.

The CFC will investigate, explore, and consider any other matter that may be requested by Council and submit its recommendations to Council.

Umhlobo Wenene live broadcast from the Iziko South African Museum commemorating the release of uTata Nelson Mandela on 11 February 2023.



3.11 | Finance and Advancement Council Committee

PURPOSE

The Finance and Advancement Committee, hereafter referred to as the FAC has been established to evaluate the 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.

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

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

- ◆ Financial activities of the institution at a strategic level;
- ◆ play an oversight role on matters relating to finance management, and institutional advancement matters;
- ◆ advise Council and the Chief Executive Officer (CEO) on governance matters related to financial management, performance monitoring, evaluation, review and compliance;
- ◆ provide guidance in terms of financial objectives;
- ◆ provide guidance in terms of policy development;
- ◆ provide guidance in terms of any other matters delegated by the Council;
- ◆ play an oversight role on matters relating to finance matters; and
- ◆ any other relevant matters delegated by the Council.

Scope of Work: Financial Management

The FAC shall consider the financial areas of responsibility listed below, and any such matters falling within its mandate, or as directed by the Chairperson of Council.

To review and recommend to the Council for approval the following:

- ◆ the annual budget;
- ◆ the revised annual budget;
- ◆ all financial and supply chain management policies, or amendments thereto;
- ◆ requests for the write-off and disposal of Iziko assets;
- ◆ request to write off any debts or losses; and
- ◆ request the condonation of irregular as well as fruitless and wasteful expenditure;

To review and advise the Council on the following but not limited to:

- ◆ supply chain management and procurement practices;
- ◆ contract management practices;
- ◆ financial reporting and budget variances;
- ◆ the financial sustainability of Iziko;
- ◆ financial strategies, or amendments thereto;
- ◆ progress on dealing with findings from the Office of the Auditor General of South Africa (AGSA);
- ◆ progress on major projects e.g. in Finance, IT and Supply Chain
- ◆ compliance with quarterly reporting to the Executive Authority, the Department of Sport, Arts and Culture (DSAC) and National Treasury.

To monitor and evaluate the following:

- ◆ appropriateness and compliance to the system of internal controls;
- ◆ the performance of the Finance and Administration Department; which includes, Finance, Supply Chain Management and ICT
- ◆ the performance of Tender Committees;
- ◆ the insurance portfolio and annual insurance;
- ◆ cash flow management; and
- ◆ the management of grants and donor funding.

The FAC will consider policy and strategic proposals in respect to any of the above, before they are presented to Council.

The FAC will investigate, explore and consider any other matter that may be requested by Council or by the Chairperson of Council, and the Chief Executive Officer, and to submit its conclusions or recommendations thereon to Council.

Chairperson Scope of Work: Advancement

The FAC shall consider the functions listed below, and any such matters falling within its mandate, or as directed by the Chairperson of Council:

- ◆ Institutional Advancement
- ◆ Marketing
- ◆ Fundraising
- ◆ fund-raising strategy
- ◆ entrance fees and visitor attendance figures
- ◆ venue hire information
- ◆ marketing and promotion information
- ◆ enterprise development
- ◆ Advancement policies

The FAC will consider policy and strategic proposals in respect of any of the above, before it is tabled at Council.

The FAC will assist and advise with fundraising, marketing and partnerships.

The FAC will investigate, explore and consider any other matter that may be requested by Council or the Chairperson of Council and submit its recommendations to Council.



3.12 | Human Resources Council Committee

PURPOSE

The Human Resources Committee, hereinafter referred to as the HRC, has been established to evaluate the operational 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.

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

Scope of Work:

The HRC shall be responsible for advising and making recommendations to Council on governance matters related to:

- ◆ human resources and related activities of the institution, at a strategic level;
- ◆ play an oversight role on matters relating to human resources matters;
- ◆ advise Council and the Chief Executive Officer (CEO) on governance matters related to human resources performance monitoring, evaluation, review and compliance;
- ◆ provide guidance in terms of human resources strategic objectives;
- ◆ provide guidance in terms of policy development;
- ◆ provide guidance in terms of any other matters delegated by the Council and
- ◆ any other relevant matters delegated by the Council.

The HRC shall consider the Human Resources and labour relations areas of responsibility and any such matters falling within its mandate, or as directed by the Chairperson of Council.

The HRC will consider the following in particular:

- ◆ policy development, or amendments thereto;
- ◆ recruitment and selection;
- ◆ remuneration and benefits;
- ◆ learning and development;
- ◆ employment equity;
- ◆ labour relations matters;
- ◆ labour legislation;
- ◆ organisational development;
- ◆ performance management;
- ◆ succession planning and career pathing;
- ◆ early retirement requests;
- ◆ the adequacy and appropriateness of risk management policies and procedures for the management of the risk relating to employee attraction, development and retention risk, through the review of reports about this risk.

The HRC will consider policy and strategic proposals in respect of any of the above before they are presented to Council.

The HRC will investigate, explore and consider any other matter that may be requested by Council or by the Chairperson of Council, and the Chief Executive Officer, and submit its conclusions or recommendations thereon to Council.

3.13 | 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 regarding the effectiveness of risk mitigation in terms of a predetermined 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 has a Council-approved Disaster Management Policy and Disaster Management Plan. Each department has also developed Disaster Management Procedures relevant to the department. When an incident/disaster has taken place, a meeting is convened with relevant staff to discuss the effectiveness of 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 in future. Disaster management procedures are also reviewed and revised, if necessary, on a regular basis.

The Senior Management Team (SMT) acts as the Risk Management Committee, and reviews all the risks in the Risk Register, not just 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.



3.14 | Internal Control Unit

RISK MANAGEMENT AND RELATED ACTIVITIES	RESPONSIBILITY	2022/23
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	✓
INTERNAL AUDIT PLANNING, ANNUAL REVIEWS, AND ONGOING ACTIVITIES	RESPONSIBILITY	2022/23
Planning: Annual & 3-year Rolling Internal Audit Plan (S-2010)	Gripp Advisory	✓
Annual Review: Audit Committee Charter	Iziko	✓
Quarterly Management of the e-QPRS DPME/National Treasury Online Reporting APP	Iziko	✓
E-QPRS Online Report System: Annual configuration of the Fin Year APP	Iziko	✓
Quarterly Review of the Iziko Compliance Monitoring Report	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	Gripp Advisory	✓
Ad Hoc Survey/s & assurance reviews: As instructed by the CEO and Audit Committee	Gripp Advisory	✓
Ad hoc Project Management: as instructed by the CEO	I Iziko	✓
REVIEWS RELATING TO PERFORMANCE OBJECTIVES	RESPONSIBILITY	2022/23
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	Gripp Advisory	✓
Annual Review: PPI/ APP Template	Iziko	✓
OPERATIONAL AUDITS	RESPONSIBILITY	2022/23
Completeness of Revenue: Admission Fees	Gripp Advisory	✓
FINANCIAL	RESPONSIBILITY	2022/23
Review of the Annual Financial Statements	Gripp Advisory	✓
Internal Financial Control Review	Gripp Advisory	✓
REGULATORY	RESPONSIBILITY	2022/23
Performance Information Review	Gripp Advisory	✓
ISSUE TRACKING	RESPONSIBILITY	2022/23
Follow-up Prior Year AGSA findings	Gripp Advisory	✓
OTHER	RESPONSIBILITY	2022/23
Attendance at Audit Committee meetings	Iziko, Gripp Advisory	✓



3.15 | Internal Audit and Audit Committee

13.15.1 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:

- a) Assist the 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.
- b) Facilitate and promote communication regarding any of the above matters or any related matter as between the Iziko Museums Council, senior executive management, external auditors and the Internal Audit Activity.
- c) 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 the 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.

3.15.2 Attendance of Audit Committee Meetings by Audit Committee Members

NAME	QUALIFICATIONS	INTERNAL OR EXTERNAL	IF INTERNAL, POSITION IN THE PUBLIC ENTITY	DATE APPOINTED	DATE RESIGNED	NO. OF MEETINGS
Margaret Sekgobela	N/A	Internal	Council member	2022	To date	3
J Gunther	N/A	External	Chairperson	2020	To date	12
Peter Heeger	N/A	External	N/A	2017	To date	10
Nomonde Mpefumlo	N/A	External	N/A	2020	To date	4



Hylton Arnold, Director Education and Dr Bongani Ndhlovu during a museums workshop, Iziko South African Museum, 2022.



Jungle Theatre and Puppet Planet holiday programme performance, Iziko South African Museum, October 2022.



3.16 | Audit Committee Report

Audit and Risk Committee Responsibility

The Audit and Risk 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 271. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit and Risk Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The Effectiveness of Internal Control

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 Iziko Museums Council.

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

- ◆ Performance Information Review
- ◆ Internal Financial Control reviews
- ◆ Review of the Annual Financial Statements

The following were areas of concern:

- ◆ Inadequacies in controls surrounding access to the banking system
- ◆ Inadequacies in control related to the posting and review of journals
- ◆ Inadequacies in control related to Masterfile access in the payroll master files
- ◆ Inadequate in heritage asset registers related to accession numbers and the completeness of the registers

In-Year Management and Monthly/Quarterly Report

The public entity has been reporting 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 and note, with regret the qualification by the Auditor - General of South Africa (AGSA) which indicates that AGSA was unable to obtain sufficient and appropriate audit evidence that the heritage assets for the current and previous year had been properly accounted for due to duplication identified in the population and the heritage asset register not being complete.

Auditor General's Report

We have reviewed the Iziko Museums' audit 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:

- ◆ Completeness and duplication of assets on Heritage assets register
- ◆ Uncorrected Misstatements in the Annual Financial Statements

The Audit and Risk 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.



J GUNTHER
Chairperson
Audit and Risk Committee



3.17 | 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 (No. 53 of 2003) and as determined by the Department of Trade, Industry and Competition.

HAS THE PUBLIC ENTITY APPLIED ANY RELEVANT CODE OF GOOD PRACTICE (B-BBEE CERTIFICATE LEVELS 1-8) WITH REGARDS TO THE FOLLOWING:		
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?	No	N/A
Developing and implementing a preferential procurement policy?	Yes	Iziko's approved Supply Chain Management Policy is based on applicable legislation, regulations and practice/instruction notes
Determining qualification criteria for the sale of state-owned enterprises?	No	N/A
Developing criteria for entering into partnerships with the private sector?	No	Iziko has not identified the need for Private Public Partnerships in its operations for the reporting period.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad-based Black Economic Empowerment?	No	Iziko does not make awards or provide funding. However, BBBEE and Preferential Procurement criteria and relevant regulations are integral part of evaluating any bid.

3.18 | 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 approved by HWC.

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).

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.

Expenditure is made in terms of a budget approved by Iziko's Council, which is adjusted mid-year. Iziko's internal control environment must ensure that effective and appropriate steps to prevent unauthorised, irregular, fruitless and wasteful expenditure and losses as required by the Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999), as amended.

Recruitment

Iziko Museums recruits in line with its Recruitment and Selection policy, which is compliant with the applicable labour legislation in South Africa. The recruitment process includes placing an abridged advertisement in a newspaper with the highest black readership and from which the reader is directed to the Iziko Museums website where a detailed advertisement is posted. A two-year Employment Equity Plan was developed in terms of the Employment Equity Act, 1998 (Act No. 55 of 1998) for the period 1 October 2020 to 30 September 2022. Targets are set in the Plan to address the under-representation of designated groups. The promulgation of the Amended EE Act will provide for sector targets, which will then be integrated into a new EE Plan.

Fraud and Corruption

Iziko has a Fraud Prevention Plan and policy in place that is informed by and aligned to relevant legislative and best practice requirements.

Primary Objectives of the Fraud Prevention Plan and policy:

- a) To encourage a culture within Iziko Museums where all employees and other stakeholders behave ethically in their dealings with, or on behalf of, Iziko Museums, or towards other employees; and





Reflections on Abstract Art forms and the idea of freedom, Katie Wong Foundation and Centre for Humanities Research, UWC, Public Discussion, Iziko South African National Gallery, February 2023.

- b) 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.

Fraud awareness and internal controls aimed at enabling detection through whistleblowing and other reporting mechanisms are followed by the investigation of reported cases and the enforcement of Iziko’s disciplinary policy, where necessary.

Reporting and Monitoring of Allegations

Every employee of Iziko Museums has an obligation to report any irregularity of which they become 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.

3.19 | Minimising Conflict of Interest

Conflicts 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 (SCM) practices, competitive bidding processes 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 SCM.



3.20 | 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.

3.21 | Health, Safety and Environmental Issues

3.21.1 Health and Safety

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 report safety-related issues to the relevant Director before bringing them to the attention of the HS Committee so that progress on mitigating health and safety risks can be monitored. HS representatives are trained upon appointment; refresher training is done every two years and *ad hoc* training is done when 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. HS procedures are regularly reviewed to ensure HS 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, while firefighting and first aid training equip them with the necessary skills to respond to workplace emergencies.

3.21.2 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. In preparation for the vessel to be safely moved for deaccessioning, a service provider specialising in hull repair inspected the integrity of the hull and confirmed that there are no leaks from the outer hull; inspection of the tanks were also conducted that indicated there was no water; and a Marine Surveyor conducted a risk assessment which confirmed that the vessel can be safely moved and also details how the vessel must be shifted safely.



3.22 | Social Responsibility

3.22.1 Entrance Fee Concessions

Access for all is one of the cornerstones of Iziko Museums' 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 the Friends of the Iziko South African National Gallery and Iziko South African Museum; and, most importantly, the provision of free entry on 9 days annually.

These free days are linked to commemorative holidays throughout the year, and include:

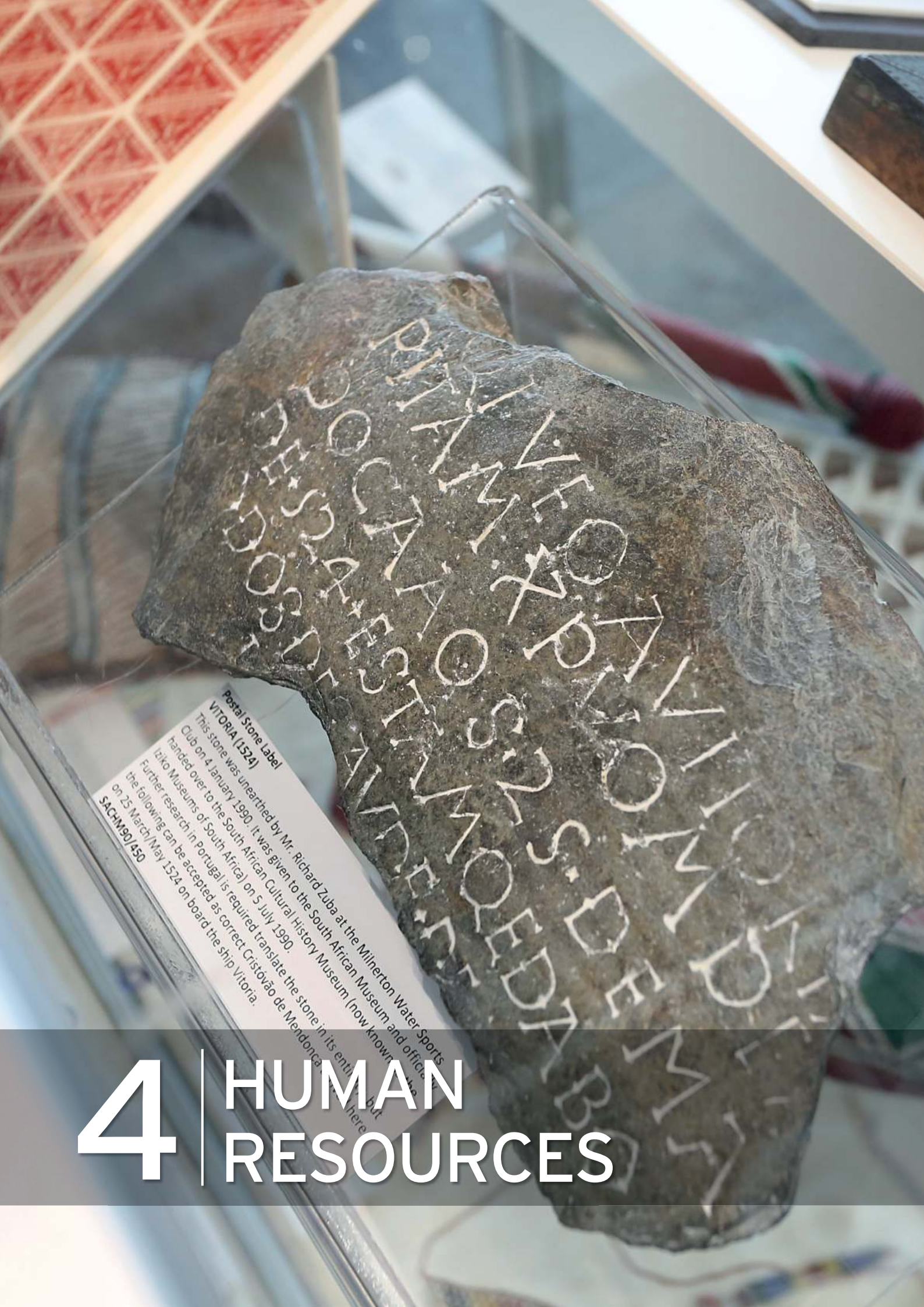
- ◆ Human Rights Day - 21 March
- ◆ Freedom Day - 27 April
- ◆ International Museum Day - 18 May
- ◆ Africa Day - 25 May
- ◆ Youth Day - 16 June
- ◆ National Women's Day - 9 August
- ◆ Heritage Day - 24 September
- ◆ National Aids Awareness Day/Emancipation Day - 1 December
- ◆ Reconciliation Day - 16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

During the reporting period, 16 206 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 2022/23, a total of 1 353 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.

Women Lead Movement and Iziko, Womens' Day Public Programme, Iziko Slave Lodge, August 2022.





**Postal Stone Label
VITORIA (1524)**
This stone was unearthed by Mr. Richard Zuba at the Milnerton Water Sports Club on 4 January 1990. It was given to the South African Museum and officially handed over to the South African Cultural History Museum (now known as the Iziko Museums of South Africa) on 5 July 1990.
Further research in Portugal is required to translate the stone in its entirety but the following can be accepted as correct: Cristóvão de Mendonça was here on 25 March/May 1524 on board the ship Vitoria.
SACHM90/450

4 | HUMAN RESOURCES

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Iziko Museums Conservation experts during the conservation workshop, Iziko South African National Gallery, September 2022.

4.1 | Introduction

The Human Resources (HR) department delivered on the planned performance for the 2022-23 reporting period, which was informed by the organisation's strategic priorities and included meeting policy review requirements, providing learning and development opportunities as well as ensuring that the implementation of the realigned organisational structure was met by prioritising recruitment through the recruitment plan and skills acquisition through the learning and development plan.

The policy framework in the organisation remains robust with policies being reviewed and adjustments made to the policy register and accordingly reported to Council. The HR policy framework has been reviewed and a refocus of the strategic aspect of policies as well as a human resources procedural document which engages staff and management, will be developed in the next reporting period.

The objective to offer 120 training opportunities to staff was met and exceeded by 192 which included learning and development opportunities to support the organisation's strategic objectives, compliance needs and develop functional competence. Management capacity was enhanced by the provision of change management training which will be implemented throughout the organisation. Tertiary studies continued to be supported for staff from matric to post graduate qualifications; one such staff member was awarded her PhD in 2022. The organisation also provided internship and developmental opportunities to a variety of youth from various organisations.

Staff wellness programmes were offered throughout the year in partnership with a medical aid provider which included physical and mental health interventions.

The Employment Equity (EE) Amendment Act was promulgated on 12 April 2023 however, the implementation date and sectoral targets have not yet been published. The Iziko EE plan was reviewed and updated taking cognisance of the delay in the legislative amendments proposed for implementation in 2022. The organisation has approved updated EE targets which are in line with both the provincial and national economically active populations. This will assist in preparation for the implementation of sectoral targets and positively affect Iziko's workforce demographics.

The organisation awarded all staff, both indefinite and fixed term but excluding the CEO, a once off bonus of R10 000 to assist in offsetting the increased cost of living.

Projects approved and undertaken to capacitate and future proof the organisation includes the implementation of an automated employee HR service as well as a review of the remuneration framework. These projects will be ongoing and completed in the next financial year.

Challenges at the organisation during the reporting period included the aftermath of COVID-19 on wellness, loadshedding, high vacancy and attrition rates and disrupted workplace relations which negatively impacted staff performance, productivity and development as well as systems. These challenges are being consistently addressed and mitigation plans include fast tracking recruitment, staff development and wellness programmes, a review of systems and automation of HR administrative processes.



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	13 3471	28 669	16%	117	245
PROGRAMME 2: Collections (Business Development)	29 315	24 512	14%	57	430
PROGRAMME 3: Audience Development	12 603	8 546	5%	23	372

The above figures reflect details of the actual salaries that accrued to the 2022/23 Iziko salaries budget and differ from the financial statements because they exclude personnel expenditure incurred from externally funded projects.

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	2 111	3.42%	1	2 111
Senior Management	2 263	3.67%	2	1 132
Professional qualified	7 395	11.98%	9	822
Skilled	36 751	59.54%	96	383
Semi-skilled	11 563	18.73%	73	158
Unskilled	1 644	2.66%	16	103
TOTAL	61 727	100.00%	197	4 708

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	2 111	0%
Senior Management	0	2 263	0%
Professional qualified	0	7 395	0%
Skilled	0	36 751	0%
Semi-skilled	0	11 563	0%
Unskilled	0	1 644	0%
TOTAL	0	61 727	0%

Performance bonuses were not awarded in the reporting period neither was provision made for performance bonuses in the next reporting period.



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	28 669	115	0.40%	128	895
PROGRAMME 2	24 512	163	0.67%	148	1 105
PROGRAMME 3	8 546	90	1.05%	36	2 491

During the financial year, 48.91% of the original budget provision of R778 569 was spent to implement the 2022-2023 Learning and Development Programme. Despite the position of Performance and Development Coordinator being vacant for the financial year, the strategic objective to provide 120 training opportunities was achieved and exceeded.

Learning and development opportunities continue to be provided in hybrid format, that is, both online and contact sessions. Online opportunities proved to be more cost and time effective.

The above figures reflect details of the training expenditure undertaken in the Human Resources department and differ from the financial statements. The differences in expenditure in the Table above and the financial statements relate to training funded from externally funded projects and which is excluded as this expenditure did not accrue to the Learning and Development budget managed by the Human Resources department.

