

Iziko Museums of South Africa Annual Performance Plan for 2020-2021



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

South African Museum
Planetarium and Digital Dome
South African National Gallery
William Fehr Collection (at the Castle of Good Hope)
Bo-Kaap Museum
Groot Constantia Manor House
Koopmans-de Wet House
Maritime Centre
Michaelis Collection (at the Old Town House)
Rust en Vreugd
Slave Lodge and Social History Centre
Bertram House



an agency of the
Department of Arts and Culture





Chairperson's Foreword

The Annual Performance Plan for the Iziko Museums of South Africa (Iziko) is based on the longer planning horizon which has its foundation in the institution's Strategic Plan 2020-2025. This plan is the product of the Strategic Planning session that the newly appointed Seventh Council (August 2019 – July 2022) has mapped out together with the Management of the institution. The Annual Performance Plan 2020-2021 is the institution's envisioned activities for the year and this plan demonstrates how the outcomes will be achieved in realising the long term strategy for the Iziko.

This Plan is aligned with the South African Governments priorities that are embedded in the National Development Plan (NDP) –Vision 2030; the African Union's Agenda 2063; Medium Term Expenditure Framework and the Department of Sports, Arts and Culture priorities to work towards achieving our collective vision and direction for the next five years. Through the deliberations of the Council and Management during October 2019, the following were prioritised:

Advocate Roderick Solomons
Chairperson of Council

- Innovative usage of public programmes and exhibitions;
- Strategic utilisation of its human resources;
- Effective usage of its Collections and Research capability and expertise;
- The effective usage of Information and Communication Technology to deliver better services and be alive to the Fourth Industrial Revolution;
- Proactive and professional management of our facilities;
- Heightened Fundraising initiatives; as well as
- Innovative and improved marketing and communication strategies and programs.

The seven strategic focus areas prioritised above have been broken down into outcomes for the year. Focussing on exhibitions, collections, marketing, fundraising, leveraging our assets and utilising the incredible staff expertise we have in every realm of museum business.

The Iziko has collections that represent an invaluable record of South Africa's artistic, cultural, historical and environmental wealth. Museums are a vital source of life long education, knowledge and spaces where life's deep mysteries and big questions are brought to the forefront so that these spaces are used to confront thorny and wondrous matters.

Our society is facing unprecedented challenges and the growth in inequality and conflict is increasing. Using all the resources of Iziko Museum's, human and financial, we are able to provide services that are vital sources of knowledge for individuals and communities to increasingly understand our past and fashion our future.

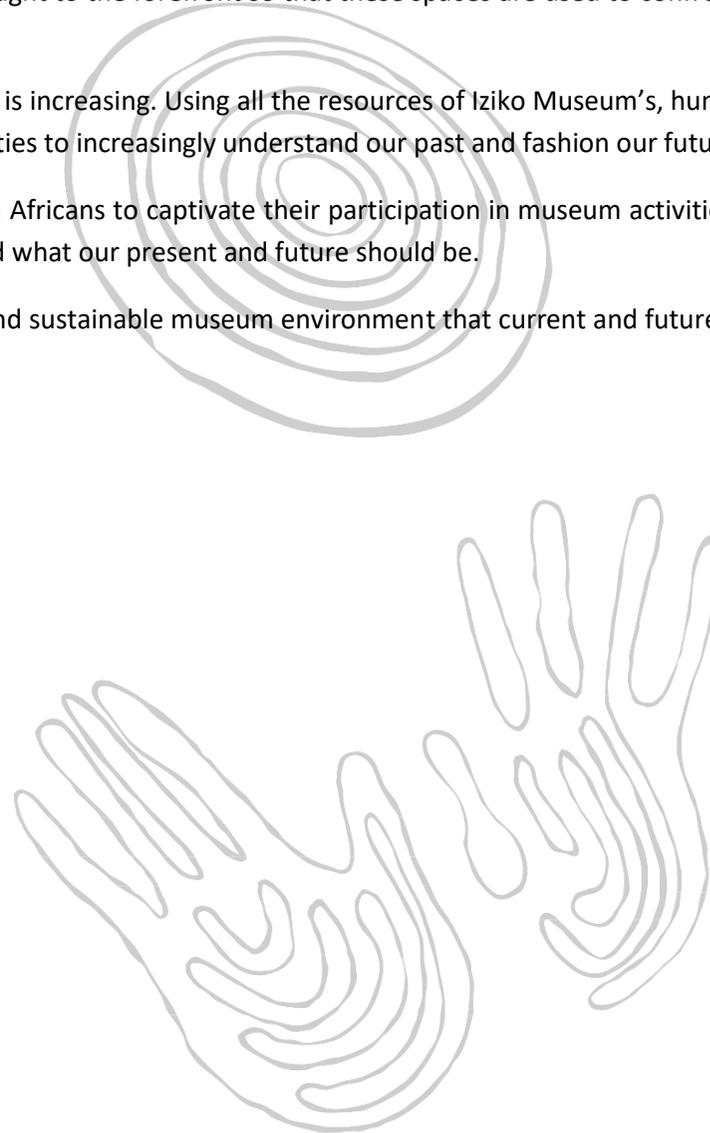
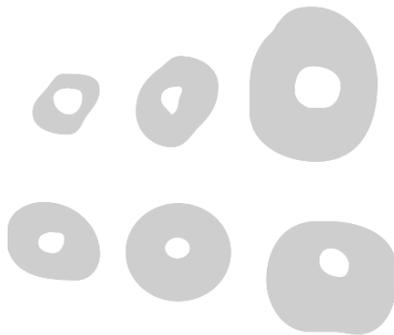
This plan is to grow a strong brand, grow our financial resources and engage with South Africans to captivate their participation in museum activities, thus making an effort to contribute to a thriving future and fostering a collective understanding of our past and what our present and future should be.