4.2.5 Employment and Vacancies

PROGRAMME/ACTIVITY/OBJECTIVE	2021/22 NO. OF EMPLOYEES	2022/23 APPROVED POSTS	2022/23 NO. OF EMPLOYEES	2022/23 VACANCIES	% OF VACANCIES
PROGRAMME 1: Administration	131	142	100	35	24.65%
PROGRAMME 2: Collections (Business Development) & PROGRAMME 3: Audience Development	77	126	89	55	43.65%

4.2.6 Employment and Vacancies per Employment Equity Occupational Level

LEVEL	2021/22 NO. OF EMPLOYEES	2022/23 APPROVED POSTS	2022/23 NO. OF EMPLOYEES	2022/23 VACANCIES	% OF VACANCIES
Top Management	1	1	1	0	0.00%
Senior Management	2	2	1	1	50.00%
Professional qualified	7	10	8	2	20.00%
Skilled	101	141	85	58	41.13%
Semi-skilled	91	76	82	19	25.00%
Unskilled	18	38	12	10	26.32%
TOTAL	220	268	189	90	33.58%

It must be noted that the increase in the vacancy rate at Iziko Museums, in this reporting period, is partly due to the commencement of reporting on the 268 posts as approved in its realigned organisational structure in November 2018. The phasing in of the realigned organisational structure was negatively impacted due to the National Treasury's budget cuts and a reduction in income to the organisation.

Vacancies reported on are all positions in the organisational structure which are not filled indefinitely. These positions may be temporarily filled, either via seconding staff to perform the duties of a higher-level position or by fixed-term contract.



4.2.7 Employment Changes

SALARY BAND	EMPLOYMENT AT BEGINNING OF PERIOD	APPOINTMENTS	TERMINATIONS	EMPLOYMENT AT END OF THE PERIOD
Top Management	1	0	0	1
Senior Management	2	0	1	1
Professional qualified	9	0	1	8
Skilled	97	6	20	85
Semi-skilled	86	3	8	82
Unskilled	13	0	1	12
TOTAL	208	9	31	189

4.2.8 Reasons for Staff Leaving

REASON	NUMBER	% OF TOTAL NO. OF STAFF LEAVING
Death	0	0.00%
Resignation	17	7.73%
Dismissal	2	0.91%
Retirement	5	2.27%
Ill health	0	0.00%
Expiry of contract	7	3.18%
Other	0	0.00%
TOTAL	31	14.09%

17 staff members resigned, a proportion of whom exited the organisation for better opportunities.

Five (5) staff members retired, four (4) of whom requested early retirement, which was granted by Council. Contract staff members exited the organisation after the specific projects for which they had been employed ended.

Two (2) staff members charged with serious misconduct were dismissed.

4.2.9 Labour Relations: Misconduct and Disciplinary Action

NATURE OF DISCIPLINARY ACTION	NUMBER
Verbal warning	0
Written warning	1
Final written warning	1
Dismissal	2

BESTMed Employee wellness yoga session, ISANG Annexe, August 2022.



Fahrnaaz Johadien, Denise Crous and Lucinda Rudolph at Iziko Rust en Vreugd, April 2022.



All hands on deck, Research and Exhibitions, Collections and Digitisation as well as Support Services staff during the installation of Breaking down the Walls, Iziko South African National Gallery, October, 2022.



4.2.10 Equity Target and Employment Equity Status



MALE

LEVELS	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	0	0	0	0	0	0	0
Professional qualified	0	1	3	2	0	0	0	0
Skilled	13	27	13	13	2	2	8	8
Semi-skilled	14	21	20	17	0	0	2	2
Unskilled	4	6	0	3	0	0	0	1
TOTAL	32	55	36	35	2	2	10	11

The table above excludes two Foreign Nationals in the employ of Iziko on 31 March 2023.



FEMALE

LEVELS	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	0	0
Professional qualified	0	1	2	2	1	1	2	2
Skilled	13	24	29	25	3	3	3	5
Semi-skilled	17	18	26	21	0	0	2	2
Unskilled	4	5	4	4	0	0	0	1
TOTAL	34	48	61	52	5	5	7	10



DISABLED STAFF

LEVELS	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	1	2
Semi-skilled	0	0	0	2
Unskilled	0	0	0	1
TOTAL	0	0	1	5





Detailed perspective: *Messages in the Moat* by Sue Williamson. Each bottle is hand engraved with the details of one sale: the name given to the enslaved person, the seller, the buyer, the date and the price.



5 | PFMA COMPLIANCE REPORT

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5.1 | Irregular, Fruitless and Wasteful Expenditure and Material Losses

5.1.1 Irregular expenditure

a. Reconciliation of irregular expenditure

DESCRIPTION	2022/2023	2021/2022
	R'000	R'000
Opening balance	590	19 970
Add: Irregular expenditure confirmed	11	492
Less: Irregular expenditure condoned		(19 872)
Less: Irregular expenditure not condoned and removed		0
Less: Irregular expenditure recoverable		0
Less: Irregular expenditure not recovered and written off		0
Closing balance	601	590

Irregular expenditure for 2021/2022 in the amount of R590 644 has not yet been condoned or removed. The expenditure will not be recovered because value was received by the entity.

During 2022/2023 additional irregular expenditure in the amount of R10 819 was incurred as follows:

Non-Compliance with National Treasury Instruction 3 of 2016/2017	R10 819
Total irregular expenditure 2022/23	R10 819

Irregular expenditure of R98 505 in contravention of the Preferential Procurement Regulations 2017 8(2) and Preferential Procurement Regulations 10(1) has not yet been condoned or removed.

Irregular expenditure of R494 139 in contravention of National Treasury Instruction 3 of 2016/2017 has not yet been condoned or removed.

Total irregular expenditure for 2021/2022 in the amount of R590 644 has not yet been condoned or removed.

During 2022/2023 additional irregular expenditure in the amount of R10 819 was incurred due to Non- Compliance with National Treasury Instruction 3 of 2016/2017.

The irregular expenditure will not be recovered because value was received by the entity.

Reconciling notes

DESCRIPTION	2022/2023	2021/2022
	R'000	R'000
Irregular expenditure that was under assessment in 2021/22	0	0
Irregular expenditure that relates to 2021/22 and identified in 2022/23	0	0
Irregular expenditure for the current year	11	492
TOTAL	11	492

b. Details of current and previous year irregular expenditure (under assessment, determination, and investigation)

DESCRIPTION ¹	2022/2023	2021/2022
	R'000	R'000
Irregular expenditure under assessment	0	0
Irregular expenditure under determination	0	0
Irregular expenditure under investigation	0	0
TOTAL²	0	0

c. Details of current and previous year irregular expenditure condoned

DESCRIPTION	2022/2023	2021/2022
	R'000	R'000
Irregular expenditure condoned	0	19 872
TOTAL	0	19 872

d. Details of current and previous year irregular expenditure removed - (not condoned)

DESCRIPTION	2022/2023	2021/2022
	R'000	R'000
Irregular expenditure NOT condoned and removed	0	0
TOTAL	0	0

e. Details of current and previous year irregular expenditure recovered

DESCRIPTION	2022/2023	2021/2022
	R'000	R'000
Irregular expenditure recovered	0	0
TOTAL	0	0

f. Details of current and previous year irregular expenditure written off (irrecoverable)

DESCRIPTION	2022/2023	2021/2022
	R'000	R'000
Irregular expenditure written off	0	0
TOTAL	0	0

1. Group similar items

2. Total unconfirmed irregular expenditure (assessment), losses (determination), and criminal conduct (investigation)



Romano Adams, Collections Assistant, taking learners behind the scenes during Marine Week 2022.



Sites of Memories a #CoCreateIdentity Experience in partnership with the Dutch Diplomatic Mission, Iziko Slave Lodge, June 2022.



Wikipedia edit-a-thon to celebrate LGBTQIA+ pride month, Iziko South African Museum, October 2022.



ADDITIONAL DISCLOSURE RELATING TO INTER-INSTITUTIONAL ARRANGEMENTS

- g. Details of non-compliance cases where an institution is involved in an inter-institutional arrangement (where such institution *is not* responsible for the non-compliance)

DESCRIPTION
N/A
TOTAL

- h. Details of non-compliance cases where an institution is involved in an inter-institutional arrangement (where such institution *is* responsible for the non-compliance)

DESCRIPTION	2022/2023	2021/2022
	R'000	R'000
	0	0
TOTAL	0	0

- i. Details of current and previous year disciplinary or criminal steps taken as a result of irregular expenditure

DISCIPLINARY STEPS TAKEN
N/A

5.1.2 Fruitless and wasteful expenditure

- a. Reconciliation of fruitless and wasteful expenditure

DESCRIPTION	2022/2023	2021/2022
	R'000	R'000
Opening balance	0	0
Add: Fruitless and wasteful expenditure confirmed	0	0
Less: Fruitless and wasteful expenditure written off	0	0
Less: Fruitless and wasteful expenditure recoverable	0	0
Closing balance	0	0

RECONCILING NOTES

DESCRIPTION	2022/2023	2021/2022
	R'000	R'000
Fruitless and wasteful expenditure that was under assessment in 20XX/YY	0	0
Fruitless and wasteful expenditure that relates to 20XX/YY and identified in 20YY/ZZ	0	0
Fruitless and wasteful expenditure for the current year	0	0
TOTAL	0	0

b. Details of current and previous year fruitless and wasteful expenditure (under assessment, determination, and investigation)

DESCRIPTION ³	2022/2023	2021/2022
	R'000	R'000
Fruitless and wasteful expenditure under assessment	0	0
Fruitless and wasteful expenditure under determination	0	0
Fruitless and wasteful expenditure under investigation	0	0
TOTAL⁴	0	0

c. Details of current and previous year irregular expenditure recovered

DESCRIPTION	2022/2023	2021/2022
	R'000	R'000
Fruitless and wasteful expenditure recovered	0	0
TOTAL	0	0

d. Details of current and previous year irregular expenditure not recovered and written off

DESCRIPTION	2022/2023	2021/2022
	R'000	R'000
Fruitless and wasteful expenditure written off	0	0
TOTAL	0	0

e. Details of current and previous year disciplinary or criminal steps taken as a result of fruitless and wasteful expenditure

DISCIPLINARY STEPS TAKEN
N/A

3. Group similar items

4. Total unconfirmed fruitless and wasteful expenditure (assessment), losses (determination), and criminal conduct (investigation)



5.1.3 Additional disclosure relating to material losses in terms of PFMA Section 55(2)(b)(i) &(iii))

a. Details of current and previous year material losses through criminal conduct

MATERIAL LOSSES THROUGH CRIMINAL CONDUCT	2022/2023	2021/2022
	R'000	R'000
Theft	0	0
Other material losses	0	0
Less: Recovered	0	0
Less: Not recovered and written off	0	0
TOTAL	0	0

b. Details of other material losses

NATURE OF OTHER MATERIAL LOSSES	2022/2023	2021/2022
	R'000	R'000
<i>(Group major categories, but list material items)</i>	0	0
TOTAL	0	0

c. Other material losses recovered

NATURE OF LOSSES	2022/2023	2021/2022
	R'000	R'000
<i>(Group major categories, but list material items)</i>	0	0
TOTAL		

d. Other material losses written off

NATURE OF LOSSES	2022/2023	2021/2022
	R'000	R'000
<i>(Group major categories, but list material items)</i>	0	0
TOTAL	0	0

Include discussion here where deemed relevant.



5.2 | Late and/or Non-Payment of Suppliers

DESCRIPTION	NUMBER OF INVOICES	CONSOLIDATED VALUE
	R'000	R'000
Valid invoices received	2 500	50 618
Invoices paid within 30 days or agreed period	1 645	42 462
Invoices paid after 30 days or agreed period	855	8 156
Invoices older than 30 days or agreed period (<i>unpaid and without dispute</i>)	2	45
Invoices older than 30 days or agreed period (<i>unpaid and in dispute</i>)	0	0

Include reasons for the late and or non-payment of invoices, including reasons that the invoices are in dispute, where applicable. Invoices received late from service providers/suppliers. Invoices not forwarded for payment to the Finance department within 30 days.



Iziko staff preparing artefacts as part of the installation for *Breaking Down the walls*, Iziko South African National Gallery, October 2022.



5.3 | Supply Chain Management

5.3.1 Procurement by other means

PROJECT DESCRIPTION	NAME OF SUPPLIER	TYPE OF PROCUREMENT BY OTHER MEANS	CONTRACT NUMBER	VALUE OF CONTRACT R'000
Software licence renewal	Adapt IT	Limited Bidding	N/A	89
Conservation - equip	Advanced Machinery	Limited Bidding	N/A	212
Acquisition - artwork	Amber Moir	Limited Bidding	N/A	19
Advertising	Arena Holdings	Limited Bidding	N/A	27
Annual licence renewal	AW Cape Business Efficiency	Limited Bidding	N/A	51
Artistic performance	Baz Art	Limited Bidding	N/A	16
Visa applications	B. Ndhlovu	Limited Bidding	N/A	6
Tuition fees	Boston City Campus	Limited Bidding	N/A	25
Planetarium presenter	B. Yotti	Limited Bidding	N/A	1
Moving of leased photocopiers	Bytes Document Solutions	Limited Bidding	N/A	3
Telephone handsets	Bytes Managed Solutions	Limited Bidding	N/A	35
3D printer	Caldez Manufacturing Technologies	Limited Bidding	N/A	84
Advertising	Cape Town Tourism	Limited Bidding	N/A	42
Research consumables	Cape Watch Tools	Limited Bidding	N/A	6
Catering	Chef Daddy	Limited Bidding	N/A	23
Videography	Dean Saville Media	Limited Bidding	N/A	13
DNA testing kits	DNAlysis Biotechnology	Limited Bidding	N/A	29
Visa application	D. Clarke	Limited Bidding	N/A	2
Fieldwork Consumables	Euro Steel SA	Limited Bidding	N/A	6
Acquisition - artwork	Everard Read Gallery	Limited Bidding	N/A	152
Counselling	FAMSA	Limited Bidding	N/A	4
Airfare	Flywell Travel	Limited Bidding	N/A	24
Journal publication fee	Frontiers Media SA	Limited Bidding	N/A	60
Registration fee	Grahamstown Foundation	Limited Bidding	N/A	6
Malaise traps	Horne Technologies	Limited Bidding	N/A	64
Advertising	Independent Newspapers	Limited Bidding	N/A	8
Event organiser	JCQ Productions	Limited Bidding	N/A	62
Videography	JDG Events	Limited Bidding	N/A	8
Planetarium show	Jungle Theatre	Limited Bidding	N/A	47
Visa application	J. Kara	Limited Bidding	N/A	2
Customs clearing agent	Kenco Clearing and Forwarding	Limited Bidding	N/A	18
Specimen boxes	Kohler Box	Limited Bidding	N/A	13
Deionizer purite filters	Lasec SA	Limited Bidding	N/A	11
Calibration of thermal cycler machines	LTC Tech South Africa	Limited Bidding	N/A	13
Advertising	Mail and Guardian	Limited Bidding	N/A	10
Exhibition installation	Martin Wilson Fine Art	Limited Bidding	N/A	364
Staff training	Maserumule Attorneys	Limited Bidding	N/A	3



PROJECT DESCRIPTION	NAME OF SUPPLIER	TYPE OF PROCUREMENT BY OTHER MEANS	CONTRACT NUMBER	VALUE OF CONTRACT R'000
Annual renewal	Master of Project Academy	Limited Bidding	N/A	9
Advertising	Media 24	Limited Bidding	N/A	25
Conference registration	M. Boonzaaier	Limited Bidding	N/A	3
Annual licence renewal	Mindex Stelsels	Limited Bidding	N/A	105
Tent hire	Mukhtar Hiring Service	Limited Bidding	N/A	19
Fieldwork permit	National Commission on Research, Science and Technology	Limited Bidding	N/A	7
Acquisition - artwork	Nobukho Nqaba	Limited Bidding	N/A	40
Recruitment	O'Brien Recruitment	Limited Bidding	N/A	87
Tuition Fees	Optimi College	Limited Bidding	N/A	6
Registration fee	Oral History Association of South Africa	Limited Bidding	N/A	5
Servicing of dive gear	Orca Industries	Limited Bidding	N/A	24
Project Management	Osmond Lange Architects	Limited Bidding	N/A	193
Radio Advertising	Our Salad Mix	Limited Bidding	N/A	70
Journal publication fee	Pensoft Publishers	Limited Bidding	N/A	23
Conference registration	R. Smith	Limited Bidding	N/A	3
Visa application	R. Govender	Limited Bidding	N/A	7
Vehicle servicing	Rondebosch East Toyota	Limited Bidding	N/A	2
Tuition fees	Rosebank College	Limited Bidding	N/A	39
Annual renewal	SA Post Office	Limited Bidding	N/A	3
Annual licence renewal	Sabinet Online	Limited Bidding	N/A	62
Acquisition - artwork	SAD Studio	Limited Bidding	N/A	96
Planetarium presenter	S. MacFarlane	Limited Bidding	N/A	1
Annual licence renewal	SAMRO	Limited Bidding	N/A	2
Airtime credit	Satellite Communication	Limited Bidding	N/A	3
Acquisition - artwork	Sharlene Khan	Limited Bidding	N/A	120
Exhibition cases	Silver Solutions T/A Future Build	Limited Bidding	N/A	315
Planetarium maintenance SLA	Sky SKan	Limited Bidding	N/A	256
Annual licence renewal	Sage - Softline VIP	Limited Bidding	N/A	73
Membership and Conference registration	SAMA	Limited Bidding	N/A	11
Acquisition - artwork	South Atlantic Press	Limited Bidding	N/A	56
Accommodation	Stellenbosch Travel Agency	Limited Bidding	N/A	45
DNA Qiagen kit	The Scientific Group	Limited Bidding	N/A	83
Conservation materials	The South African Institute for Heritage Science and Conservation	Limited Bidding	N/A	6
Airfare and accommodation	Thompson Travel	Limited Bidding	N/A	23
Fossil preparator and IBP aircscribe	T. Van Zyl T/A Pushing Up Daisies	Limited Bidding	N/A	63
Trailer repairs	Trailers Tow-It	Limited Bidding	N/A	9
Electrical	Transignal Electrical Sales	Limited Bidding	N/A	4
Airfare	Travel Click	Limited Bidding	N/A	5
Transport	T. Mabaso	Limited Bidding	N/A	5
Generator hire	Tyte Security Services	Limited Bidding	N/A	25
Research analysis	University of Cape Town	Limited Bidding	N/A	10



PROJECT DESCRIPTION	NAME OF SUPPLIER	TYPE OF PROCUREMENT BY OTHER MEANS	CONTRACT NUMBER	VALUE OF CONTRACT R'000
Research analysis and tuition fees	University of Pretoria	Limited Bidding	N/A	48
Accommodation	W. Black	Limited Bidding	N/A	5
Catering	West Coast Chef School	Limited Bidding	N/A	5
Harddrive	C. Browning	Urgent Case	N/A	3
Fumigation	Flick Pest Control	Urgent Case	N/A	8
Accommodation	Flywell Travel	Urgent Case	N/A	12
Vehicle repairs	Market Toyota	Urgent Case	N/A	12
Vehicle repairs	Motus Ford Cape Town	Emergency	N/A	29
Vehicle repairs	Settler City Toyota	Emergency	N/A	20
Ship repairs	V&A Waterfront	Emergency	N/A	22
TOTAL				3 673

5.3.2 Contract variations and expansions

PROJECT DESCRIPTION	NAME OF SUPPLIER	CONTRACT MODIFICATION TYPE (EXPANSION OR VARIATION)	CONTRACT NUMBER	ORIGINAL CONTRACT VALUE	VALUE OF PREVIOUS CONTRACT EXPANSION/S OR VARIATION/S (IF APPLICABLE)	VALUE OF CURRENT CONTRACT EXPANSION OR VARIATION
				R'000	R'000	R'000
Container rental	Big Box Containers	Expansion				5
Photocopier rental	Bytes Document Solutions	Expansion				8
Exhibition flooring installation	Dynamic Unlimited Projects					17
Staff counselling	FAMSA					6
Building repairs	Global General Trade					199
Banners	Graphic Laminates					3
Transcription	Inlexso					6
Storage rental	IronMountainSA					9
Painting supplies	Jack Hammers					11
Proof reading	Jennifer Malec					6
Web hosting	Pii Digital					44
Building repairs	Qabani National					59
Public relations service	Rabbit in a Hat					34
Electrical installation	Voltex T/A Bellco Electrical					8
IT support	Xepa Consulting					25
Exhibition design	XXL Group T/A XXL Design					33
Exhibition repairs	XXL Group T/A XXL Design					25
TOTAL						493





Heritage Day visitors exploring the exhibition: *JellyWorld - an ocean full of jellyfish in a world changed by people*, September 2022.



ABSENCES

The emptiness of this room reflects the many absences in the Art Collection of Table Mountain. It was only in 1926 that the first major work by a South African artist (Anton van Wouw's sculpture, *Head of a Zulu*) would enter the Permanent Collection, and as late as 1964 that the Gallery would acquire its first work by a Black South African: Gerard Sekoto's *Street Scene*. Many names of artists from the pre-colonial, colonial and Apartheid eras have been erased, forgotten and neglected and the biases and prejudices of those who formed these collections and acquired works, are still reflected in our holdings, despite many efforts to redress these imbalances in more recent years. This room marks a place for quiet reflection on those erasing works and erasing artists as the viewer moves through the many riches that the Gallery holds.

OKUNGEKHOYO

Ukunqobo kwintlobo lomoya okungekhooyo kwiNgqalabo ezikhululeka ka-table Mountain. Kuba ngowe-1926 kuphela apho umsebenzi wembali omkhulu owayaziqela kwizinto ezintathu Afrika (umfanekiso weNgqalabo kaAnton van Wouw, *Head of a Zulu*) wawugena kwiNgqalabo ezikhululeka. Kuba kwamaphelisi kowe-1964 apho i-Gallery yaya kuthelela umsebenzi wayo wokuqala owayaziqela ngokNobandiso waseManteni Afrika: *Street Scene* kaGerard Sekoto. Amanani amnandi amangata ezintathu ezivakala kugqalabo lobomi bonyakazi abakhojini kuyo inqalabo ezivakala, ngelixa kwiNgqalabo kuyo ukuchithwa kokubizwa kwabo beqiniso: okuqalaba kuyo nokubizwa okungawo kubonakala kuzo zintathu ezintathu ezintathu, ngelixa abo bali linani ezikhululeka okungawo kwintlobo kubo ngelixa yabizwa. Eli gumbi libizwa indawo yalutshi ezintathu ezintathu ezintathu ezintathu kuyo namangata angakhooyo ngelixa ubonakala ukubizwa kobomi bonyakazi kaGerard Sekoto.

AFWESIGHEDE

Die leegheid van hierdie verrek versprei die valafwesigheede in die kunstsamling van Table Mountain. Dit was eers in 1926 dat die eerste groot werk van 'n Suid-Afrikaanse kunstenaar (Anton van Wouw se bustewerk, *Head of a Zulu*) by die Permanente Versameling geveg sou word, en so laat as 1964 dat die Gallery die eerste werk deur 'n swart Suid-Afikaan sou bekom Gerard Sekoto se *Street Scene*. Die name van baie kunstenaars uit die prekoloniale, koloniale en apartheidsere is uitgevee, vergeet en vernaglete, en die voorkeure en vooroordele van diegene wat hierdie versameling gevorm en werke bekom het, word steeds in ons bestaansrefleksie, en spesifiek in hierdie ruimte, om hierdie wêreldse in meer opdragte te sien en te sien. Hierdie ruimte is 'n plek vir stille nadenking oor die afwesige werke en afwesige kunstenaars, terwyl die besoeker deur die groot gait danks beweging van die Gallery loop.