In this year the Council is looking forward to creating the basis for an exciting, thriving and sustainable museum environment that current and future generations can benefit from.



A handwritten signature in black ink, consisting of several horizontal strokes and a vertical stroke on the left, ending in a small arrowhead pointing to the right.

Advocate Roderick Solomons
Chairperson of Council
Iziko Museums of South Africa



Chief Executive Officer's Foreword

This Annual Performance Plan 2020- 2021 enables the Iziko to realise its vision to be *“African Museums of excellence that empower and inspire all people to celebrate and respects our diverse heritage”* and fulfil the institutions Strategic Plan for the next five years.

Management and staff are committed to achieving the objectives that have been approved by the 7th Council for this financial year.

In the past financial year 2018/2019, our focus was to broaden the scope of our offerings and embed social inclusion in our everyday operations, demonstrate the value of our research in natural history, social history and art. Based on the research of the institution the staff curated and installed 19 new exhibitions and wrote 30 publications that were peer reviewed and 7 popular publications were published in various media. To increase awareness of the importance of museums in formal and informal education, 18 education programmes were conducted for the public. Iziko welcomed a total of 528 409 visitors during the 2018/2019 fiscal year. In support and celebrations of the commemorative days in South Africa, Iziko enabled the public to visit these museums for free on 15 days during 2018/2019. In an effort to be inclusive and extend Iziko's reach beyond the museum buildings, the Mobile Museum made 53 outreach trips to communities that were unable to easily have access to the museum.

In our focus to remain relevant and accessible through the collections there were 13 337 new specimens, artworks and objects added to the collection. The wreck of the Slave Ship, *São José*, 1794, which was transporting enslaved Africans on board the ship was studied and excavated through the multiple local, continental and international partnerships that was made possible with the US Ambassadors funding. In the last financial year the wreck site, off Clifton 4th Beach, was declared a National Heritage Site in terms of Sections 27 of the National Heritage Resources Act. At the same time we were honoured that Justice Albie Sachs accepted to be the Patron of this ground-breaking initiative.

The Iziko hosted 33 interns throughout the museum. These interns came from local, continental and global institutions and they chose to apply to do their internships at Iziko. In collaboration and funding from various partners that support workplace experiential learning, research, innovation projects these internships were made possible. A very important focus for Iziko is to be inclusive to all members of our community and our continued relationship with the Helen Keller Society over the past 52 years stands testimony to that objective. Their Meaningful Access Project (MAP), includes the aged and visually impaired persons that participated in focussed programmes that caters for their needs.



Ms Rooksana Omar
Chief Executive Officer

Our staff is highly skilled, dedicated and committed to serving the public. They have pushed through numerous boundaries to make visitors welcome, hosted researchers, gone on field trips, collection trips, attended professional conferences and presented papers on their findings based on the collections. The results of this are evident in the kind of services we execute to the public.

The in-depth five year Conservation and Maintenance Plan was completed for the 9 museum buildings that Iziko manages. This plan will enable Iziko to ensure that moving ahead the maintenance of these museums are taken care thereof contributing to the enhanced visitor experience.