6 | FINANCIAL INFORMATION

FOR THE YEAR ENDED 31 MARCH 2023

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The Mutoko a 7-metre-long rock art replica, created in 1928, recently restored through a collaborative project by Iziko and restored by paper the Centre de Formation de La Reliure du Limousin, a division of MEMORIST, March 2023.

General Information

REGISTERED NAME	Iziko Museums of South Africa
NATURE OF BUSINESS	Cultural Institution
BUSINESS ADDRESS	25 Queen Victoria Street Cape Town South Africa 8000
POSTAL ADDRESS	P O Box 61 Cape Town 8000
TELEPHONE NUMBER	+27 21 481 3800
FAX NUMBER	+27 21 481 3993
CONTROLLING ENTITY	Department of Sport, Arts and Culture Private Bag X897 Pretoria 0001
BANKERS	Standard Bank of South Africa Limited P O Box 61690 Marshalltown 2107
WEBSITE ADDRESS	www.iziko.org.za
EXTERNAL AUDITORS	Auditor-General of South Africa P O Box 446 Pretoria 0001

List of Abbreviations and Acronyms

AFS	Annual financial Statements
AGSA	Auditor-General of South Africa
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CPD	Corporation for Public Deposits
DPWI	Department of Public Works and Infrastructure
DSAC	Department of Sport, Arts and Culture
GRAP	Generally Recognised Accounting Practice
MTEF	Medium Term Expenditure Framework
PFMA	Public Finance Management Act
SARS	the South African Revenue Services
SARB	the South African Reserve Bank
SCM	Supply Chain Management
TR	Treasury Regulations



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

Report on the audit of the financial statements

Qualified opinion

1. I have audited the financial statements of the Iziko Museums of South Africa set out on pages 105 to 153 which comprise the statement of financial position as at 31 March 2023, 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, except for the effects of the matter described in the basis for qualified opinion section of this auditor's report, the financial statements present fairly, in all material respects, the financial position of the Iziko Museums of South Africa as at 31 March 2023, and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Basis for qualified opinion

Heritage Assets

3. I was unable to obtain sufficient appropriate audit evidence that heritage assets for the current and previous year had been properly accounted for, due to the heritage assets registers being incomplete and not agreeing to the amounts disclosed in the annual financial statements, duplications identified in the population and the existence of certain assets could not be confirmed. I was unable to confirm the heritage assets by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to heritage assets stated at R2 536 075 135 (2022: R2 534 691 120) in the financial statements.

Context for opinion

4. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.
5. I am independent of the public 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.
6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

Emphasis of matter

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

Restatement of corresponding figures

8. As disclosed in note 27 to the financial statements, the corresponding figures for 31 March 2022 were restated as a result of an error in the financial statements of the public entity at, and for the year ended 31 March 2023.



Other matters

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

Unaudited disclosure notes

10. In terms of section 55(2) (b) of the PFMA, the public entity is required to disclose various compliance particulars and matters that may be prescribed in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it.

National Treasury Instruction Note No. 4 of 2022-23: PFMA Compliance and Reporting Framework

11. On 23 December 2022, the National Treasury issued Instruction Note 4 of 2022-23, which came into effect on 3 January 2023, in terms of section 76(1)(b), (e) and (f), 2(e) and (4)(a) and (c) of the PFMA. The instruction note deals with the PFMA compliance and reporting framework and addresses, among others, the disclosure of unauthorised expenditure, irregular expenditure and fruitless and wasteful expenditure. Irregular expenditure and fruitless and wasteful expenditure incurred in prior financial years and not yet addressed no longer need to be disclosed in the disclosure notes to the annual financial statements. Only the current year and prior year figures are disclosed in note 29 to the financial statements of Iziko Museums of South Africa. Movements in respect of irregular expenditure and fruitless and wasteful expenditure also no longer need to be disclosed in the notes to the annual financial statements. The disclosure of these movements (e.g. condoned, recoverable, removed, written off, under assessment, under determination and under investigation) is now included as part of the other information in the annual report of the department. I do not express an opinion on the disclosure of irregular expenditure and fruitless and wasteful expenditure in the annual report.

Responsibilities of the accounting authority for the financial statements

12. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the 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.
13. In preparing the financial statements, the accounting authority is responsible for assessing the public 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 public entity or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

14. 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.
15. 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 annual performance report

16. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected material performance indicators presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.
17. I selected the following material performance indicators related to Programme 2: Business Development (Collections) and Programme 3: Audience Development (Public Engagement) presented in the annual performance report for the year ended 31 March 2023. I selected those indicators that measure the public entity's performance on its primary mandated functions and that are of significant national, community or public interest.
- The number of new acquisitions for art and social history collections
 - The number of peer-reviewed publications (including articles or chapters) published
 - The number of other (popular) publications published
 - The number of new exhibitions
 - The number of special museum education programmes presented
 - The number of public programmes presented
 - The number of outreach programmes presented
 - The number of visitors to the museums/ sites
18. I evaluated the reported performance information for the selected material performance indicators against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the public entity's planning and delivery on its mandate and objectives.
19. I performed procedures to test whether:
- the indicators used for planning and reporting on performance can be linked directly to the public entity's mandate and the achievement of its planned objectives
 - the indicators are well defined and verifiable to ensure that they are easy to understand and apply consistently and that I can confirm the methods and processes to be used for measuring achievements
 - the targets linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
 - the indicators and targets reported on in the annual performance report are the same as what was committed to in the approved initial or revised planning documents
 - the reported performance information is presented in the annual performance report in the prescribed manner
 - there is adequate supporting evidence for the achievements reported and for the reasons provided for any over/under achievement of targets.
20. I performed the procedures for the purpose of reporting material findings only.
21. I did not identify any material findings on the reported performance information for the selected material performance indicators.

Other matter

22. I draw attention to the matter below.

Achievement of planned targets

23. The annual performance report includes information on reported achievements against planned targets and provides explanations for over/under achievements.



Report on compliance with legislation

24. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting authority is responsible for the public entity's compliance with legislation.
25. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
26. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the public entity, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
27. The material finding on compliance with the selected legislative requirements, presented per compliance theme, is as follow:

Annual financial statements and annual reports

28. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework and supported by full and proper records, as required by section 55(1) (a) and/or (b) of the PFMA. Material misstatements of cash flow statement, statement of comparison of budget and actual amounts, statement of changes in net assets, prior period errors, related parties, financial instruments and irregular expenditure disclosure items identified by the auditors in the submitted financial statements were corrected and/or the supporting records were provided subsequently, but supporting records that could not be provided resulted in the financial statements receiving a qualified opinion.

Other information in the annual report

29. The accounting authority is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report and those selected material indicators in the scoped-in programmes presented in the annual performance report that have been specifically reported on in this auditor's report.
30. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.
31. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected material indicators in the scoped-in programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
32. 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 on that fact.
33. I have nothing to report in this regard.



Internal control deficiencies

34. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
35. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion and the material findings on compliance with legislation included in this report.
36. Management did not adequately review and agree the heritage asset registers to the annual financial statements.
37. Management did not ensure that heritage asset registers were complete and a true reflection of assets on the various sites of the public entity. The asset counts performed for heritage assets was not adequate as the entity is still experienced repetitive completeness issues.
38. Leadership did not ensure that the staff were adequately trained and in possession of appropriate resources to ensure that the heritage asset registers are complete.
39. Managements implemented detailed audit action plan to address prior year findings on heritage assets were not adequate to prevent repeat findings on completeness.
40. Managements review processes over the preparation of the annual financial statements were deficient resulting in material misstatements in the areas of cash flow statements, related party disclosures and financial instruments.
41. Management incorrectly interpreted and applied the financial reporting framework requirements resulting in material misstatements in the areas of prior period error disclosures, recognition and disclosure of financial liabilities and the statement of comparison of budget and actual amounts.

Other reports

42. I draw attention to the following engagements conducted by various parties. 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.
43. 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. The engagement was completed and covered the period 1 January 2022 to 31 December 2022. The report was issued to the NRF on 30 June 2023.

Auditor - General

CAPE TOWN

31 July 2023



A U D I T O R - G E N E R A L
S O U T H A F R I C A

Auditing to build public confidence



Statement of Financial Position at 31 March 2023

	Notes	2023	2022 Restated
		R	R
ASSETS			
Non-Current Assets		2 566 073 807	2 570 606 737
Property, plant and equipment	2	27 976 736	33 251 561
Intangible assets	3	2 021 936	2 664 056
Heritage assets	4	2 536 075 135	2 534 691 120
Current Assets		162 124 696	154 883 285
Inventories	5	315 619	305 680
Trade and other receivables from non-exchange transactions	6.1	602 250	299 704
Trade and other receivables from exchange transactions	6.2	3 255 780	4 144 158
Investment at fair value	20	-	23 325 705
Cash and cash equivalents	7	157 951 047	126 808 038
TOTAL ASSETS		2 728 198 503	2 725 490 022
LIABILITIES			
Non-Current Liabilities		88 628 125	91 470 638
Post-retirement medical benefit	11	67 334 532	64 596 668
Deferred income - Unspent conditional grants	12.1	228 823	-
Deferred income - Unspent conditional government grants	12.2	21 064 770	26 873 970
Current Liabilities		43 476 924	44 066 490
Trade and other payables from exchange transactions	8.1	3 587 210	7 796 709
Trade and other payables from non-exchange transactions	8.2	4 387 376	4 015 937
Post-retirement medical benefit	11	5 822 020	5 217 309
Short term Employee Benefit obligations	9	4 405 786	4 472 400
Deferred income - Unspent conditional grants	12.1	596 899	734 907
Deferred income - Unspent conditional government grants	12.2	24 677 633	21 829 228
TOTAL LIABILITIES		132 105 049	135 537 128
NET ASSETS		2 596 093 454	2 589 952 894
Retained Earnings/Accumulated Loss		72 535 303	66 406 486
Heritage Asset Valuation Reserve	13	2 523 558 151	2 523 546 408
TOTAL NET ASSETS AND LIABILITIES		2 728 198 503	2 725 490 022



Statement of Financial Performance for the Year Ended 31 March 2023

	Notes	2023 R	Restated 2022 R
REVENUE		181 517 516	171 950 594
Revenue from non-exchange transactions		164 620 088	155 213 276
Government Grant: Subsidy - Department of Sport, Arts and Culture		99 994 000	96 638 000
Government grant: Conditional Grants - Department of Sport, Arts and Culture		8 107 613	7 091 971
Service in Kind Income	14	50 458 413	46 607 529
Sponsorship		5 121 273	4 596 396
Cash and asset donations	15	938 789	279 380
Revenue from exchange transactions		16 897 428	16 737 318
Interest earned - external investments	16	8 928 636	5 676 664
Interest earned - outstanding debtors		21	1 855
Admission fees		5 273 186	2 897 253
Rental income		1 427 490	1 427 490
Fair value gain		12 843	-
Post Retirement Actuarial Gain		-	5 863 759
Other income		1 255 252	870 297
EXPENSES		175 388 699	158 895 518
Employee Related Costs	17	67 591 114	65 091 540
Depreciation and amortisation expenses		11 532 710	6 826 534
Fair value loss		-	14 203
Post Retirement Actuarial Finance Costs		7 568 949	8 243 513
Post Retirement Actuarial Loss		241 777	-
General expenses	18	88 454 149	78 719 728
NET SURPLUS/(DEFICIT) FOR THE YEAR		6 128 817	13 055 076



Statement of Changes in Net Assets for the Year Ended 31 March 2023

	Valuation Reserve	Accumulated Surplus	Total net assets and reserves
	R	R	R
Balance at 1 April 2021 restated	2 513 731 890	53 351 410	2 567 083 300
Surplus/(Deficit) for the year	-	12 874 912	12 874 912
Correction of prior period errors	9 814 518	180 164	9 994 682
Balance at 31 March 2022 restated	2 523 546 408	66 406 486	2 589 952 894
Balance at 1 April 2022	2 523 546 408	66 406 486	2 589 952 894
Valuation of additions to Collections	11 743	-	11 743
Surplus/(Deficit) for the year	-	6 128 817	6 128 817
Balance at 31 March 2023	2 523 558 151	72 535 303	2 596 093 454

Cash Flow Statement for the Year Ended 31 March 2023

	Notes	2023 R	2022 R
Cash flows from operating activities			
Receipts			
Cash receipts from exchange transactions		13 755 484	14 858 717
Cash receipts from non-exchange transactions		104 341 512	95 793 204
Interest income		8 768 392	4 531 499
		126 865 388	115 183 420
Payments			
Employee Costs		(64 315 153)	(61 936 048)
Suppliers		(48 741 215)	(41 086 981)
		(113 056 368)	(103 023 029)
Net cash flows from operating activities	19	13 809 020	12 160 391
Cash flows from investing activities			
Proceeds from investment at fair value		23 446 586	-
Purchase of property, plant and equipment		(5 618 702)	(4 560 863)
Purchases of heritage assets		(493 895)	(125 000)
Net cash flows from investing activities		17 333 989	(4 685 863)
Net increase in cash and cash equivalents		31 143 009	7 474 528
Cash and cash equivalents at beginning of the year		126 808 038	119 333 510
Cash and cash equivalents at end of the year		157 951 047	126 808 038



Statement of Comparison of Budget and Actual Amounts

						2 023 R	
	Notes	Final Approved Budget	Adjustments	Final Approved Budget	Actual Amounts on comparable basis	Variances between Actual and final budget	
						R	%
REVENUE		182 170 132	-	182 170 132	181 517 516	(652 616)	-
Revenue from non-exchange transactions		167 985 232	-	167 985 232	164 620 088	(3 365 144)	-
Government Grant: Subsidy - Department of Sport, Arts & Culture		99 994 000	-	99 994 000	99 994 000	-	-
Government grant: Conditional Grants -Department of Sport, Arts & Culture	24.1	13 395 205	-	13 395 205	8 107 613	(5 287 592)	(39%)
Service in Kind - Property Leases		50 040 844	-	50 040 844	50 458 413	417 569	1%
Sponsorship	24.2	3 586 303	-	3 586 303	5 121 273	1 534 970	43%
Cash and asset donations		968 880	-	968 880	938 789	(30 091)	(3%)
Revenue from exchange transactions		14 184 900	-	14 184 900	16 897 428	2 712 528	-
Interest revenue	24.3	7 364 953	-	7 364 953	8 928 657	1 563 704	21%
Admission fees	24.4	3 727 820	-	3 727 820	5 273 186	1 545 366	41%
Rental income	24.5	1 715 234	-	1 715 234	1 427 490	(287 744)	(17%)
Fair value gain		-	-	-	12 843	12 843	-
Other income		1 376 893	-	1 376 893	1 255 252	(121 641)	(9%)
EXPENSES		182 170 132	-	182 170 132	175 388 699	(6 781 433)	
Employee Related Costs		73 199 238	-	73 199 238	67 591 114	(5 608 124)	(8%)
Depreciation and amortisation expenses	24.6	8 437 457	-	8 437 457	11 532 710	3 095 253	37%
Post Retirement Actuarial Finance Costs	24.7	5 291 906	-	5 291 906	7 568 949	2 277 043	43%
Post Retirement Actuarial Loss		-	-	-	241 777	241 777	-
General expenses		95 241 531	-	95 241 531	88 454 149	(6 787 382)	(7%)
NET SURPLUS FOR THE YEAR		-	-	-	6 128 817	6 128 817	-



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. Items of revenue and expenditure are classified based on their nature, not their function.

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 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 Materiality

Material omissions or misstatements of items are material if they could, individually or collectively, influence the decisions or assessments of users made on the basis of the financial statements. Materiality depends on the nature or size of the omission or misstatement judged in the surrounding circumstances. The nature or size of the information item, or a combination of both, could be the determining factor.

Assessing whether an omission or misstatement could influence decisions of users, and so be material, requires consideration of the characteristics of those users. The Framework for the Preparation and Presentation of Financial Statements states that users are assumed to have a reasonable knowledge of government, its activities, accounting and a willingness to study the information with reasonable diligence. Therefore, the assessment takes into account how users with such attributes could reasonably be expected to be influenced in making and evaluating decisions.

1.4 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 assesses whether there is any indication that Iziko's expectations about the useful life of an asset have changed since the preceding reporting date. If any such indication exists, Iziko 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 non-cash generating assets

Assets are held by Iziko with the objective of using them for service delivery purposes, rather than for a commercial return.

Iziko 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.

1.5 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.

1.6 Cash and cash equivalents

Cash and cash equivalents are recognised in the statement of financial position at cost. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held on call with banks and the Corporation for Public Deposits at the South African Reserve Bank.

1.7 Financial instruments

Iziko 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 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 recognises a financial asset or a financial liability in its statement of financial position when Iziko 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 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 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 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.

1.8 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	2-20 years
Vehicles	2-25 years
Equipment	2-25 years
Computers	2-25 years
Fibre optic network	2-30 years
Leasehold improvement	2-30 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 extended.

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.

1.9 Intangible Assets

An intangible asset is identifiable by Iziko 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 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 initially recognises intangible assets at cost.

Where an intangible asset is acquired at no nominal cost, cost Iziko 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 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 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 Intangible assets 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.

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

COMPUTER SOFTWARE	2-15 years
PLANETARIUM LICENSES	2-50 years

1.10 Heritage Assets

Recognition

Iziko recognises a heritage asset as an asset if:

- ◆ It is probable that future economic benefits or service potential associated with the asset will flow to Iziko; and
- ◆ The cost or fair value of the asset can be reliably measured
- ◆ 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 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 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 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. 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 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 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 maintains loan registers in all its collections under long and short terms loan agreements. Loan materials may also be deposited at Iziko by institutions for which the entity may have legal or statutory obligations related to these loan materials. In instances where loan agreements do not exist, loans are not recognised as heritage assets unless ownership has been established.

Subsequent Measurement

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

Impairment

At each reporting date, Iziko assesses whether there are indications of impairment. If any such indications exist, Iziko 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.

1.11 Leases

Operating Leases – Lessor

Rental income from operating leases is 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.



1.12 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 as detailed in note 17.

Short-term employee benefits include:

- ◆ wages, salaries and social security contributions;
- ◆ short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service;
- ◆ bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service; and When an employee has rendered service to the entity during a reporting period, the entity recognises the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:
- ◆ as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, the entity recognises that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- ◆ as an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset. 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 entity measures the expected cost of accumulating compensated absences as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

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 the balance
- ◆ An employee who joined Iziko from 1 October 2004 would, after retirement, pay 100% of the total healthcare contribution



Valuation of these obligations is carried out by independent, qualified actuaries. Key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date are used for the post-retirement medical liability, as per the actuarial valuation disclosed (See note 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.

1.13 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.

1.14 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's strategic objectives of allowing access and enhancing the museum experience to the broader community, Iziko offers free entry to all its museums to members of the public on certain holidays and on certain commemorative days. In addition, concessionary rates are granted to learners, school groups and pensioners, as well as waiving venue hire fees for not-for-profit organisations where appropriate. The value of concessions granted is not recognised nor disclosed in the AFS.

1.15 Revenue from Non-exchange Transactions

Non-exchange transactions are transactions where the entity received revenue from another entity without giving approximately equal value in exchange.

Revenue from non-exchange transactions consist of government grants, conditional government grants, public donations, sponsorships and service in kind income and are measured at fair value.

Government grants without any conditions attached and donations received, or receivable are recognised when the resources that have been transferred meet the criteria for recognition as an asset and there is not a corresponding liability in respect of related conditions. Where donations are received in the form of property, plant and equipment, they are recognised when the risks or rewards of ownership have transferred to the entity.

Revenue from sponsorships and conditional government grants is recognised when all conditions associated with the contribution have been met or, where the contribution is to finance property, plant and equipment, when such items of property, plant and equipment qualifies for recognition and first becomes available for use by the entity. Where the entity has not met the related conditions that would entitle it to the revenue, a liability is recognised.

Services in-kind

Services in kind are recognised at its fair value when it is significant to the operations and/or service delivery objectives and when it is probable that the future economic benefits or service potential will flow to the entity and the fair value of the assets can be measured reliably. If the services in-kind are not significant to the operations and/or service delivery objectives and/or do not satisfy the criteria for recognition, only the nature and type of services in-kind received during the reporting period is disclosed.



1.16 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 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.

1.17 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.

1.18 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.

1.19 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 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 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 shall adjust the comparative information to apply the new accounting policy prospectively from the earliest date practicable.

1.20 Events after reporting date

Iziko 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 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

1.21 Related Parties

A related party is a person or an entity with the ability to control the Entity either individually or jointly, or with the ability to exercise significant influence over the Entity, or vice versa.

All individuals from the level of Senior Management at Iziko are responsible for planning, directing and controlling the activities of the entity, including those charged with the governance in accordance with legislation, in instances where they are required to perform such functions, and are therefore related parties. Close members of the family of these persons are those family members who may be expected to influence or be influenced by them persons in their dealings with Iziko and are also considered to be related parties.

Iziko is exempt from all the disclosure requirements in relation to related party transactions if that transaction occurs within:

- (a) normal supplier and/or client/recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect the entity to have adopted if dealing with that individual entity or person in the same circumstances; and
- (b) terms and conditions within the normal operating parameters established by that reporting entity's legal mandate.

Narrative information about the nature of the transactions and any outstanding balances are disclosed in relation to these exempt related party transactions.

Related party transactions are disclosed in note 22.

1.22 New Standards and interpretations

Entities are required to apply the Standards of GRAP where the Minister has determined the effective date. The accounting policies are consistent with the previous year. Standard of GRAP approved by the Accounting Standards Board and applicable to The Playhouse Company.



The AFS were prepared using Standards of GRAP consistent with the previous year. No new mandatory Standards of GRAP became effective during the year under review.