Iziko's financial management is a central element to the smooth functioning of this institution and all its underlying activities. It encompasses the mechanisms through which resources are collected, allocated, spent and accounted for. We recognise that sound transparent and accountable financial management is fundamental to achieving and securing economic transformation, financial stability and sustainability and overall operational efficiency. All of this is of vital importance for the provision of good quality services of the institution and the communities which we serve. As such, we aspire to continue to integrate and improve an effective financial management system and sound governance initiatives.

In the upcoming year Iziko will continue to sharpen its governance by working with the Council and Audit and Risk Committee. The Council has created the following Committees to ensure that all aspects of the Iziko business is covered to obtain the levels of good governance and sustainability of the institution. These Council Committees are:

- Core Functions Committee
- Finance and Operations Committee
- Governance and Ethics Committee
- Audit and Risk Committee

We have prioritised receiving an unqualified report without findings so as to contribute to the governance and ethical well-being of the institution that will promote confidence in the museums so that the Executive Authority and external partners and funders will be assured to fund projects and be associated with the Iziko. We are also planning to increase our Wi-Fi connectivity at the South African Museum while at the same time ensuring that the work generated at the Iziko are safely stored and retrievable. We plan to enter new records onto our databases so that these collections become more easily accessible to researchers using the Iziko Collections. Our outreach programmes will reach 52 communities as planned. We endeavour to increase our Facebook and Twitter followers so that the public are fully apprised of what is taking place at the Iziko to market the museums offering to a vast array of audiences and so that these audiences can participate in our activities at Iziko.

Our buildings are important and it is where we work from, conceive new ideas in, store our collections, offer exhibitions, workshops and interact with the general public. It is our endeavour to ensure that we bring the public memorable and interesting activities from these spaces. Therefore we have prioritised to give the Old Town House Museum an overhaul and to paint the façades of the following Museums:

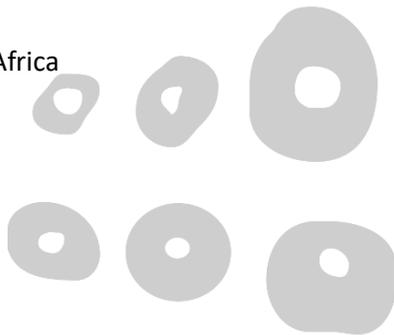
- Iziko Bo-Kaap Museum (IBK),
- Iziko SA Museum (ISAM) and
- Iziko SA National Gallery (ISANG)

We have committed to install 15 new exhibitions at the museums so that our research is translated into exhibitions that the public can engage with.

The Iziko's Council and Team are wholly committed to making these museums attractive, a valuable resource to the public and to use these spaces to promote difficult discussion that result in nation building and social cohesion. I would like to take this opportunity to thank the Iziko Council for giving up their time to give input into the Annual Performance Plan for the year 2020 to 2021; the Ministry and Executive Authority of the Department of Sports, Arts and Culture for their continuous support and interest of the Iziko; to all the Iziko Patrons, funders, partners, associates and Friends and the valued staff of the Iziko. Let's make the upcoming journey based on this plan work.



Ms Rooksana Omar
Chief Executive Officer
Iziko Museums of South Africa





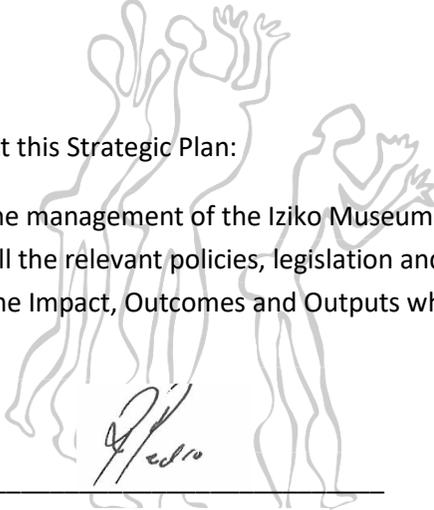
Museum Night V&A Waterfront, Iziko Maritime Centre, Marla Burger, 27 July 2019.

Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Iziko Museums of South Africa under the guidance of Advocate Roderick Solomons as Chairperson of Council.
- Takes into account all the relevant policies, legislation and other mandates for which the Iziko Museums of South Africa is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the Iziko Museums of South Africa will endeavour to achieve over the period 2020 – 2021.