The following standards become effective on 1 April 2023 and 1 April 2025 respectively and the effects of these changes on the Annual Financial Statement are indicated as follows:

STANDARDS/ INTERPRETATIONS	EFFECTIVE DATE	EARLY ADOPTION	EXPECTED IMPACT
Amendments to GRAP 1 on Presentation of Financial Statements (2019)	1 April 2023	No	Review of aggregation and grouping of information in the financial statements and notes to allow for appropriate classification of material items and understandability of the AFS and also a review of appropriateness of accounting policies for material items.
iGRAP 7 (as revised): The limits on a Defined Benefit Asset, minimum funding requirements and their interactions	1 April 2023	No	Review and disclose the minimum funding requirements of the postemployment benefit promise made to members of an employee benefit plan, which may limit the ability of the entity to reduce future contributions of post-employment or other long-term defined benefit plans.
iGRAP 21: The effect of Past Decisions on Materiality	1 April 2023	No	Reassessment of the implications of adopting accounting policies for material items based on Standards of GRAP as well as applying alternative accounting treatments for immaterial items.
GRAP 25 (as revised): Employee Benefits	1 April 2023	No	Inclusion of combined "service cost", "net interest expense/revenue", remeasurements of actuarial gains and losses for defined contribution and defined benefit plans. Disclosure of all employee benefits other than short-term, post-employment and termination benefits in. Include the "net defined benefit asset/liability".
GRAP 104 (as revised): Financial instruments	1 April 2025	No	Impact on the way in which financial instruments are classified, how amortised cost is determined, how and when financial assets are assessed for impairment. New disclosures on credit risk management practices, evaluation of credit losses on financial performance and position, and credit risk exposure. Offsetting financial assets and financial liabilities



Notes to the Annual Financial Statements

2. Property, Plant and Equipment

							2023 R
	Furniture	Vehicles	Equipment	Computers	Fibre Optic Network	Leasehold Improvement	TOTAL
Gross carrying amount the beginning of year	18 379 063	1 183 605	45 710 392	24 104 827	4 990 320	7 920 707	102 288 914
Accumulated depreciation at beginning of year	(12 469 359)	(572 207)	(32 773 674)	(16 030 146)	(2 931 813)	(4 260 154)	(69 037 353)
Net carrying amount the beginning of year - restated	5 909 704	611 398	12 936 718	8 074 681	2 058 507	3 660 553	33 251 561
Movement during the year							-
Acquisitions	116 402	-	2 666 058	1 505 923	-	1 330 319	5 618 702
Disposals	(112 043)	-	(873 519)	(1 283 487)	-	(367 923)	(2 636 972)
Accumulated depreciation on disposal	111 873	-	871 025	1 283 256	-	367 914	2 634 068
Depreciation expense for the year	(2 140 624)	(118 013)	(5 203 003)	(2 472 735)	(249 516)	(706 732)	(10 890 623)
Net carrying amount at end of year	3 885 312	493 385	10 397 279	7 107 638	1 808 991	4 284 131	27 976 736
Gross carrying amount the end the of year	18 383 422	1 183 605	47 502 931	24 327 263	4 990 320	8 883 103	105 270 644
Accumulated depreciation at end of the year	(14 498 110)	(690 220)	(37 105 652)	(17 219 625)	(3 181 329)	(4 598 972)	(77 293 908)



							2022 R
	Furniture	Vehicles	Equipment	Computers	Fibre Optic Network	Leasehold Improvement	TOTAL
Gross carrying amount the beginning of year	18 471 773	1 013 121	44 997 862	22 459 647	4 990 320	6 818 745	98 751 468
Accumulated depreciation at beginning of year	(11 561 239)	(554 566)	(30 693 137)	(14 108 651)	(2 682 297)	(3 830 523)	(63 430 413)
Net carrying amount the beginning of year - restated	6 910 534	458 555	14 304 725	8 350 996	2 308 023	2 988 222	35 321 055
Movement during the year							
Acquisitions	21 791	170 484	1 327 551	1 939 076		1 101 962	4 560 864
Disposals	(114 501)		(615 021)	(293 896)			(1 023 417)
Accumulated depreciation on disposal	114 395		611 200	270 634			996 229
Depreciation expense for the year	(1 022 515)	(17 641)	(2 691 737)	(2 192 129)	(249 516)	(429 631)	(6 603 169)
Net carrying amount at end of year	5 909 704	611 398	12 936 718	8 074 681	2 058 507	3 660 553	33 251 561
Gross carrying amount the end the of year	18 379 063	1 183 605	45 710 392	24 104 827	4 990 320	7 920 707	102 288 914
Accumulated depreciation at end of the year	(12 469 359)	(572 207)	(32 773 674)	(16 030 146)	(2 931 813)	(4 260 154)	(69 037 353)

- ◆ During the year under review, Nil (2022: 1 439) 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 R96 611 (2022: R33 775)



3. Intangible Assets

Intangible assets comprise of Computer Software and Planetarium Licences

	2023 R		
	Computer Software	Planetarium Licences	TOTAL
Net carrying amount at beginning of year	1 094 127	1 569 929	2 664 056
Gross carrying amount at beginning of year	3 278 822	2 536 418	5 815 240
Accumulated Amortisation at beginning of year	(2 184 695)	(966 489)	(3 151 184)
Disposals	(95 485)	-	(95 485)
Accumulated Amortisation on Disposals	95 452	-	95 452
Amortisation expense for the year	(569 538)	(72 549)	(642 087)
Net carrying amount at end of year	524 556	1 497 380	2 021 936
Gross carrying amount at end of year	3 183 337	2 536 418	5 719 755
Accumulated Amortisation at end of year	(2 658 781)	(1 039 038)	(3 697 819)

	2022 R		
	Computer Software	Planetarium Licences	TOTAL
Net carrying amount at beginning of year	1 209 347	1 678 083	2 887 430
Gross carrying amount at beginning of year	3 297 239	2 536 418	5 833 657
Accumulated Amortisation at beginning of year	(2 087 892)	(858 335)	(2 946 227)
Disposals	(18 417)	-	(18 417)
Accumulated Amortisation on Disposals	18 409	-	18 409
Amortisation expense for the year	(115 212)	(108 154)	(223 366)
Net carrying amount at end of year	1 094 127	1 569 929	2 664 056
Gross carrying amount at end of year	3 278 822	2 536 418	5 815 240
Accumulated Amortisation at end of year	(2 184 695)	(966 489)	(3 151 184)

- ◆ During the year under review, Nil (2022: 32) intangible assets valued at R1 and below as well as fully depreciated assets were still in use by the entity
- ◆ No restrictions on title for intangible assets have been pledged as securities for liabilities



4. Heritage Assets

					2023 R
	Natural History Collections	Social History Collections	Art Collections	Libraries	Total
Gross carrying amount the beginning of year	25 748 247	379 975 266	2 092 155 268	36 825 989	2 534 704 770
Accumulated Impairment at beginning of the year	-	-	-	(13 650)	(13 650)
Net carrying amount the beginning of year - restated	25 748 247	379 975 266	2 092 155 268	36 812 339	2 534 691 120
Additions	11 743	-	482 152	-	493 895
Additions - Donations	-	70 120	820 000	-	890 120
Net carrying amount at end of year	25 759 990	380 045 386	2 093 457 420	36 812 339	2 536 075 135
Gross carrying amount the end the of year	25 759 990	380 045 386	2 093 457 420	36 825 989	2 536 088 785
Accumulated Impairment at end of the year	-	-	-	(13 650)	(13 650)

					Restated 2022 R
	Natural History Collections	Social History Collections	Art Collections	Libraries	Total
Gross carrying amount the beginning of year	25 748 247	379 851 102	2 091 976 234	36 825 989	2 534 401 572
Accumulated Impairment at beginning of the year	-	-	-	(13 650)	(13 650)
Net carrying amount the beginning of year - restated	25 748 247	379 851 102	2 091 976 234	36 812 339	2 534 387 922
Additions - Purchases	-	25 000	100 000	-	125 000
Additions - Donations	-	99 164	79 034	-	178 198
Net carrying amount at end of year	25 748 247	379 975 266	2 092 155 268	36 812 339	2 534 691 120
Gross carrying amount the end the of year	25 748 247	379 975 266	2 092 155 268	36 825 989	2 534 704 770
Accumulated Impairment at end of the year	-	-	-	(13 650)	(13 650)

- ◆ Iziko is restricted from selling or otherwise alienating heritage assets placed under its care and management, unless approval is granted by the Minister of Sport, Arts and Culture
- ◆ No Heritage assets are pledged as securities for liabilities



Natural History Collections

There are 749 034 (2022: 723 220) catalogued objects and specimens in the Natural History collection of which 11 558 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 currently has within its Social History Collection 7 995 objects that could not be valued for the following reasons:

1. 78 objects included Antiquities for which the service potential could not be assessed due to additional research being required to their origin and dating
2. 6 828 items of Archaeological Material could not be valued because the material consists of fragmented materials as well as objects which are held primarily for their research significance.
3. 1 083 objects have no commercial value because they are fragmented, broken or unassembled or 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.

Art Collections

Iziko currently has 117 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 286 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 objects, 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 R105 990 (2022: R37 630) was spent on Repairs and Maintenance to heritage assets during the year in review. In terms of Iziko'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

	2023 R			
	Opening Balance	Purchases	Expensed	Closing Balance
Cleaning Materials	31 759	229 957	(230 798)	30 918
Stationery	3 185	218 720	(214 097)	7 808
Uniforms	14 214	49 472	(53 147)	10 539
Lighting Consumables	32 072	-	(3 079)	28 993
Promotional Material	224 450	22 828	(9 917)	237 361
	305 680	520 977	(511 038)	315 619

	2022 R			
	Opening Balance	Purchases	Expensed	Closing Balance
Cleaning Materials	29 327	185 343	(182 911)	31 759
Stationery	2 654	285 512	(284 981)	3 185
Uniforms	134 506	4 349	(124 641)	14 214
Lighting Consumables	32 525	-	(453)	32 072
Promotional Material	235 375	65 504	(76 429)	224 450
	434 387	540 708	(669 415)	305 680

6. Trade and Other Receivables

	2023 R	Restated 2022 R
6.1 Receivables from non-exchange transactions		
Gross carrying amount	602 250	299 704
Allowance for Doubtful Debts	-	-
	602 250	299 704
6.2 Receivables from exchange transactions		
Gross carrying amount	8 742 752	8 816 053
Allowance for Doubtful Debts	(5 486 972)	(4 671 896)
	3 255 780	4 144 158
	3 858 030	4 443 862

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's 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 Not Impaired

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

	2023 R	2022 R
Trade Receivables not Past Due		
Current	1 192 757	991 723

Trade Receivables Past Due But Not Impaired

	2023 R	2022 R
1 month past due	31 551	31 174
2 months past due	183 345	129 889
3 months past due	2 450 377	3 291 076
	2 665 273	3 452 139
Total Trade Receivables Not Impaired	3 858 030	4 443 861

Reconciliation of the allowance for doubtful debts

	2023 R	2022 R
Opening Balance	4 671 896	4 313 855
Allowance recovered	(19 512)	-
Allowance raised	834 588	358 041
Closing Balance	5 486 972	4 671 896

No debtors are pledged as collateral or security



7. Cash and Cash Equivalents

	Credit rating	2023 R	2022 R
Investec - Private Money Fund	F1+ (zaf)	-	31 655 973
Standard bank - Call Deposit	F1+(zaf)	-	76 399 626
Standard Bank - Current account	F1+(zaf)	8 255 772	18 713 589
South African Reserve Bank -CPD Call Account		94 943 238	-
South African Reserve Bank -CPD Infrastructure Call Account		54 680 307	-
Cash on hand		71 730	38 850
		157 951 047	126 808 038

Treasury Regulation 31.3.3 requires that all Schedule 3A entities invest their surplus funds with the Corporation for Public Deposits (CPD at the SARB), unless exempted. During the current year cash surpluses were transferred to CPD accounts as notice and fixed deposit accounts previously held, matured.

8. Trade and Other Payables

8.1 Payables from Exchange Transactions Restated

	2023 R	2022 R
Rent deposits	271 146	253 407
Trade creditors and accruals	3 316 064	7 543 302
	3 587 210	7 796 709

8.2 Payables from Non-exchange Transactions

	2023 R	2022 R
Grant Deposit	4 000 000	4 000 000
Other Payables	387 376	15 937
	4 387 376	4 015 937

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

	2023 R	2022 R
Staff Accumulated leave liability	2 907 662	2 843 830
Staff Annual bonuses liability	1 498 124	1 628 570
	4 405 786	4 472 400

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

Iziko is a participating employer in the Museums Pension Fund, which is registered in terms of the Pension Funds Act (registration number 12/8/31697) and tax approved in terms of the Income Tax Act

The Museums Pension Fund has two benefit structures, i.e., a defined benefit and a defined contribution section. All new employees joining the Museums Pension Fund on or after 1 April, fall under the defined contribution section.

Defined Benefit

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

Under the defined benefit section of the Fund, Iziko, as employer carries the investment risk, which means that if the contributions and investment growth are not enough to provide the benefits, Iziko is required to pay additional contributions to the Fund to ensure that the benefits stipulated in the Rules can be provided.

The results of the statutory valuation as at 1 April 2021 reveal that no shortfall exists in respect of accrued liabilities.

Defined Contribution

The defined contribution section of the Fund is fully funded, as the liability of the Fund is limited to the total of the member's and employer's monthly contributions received, less the administrative and service costs of the Fund, plus or minus actual investment returns over the years of membership. An annual statement reflecting the value of the member's investment is provided in an individual benefit statement and members carry the investment risk.

11. Post -retirement Medical Benefit

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

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

The latest full valuation of Iziko's liability in respect of post -retirement medical benefits for the financial year end was performed on 31 March 2023 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-four (64) retirees and twenty-two (22) employees participating as at 31 March 2023 and the liability and future increases are charged to income.



	2023 R	2022 R
Balance at beginning of year	69 813 977	71 112 213
Increase/(Decrease) in liability	3 342 575	(1 298 236)
Balance at end of year	73 156 552	69 813 977
Post-retirement medical benefit (Non-current liability)	67 334 532	64 596 668
Post-retirement medical benefit (Current liability)	5 822 020	5 217 309
	73 156 552	69 813 977

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

	2023 R	2022 R	2021 R	2020 R	2019 R
Opening balance	69 813 977	71 112 213	66 520 371	68 670 740	71 733 752
Current service cost	725 484	790 172	775 696	917 734	1 057 419
Post Retirement Actuarial Finance Costs	7 568 949	8 243 513	7 800 819	6 961 288	6 324 520
Actuarial loss/(gain)	241 777	(5 863 759)	892 608	(5 641 094)	(6 464 919)
Expected employer benefit payments	(5 193 635)	(4 468 162)	(4 877 281)	(4 388 296)	(3 980 032)
	73 156 552	69 813 977	71 112 213	66 520 372	68 670 740

Actuarial Loss

An actuarial loss of R241 777 (2022 actuarial gain of R5 893 759) has arisen over the past year due to the following reasons:

- ◆ Changes made to the assumptions, specifically the increase in the net discount rate from 2.3% to 2.7% per annum resulted in an actuarial gain of R2 654 065. (See Section 6 for more details.)
- ◆ Medical scheme contributions for 2023, and hence the subsidies payable by the employer, inclusive of benefit option changes, increased on average by 11.0% compared to the 8.7% that was assumed in the previous valuation. This resulted in an actuarial loss of R1 661 263.
- ◆ The difference between actual demographic experience (resignation, retirement, mortality, etc.) and that assumed in the previous valuation gave rise to an actuarial loss of R1 259 578. This most significant change was the addition of two new members (see Section 3.1.3 for details).
- ◆ The actual subsidy payments were lower than the disbursements projected at the previous valuation and this, together with the impact on the calculated Interest Cost, resulted in an actuarial gain of R24 999.

Total Expense Recognised in the Statement of Financial Performance

	2023 R	2022 R
Service costs	725 484	790 172
Post Retirement Actuarial Finance Costs	7 568 949	8 243 513
Actuarial loss/(gain)	241 777	(5 863 759)
	8 536 210	3 169 926



Key Assumptions Used

The changes from the previous valuation include:

- ◆ An increase in the discount rate from 11.2% to 11.3% per annum.
- ◆ A decrease in the long-term medical cost inflation assumption from 8.7% to 8.4% per annum.
- ◆ The two changes above result in an increase in the net discount rate from 2.3% to 2.7% per annum.

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

Economic assumptions

For this valuation a discount rate of 11.3% per annum was used. This yield is derived from the JSE zero bond curve (as at 31 March 2023), applied to the projected cash flows from the previous valuation, which results in a duration of 9.1 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 6.4% per annum. It has been assumed that healthcare cost inflation will be 2.0% higher than CPI inflation.

The healthcare cost inflation rate used in the valuation are therefore assumed to be 8.4% per annum

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. The impact of a 1.0% and 0.5% increase and decrease in the medical inflation rate is illustrated in the tables below:

Sensitivity Analysis - F2023 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 2022	69 813 977	69 813 977	69 813 977	69 813 977	69 813 977
Service Cost	725 484	725 484	725 484	725 484	725 484
Interest Cost	7 568 949	7 568 949	7 568 949	7 568 949	7 568 949
Disbursements	(5 193 635)	(5 193 635)	(5 193 635)	(5 193 635)	(5 193 635)
Actuarial (gain)/loss	241 777	7 175 470	3 585 137	(5 786 747)	(2 875 813)
Liability as at 31 March 2023	73 156 552	80 090 245	76 499 912	67 128 028	70 038 962



Sensitivity Analysis - F2024 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 2023	73 156 552	80 090 245	76 499 912	67 128 028	70 038 961
Service Cost	648 678	748 386	696 256	565 400	605 195
Interest Cost	7 974 397	8 762 715	8 354 473	7 289 290	7 620 063
Disbursements	(5 822 020)	(5 836 575)	(5 829 298)	(5 807 465)	(5 814 743)
Liability as at 31 March 2024	75 957 607	83 764 771	79 721 343	69 175 253	72 449 476

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

	2023 R					
	To be utilised					
Unspent Conditional Grants	Opening balance	Receipts	Expense	Closing balance	Within one year	Within year 2 and thereafter
Research and Exhibitions	490 492	2 165 259	(2 159 360)	496 391	486 991	9 400
Collections and Digitization	244 415	385 000	(300 084)	329 331	109 908	219 423
Education	-	94 999	(94 999)	-	-	-
Total	734 907	2 645 258	(2 554 443)	825 722	596 899	228 823

	2022 R					
	To be utilised					
Unspent Conditional Grants	Opening balance	Receipts	Expense	Closing balance	Within one year	Within year 2 and thereafter
Research and Exhibitions	1 324 035	1 993 226	(2 826 769)	490 492	490 492	-
Collections and Digitization	76 771	220 000	(52 356)	244 415	244 415	-
Total	1 400 806	2 213 226	2 879 125	734 907	734 907	-



12.2 Deferred Income - Unspent Conditional Government Grants

					2023 R	
Project	Opening Balance	Receipts	Expenses	Closing balance	To be utilised within one year	To be utilised in Year 2 and thereafter
Maintenance & Conservation	1 009 853	-	(603 524)	406 329	406 329	-
Painting and Renovation of Facilities	141 970	-	(141 970)	-	-	-
Halon Gas & Fire Suppression System	7 302 775	-	(31 772)	7 271 003	7 271 003	-
Old Townhouse Repairs	4 391 860	-	(2 360 947)	2 030 913	1 015 457	1 015 456
Planetarium Upgrade	4 636 690	-	(284 582)	4 352 108	1 800 000	2 552 108
GRAP 103 Implementation Project	10 056 515	-	(3 078 582)	6 977 933	4 814 774	2 163 159
Courtyard	3 718 714	-	(142 128)	3 576 586	1 877 635	1 698 951
Emergency Fire Escape	4 491 250	-	(52 296)	4 438 954	1 331 686	3 107 268
Maintenance & Conservation 2020	12 953 571	-	(1 411 811)	11 541 760	4 616 704	6 925 056
DSAC Maintenance & Conservation 22-23	-	5 146 817	-	5 146 817	1 544 045	3 602 772
Total	48 703 198	5 146 817	(8 107 612)	45 742 403	24 677 633	21 064 770

					2022 R	
Project	Opening Balance	Receipts	Expenses	Closing balance	To be utilised within one year	To be utilised in Year 2 and thereafter
Maintenance & Conservation	1 559 024	-	(549 171)	1 009 853	504 926	504 926
Painting and Renovation of Facilities	1 506 764	-	(1 364 794)	141 969	141 969	-
Climate Control	370 017	-	(370 017)	-	-	-
Halon Gas & Fire Suppression System	7 417 775	-	(115 000)	7 302 775	6 572 498	7 302 775
Old Townhouse Repairs	4 394 882	-	(3 022)	4 391 860	3 952 674	4 391 860
Planetarium Upgrade	4 926 247	-	(289 557)	4 636 690	895 528	3 741 162
GRAP 103 Implementation Project	12 641 237	-	(2 584 722)	10 056 515	2 892 375	7 164 140
Courtyard	4 409 224	-	(690 510)	3 718 714	1 635 812	2 082 902
Emergency Fire Escape	4 520 000	-	(28 751)	4 491 250	1 347 375	3 143 876
Maintenance & Conservation 2020	14 050 000	-	(1 096 429)	12 953 571	3 886 071	9 067 501
Total	55 795 169	-	(7 091 972)	48 703 198	21 829 228	26 873 970



Summary

	2023 R	2022 R
Deferred income - Unspent conditional grants: Non-current liability	228 823	-
Deferred income - Unspent conditional grants: Current liability	596 899	734 907
Deferred income - Unspent conditional government grants: Non-current liability	21 064 770	26 873 970
Deferred income - Unspent conditional government grants: Current liability	24 677 633	21 829 228
Total	46 568 125	49 381 105

13. Heritage Asset Valuation Reserve

	2023 R	Restated 2022 R
Opening balances	2 523 546 408	2 513 731 890
Correction of prior period errors	-	9 814 518
Additions to Collections	11 743	-
Closing balance	2 523 558 151	2 523 546 408

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

	Note	2023 R	2022 R
Use of Premises	14.1	44 691 318	41 312 822
User recovery Costs	14.2	5 607 095	5 294 707
Use of Busses for learner transport	14.3	160 000	-
		50 458 413	46 607 529

14.1 Eleven sites occupied by Iziko are owned by the Department of Public Works and Infrastructure (DPWI) at no cost during the year. In addition, spaces at one of the Iziko sites at Groot Constantia Estate, Groot Constantia are occupied free of charge by Iziko. 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 amounting to R44 691 318 (2022: R41 312 822) in the Statement of Financial Performance.

14.2 The Department of Sport, Arts and Culture made payments to the Property Management and Trading Entity (PMTE) of the DPWI on behalf of Iziko for user recovery costs comprising municipal property rates, maintenance costs, contributions to a refurbishment reserve and property management fees in the amount of R5 607 095 (2022: R5 294 707).

14.3 An award to the value of R160 000 was made to Iziko by the HCI Foundation which provides free transport for learners to Iziko sites in its community service programme.



15. Cash and asset donations

	2023 R	2022 R
Cash Donations from the public	48 669	101 181
Heritage Asset donations	890 120	178 199
Total Donations	938 789	279 380

16. Interest earned - external investments

	2023 R	2022 R
Interest Received	8 876 409	5 472 086
Interest Accrued	52 227	204 578
Total Interest Earned	8 928 636	5 676 664

17. Employee related costs

	2023 R	Restated 2022 R
Basic salaries	47 278 275	48 301 581
Overtime	1 575 128	1 254 406
Annual Bonus payments	3 538 651	3 604 366
Allowances	3 682 862	1 695 986
Pension fund payments	7 232 938	7 658 439
Unemployment Insurance Fund	321 550	329 715
Medical aid	2 115 627	2 336 289
Pensioners Medical aid Service costs	725 484	790 172
Housing Allowances	216 097	259 190
Workmen's Compensation Fund	94 141	97 313
Compensation Payment - CCMA Award	109 456	-
Leave pay provision	549 238	(1 289 294)
Staff Travel and Subsistence Claims	151 667	53 377
	67 591 114	65 091 540



18. General expenses

	2023 R	Restated 2022 R
Advertising, Marketing and Communications	833 522	820 900
Audit fees - external	2 680 323	2 786 720
Audit fees - internal	37 996	120 631
Bank Charges	210 721	146 775
Cleaning and hygiene	316 881	267 691
Conferences	87 067	10 939
Council and Audit Committee Honoraria	579 598	547 385
General expenses - other	13 013 844	9 045 081
Information and Technology	2 467 826	1 882 388
Insurance	1 370 231	228 493
Legal fees	475 784	240 434
Loss on Disposal of fixed assets	2 940	27 895
Motor Vehicle expenses	835 888	308 164
Municipal services and Property Management	14 121 268	14 159 321
Operating Leases	1 262 773	1 074 435
Printing and Stationery	597 167	658 497
Repairs and maintenance - Buildings and facilities	731 195	240 178
Repairs and maintenance - Equipment	98 145	71 025
Security	2 463 132	2 524 085
Site leasing Costs	44 691 318	42 470 494
Staff training and development	398 367	524 875
Subsistence and Travel	757 773	178 968
Telephone	420 390	384 354
	88 454 149	78 719 728



19. Cash Generated in Operations

	2023 R	Restated 2022 R
Net surplus/(deficit) for the year	6 128 817	13 055 076
Adjustments for non-cash items:		
Donated Heritage Assets	(890 120)	(178 199)
Depreciation on property, plant & equipment	10 890 623	6 603 169
Amortisation on intangible assets	642 087	223 366
Provision for impairment of accounts receivable	834 588	358 042
Provision: Post-retirement medical benefit	3 342 575	(1 298 236)
Fair value loss/(gain)	(12 843)	14 203
(Profit)/loss on disposal of assets	2 936	27 895
Operating deficit before working capital changes	20 938 663	18 805 316
Working capital changes	(7 129 643)	(6 644 925)
Decrease in investments	(96 295)	(942 438)
(Increase)/decrease in trade and other receivables	(248 758)	3 484 858
(Increase)/decrease in inventories	(9 939)	128 707
Increase/(decrease) in deferred income	90 816	(665 897)
Decrease in government grant	(2 960 796)	(7 091 971)
Decrease in Employee benefits obligations	(66 613)	(1 410 032)
Decrease in trade and other payables	(3 838 058)	(148 152)
Cash generated in operations	13 809 020	12 160 391

20. 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 GRAP 104 45 the financial assets and liabilities of Iziko are classified as follows:

Financial Assets carried at amortised cost

	2023 R	Restated 2022 R
Cash and cash equivalents	157 951 047	126 808 038
Trade and other receivables (excluding prepayments)	1 374 002	1 607 068
Total	159 325 049	128 415 106



Financial Assets carried at fair value

	2023 R	2022 R
Investments - Stanlib - Enhanced Yield Fund (Cash Plus Fund)	-	23 325 705

The Stanlib Enhanced Yield Fund (Cash Plus Fund) is a product which, whilst it falls under the Unit Trust Act, has a fixed base price and earns interest on a monthly basis in the same way that the money market call account provides interest. It is a collective investment scheme in which the value of participatory interests may fluctuate. Participatory interest prices are calculated on a net asset value basis, which is the total value of all assets in the portfolio, including any income accrual, and less any permissible deductions, divided by the number of participatory interests in issue. During the year under review, a fair value gain of R12 843 (2022: loss of R14 203) was generated from the investment. The fair value of the Stanlib Enhanced Yield Fund is based on quoted market prices (unadjusted) in active markets for identical instruments.

During the current financial year funds from the investment account were transferred to a call account at the CPD.

No financial assets have been pledged as collateral for liabilities or contingent liabilities.

Treasury Regulation 31.3.3 requires that all Schedule 3A entities invest their surplus funds with the Corporation for Public Deposits (CPD at the SARB), unless exempted. In this regard, National Treasury opened a portfolio of accounts for public entities at the CPD to assist in mitigating the credit risk to which they become exposed to when investing funds with commercial financial institutions. The surplus cash in the portfolio becomes available to the national government as bridging finance when required.

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

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

	2023 R	Restated 2022 R
Unspent Conditional Grants	825 722	734 907
Unspent Conditional Government Grants	45 742 403	48 703 198
Trade payables	1 199 367	813 663
Other payables (excluding payables and constructive obligations that do not arise from contracts)	8 125 202	12 492 944
	55 892 694	62 744 712

	2023 R	
Maturity Analysis	Less than 12 months	Over 12 Months
Unspent Conditional Grants	596 899	228 823
Unspent Conditional Government Grants	24 677 633	21 064 770
Trade payables	1 199 367	-
Other payables	8 125 202	-
	34 599 101	21 293 593

	Restated 2022 R	
Maturity Analysis	Less than 12 months	Over 12 Months
Unspent Conditional Grants	734 907	-
Unspent Conditional Government Grants	21 829 228	26 873 970
Trade payables	813 663	-
Other payables	12 492 944	-
	35 870 742	26 73 970

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 lingering effects of the COVID-19 pandemic and its impact on financial markets is concerning, especially the decline in global equity markets and the economy in general. Although Iziko is not exposed to foreign exchange rates, the situation has introduced significant uncertainty and volatility into markets and the economy.

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

	2023 R	2022 R
Interest Earned - External Investments	8 928 636	5 676 664
Interest rate	6%	4%
Effect of change in interest rate by 1%	1 579 510	1 501 337

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.

21. Operating Leases

Iziko 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 427 490 (2022: R1 470 711).

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:

	2023 R	2022 R
Up to 1 year	713 745	1 427 490
2 to 5 years	-	713 745
	713 745	2 141 235



The following restrictions have, *inter alia*, been imposed by Iziko 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 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.

Amounts Payable under Operating Leases amounted to R1 262 773 (2022: R1 074 435).

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

	2023 R	2022 R
Up to 1 year	566 134	523 607
2 to 5 years	1 704 390	1 406 680
	2 270 524	1 930 287

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

22. Related Parties

22.1 Department of Sport, Arts and Culture

Iziko Museums of South Africa has been established by the Department of Sport, Arts and Culture in terms of national legislation. The Minister of the Department of Sport, Arts and Culture, as the executive authority of Iziko and all entities under the control of the Minister of Sport, Arts and Culture are related parties. Iziko is ultimately controlled by the national executive and is therefore related to all departments and public entities in the national sphere of government.

DSAC provides Iziko with an operational grant, as well as municipal services, leases and cost of compliance grants as well as conditional grants for capital and other projects. In addition, DSAC made payments to the Property Management and Trading Entity (PMTE) of the DPWI on behalf of Iziko for user recovery costs comprising municipal property rates, maintenance costs, contributions to a refurbishments reserve and property management fees in the amount of R5 607 095 (2022: R5 294 707).



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

	2023 R	2022 R
Grant received - Subsidy per Statement of Financial Performance	99 994 000	96 638 000
Conditional Grant received: Maintenance & Conservation - 2022-2023 (Note 12.2)	5 146 817	-
Property management charge expenses	5 607 095	5 294 707
Service in- Kind Income	5 607 095	5 294 707

Outstanding balances in respect of unspent conditional grants from DSAC are as follows:

	2023 R	2022 R
Unspent Conditional Grants (note 12.2)	45 742 403	4 803 198

22.2 Castle of Good Hope

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

	2023 R	2022 R
Opening Balance	4 652 384	4 294 343
Admission fees	834 588	358 041
Balance due to Iziko at year-end	5 486 972	4 652 384

The balance due to Iziko at year-end remains unpaid at 31 March 2023 and allowances for credit losses related to unpaid amounts included and as disclosed in Note 6, as follows:

	2023 R	2022 R
Allowance for credit losses (Refer to Note 6)	5 486 972	4 652 384

22.3 National Research Foundation

Iziko receives grant funding for a number of research projects from the National Research Foundation (NRF). Grants are awarded from 1 January to 31 December of each year and expenditure on projects are claimed for refund by the NRF monthly after the expense has been incurred. A grant deposit is also awarded to assist in bridging the finance of NRF funded research projects.



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

	2023 R	2022 R
Grant Income Received iro expenditure claims	1 572 178	1 358 409
Grant Income Deferred	74 962	195 857
Sundry Creditors	387 376	15 937
Sundry Debtors	602 250	299 704
Grant Deposit	4 000 000	4 000 000
NRF SAASTA Income Received iro expenditure claims	94 999	-

22.4 Department of Public Works and Infrastructure

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

- ◆ 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
- ◆ 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 R44 691 318 (2022: R41 312 822) have been recognised as Service in Kind Income and lease expenditure in the Statement of Financial Performance as disclosed in Notes 14 and 21.

22.5 Management and Council

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



22.5.1 Emoluments of Council and Committee Members

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

	Term served in reporting periods	2023		2022	
		Council	Audit and Risk Committee	Council	Audit and Risk Committee
RP Solomons (Chairman)	01 April 2022-31 July 2022	35 300	-	107 304	-
JE Leshabane	01 April 2022-31 July 2022	47 872	-	85 578	-
S Makhathini	01 April 2022-31 July 2022		-	53 648	1 962
K Govender	01 April 2022-31 July 2022	26 316	-	64 131	1 962
P Masilo	01 April 2022-31 July 2022	72 992	-	64 567	-
M Moonsamy	01 April 2022-31 July 2022	41 279	-	66 747	1 962
P Ntuli	01 April 2022- 31 July 2022	19 742	-	47 801	-
P Heeger	01 April 2022-31 March 2023	-	33 048		24 552
J Gunther	01 April 2022-31 March 2023	-	40 933		27 171
DJ Sithole (Chairman)	01 August 2022-31 March 2023	63 812	-		-
PA Beck	01 August 2022-31 March 2023	35 110	-		-
PS Bayliss	01 August 2022-31 March 2023	38 206	-		-
K Mahlangu	01 August 2022-31 March 2023	34 105	-		-
A Pandor	01 August 2022-31 March 2023	31 635	-		-
M Sekgobela	01 August 2022-31 March 2023	13 906	10 792		-
PG Zonke	01 August 2022-31 March 2023	34 550	-		-
Total		494 825	84 773	489 776	57 609

During the current year Ms Nomonde Mpefumlo served on the Iziko Audit Committee but received no compensation as she is an employee of an organ of state.



22.5.2 Remuneration of Senior Management**Senior Management Emoluments 1 April 2022 to 31 March 2023**

Name	Job Title	Salary	Annual Bonus	Allowances	Employer Contributions	Other Allowances	Total Cost to Company
Ms RH Omar	Chief Executive Officer	1 498 716	124 893	233 811	243 541	10 288	2 111 249
Mr BC Ndhlovu	Executive Director Core Functions	1 233 864	102 822	146 903	281 737	20 701	1 786 027
Mr HH Arnolds	Director Education & Public Programmes	621 732	51 811	124 417	101 031	18 552	917 543
Mr P Tichmann	Director Collections and Digitization	621 732	51 811	124 417	101 031	17 952	916 943
Ms F Johadien	Director Support Services	709 164	59 097	124 417	129 639	13 030	1 035 347
Ms R Pedro	Chief Financial Officer	709 164	59 097	130 417	129 639	16 852	1 045 169
Ms LA Rudolph	Director Human Resources	616 656	51 388	127 417	114 607	13 030	923 098
Mr W Florence	Director Research and Exhibitions	621 732	51 811	130 417	101 031	17 952	922 943
Ms D Crous (to 30.4.2022)	Executive Director Operations	102 822	51 411	12 742	33 736	567	201 278
Ms CA Davids (to 31.08.2022)	Director Advancement	218 390	35 800	51 840	35 488	1 440	342 958
Total		6 953 972	639 941	1 206 798	1 271 480	130 364	10 202 555



Senior Management Emoluments 1 April 2021 to 31 March 2022

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	6 914	2 039 182
Dr BC Ndhlovu	Executive Director Core Functions	1 193 292	99 441	142 270	272 947	2 974	1 710 924
Ms D Crous	Executive Director Operations	1 193 292	99 441	148 270	401 378	2 974	1 845 355
Ms CA Davids	Director Advancement	506 904	33 902	120 326	82 372	2 974	746 478
Mr H Arnolds	Director Education & Public Programmes	601 284	50 107	120 326	97 709	2 974	872 400
Mr P Tichmann	Director Collections and Digitization	601 284	50 107	120 326	97 709	2 974	872 400
Ms F Johadien	Director Support Services	685 848	57 154	120 326	125 850	2 974	992 152
Ms R Pedro	Chief Financial Officer	685 848	57 154	126 326	125 850	2 974	998 152
Ms LA Rudolph	Director Human Resources	596 376	49 698	120 326	111 311	2 974	880 685
Dr W Florence (from 1 October 2021)	Director Research and Exhibitions	300 642	4 176	63 163	48 854	1 515	418 350
Ms SL Glanville (to 29 February 2021)	Director Research and Exhibitions	-	5 374	-	-	13	5 387
Total Remuneration		7 814 202	627 340	1 308 176	1 599 513	32 234	11 381 465

23. Other Employee Benefits**Pension Fund**

	2023 R	2022 R
Pension fund expenditure recognised during the year	7 232 938	7 658 439

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



Pension Fund

An independent Board of Trustees manages each fund.

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

24. Comparison of Budget and Actual amounts

The reconciliation between the statement of financial performance, and the approved budget, as well as the comparison between actual financial performance and budget information, are presented in the Statement of Comparison of Budget and Actual Amounts.

The approved budget is prepared on the accrual basis by functional classification linked to performance outcome objectives, where possible. The AFS and the budget are on the same basis of accounting, but the AFS are prepared based on the nature of transactions, not functional classification.

The budget is prepared well in advance of the start of the financial year and significant differences can occur between the budget compared with actual results. In the table below explanations are provided for variances of 10% or more between the approved budget and actual results.



		2023 R
		Variances between Actual and approved final budget
24.1	Conditional grants lower than budgeted due to delays in implementing large projects because of procurement delays, resulting in lower income realised	(5 287 592)
24.2	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	1 534 970
24.3	Interest income is higher than budgeted due to increase in interest rates	1 563 704
24.4	Admission fees is higher than anticipated because the budgeted amount was reduced to factor in the possibility of further lockdowns	1 545 366
24.5	Rental income is lower than budgeted due reduced occupancy at one site	287 744
24.6	Depreciation and amortisation is higher due to asset acquisitions being higher than anticipated	3 095 253
24.7	Post Retirement Actuarial Finance Costs	2 277 043

Capital Allocation

Capital allocations from the DSAC amounted to R8 146 817 of which Iziko received R5 146 817. This amount has been deferred as disclosed in note 12.2. The balance of R3 000 000 has been allocated to DPWI for the construction of storage spaces for Iziko.

25. Contingent Liabilities

25.1 Post-retirement Medical Benefits

One (1) staff member who joined the institution before 1 October 2004 qualifies for the post -retirement medical aid benefits but have not yet elected to utilise this benefit. The estimated contingent liability is R874 368 (2022: R2 451 260 for 3 staff members).

25.2 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 has calculated that in the current year a cash surplus amounting to R118 332 153 (2022: R87 005 245) 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.

25.3 Penalties and interest

VAT on the value of the imported services was not made to SARS within 30 days from time of supply, which may result in the imposition of penalties and interest by SARS. An application to waiver the penalties was made to SARS in September 2021, and the outcome of the application is still pending. The estimated contingent liability for penalties and interest amounts to R29 666 and R74 919 respectively.



26. 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 had the following contractual commitments for the acquisition of property, plant and equipment:

	2023 R	2022 R
Furniture	-	20 700
Equipment	905 097	988 554
Computer Equipment	-	191 554
TOTAL	905 097	1 200 808

27. Prior Period Errors

Prior period errors from the previous year have been discovered and corrected by restating comparative amounts in the annual financial statements.

	As previously reported	Adjustments	Restated	2022 R Note
Statement of Financial Position				
Heritage assets	2 524 876 605	9 814 515	2 534 691 120	1
Trade and other receivables from exchange transactions	3 970 326	173 832	4 144 158	2 (a), (b), (c), (d)
Trade and other payables from exchange transactions	7 803 042	(6 333)	7 796 709	3
Retained Earnings/Accumulated Loss	66 226 321	180 165	66 406 486	
Heritage Asset Valuation Reserve	2 513 731 890	9 814 518	2 523 546 408	1
Statement of Financial Performance				
Admission fees	2 721 360	175 893	2 897 253	2 (a)
Other income	863 964	6 333	870 297	3
Employee Related Costs	65 089 703	1 836	65 091 540	2 (d)
General expenses	78 719 503	225	78 719 728	2 (b), (c)



1. During the year under review Heritage assets, which had previously inadvertently not been valued in prior years, were valued and included in heritage asset listings. In addition, some adjustments were made for asset records previously duplicated. The net effect of these adjustments has resulted in an increase of R9 814 515 in both Heritage assets as well as the Heritage asset Valuation Reserve amounts disclosed in the Statement of Financial Position and the Statement of Changes in Net assets for the year ended 31 March 2022.
2. (a) It was discovered that an amount of R175 893 of gate revenue had been misappropriated by a staff member, which had the effect of understating Admission Fees. The amount has been raised as a debtor, to be recovered from the staff member. The effect of the restatement has been to increase Trade and Other Receivables in the Statement of Financial Position and Admission Fees for the prior year in the Statement of Financial Performance by R175 893.
 - (b) An amount totaling R10 888 for learning and development costs was recovered from two staff members upon their resignation. The effect of the restatement has increased Trade and Other Receivables in the Statement of Financial Position and decreased General expenses in the Statement of Financial Performance by R10 888.
 - (c) It was discovered that a project expense thought to be recoverable from a debtor, was for Iziko's account. The restatement of the error has resulted in a decrease in Trade and Other Receivables in the Statement of Financial Position and an increase in General expenses in the Statement of Financial Performance by R11 113.
 - (d) During the prior year disability income for a staff member received was lower than the amount due which resulted in Trade and Other Receivables being overstated and staff medical expenditure understated. The error has been corrected and has the effect of decreasing Trade and Other Receivables in the Statement of Financial Position and increasing Employee Related costs in the Statement of Financial Performance by R1 837.
3. An unallocated receipt, raised as a creditor, was discovered to be prize money accruing to Iziko. The impact of the correction is an increase in Other Income in the Statement of Financial Performance and a decrease in Accounts Payable in the Statement of Financial Position.

The cumulative effect of the revenue and expenditure item corrections has resulted in an increase in the net surplus for the prior year of R180 164 from R12 874 912 to R13 055 076.

28. Changes in Accounting Estimates

Depreciable assets' original remaining useful lives have been increased in the beginning of the current period to reflect the actual pattern of service potential derived from the assets. The effect on the current period is a decrease in the depreciation charge of R2 154 978 (2022: R5 717 865) and a decrease in the amortisation charge of R47 339 (2022: R358 395) to the statement of financial performance in the current period.

The effect on future periods will be a similar total increase in the depreciation and amortisation charges of R2 154 798 and R47 339 respectively in future periods.

29. Irregular Expenditure and Fruitless and Wasteful Expenditure

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

Fruitless expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised.



	2023 R	2022 R
Irregular expenditure	10 819	492 139
Fruitless and Wasteful Expenditure	-	-

The value of a motor vehicle lease contract extension exceeded 15%, without prior written approval having been obtained from National Treasury, as required in National Treasury Instruction 3 of 2016/2017, which resulted in irregular expenditure in the amount of R10 819 during the current year. No losses were suffered, and Iziko did not press any criminal charges. Disciplinary steps in the form of a verbal warning were taken.

30. Segment Reporting

Iziko's programmes are not segments in terms of the definition in GRAP 18 and therefore segment reporting is not required. Iziko 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's 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

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

Section 55 (2)

No material losses through criminal conduct or Fruitless and Wasteful expenditure were incurred during the year as disclosed in note 29.

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's surplus funds with the Corporation for Public Deposits, as prescribed in Treasury Regulation 31. In terms of guidelines from the Treasury, the surplus arrears are to be related to accumulated surplus, as per the Statement of Financial Position at the time of application. Iziko had an accumulated cash surplus, and approval will therefore be sought to retain the cash surplus as at 31 March 2022.

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.



32. Going Concern Assumption

The AFS presented herein are based on historical figures from 1 April to 31 March 2023. Iziko's revenues have been impacted negatively as a result of the effects of the novel coronavirus outbreak and uncertainty of the future demand for museums as destinations remain. The economic downturn experienced by many countries, including the South Africa, could lead to a material effect on Iziko's operations, financial performance and position.

Council has considered the entity's ability to remain in business and negative financial trends have been evaluated. After the financing processes had been analysed, Council has come to the conclusion that Iziko is in a solvent position and will continue to operate for the foreseeable future, Iziko has received allocation letters from the Department of Sport, Arts and Culture (DSAC) detailing 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 will be a going concern in the year ahead and has continued to adopt the going concern basis in preparing the AFS.

33. Events after reporting date

No adjusting post balance sheet events have been recorded.

34. 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.





Today, there are many specialized materials and explorers who have followed in the footsteps of South Africans like Thomas in Orange. The Antarctic is on your doorstep. You could be next!

SOUTH AFRICA'S FIRST ANTARCTIC COLONIST

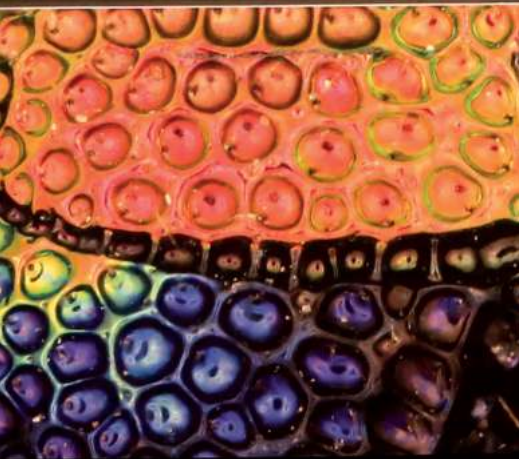
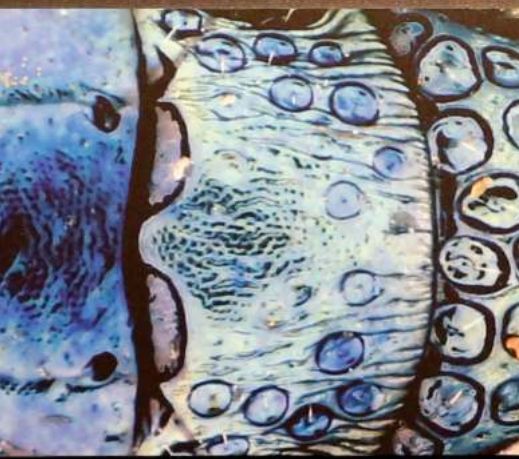
South Africa's first Antarctic colonist was Thomas Baines, a British explorer who led the first expedition to the continent in 1819. Baines was a South African who had spent time in the United Kingdom and was inspired by the adventures of James Cook and Captain James Ross. He led a party of 10 men on a voyage to the Antarctic, where they discovered the continent of Antarctica.



7 | APPENDICES

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7.1 | Facilities Management

Conservation and Maintenance Plan implementation

A Conservation Management Plan (CMP) is required by law to guide the maintenance and conservation of heritage buildings and Iziko Museums has approved CMP for the following state-owned buildings where we manage the maintenance.

- ◆ 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 is in the process of implementing repairs and maintenance identified in the CMP. These heritage buildings have unique architectural features and require specific maintenance methods, so a multidisciplinary team was appointed to conduct further investigations of the roof structures to ensure comprehensive assessments and that the necessary maintenance is implemented. In addition to evaluating issues related to leakage due to aging and weathering, the structural stability and load bearing capacity was also evaluated.

7.2 | Donors

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

- ◆ 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)
- ◆ University of Cape Town - Andrew Mellon Foundation
- ◆ University of the Witwatersrand - Centre of Excellence
- ◆ US Ambassador (US Embassy) - Slave Wrecks
- ◆ HCI Foundation - The Community Transport Support Programme
- ◆ National Research Foundation - South African Agency for Science and Technology Advancement (National Science Week 2022)

7.3 | Partners

During 2022/23, 65 long-term¹ 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 Memoranda of Understanding they are acknowledged herein as an ongoing relationship that supported Iziko's productivity and delivery in 2020/21.

These include:

1. Ambassade van het Koninkrijk der Nederlanden 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
10. Ceramics Southern Africa Western Cape
11. City of Cape Town
12. Commonwealth Association of Museums (CAM)
13. Consulado-Geral do Brasil na Cidade do Cabo/ 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. Department of Forestry, Fisheries and Environment (DFFE)
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. Heal The Hood Project
30. HCI Foundation - The Community Transport Support Programme
31. Human Evolution Research Institute (HERI)
32. Institute for Creative Arts (ICA)
33. International Committee of Museums (ICOM)
34. Inyathelo: The South African Institute for Advancement
35. Koena Art Institute
36. Lidderdale Trust Fund
37. Michaelis School of Fine Art, University of Cape Town
38. National Heritage Council of South Africa (NHC)
39. National Library of South Africa
40. National Lotteries Commission (NLC)
41. National Research Foundation (NRF)
42. National Research Foundation - South African Agency for Science and Technology Advancement (National Science Week 2022)
43. Palaeontological and Scientific Trust
44. Rhodes University (RU)
45. Robben Island Museum
46. Slaves Wrecks Project
47. Smithsonian Institution - National Museum of African American History & Culture (NMAAHC)
48. South African Astronomical Observatory (SAAO)
49. South African Heritage Resources Agency (SAHRA)
50. South African Institute of Aquatic Biodiversity (SAIAB)
51. South African National Biodiversity Institute (SANBI)
52. Standard Bank of South Africa Limited
53. Stanford University
54. Stellenbosch University (SU)
55. The Abe Bailey Trust
56. The Rowland and Leta Hill Trust
57. University of Cape Town (UCT)
58. University of Cape Town (Department of Astronomy)
59. University of the Western Cape (UWC)
60. University of the Witwatersrand (Wits)
61. US Consulate General in Cape Town
62. US Embassy in South Africa
63. West Coast Fossil Park Trust
64. Western Cape Government - Cultural Affairs and Sport (DCAS)
65. Western Cape Government - Education Department (WCED)

¹ The term 'long-term partner' is used by Iziko to denote relationships that add value and enable Iziko's productivity and delivery over a period of more than one year and are not linked to a single project but multiple initiatives. Although some of these partners may also be acknowledged donors during the reporting as they provided banked donor income to the institution, they also continued to act as ongoing supporters and enablers.



Project Partnerships 2022/23

During 2022/23 a number of partnerships were forged in support of specific exhibitions, research and education projects. Several exhibition project partnerships were formalised via Exhibition Agreements, these include:

- ◆ The Elephant in the Zoom (EITS) collaborated with Iziko Museums to present Ripple Effect; a performance-art-based Exhibition in the Whale Well of the Iziko South African Museum
- ◆ The partnership with The Koena Art Institute resulted in an exhibition on the Evolution of Indigenous Art which augments the Rock Art Gallery in the Iziko South African Museum
- ◆ Dr George Mahashe of the University of Cape Town's Michaelis School of Fine Art partnered with Iziko Museums to construct Defunct context: U406 Pavilion Prototype 2 at Iziko Bertram House.

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 researchers on Mondays to perform research activities in the Digital Dome.
- ◆ **HCI Foundation** and the HCI Community Transport Support Programme that supplies buses to Iziko Museums for use by schools and communities.
- ◆ **The Pan South African Language Board** collaborated to present Deaf Awareness Month in September 2022, including the 2023 Mother Language Day public programme.
- ◆ **Western Cape Department of Cultural Affairs and Sport** collaborated to present the 2023 Mother Language Day public programme.
- ◆ **Swahili Language Board of Southern Africa** collaborated to present the 2023 Mother Language Day public programme.
- ◆ **National Library of South Africa's Centre for the Book** collaborated to present the 2023 Mother Language Day public programme.
- ◆ **Indigenous Languages Forum** collaborated to present the 2023 Mother Language Day public programme.
- ◆ **Centre for Curating the Archive - University of Cape Town** 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*.

- ◆ **IDIA Vislab** (University of Cape Town) and the Dark Energy Spectroscopic Instrument (DESI) presented a new planetarium film titled '5000 Eyes: mapping the universe with DESI'.
- ◆ **Butterfly Art Project** is an ongoing partnership where visitors are brought to the South African National Gallery and the Annexe for art activities.
- ◆ **The Koena Art Institute** and presented an art showcase called *RIELDANS: LAAT DIE STOF STAAN'* at the Iziko Learning Centre, Groot Constantia in celebration of Heritage Month 2022.
- ◆ **Centre for Conservation Education** collaborates with Iziko Museums to present educational programmes at Groot Constantia.
- ◆ **National Research Foundation - South African Agency for Science and Technology Advancement** collaborated with Iziko Museums to host National Science Week 2022.
- ◆ **European Geosciences Union** in collaboration with Iziko Museums of South Africa, and the University of Cape Town presented the Geosciences Information For Teachers Workshop. The aim of the workshop was to bring state-of-the-art science into tomorrow's classroom via primary and high school teachers.
- ◆ **Women Lead Movement** collaborated with the Iziko Museums of South Africa to facilitate the 2022 Women's Day public programme. The theme of the programme was "Promoting a Gender Equal Society for a Sustainable Future". The programme included among others specific tours of "Red in the Rainbow", "Singing Freedom" and "Aluta Continua" exhibitions that highlight the role of women in the fight against apartheid.
- ◆ **Heal The Hood Project** collaborated with Iziko Museums to present the 2023 Human Rights Day public programme.
- ◆ **The Philippi Village in partnership with Elvis Amor (media and marketing agency)** organised an event to shine a spotlight on township youth and create awareness of the benefits of science and innovation in youth empowerment.
- ◆ **B&M Scientific Project**, an instrument of transformation within Western Cape communities that creates a permanent positive change in the lives of South African children through entrepreneurship, science, maths and technology, hosted the Love Science Expo, which aims to expose learners to the exciting opportunities that await them if they choose to study and work in science-related fields.



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 six members: Munro Bloch, Medeé Rall, Kathy Jay, Brian Davey, Debbie de Bastos 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 330 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. We have resumed our activities and outings since the lockdown restrictions ended. In-person lectures commenced in November 2022, although the time had to be moved to 11h00 as the museum is not currently open in the evenings. The monthly lecture programme continues with interesting talks by Iziko specialists and experts in different fields. This is an opportunity for Friends members to get to know the Iziko staff and to understand their role. We have been fortunate to have behind the scenes tours of some of the collections which has greatly enhanced the interest and knowledge of our members.

After a three-year absence, we were excited to resume our geological visit to Robben Island in March. This over-night trip is unique to the Friends and is very popular. 40 participants attended, mostly non-members. This year, for the first time since the start of our trips, we were accompanied by four Robben Island Museum staff members who much enhanced our knowledge of the island and added to the enjoyment of the trip. The experience of sleeping in the medium security prison dormitory continues to be special. Accompanied by a geologist, we are able to explore quarries, examine the stones and their uses as well as visiting important historical and cultural sites on the island. This year rough seas necessitated a slightly earlier departure than planned and resulted in a choppy crossing.

Our annual Karoo fossil trip takes place in June, this time at Melton World. 21 participants led by Iziko palaeontologists explore the area searching for fossils which may then be prepared and often displayed at the Iziko Museum. This trip is extremely popular and fills very rapidly.

Outings included a walking tour of Groote Constantia, visits to the William Fehr collection at the Castle and Rust en Vreugd, visit and talk at the Slave Lodge with Iziko specialists, tour of *Breaking down the Walls* exhibition at the SA National Gallery, The Irma Stern exhibition at the Sanlam art gallery, tour of the Groote Kerk with a talk on the history of the church, seeing the progress made after the fire at Mostert's Mill, tour of the National Sea Rescue Institute base and new boat at Simonstown and other places of interest.



We have been fortunate to have behind the scenes tours of some of the collections which has greatly enhanced the interest and knowledge of our members."



Visitor, Room 1, *Breaking Down the Walls*, Iziko South African National Gallery, October 2022.



Opening of – *defunct context: U406 Pavilion Prototype 2*, exhibition at Iziko Bertram House, March 2023.



Installation View, *Who were the enslaved*, Iziko Slave Lodge, May 2022.



Statement from The Friends of the Iziko South African National Gallery

The Friends of the Iziko South African National Gallery are delighted to have been a part of the reopening of the gallery after a six-month closure. We were approached by Andrew Lamprecht, curator of the magnificent exhibition 'Breaking Down the Walls' to sponsor the installation of Sue Williamson's 'Messages from the Moat.' The successful installation of this work required a team of specialist installers working to precise engineered plans, overseen by Williamson herself. The Friends gladly made this bequest available and the work, resident in the courtyard at the Gallery, is one of the numerous highlights currently on show.

Our events have been revived this year and we invite the public to become a Friend in order to access the gallery as well as the diary of activities. We are currently looking forward to future initiatives and collaborating with Iziko Museums of South Africa to expand access to the Iziko South African National Gallery.

The Friends welcome new developments within the Gallery and will support at every level.

Best wishes,

The Council of the Friends of the Iziko South African National Gallery

7.4 | Exhibitions

- ◆ Who were the enslaved? Commemorating lives under enslavement at the Cape of Good Hope, curated by Shanaaz Galant, ISL, 27 May 2022-Indefinite
- ◆ Y350?: Old Memorials in New Times, curated by Lynn Abrahams, IBH, 30 September 2022-30 September 2023
- ◆ Healing Oceans, curated by Dylan Clarke, ISAM, 30 September 2022-31 March 2023
- ◆ Breaking Down The Walls-150 years of Art Collecting, curated by Andrew Lamprecht, ISANG, 27 October 2021-01 September 2023
- ◆ Ripple Effect, curated by Amy Sephton, ISAM, 12 November 2022-12 November 2022
- ◆ For the love of flowers - botanical drawings by Ethel May Dixie, curated by Esther EsmyoI, IR&V, 8 December 2022-31 May 2023
- ◆ Hidden Wonders of the South African Museum, curated by Wayne Florence and Jyothi Kara, ISAM, 16 December 2022-indefinite
- ◆ Flowers of the Revolution: Glimpses of Women's Struggles, curated by Lynn Abrahams, Bishop Lavis Library, 14 February 2023-30 June 2023
- ◆ The Evolution of Indigenous Art, curated by Annelize Kotze, ISAM, 28 February 2023-31 August 2023
- ◆ Defunct context: U406 Pavilion Prototype 2, curated by George Mahashe and Lynn Abrahams, IBH, 08 March 2023-31 August 2023





7.5 | Workshops and Conferences

- ◆ Simon van Noort, Seminar, Darwin wasps for Africa - status quo of Afrotropical Ichneumonidae, International entomologists participating in virtual online Hymation conference, 1 April 2022
- ◆ Esther Esmiol, Public lecture, Contemporary South African ceramicists inspired by historical trade ceramics, Public, 18 May 2022
- ◆ Linda Mbeki, Seminar, Uncovering Stories, Dutch government delegation, 06 June 2022
- ◆ Wendy Black and Linda Mbeki, Conference paper, Engaging community on the bioarchaeology of marginalised peoples in southern Africa., Delegates at the Association of Southern African Professional Archaeologists, 24 May 2022
- ◆ Lynn Abrahams, Seminar, Lived realities of place and space - input on Covid-19 exhibition, Stellenbosch university and their partners, 04 July 2022
- ◆ Lynn Abrahams, Public lecture, 1976 Student uprisings in WC, Bishop Lavis Youth, 15 June 2022
- ◆ Lynn Abrahams, Seminar, 28 years of Freedom, Struggle veterans from West Coast, 27 April 2022
- ◆ Tšhegofatšo Mabaso, Public lecture, Museums as sites of memory, Rhodes University Art History & Visual culture 4th year students, 05 August 2022
- ◆ Wendy Black, Amy Sephton, Nkosingiphile Mazibuko and Tessa Campbell (presenter), Conference paper, Painting a new picture: Transforming how archaeology is presented in museum spaces, Delegates at the Association of Southern African Professional Archaeologists, 24 May 2022
- ◆ Tessa Campbell, Public lecture, Ancient disease in South Africa: What bioarchaeology and ancient DNA can teach us about tuberculosis, leprosy and brucellosis in the past, Public, 25 May 2022
- ◆ Annelize Kotze, Public lecture, Community voices in museum spaces, Public & Iziko staff, 18 May 2022
- ◆ Annelize Kotze, Conference paper, Museums, communities, and reciprocity, Delegates at the Association of Southern African Professional Archaeologists, 24 May 2022
- ◆ Annelize Kotze and Robyn Humphreys (UWC), Public lecture, Hidden history, Youth from Klapmuts between the ages of 13-16, 18 June 2022
- ◆ Andrew Lamprecht, Public lecture, Breaking Down the Walls: A look into the upcoming 150th Anniversary of Iziko Art Collections, Public & Iziko staff, 17 May 2022
- ◆ Linda Mbeki, Public lecture, Archaeology Podcast, Public, 14 July 2022
- ◆ Linda Mbeki, Seminar, The archaeology of Marginalised peoples, Archaeologists, 13 September 2022
- ◆ Jaco Boshoff, Public lecture, Sao Jose Project, Public, 19 September 2022
- ◆ Tšhegofatšo Mabaso, Conference paper, In the cracks: questioning constructions of cultural heritage, SAVAH conference participants, 21 September 2022
- ◆ Lynn Abrahams, Seminar, ethical consideration of collecting during Covid, ICOM/COMCOL members, 16 August 2022





- ◆ Lynn Abrahams, Public lecture, The 1956 Women's march and challenges women are faced with, Friends of the Bishop Lavis library, 08 October 2022
- ◆ Lynn Abrahams, Seminar, Our Diverse Heritage, Our Unique Identity, City of Cape Town staff, 23 September 2022
- ◆ Lynn Abrahams, Seminar, Challenges of Writing African Women's Histories and the absence from the historical record of women's voices, most pronounced in the case of African Women, Women across the African continent, 28 September 2022
- ◆ Andrew Lamprecht, Public lecture, 25th Anniversary of ArtThrob, Public, 27 September 2022
- ◆ Andrew Lamprecht, Seminar, Transformation at Iziko South African National Gallery, MuseumLab 2022 Participants, 20 October 2022
- ◆ Annelize Kotze and Robyn Humphreys (UWC), Seminar, Ethics in museum research, HERI #AllWomxn field camp, 07 August 2022
- ◆ Annelize Kotze, Public lecture, South African History and Heritage, communities and human remains, Public, 16 August 2022
- ◆ Annelize Kotze, Public lecture, Human remains in museum collections and repatriation, Public, 26 August 2022
- ◆ Annelize Kotze, Seminar, Transformation in museums, MuseumLab 2022 Participants, 20 September 2022
- ◆ Tessa Campbell, Seminar, Women in Science - What do archaeologists do?, Students from Manenberg High School, 24 August 2022
- ◆ Wendy Black and Morongwa Mosothwane, Conference presentation, Thirty years on: the Vermillion Accord in the third world countries, Participants at World Archaeological Congress, 05 July 2022
- ◆ Wendy Black, Conference presentation, Striving to do better: changing museum practice related to human remains collections in South Africa, Participants at World Archaeological Congress, 05 July 2022
- ◆ Dylan Clarke and Jyothi Kara, Seminar, The wet and wild marine collections at the Iziko South African Museum, International and local scientific polychaete community, 01 July 2022
- ◆ Jaco Boshoff, Seminar, Adventures in the Sub Antarctic, UCT Archaeology, 03 October 2022
- ◆ Jaco Boshoff, Public lecture, Wreck of Sao Jose Paquete D'Africa, Unlocking Hidden Heritage: Archaeology as Protagonist, SEE Festival, 22 November 2022
- ◆ Jake Harding, Seminar, The Grain Silo Wreck: Unexpected questions leading to possible insights, UCT Archaeology, 10 October 2022
- ◆ Tšhegofatšo Mabaso & Ingrid Masondo, Workshop, Edit Your Pride, Public, 15 October 2022
- ◆ Esther Esmiol, Public lecture, Collecting Ceramics, CSA members & Public, 12 May 2022
- ◆ Ingrid Masondo, Conference paper, The ethics of looking and collecting, Public (virtual), 11 November 2022
- ◆ Annelize Kotze, Workshop, Feedback on work done by the Commonwealth Association of Museums, Countries within the Commonwealth, 30 November 2022



Conservation work, caring for the sculptures in the Atrium, Iziko South African National Gallery, September 2022.

- ◆ Annelize Kotze and Paul Tichmann, Workshop, Human remains in academic and museum collections, UWC and Iziko staff, 19 December 2022
- ◆ Claire Browning, Conference paper, Why is the enamel of *Microgomphodon oligocynus* orange?, Palaeontological Society of South Africa, 13 September 2022
- ◆ Claire Browning, Conference paper, Late Ordovician, mid-latitude Gondwanan palaeoenvironments under the microscope: Cedarberg Formation, Cape Supergroup, South Africa, Palaeontological Society of South Africa, 15 September 2022
- ◆ Lynn Abrahams, Conference paper, The making of an exhibition during Covid-19, Ohasa conference delegates, 09 October 2022
- ◆ Lynn Abrahams, Public lecture, Libraries, family and genealogy research, City of Cape Town Library Services, 06 October 2022
- ◆ Dr Ronnie Watt (via Esther Esmiol (liaison), Public lecture, A contextual history of South African ceramics of the 20th and 21st centuries, Ceramic artists and creatives, 15 February 2023
- ◆ Andrew Lamprecht, Sameer Sirkhoth and Jay van den Berg (liaisons and facilitators), Public lecture, Demonstration and lecture of Calligraphy by HAJI NOOR DEEN MI GUANG JIANG, Islamic Calligraphers and public, 09 March 2023
- ◆ Andrew Lamprecht, Sameer Sirkhoth and Jay van den Berg (liaisons and facilitators), Public lecture, Post-Apartheid South African Art, Students at the Barnes Foundation, Philadelphia, USA, 30 March 2023
- ◆ Tšhegofatšo Mabaso, Public lecture, Negotiation contemporary curatorial discourse and collections, UCT Honours in curatorship students, 02 March 2023
- ◆ Ingrid Masondo, Public lecture, Some ethical considerations, UCT Honours in curatorship students, 02 March 2023
- ◆ Jaco Boshoff, Public lecture, The Wreck of the Sao Jose Paquete d'África, unlocking Hidden Histories: Archaeology as Protagonist, Society for Historical Archaeology, 07 January 2023
- ◆ Jaco Boshoff, Public lecture, Magnetometry, UCT Honours Archaeology, 02 March 2023
- ◆ Jake Harding, Public lecture, 3D Recording, UCT Honours Archaeology, 02 March 2023
- ◆ Jake Harding, Public lecture, Recording Forms, UCT Honours Archaeology, 03 March 2023
- ◆ Jaco Boshoff, Public lecture, Ship Construction, UCT Honours Archaeology, 03 March 2023
- ◆ Anna Boot, Public lecture, Sketching Objects, UCT Honours Archaeology, 03 March 2023
- ◆ Amy Sephton & Nkosingiphile Mazibuko, Workshop, Exhibition labels and interpretative materials, UCT Honours in curatorship students, 03 September 2022
- ◆ Annelize Kotze, Workshop, Global Perspectives on Repatriation & The Care of Human Remains, CAM members and museums globally, 04 March 2023
- ◆ Simon van Noort, Public lecture, Biological classification and biodiversity systematics, UCT Honours in curatorship students, 16 March 2023
- ◆ Nokuthula Nhleko, Public lecture, The genetics of museum objects, UCT Honours in curatorship students, 16 March 2023
- ◆ Terry Reynolds Berry, Public lecture, Natural Science Collections in South Africa as perceived by the scientific community, Friends of ISAM, 29 March 2023



South African muso, Hilton Schilder performing during the opening of *Evolution of Indigenous Art*, Iziko South African Museum, February 2023.



ACQUISITIONS (KEY PURCHASES/ BEQUESTS AND DONATIONS TO COLLECTIONS) AND LOANS

7.6 | Purchases

Art Collections

- ◆ Yonela Makoba. Uyafihla Mhlaba. Woodcut with chine-collé.
- ◆ Usha Seejarim. She longs for tenderness. Reclaimed Iron Bases.
- ◆ Nobhuko Nqaba. Untitled 10 (Umaskhenkethe likhaya lam series) Light jet print.
- ◆ Sharlene Khan. When the moon waxes red series, 2009-2019. Hand-made needle-lace works making up the family album wall; digital video (30mins); 2 x 5 minute excerpts from Devdas films (1955 and 2002); 3 x photographic prints.
- ◆ Amber Moir (b.1990) Mouth, 2022. Artist book with pitch-rolled monotype on sized calico, 20.5 x 11.5 cm (closed).
- ◆ Amber Moir (b.1990). Sentences, 2022. Artist book with pitch-rolled monotype on sized calico, 20.5 x 11.5 cm (closed) Monotype on Fabriano Rosapina, 50.5 x 41.5 cm.
- ◆ Mmabatho Grace Mokalapa (b. 1992) Floating Reality I, 2022. Monotype on Fabriano Rosapina, 50.5 x 41.5 cm.
- ◆ Mmabatho Grace Mokalapa (b. 1992) Time Distorion, 2022. Monotype on Fabriano Rosapina, 50.5 x 41.5 cm.
- ◆ Mmabatho Grace Mokalapa (b. 1992) Through The Dimensions, 2021. Reduction woodcut on BFK Rives, 52 x 57 cm.
- ◆ Cathy Abraham. Shadow Ghosts Indigo, 2022. Oil on Italian Canvas, 170 x 108 cm
- ◆ Teresa Kutala Firmino (b.1993) MIDNIGHT PRAYERS (01:01AM), 2022. Mixed media on canvas.

Social History Collections

- ◆ None

7.7 | Donations

Art Collections

- ◆ Lisa Pomares. Don't Forget Home (2017) by Serge Attukwei Clottey. Plastics, wires and oil paint.

Social History Collections

- ◆ Dr Patricia Davison. Three t-shirts relating to political and social matters.
- ◆ Gerhard and Gisela Schulte. A selection of beadwork and artworks from the Valley of 1 000 Hills and Msinga in KwaZulu-Natal and from Mazeppa Bay in the Eastern Cape, collected mainly in the 1970s. The lithographs include the works of significant Rorke's Drift artists such as Azaria Mbatha, Vuminkosi Zulu and John Muafangejo.
- ◆ Mercia Andrews. A selection of T-shirts, banners and posters relating to the struggles of farmworkers and women in the rural areas.





7.8 | Loans

Incoming: Art Collections

- ◆ None

Incoming: Social History Collections

- ◆ Loan from the Koena Art Institute NPC of 13 paintings and 6 Sculptures for the "Evolution of Indigenous Art" Exhibition

Outgoing Loans: Art Collections

- ◆ Loan to Strauss & Co of an artwork by Dorothy Kay, *The Elvery Family: A Memory*, oil on canvas (92/98), for use in the exhibition *Dream Invisible Connections: Mary Sibande and Dorothy Kay*.rt Collections
- ◆ Loan to Wits Art Museum of an artwork by Donna Kukama, *For those of us who live through the holes in your concrete* (2019)
- ◆ Loan to Strauss & Co. of an artwork by Dorothy Kay, *The Elvery Family: A Memory*
- ◆ Loan to The Box, St Luke's Gallery, Plymouth, UK, of 12 photographic artworks by Sue Williamson, for the exhibition 'Between memory and forgetting' (Sue Williamson - A Few South Africans: Amina Cachalia; Lilian Ngoyi; Caroline Motsoaledi; Mamphela Ramphele; Nokukhanaya Luthuli; 1983; Case no. 683/21, 1984; Virginia Mngoma, 1984; Albertina Sisulu, 1984; Winnie Mandela; Annie Silinga; Miriam Makeba; Helen Joseph).
- ◆ Loan to the Norval Foundation of a Maggie Laubser artwork, 'Harversters in Belgium,' oil on canvas board (Acc# 69/57), for an Exhibition titled: 'Maggie Laubser: Portraits and the Landscape.'

Outgoing Loans: Social History Collections

- ◆ 3 Bicycles loaned to the Trails End Bicycle Museum
- ◆ 1 typewriter loaned to the Trails End Bicycle Museum
- ◆ 9 Photographs in the series "People of Bo-Kaap" By George Hallet to the University of Cape Town: The UCT Works of Art Committee (WOAC)
- ◆ Yellow-metal sheathing from the Norwegian ship "Volo" loaned to the Industriemuseum, Kupfermühle, Germany
- ◆ Copper Sheathing tacks from the Sao Jose Slave Shipwreck loaned to the Zeitz MOCAA Foundation Trust, V&A Waterfront, Cape Town
- ◆ The Blombos Ochre loaned to Wits University
- ◆ Loan of Staff of 'Office, Royal Coat of Arms issued to Griqua Captain', to the Waterboer Royal House, Griekwa Stad, Northern Cape
- ◆ Loan of stamp mint and postal stone to the PHILATELICA Society, Stellenbosch, for an exhibition *The Road to Democracy* - at the Cape Town International Stamp Exhibition at the Cape Town International Convention Centre
- ◆ Loan of a selection of furniture to the UCT Michaelis School of Fine Art, for a Centre for Curating the Archive Honours student display
- ◆ Loan from Archaeology collections of 6 boxes of faunal remains from Diepkloof site to Ms Louisa Hutten, University of Cape Town.
- ◆ Loan of an Esias Bosch ceramic vessel to the Rusten-Vrede Gallery and Clay Museum in Durbanville for an exhibition celebrating the centenary of Esias Bosch's birth (1923-2010)
- ◆ Loan to Dr Deon de Jager, University of Copenhagen, of 265 faunal samples (teeth and bones) for a DNA extraction and sequencing analysis in Copenhagen.





Outgoing Loans: Natural History Collections

- ◆ Dr M Kuhlmann, The Natural History Museum, UK (Entomology)
- ◆ Dr M Kuhlmann, The Natural History Museum, UK (Entomology)
- ◆ Dr J Choiniere, University of Witwatersrand (WITS) (Karoo Paleontology)
- ◆ C Browning, Iziko Museums of South Africa (Karoo Paleontology)
- ◆ Dr J Choiniere, University of Witwatersrand (WITS) (Karoo Paleontology)
- ◆ Prof A Chinsamy-Turan, University of Cape Town (UCT) (Karoo Paleontology)
- ◆ Prof A Chinsamy-Turan, University of Cape Town (UCT) (Karoo Paleontology)
- ◆ Prof A Chinsamy-Turan, University of Cape Town (UCT) (Karoo Paleontology)
- ◆ Dr G Hofmeyer, Port Elizabeth Museum (Terrestrial Vertebrates)
- ◆ X Middleton, University of Cape Town (UCT) (Terrestrial Vertebrates)
- ◆ Dr TM Neudani, University of Limpopo (Terrestrial Vertebrates)
- ◆ Dr D Allen, Durban Natural Science Museum (Terrestrial Vertebrates)
- ◆ Dr W Strumpher, Ditsong Ditsong: National Museum of Natural History (Entomology)
- ◆ Prof AD Aaron Purdue University (Entomology)
- ◆ Dr C Eardley, Northwest University (Entomology)
- ◆ TPA Botha, University of Cape Town (UCT) (Invertebrate Zoology & Ichthyology)
- ◆ Dr S Viana, University of Cape Town (UCT) (Invertebrate Zoology & Ichthyology)
- ◆ D Clarke, Iziko Museums of South Africa (Invertebrate Zoology & Ichthyology)
- ◆ Dr J Kara, Iziko Museums of South Africa (Invertebrate Zoology & Ichthyology)
- ◆ M Clarke, Iziko Museums of South Africa (Invertebrate Zoology & Ichthyology)
- ◆ M Lisher, Iziko Museums of South Africa (Invertebrate Zoology & Ichthyology)
- ◆ M Clarke, Iziko Museums of South Africa (Invertebrate Zoology & Ichthyology)
- ◆ M Lisher, Iziko Museums of South Africa (Invertebrate Zoology & Ichthyology)
- ◆ Dr J Kara, Iziko Museums of South Africa (Invertebrate Zoology & Ichthyology)
- ◆ K Erasmus, Iziko Museums of South Africa (Invertebrate Zoology & Ichthyology)
- ◆ TPA Botha, University of Cape Town (UCT) (Invertebrate Zoology & Ichthyology)
- ◆ K Erasmus, University of Cape Town (UCT) (Invertebrate Zoology & Ichthyology)
- ◆ K Erasmus, University of Cape Town (UCT) (Invertebrate Zoology & Ichthyology)
- ◆ D Clarke, Iziko Museums of South Africa (Invertebrate Zoology & Ichthyology)
- ◆ Dr R Gess, Albany Museum (Karoo Palaeontology)
- ◆ Prof A Chinsamy-Turan, University of Cape Town (UCT) (Karoo Palaeontology)
- ◆ Prof J Choiniere, University of the Witwatersrand (WITS) (Karoo Palaeontology)
- ◆ Prof J Choiniere, University of the Witwatersrand (WITS) (Karoo Palaeontology)
- ◆ Dr M van den Brand, University of the Witwatersrand (Karoo Palaeontology)
- ◆ Dr F Pinheiro, Universidade Federal do Pampa, Brazil (Karoo Palaeontology)
- ◆ C Browning, Iziko Museums of South Africa (Karoo Paleontology)
- ◆ C Browning, Iziko Museums of South Africa (Karoo Paleontology)
- ◆ C Browning, Iziko Museums of South Africa (Karoo Paleontology)



SABC news crew setting up for a live broadcast in the *Conversation Station* – the iMadiba installation at the Iziko South African Museum, November 2022.

- ◆ Dr G Hofmeyer, Port Elizabeth Museum (Terrestrial Vertebrates)
- ◆ P Hlavác, National Museum Natural History Museum, Czech Republic (Entomology)
- ◆ L Sekerka, National Museum Natural History Museum, Czech Republic (Entomology)
- ◆ G Theron, University of KwaZulu Natal (Entomology)
- ◆ Dr M Rossini, University of Helsinki, Finland (Entomology)
- ◆ Dr W Strumpher, Ditsong Ditsong: National Museum of Natural History (Entomology)
- ◆ Dr R Lyle, ARC-Plant Protection Research Institute (ARC-PPRI): Systematics (Entomology)
- ◆ Dr F Uiblein, Institute of Marine Research (IMR), Norway (Invertebrate Zoology & Ichthyology)
- ◆ S Dippenaar, University of Limpopo (Invertebrate Zoology & Ichthyology)
- ◆ Dr MK Boonzaier-Davids, Iziko Museums of South Africa (Invertebrate Zoology & Ichthyology)
- ◆ CA Simon, Stellenbosch University (SUN) (Invertebrate Zoology & Ichthyology)
- ◆ N Peer, Stellenbosch University (SUN) (Invertebrate Zoology & Ichthyology)
- ◆ TPA Botha, University of Cape Town (UCT) (Invertebrate Zoology & Ichthyology)
- ◆ D Clarke, Iziko Museums of South Africa (Invertebrate Zoology & Ichthyology)
- ◆ TPA Botha, University of Cape Town (UCT) (Invertebrate Zoology & Ichthyology)
- ◆ Dr R Gess, Albany Museum (Karoo Palaeontology)
- ◆ Prof A Chinsamy-Turan, University of Cape Town (Karoo Palaeontology)
- ◆ Prof J Choiniere, University of the Witwatersrand (WITS) (Karoo Palaeontology)
- ◆ Prof J Choiniere, University of the Witwatersrand (WITS) (Karoo Palaeontology)
- ◆ Dr M van den Brandt, University of the Witwatersrand (WITS) (Karoo Palaeontology)
- ◆ Dr F Pinheiro, Universidade Federal do Pampa, Brazil (Karoo Palaeontology)
- ◆ C Browning, Iziko Museums of South Africa (Karoo Paleontology)
- ◆ C Browning, Iziko Museums of South Africa (Karoo Paleontology)
- ◆ C Browning, Iziko Museums of South Africa (Karoo Paleontology)
- ◆ Dr T M Neudani, University of Limpopo (Terrestrial Vertebrates)
- ◆ P Haarhoff, West Coast Fossil Park (Terrestrial Vertebrates)
- ◆ Dr M Kuhlmann, The Natural History Museum, UK (Entomology)
- ◆ K Schnepf, Florida State Collection of Arthropods (Entomology)
- ◆ D Clarke, Iziko Museums of South Africa (Invertebrate Zoology & Ichthyology)
- ◆ T Botha, University of Cape Town (UCT) (Invertebrate Zoology & Ichthyology)
- ◆ D Clarke, Iziko Museums of South Africa (Invertebrate Zoology & Ichthyology)
- ◆ M Zettler, Leibniz-Institute for Baltic Sea Research (Invertebrate Zoology & Ichthyology)
- ◆ L Beuck, Senckenberg am Meer (Invertebrate Zoology & Ichthyology)
- ◆ Dr J Kara, Iziko Museums of South Africa (Invertebrate Zoology & Ichthyology)
- ◆ Prof A Chinsamy-Turan, University of Cape Town (UCT) (Karoo Palaeontology)
- ◆ Dr TM Neudani, University of Limpopo (Terrestrial Vertebrates)
- ◆ P Haarhoff, West Coast Fossil Park (Terrestrial Vertebrates)
- ◆ P Haarhoff, West Coast Fossil Park (Terrestrial Vertebrates)
- ◆ S Mienies, University of Witwatersrand (Terrestrial Vertebrates)





Iziko Museums positioning Breaking Down the Walls, at the Cape Town Art Fair, Cape Town International Convention Centre, February 2023.

7.9 | Peer-reviewed publications

- ◆ Polašek O, Bellingan T, van Noort S. 2022. A new species of paper wasp from the genus *Ropalidia* Guérin-Méneville from South Africa (Hymenoptera: Vespidae). *Journal of Hymenoptera Research* 90: 213-222., <https://doi.org/10.3897/jhr.90.81581>
- ◆ Kjellberg, F. van Noort, S, Rasplus JY. 2022. Fig wasps and pollination. 231-255. In Sarkhosh, A., Yavari A., Ferguson, L (Editors): *The Fig: Botany, Production and Uses*. CAB International. 512 pp., <http://dx.doi.org/10.1079/9781789242881.0009>
- ◆ van Noort, S., Fernandez-Triana J., Baur, H. 2022. Identity of wasp parasitoids (Hymenoptera) attacking *Pieris brassicae* (Linnaeus, 1758) (Lepidoptera, Pieridae) in South Africa. *African Entomology* 30: e11738., <https://doi.org/10.17159/2254-8854/2022/a11738>
- ◆ Janion-Scheepers C, Deharveng, L. 2022. A shocking-red new species of *Setanodosa* Salmon, 1942 (Collembola: Brachystomellidae) from South Africa. *Zootaxa* 5154: 483-495., <https://doi.org/10.11646/zootaxa.5154.4.6>
- ◆ Potapov, A. M., Sun, X., Barnes, A. D., Briones, M. J., Brown, G. G., Cameron, E. K., Chang, C.-H., Cortet, J., Eisenhauer, N., Franco, A. L., Fujii, S., Geisen, S., Guerra, C., Gongalsky, K., Haimi, J., Handa, I. T., Janion-Scheepers, C., Karaban, K., Lindo, Z., Matthieu, J., Moreno, M. L., Murvanidze, M., Nielsen, U., Scheu, S., Schmidt, O., Schneider, C., Seeber, J., Tsiafouli, M., Tuma, J., Tiunov, A., Zaytsev, A. S., Ashwood, F., Callaham, M., & Wall, D. (2022). Global monitoring of soil animal communities using a common methodology. *SOIL ORGANISMS*, 94(1), 55-68., <https://doi.org/10.25674/so94issid178>
- ◆ van Noort S, Shaw S, Copeland R. 2022. Revision of the endemic Afrotropical genus *Dinapsis* (Dinapsini, Megalyridae, Hymenoptera) with description of seven new species. *ZooKeys* 1112: 27-122., <https://doi.org/10.3897/zookeys.1112.82307>
- ◆ Tichmann, Paul and Abrahams, Lynn. "Challenges of Re-Writing the Iziko Ethnographic Collections Archives: Some Lessons from the Khomani San/Bushmen Engagement" *Zeitschrift für Kulturwissenschaften*, vol. 15, no. 2, 2021, pp. 47-60., <https://doi.org/10.14361/zfk-2021-150205>
- ◆ Monsanto, D.M., Main, D.C., Janion-Scheepers, C., Emami-Khoyi, A., Deharveng, L., Bedos, A., Potapov, M., Parbhu, S.P., Le Roux, J.J., Teske, P.R. and van Vuuren, B.J., 2022. Mitogenome selection in the evolution of key ecological strategies in the ancient hexapod class Collembola. *Scientific reports*, 12(1), pp.1-11., <https://doi.org/10.1038/s41598-022-18407-1>
- ◆ Potapov, M.B., Bokova, A.I., Janion-Scheepers, C., Kuznetsova, N.A., Merk, M.S., Panina, K.S., Potapov, A.M. and Saraeva, A.K., 2022. Organic farming and moderate tillage change the dominance and spatial structure of soil Collembola communities but have little effects on bulk abundance and species richness. *SOIL ORGANISMS*, 94(2), pp.99-110., <https://doi.org/10.25674/so94iss2id173>
- ◆ Bendel, E.M., Kammerer, C.F., Luo, Z.X., Smith, R.M. and Fröbisch, J., 2022. The earliest segmental sternum in a Permian synapsid and its implications for the evolution of mammalian locomotion and ventilation. *Scientific reports*, 12(1), pp.1-9., <https://doi.org/10.1038/s41598-022-17492-6>





- ◆ Huttenlocker, A.K., Botha, J., Browning, C., Kulik, Z., Tshibalanganda, M. and du Plessis, A., 2022. A Gulliver *Scaloposaurus* (Therapsida, Therocephalia) from the Katberg Formation of South Africa and its implication for Lilliput assemblages during the Early Triassic recovery. *Journal of African Earth Sciences*, p.104720., <https://doi.org/10.1016/j.jafrearsci.2022.104720>
- ◆ Smith, R.M., Botha, J. and Viglietti, P.A., 2022. Taphonomy of drought afflicted tetrapods in the Early Triassic Karoo Basin, South Africa. *Palaeogeography, Palaeoclimatology, Palaeoecology*, 604, p.111207., <https://doi.org/10.1016/j.palaeo.2022.111207>
- ◆ Burks R, Mitroiu M-D, Fusu L, Heraty JM, Janšta P, Heydon S, Papilloud ND-S, Peters RS, Tselikh EV, Woolley JB, van Noort S, Baur H, Cruaud A, Darling C, Haas M, Hanson P, Krogmann L, Rasplus J-Y (2022) From hell's heart I stab at thee! A determined approach towards a monophyletic Pteromalidae and reclassification of Chalcidoidea (Hymenoptera). *Journal of Hymenoptera Research* 94: 13-88., <https://doi.org/10.3897/jhr.94.94263>
- ◆ Quek, S.P., Pringle, E.L. and Heath, A., 2022. *Chrysoritis* Butler (Papilionoidea: Lycaenidae: Aphnaeinae)-Part 1: Molecular phylogenetic analyses of a South African genus of myrmecophilous butterflies. *METAMORPHOSIS* 33: 107-127., <https://www.metamorphosis.org.za/?p=articles&s=Details&pt=692&i=1700>
- ◆ Wolvaardt, F.P., Hancox, P.J., Browning, C. and Strong, M., 2023. Biostratigraphic and palaeoenvironmental significance of a rich tetrapod fossil accumulation in the Lower to Middle Burgersdorp Formation of the Karoo Basin. *Journal of African Earth Sciences*, 198, p.104777., <https://doi.org/10.1016/j.jafrearsci.2022.104776>
- ◆ Penn-Clarke, C.R., Browning, C. and Harper, D.A.T., 2023. The Ordovician System of South Africa: A review. *Geological Society, London, Special Publications*, 533(1), pp.SP533-2022., <https://doi.org/10.1144/SP533-2022-23>
- ◆ Eckert, M., Gaigher, R., Pryke, J.S., Janion-Scheepers, C. and Samways, M.J., 2022. Timber plantations do not homogenize soil arthropod diversity but do alter species composition. *Geoderma*, 428, p.116190., <https://doi.org/10.1016/j.geoderma.2022.116190>
- ◆ Samaai T, Turner TL, Kara J, Yemane D, Ngwakum BB, Payne RP, Kerwath S. 2022. Confirmation of the southern African distribution of the marine sponge *Hymeniacidon perlevis* (Montagu, 1814) in the context of its global dispersal. *PeerJ* 10:e14388., <https://doi.org/10.7717/peerj.14388>
- ◆ Stefanoudis, P.V., Talma, S., Fassbender, N., Swanborn, D., Ochieng, C.N., Mearns, K., Komakoma, J.D., Otwoma, L.M., Mbije, N.E., Osuka, K.E., Samoilys, M., Shah, M., Samaai, T., Trotsuk, E., Tuda, A, Francisco, Z., Wagner, D., and Waoodall, L.C. 2022. Stakeholder-derived recommendations and actions to support deep-reef conservation in the Western Indian Ocean. *Conservation Letters*, p.e12924., <https://doi.org/10.1111/conl.12924>
- ◆ Avery, D. Margaret. "Hitching a ride: the early history of Black rat immigration into southern Africa." *Biological Invasions* (2022): 1-14., <https://doi.org/10.1007/s10530-022-02962-9>
- ◆ Black, W., Gibbon, V., and Omar, R. Navigating shifting sands: human skeletal restitution lessons and guidelines from South Africa. In Smith, C., Lippert, D., May, S., Kanuago, A.K., Pollard, K., and López, S.L (Eds). *The Oxford Handbook of Global Indigenous Archaeologies*. Oxford University Press., <https://doi.org/10.1093/oxfordhb/9780197607695.001.0001>





- ◆ Timbrell, L., Scott, C., Habte, B., Tefera, Y., Monod, H., Qazzih, M., Marais, B., Black, W., Maroma, C., Ndiema, E. and Henderson, S., 2022. Testing inter-observer error under a collaborative research framework for studying lithic shape variability. *Archaeological and Anthropological Sciences*, 14(10), pp.1-15., <https://doi.org/10.1007/s12520-022-01676-2>
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7.10 | Popular Publications

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- ◆ van Noort, S. 2022. New species of rare South African wasps named. Iziko News. <https://www.iziko.org.za/news/new-species-of-rare-south-african-wasps-named/>
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- ◆ Kotze, A. and Boonzaaier-Davids, M. 2022. Connecting Museums, Research and Communities through International Networking. Iziko News. <https://www.iziko.org.za/news/connecting-museums-research-and-communities-through-international-networking/>
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- ◆ Boshoff, J. 2022. Future Archaeologists. Iziko News. <https://www.iziko.org.za/news/future-archaeologists/>
- ◆ Mabaso, T. 2023. Reflecting on Two Editions of Edit Your Pride - 27/02/2023 - <https://www.iziko.org.za/news/reflecting-on-two-editions-of-edit-your-pride/>
- ◆ Lamprecht, A. 2023. Art Encompasses the Entire Human Experience - 17/03/2023 - <https://www.iziko.org.za/news/art-encompasses-the-entire-human-experience/>
- ◆ Van den Berg, J and Lamprecht, A. 2023. Islamic Calligraphy at ISANG - 17/03/2023 - <https://www.iziko.org.za/news/islamic-calligraphy-at-isang/>
- ◆ Boot A. 2023. Coffee Pot from Doomed Ship - 27/02/2023 - <https://www.iziko.org.za/news/coffee-pot-from-doomed-ship/>
- ◆ Boshoff, J. 2023. Iziko Maritime Archaeology Team Wows UCT Students - 17/03/2023 - <https://www.iziko.org.za/news/iziko-maritime-archaeology-team-wows-uct-students/>
- ◆ Esmiol, E. 2023. For the love of flowers - 24/01/2023 - <https://www.iziko.org.za/news/for-the-love-of-flowers/>
- ◆ Esmiol, E. 2023. The Unknown Lady Anne Lindsay Barnard - 17/03/2023 - <https://www.iziko.org.za/news/the-unknown-lady-anne-lindsay-barnard/>
- ◆ Kotze, A. 2023. The Evolution of Indigenous Art - 01/03/2023 - <https://www.iziko.org.za/news/the-evolution-of-indigenous-art/>
- ◆ Govender, R. 2023. Fossil hunting moving forward with the times and technology! - 20/01/2023 - <https://www.iziko.org.za/news/fossil-hunting-moving-forward-with-the-times-and-technology/>
- ◆ Govender, R. 3D Scanning: Moving our Study of Fossils in a New Direction. - 27/02/2023 - <https://www.iziko.org.za/news/3d-scanning-moving-our-study-of-fossils-in-a-new-direction/>



Installation View, Flowers of the Revolution traveling exhibition, Bishop Lavis Library, March 2023.



7.11 | Research Projects

- ◆ Andrew Lamprecht - Breaking down the walls
- ◆ Andrew Lamprecht - Triangle of Communication
- ◆ Andrew Lamprecht - Re-imagining IOTH
- ◆ Annelize Kotze - Reveal and Connect: African and Caribbean Collections in Scottish Museums
- ◆ 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*
- ◆ Claire Browning - Triassic archosaur microwear
- ◆ Dylan Clarke - South West African Polychaete diversity and biogeography
- ◆ 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 - South African studio and production ceramics
- ◆ 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, Tšhegofatšo Mabaso & Andrea Lewis - Environmental research
- ◆ Jaco Boshoff - Environmental study of the Sao Jose shipwreck
- ◆ Jaco Boshoff - Wreck of the Meermin
- ◆ Jaco Boshoff - Wrecks, Encounters and Peoples: Mobilising Dutch East India Company collections for new global stories
- ◆ Jake Harding - Grain Silo Wreck
- ◆ Jyothi Kara - Iziko DNA and Tissue Biobank
- ◆ Jyothi Kara - DNA barcoding reference library of marine invertebrates
- ◆ 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 - Isaacs Family Coaches
- ◆ Lynn Abrahams - Koopmans De Wet House
- ◆ Lynn Abrahams - House Museums in the context of the national estate
- ◆ Lynn Abrahams - Challenges of re-writing the Iziko ethnographic collections archives: some lessons from the Khomani San/Bushmen engagement
- ◆ Melissa Boonzaaier-Davids 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
- ◆ 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
- ◆ 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





*Conversation with Water
A Performance Art Piece
in collaboration with
EITZ, Iziko South African
Museum, November 2022.*

- ◆ Simon van Noort - Research on systematics of Afrotropical Bethyloidea 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 Rousse, 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 Megalyniidae collaboration with Scott Shaw
- ◆ Simon van Noort - Research on systematics of Afrotropical Orussidae collaboration with Lars Vilhelmsen, 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 Trigonalidae 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 Platygastridae collaboration with Norman Johnson & Lubo Masner (USA)
- ◆ Terry Reynolds Berry - Research on the systematics of Afrotropical Ichneumonidae
- ◆ Tessa Campbell - Investigating the archaeology of disease in South Africa.
- ◆ Tšhegofatšo Mabaso - Queer Cultural Heritage
- ◆ Wayne Florence - Checklist of the Bryozoa of South Africa
- ◆ Wayne Florence - East Coast Bryozoa, South Africa
- ◆ Wayne Florence - South Coast Bryozoa, South Africa
- ◆ 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 - Understanding the shared histories of ancestral human remains collections and developing curatorial strategy supporting repatriation efforts
- ◆ Wendy Black and Annelize Kotze - Understanding the shared histories of ancestral human remains collections and developing curatorial strategy supporting repatriation efforts
- ◆ Wendy Black & Jaco Boshoff - Ancient wine analysis





Arbor Day, School Walkabout in the Company's Garden



Public Programme, at the City Library

7.12 | Education

7.12.1 Workshops And Conferences

- ◆ 01 April 2022-31 March 2023, Anton Van Wyk; Glynn Alard. Human Evolution Learner Workshops.
- ◆ April 2022, July 2022, October 2022 and December 2022, All educators. School Holiday Programmes.
- ◆ November 2022. Najumoeniesa Damon. 16 Days of Activism Against Violence Against Women and Children Workshop.
- ◆ 01 April 2022-31 March 2023, Thandi Nqubelani. Fossil Workshops.
- ◆ 31 March 2022, All educators. Arabic Calligraphy Workshop.
- ◆ 2022, 2023, Najumoeniesa Damon. South African Faith and Family Institute Workshops.
- ◆ 06-08 August 2022 - Geosciences Information For Teachers workshop, Iziko Museums of South Africa, University of Cape Town and The European Geosciences Union
- ◆ 21 March 2023, Heal The Hood Project celebrated Human Rights Day 2023 with Iziko Museums by hosting a workshop with the theme titled *"Consolidating and Sustaining Human Rights culture into the future"*.
- ◆ 18 October 2022, Global Summit of Research Museums, Wandile Kasibe. Deutsches Museum in Munich, Germany.

7.12.2 Epp Brochures/Worksheets/ Resource Packs

Education issued educational resources in the form of worksheets, lesson plans, activity sheets, and awareness material for schools and the public. Museums as sites of learning add value to classroom practice and offer the general public heritage awareness through its art, history, science, astronomy, technology programmes; commemorative day celebrations and summer school programmes. All our school materials are aligned to the Department of Education's curriculum and address various topics and themes.



Puppet Planet's Lystrosaurus during the Holiday programme at the Iziko South African Museum, December 2022.

Natural History

1. Surviving with a Smile 2. Toothy Tales from the Ancient World
2. Sharks Worksheet
3. Dinosaur Poster
4. Hidden Wonders worksheet

Social History

1. Trials of Slavery worksheets
2. From Diaspora to Diorama CD
3. Ghoema and Glitter CD
4. Bill of Rights questionnaire
5. Gender-Based Violence booklet
6. Reconciliation Day resource
7. Ancient Egypt worksheet
8. Slavery worksheet

Planetarium and Digital Dome

1. Sky Map April 2022
2. Sky Map May 2022
3. Sky Map June 2022
4. Sky Map July 2022
5. Sky Map August 2022
6. Sky Map September 2022
7. Sky Map October 2022
8. Sky Map November 2022
9. Sky Map December 2022
10. Sky Map January 2023
11. Sky Map February 2023
12. Sky Map March 2023

Public Programmes

- ◆ Nelson Mandela International Day 2022 power-point

7.12.3 Special Education Programmes Presented:

Art

- ◆ 27 June 2022, Patterns in Nature
- ◆ 07 July 2022, Earth art!
- ◆ 01-30 September 2022, *Rieldans: laat die stof staan*
- ◆ 31 March 2023, Arabic Calligraphy

Natural History

- ◆ 19 April 2022, KhoiSan Lesson
- ◆ 01 September 2022, Arbour Week
- ◆ 02 December 2022, International Day of People with Disabilities
- ◆ 03 March 2023, World Wildlife Day

Social History

- ◆ 01 April 2022, Castle Mystery Hunt
- ◆ 18-19 August 2022, Taking the Human's Right Temperature of the School
- ◆ 29-30 November 2022, 16 Days of Activism
- ◆ 21 March 2023, From human wrongs to human rights an imbizo 365 social justice

Planetarium and Digital Dome

- ◆ 22 April 2022, Public Talk - NASA and the Artemis programme
- ◆ 01-07 August 2022, National Science Week
- ◆ 03 October 2022, Create your own 3D Solar System Poster
- ◆ 20 March 2023, 5000 EYES: Mapping the Universe with DESI.





7.12.4 Outreach Programmes Presented

1. 2022/04/22, Protea Heights Academy 33 Helling St, Protea Hoogte (Brackenfell)
2. 2022/04/27, Valhalla Park Multipurpose Centre Angela Street (Valhalla Park)
3. 2022/05/10, A. Z. Berman Primary School 2 Kerem St, Beacon Valley, Mitchells Plain
4. 2022/05/11, A. Z. Berman Primary School 2 Kerem St, Beacon Valley, Mitchells Plain
5. 2022/05/16, Star College - Bridgetown High & Primary schools - Bridgetown, Athlone
6. 2022/05/17, Sid.G.Rule Primary School, 7th Avenue, Grassy Park
7. 2022/05/18, Yeshua Christian Primary School, 44 Roscommon Rd Heathfield.
8. 2022/05/19, Kleinberg Primary School, Aquila Way, Ocean View
9. 2022/05/20, Cape Town Museum of Childhood, 3 Milner Rd, Rondebosch
10. 2022/05/25, Valpark Primary School, Paulusstraat, Valhalla Park
11. 2022/06/03, Sunny Side Montessori Claremont, 18 Brooke Street, Claremont
12. 2022/06/03, Sunny Side Montessori Rosebank (2 Kent Street Mowbray/Rosebank)
13. 2022/06/07, Habibia primary school, Johnston Rd, Rylands
14. 2022/06/09, Masiphathisane Primary School, Southern Bypass St, Vredenburg
15. 2022/05/20, Rainbow Montessori School, 2 Kapokberg Cres, The Crest, Durbanville
16. 2022/06/24-26, Kirkwood Wildlife Festival, Kirkwood High School, Whytes Rd, Kirkwood
17. 2022/07/04, Vuvu's Kitchen for Children; KTC, Nyanga.
18. 2022/07/06, Mfuleni Youth Intervention Community Project; 67 Ungqobe Street, Ext 3, Mfuleni
19. 2022/07/08, Table View Public Library, Birkenhead Road, Table View.
20. 2022/07/14, Manenberg (Making A Difference) Initiative, Druivevlei Community Center, Manenberg
21. 2022/07/21, CATHSEETA Heritage Career Expo, Cape Peninsula University of Technology (CPUT)
22. 2022/07/22, BM Scientific Medicine and Science Project; Thusong Multipurpose Centre, Khayelitsha.
23. 2022/08/01, Towerkop Primary School, Raubenheimer Ave, Ladismith.
24. 2022/08/01, Acacia Primary School, Skoolstraat, Laingsburg.
25. 2022/08/01, Laingsburg Public Library, Van Riebeeck Street, Laingsburg.
26. 2022/08/02, Steenvliet Primary School, Kerkstraat, Touwsrivier.
27. 2022/08/02, Touwsrivier Primary School, Suidstraat, Touwsrivier.
28. 2022/08/04, Hawston Primary School, Kerkstraat, Hawston.
29. 2022/08/04, Hermanus Public Library, 66 Duiker St, Hermanus
30. 2022/08/05, Zwelihle Primary School, Sisulu Street, Zwelihle, Hermanus.
31. 2022/08/05, Lukhanyo Primary School, Lusiba Street, Zwelihle, Hermanus.
32. 2022/08/16, Hlengisa Primary School, 757 Hlati St, Nyanga.
33. 2022/08/30, MAP Montessori Academy, 16 Days Walk, Pinelands.
34. 2022/08/31, Matroosbergweg Primary School, Haarlem Avenue, Belhar.
35. 2022/09/07-13, Scifest Africa (National Science Festival) 1820 Settler Monument, Makhanda.
36. 2022/09/21, Parkvale Primary School, 8 Eleanor Close, Valhalla Park.
37. 2022/09/28, Crossroads Library & Umthombo Wempilo Heritage Months event, Phillippi Village
38. 2022/09/29, Weltevreden Public Library, Oliver Tambo Drive, Samora Machel.
39. 2022/09/30, Journey Montessori School, 68 Amandel St, Amanda Glen Durbanville.



World Aids Day Community Workshop public programme, Iziko South African Museum, December 2022.

40. 2022/10/06, Kraaifontein Library, Brighton Road, Kraaifontein
41. 2022/10/11, Phills Daycare; 79 Kipling Ave, Mandalay
42. 2022/10/14, New Haven Academy; 55 St James Street, Somerset West.
43. 2022/11/11, Riversyde Montessori; 7 Pioneer Rd, Sonstraal Heights, Durbanville.
44. 2022/11/24, Carnegie House Independent School, 7 van der Lingen str, Central Paarl.
45. 2022/12/02, Rainbow Montessori School, Address: 2 Kapokberg Cres, The Crest, Durbanville.
46. 2022/12/03, Volunteer Wildfire Services. Newlands Base Fire Station; Newlands
47. 2022/12/09, Western Cape Department of Sport, Arts, Culture (DCAS), DSAC, Love Life.
48. 2022/12/12, Manenberg Public Library, 41 Thames Walk, Manenberg.
49. 2022/12/16, Gugs Reconciliation Day RaceNY 49 Gugulethu Stadium; Gugulethu
50. 2022/12/19, Table View Public Library: Birkenhead Road, Table View.
51. 2022/12/20, Parow Public Library: c/o McIntyre St & 1st Ave, Parow.
52. 2023/02/01, Noxolo Xauka Primary School, Nyanda Ave, Makhaza, Khayelitsha
53. 2023/02/07, Habibia Primary school, Johnston Rd Rylands
54. 2023/02/13, Kuyasa Primary School, Oscar Mpetha Road, Kuyasa, Khayelitsha
55. 2023/02/14, L'Avenir After-School club, L 'Avenir wine Estate, R44, Stellenbosch
56. 2023/02/15, Villiera After-school club, Cnr R304 & R101 Koelenhof Near, Stellenbosch
57. 2023/02/21, Bellevue After-school club, Bottelary Rd, Koelenhof, Stellenbosch,
58. 2023/02/23, Kirstenbosch National Botanical Gardens.
59. 2023/02/27-28, Harold Porter National Botanical Garden, Clarence Drive, Betty's Bay
60. 2023/03/01, Karoo Desert National Botanical Garden, Worcester
61. 2023/03/02, Bovlei After-school club, Vrugbaar Bovlei, 7655 Wellington
62. 2023/03/06, Eikendal After-school club, R44, Raithby, Stellenbosch
63. 2023/03/07, Kaapzicht After-school club, M23 Bottelary Rd, Stellenbosch Farms,
64. 2023/03/08, Mount Vernon After-school club, R44, Klapmuts, 7625
65. 2023/03/15, Lentegeur Library, Cnr. Melkbos Street & Merrydale Avenue, Lentegeur
66. 2023/03/16, Delheim After-school club, Knorhoek Rd, Stellenbosch
67. 2023/03/22, Koopmanskloof After-school club, Bottelary Hills, Stellenbosch, 7605
68. 2023/03/23, Niel Joubert After-school club, Klapmuts/Simondium Road, Klapmuts
69. 2023/03/23, Fisantekraal Public Library, Corner Dullah Omar & Peter Mokaba Streets, Fisantekraal
70. 2023/03/24, Rondebosch Regional Library, Town Hall, Hall Road, Rondebosch

7.12.5 Public Programmes Presented:

27 April 2022	Freedom Day
18 May 2022	International Museum Day
25 May 2022	Africa Day
16 June 2022	Youth Day
18 July 2022	Mandela Day
09 August 2022	National Women's Day
01 September 2022	Deaf Awareness Month Campaign
01-30 September 2022	Heritage Month
09 October 2022	National Marine Week
01 December 2022	Slave Emancipation Day
01 December 2022	World AIDS Day
16 December 2022	Reconciliation Day
21 February 2023	International Mother Language Day
21 March 2023	Human Rights Day



7.12.6 Internships and Work Integrated Learning Students (WILS) Hosted:

SURNAME	INITIALS	INTERN/WILS	INSTITUTION
Perumal	C	WILS	UCT
Khoza	L	DSI Intern	DSI/HSRC
Mokono	K	DSI Intern	DSI/HSRC
Collison	J	DSI Intern	DSI/HSRC
Boot	A	DSI Intern	DSI/HSRC
Arends	D	HR	CPUT
Mashiya	W	HR	CPUT
Moeti	C	HR	CPUT
Meyiwa	S	C&D	CPUT
Bobotyane	A	C&D	CPUT
Mashele	V	C&D	CPUT
Ncapai	N	C&D	CPUT
Manke	T	C&D	CPUT
Mnisi	E	C&D	CPUT
Faro	J	C&D	CPUT
Nkosi	M	C&D	CPUT
Kahlana	A	C&D	CPUT
Christians	A	C&D	College of Cape Town
Khoza	Lindiwe	R&E	DSI-HSRC Intern
Boot	Annemarie	R&E	DSI-HSRC Intern
Mokono	Khutso	R&E	DSI-HSRC Intern
Jayden	Carollison	R&E	DSI-HSRC Intern
Khoza	Lindiwe	R&E	DSI-HSRC Intern
Boot	Annemarie	R&E	DSI-HSRC Intern
Jayden	Carollison	R&E	DSI-HSRC Intern
Mokono	K	C&D	DSI-HSRC Intern
Moeti	Chwayiti	HR	Cape Peninsula University of Technology
Mashiya	Wendy	HR	Cape Peninsula University of Technology
Arends	Duane	HR	Cape Peninsula University of Technology
Christians	Ambre	Advancement	College of Cape Town
Celle	Eric	C&D	Memorist South Africa
Alexiane	Jimenez	C&D	Memorist South Africa
Voisin	Tiffany	C&D	Memorist South Africa
Dominique	Mirov	C&D	Memorist South Africa
Tixier	Laurine	C&D	Memorist South Africa



7.13 | Yearly Attendance Indicators

7.13.1 Visitor Statistics

MUSEUMS	2022/23
Bertram House	32
Bo-Kaap Museum	13 235
Groot Constantia	30 830
Koopmans-de Wet House	357
Michaelis Collection	0
Rust en Vreugd	122
Nelson Mandela House	0
SA Museum	66 897
SA National Gallery	12 612
Slave Lodge	22 249
William Fehr Collection	65 181
Planetarium School shows	15 228
Planetarium Public shows	35 239
EPP	24 055
Planetarium venue hire	514
TOTAL VISITORS	286 551

VISITORS	2021/22	2022/23
Paying Visitors (including Planetarium public and school shows)	123 412	223 509
Education School Groups	4 785	24 055
Free Commemorative Days	12 674	16 206
Concessions as per approval	3 697	1 353
Children 5 and Under	7 687	10 370
Students on Free (Friday)	1 586	2 137
Pensioners on Free (Friday)	638	945
Friends' organisations	28	74
ICOM/SAMA cardholders	33	93
Tour guides accompanying tourists	472	2 523
Functions	16	3
Special Events (Blue Oceans)	146	0
Media	14	26
Educators	355	1 196
Courtyard Project Concessions to ISANG	0	0
Planetarium Free Adult	152	216
Planetarium Free Child	55	350
Venue Hire	6 275	3 495
Sub Total	162 025	286 551
Mobile Museum and other outreach	3 937	16 198
TOTAL	165 962	302 749

7.13.2 Website Activity

WEBSITE	VISITORS 2022/23	PAGE VIEWS 2022/23
Iziko Websites (including Egypt in SA and History of Slavery)	280 076	582 827
Waspweb	73 105	149 604
Figweb	26 574	56 846
COMBINED TOTAL	379 755	789 277

7.13.3 Online Visitor Footprint

ONLINE VISITOR FOOTPRINT	2021/22	2022/23
Iziko Websites	246 757	379 755
Facebook/META	14 884	14 249
Twitter	7 095	7 188



Ms Rooksana Omar, CEO Iziko, Ms Nocawe Mafu, Deputy Minister of Sport, Arts and Culture and Mr Andrew Lamprecht, Curator Historical Painting and Sculpture during a walkabout of the exhibition: *Breaking Down the Walls*, Iziko South African National Gallery, October 2022.



Iziko HR Team working at the Iziko South African Museum on Heritage Day, September 2022.



7.14 | Materiality and Significance Framework

Definitions and standards

- ◆ Audited financial statements: 2022/2023 (AFS)
- ◆ Approved annual budget: 2022/2023 (AAB)
- ◆ Approved Strategic Plan: 2020/2025(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



Gabriel Lukoji, Assistant Collections Manager, showcasing the collections on Heritage Day, Iziko South African Museum, September 2022.

Youth public programme exploring eh exhibition Red in the Rainbow on Freedom Day, Iziko Slave Lodge, April 2022.



Framework

SECTION 50		
FIDUCIARY DUTIES OF ACCOUNTING AUTHORITY	VALUE (QUANTITATIVE)	NATURE OF EVENT (QUALITATIVE)
<p>71. Accounting authority must-</p> <p>(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</p>	<p>(a) Any unbudgeted transaction of which the amount exceeds 1% of the total value of assets per AFS)</p> <p>(b) Any budgeted event where income is a legitimate expectation where the actual income is less than 5% of the total expenditure</p> <p>(c) Any trading venture where income is exceeded by expenditure by more than 0,5% of income 1.</p> <p>(e) Total actual expenditure is more than budgeted income by more than 0,2% of budgeted expenditure</p>	<p>(a) Any unplanned event that affects the core purpose or mandate of entity per the ASP</p> <p>(b) Any activity that is outside the parameters of each public entity's enabling legislation</p>

SECTION 54		
INFORMATION TO BE SUBMITTED BY THE ACCOUNTING AUTHORITY	VALUE (QUANTITATIVE)	NATURE OF EVENT (QUALITATIVE)
<p>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:</p> <p>(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement</p> <p>(c) acquisition or disposal of a significant shareholding in a company</p> <p>(d) acquisition or disposal of a significant asset</p> <p>(e) commencement or cessation of a significant business activity</p>	<p>N/A</p> <p>N/A</p> <p>Any transaction of which the amount exceeds 1% of the total value of assets per AFS</p> <p>Any transaction of which the amount exceeds 1% of the total value of assets per AFS</p>	<p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity</p> <p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity</p> <p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity</p> <p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity</p>

SECTION 55		
ANNUAL REPORT AND ANNUAL FINANCIAL STATEMENTS	VALUE (QUANTITATIVE)	NATURE OF EVENT (QUALITATIVE)
<p>3. the annual report and financial statements must:</p> <p>(a) include particulars of:</p> <p>(i) any material losses through criminal conduct and,</p> <p>(ii) any irregular expenditure and fruitless and wasteful expenditure that occurred during the year</p> <p>(iii) any losses recovered or written off</p>	<p>(a) Any loss of which the amount exceeds 1% of the total value of assets per AFS</p> <p>(b) Any loss of a National Estate as defined in section3 of the National Heritage Resources Act, 1999 (Act No. 25 of 1999)</p> <p>All</p> <p>All</p>	<p>Any unplanned loss per the ASP that may affect the core purpose or mandate of the entity</p> <p>All</p> <p>All</p>

SECTION 66		
RESTRICTIONS ON BORROWING, GUARANTEES AND OTHER COMMITMENTS	VALUE (QUANTITATIVE)	NATURE OF EVENT (QUALITATIVE)
<p>Iziko Museums may not enter into any financial commitment beyond its approved budgets and its accumulated reserves</p>	N/A	N/A



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:

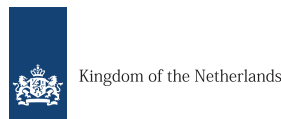
Government



Government Agencies



Foreign Agencies



Friends Organisations



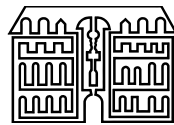
Cape Town Agencies



Trust and Foundations



Universities



Corporate



Organisations



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Enthralled by *Breaking Down the Walls*,
150 years of collecting at Iziko, Iziko South
African National Gallery, October 2022.



The cover of the Annual Report 2022/2023 is of the artwork *Messages from the Moat (1997)*

The work records the sales of 1318 enslaved persons shipped to Cape Town between 1658 and 1700 by the Dutch East India Company.

Each bottle is hand engraved with the details of one sale: the name given to the enslaved person, the seller, the buyer, the date and the price.

The work reflects upon the brutal practice of forcing people in other parts of Africa and the East Indies to work for the Dutch East India Company during the foundational years of permanent white settlement in South Africa.

An installation by Sue Williamson (b. 1941), one of South Africa's leading artists in the Atrium of the Iziko South African National Gallery, as part of the exhibition: *Breaking Down the Walls: 150 years of collecting at Iziko*, October 2022.

Purchased with funding from the Board of Executors.

This installation was made possible through a donation from the David Graaff Foundation, and facilitated by The Friends of the Iziko South African National Gallery.

11 NATIONAL MUSEUMS IN CAPE TOWN



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