Ms Ronell Pedro
Chief Financial Officer: _____

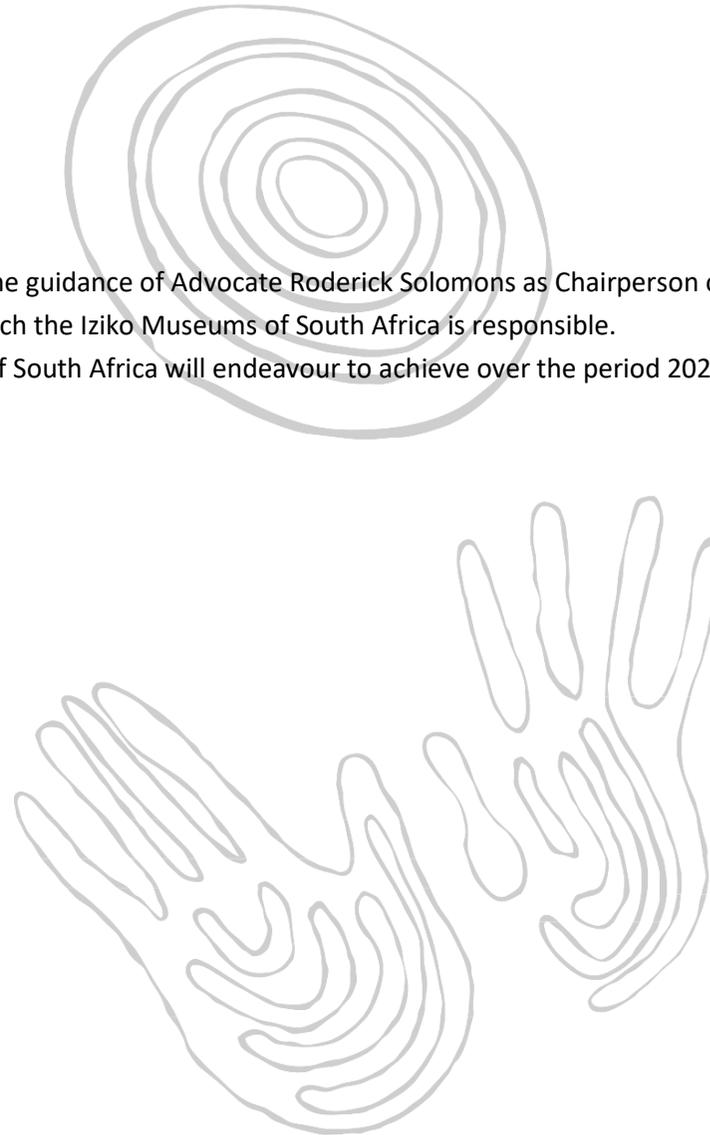


Ms Rooksana Omar
Accounting Officer: _____



Approved by:

Advocate Roderick Solomons
Chairperson of Council: _____



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Part A: Our Mandate

1. Updates to the relevant legislative and policy mandates

1.1 Constitutional mandate

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

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

1.2 Legislative and policy mandates and guidelines

The primary legislative framework of the Department emanates from the following Acts and policy mandates and guidelines:

National Legislation, Policy Mandates and Guidelines	Responsibility of Iziko
Constitution of the Republic of South Africa Act 108 of 1996	Ensure compliance
Cultural Institutions Act, 1998 (Act No. 119 of 1998)	Iziko is governed by a Council appointed by the Minister of Sports, Arts and Culture, with duties prescribed in this Act.
Cultural Laws Amendment Act 36 of 2001	Ensure compliance

National Legislation, Policy Mandates and Guidelines	Responsibility of Iziko
Culture Promotion Act, 1983 (Act No. 35 of 1983)	Ensure compliance
Films and Publications Act 65 of 1996	Ensure compliance
Government Immovable Asset Management Act (GIAMA), 2007 (Act No.19 of 2007)	Ensure compliance with GIAMA
King IV Report on Governance for South Africa, 2016	Ensure compliance
National Archives and Record Service of South Africa Act, 1996 (Act No. 43 of 1996)	Ensure compliance
National Arts Council Act, 1997 (Act No. 56 of 1997)	Ensure compliance
National Council for Library and Information Act, 2001 (Act No. 6 of 2001)	Ensure compliance
National Development Plan (Vision 2030)	Implement NDP
National Film and Video Foundation Act, 1997 (Act No. 73 of 1997)	Ensure compliance
National Heritage Council Act, 1999 (Act No. 11 of 1999)	Ensure compliance
National Heritage Resources Act, 1999 (Act No. 25 of 1999)	Ensure compliance
National Library of South Africa Act, 1998 (Act No. 92 of 1998)	Ensure compliance
National Council for Library and Information Services Act, 2001	Ensure compliance
Public Finance Management Act, 1999 (Act 1 of 1999)	Ensure compliance
The White Paper on Arts, Culture and Heritage, 1996	Ensure compliance
Skills Development Act (SKA), 1998 (Act No. 97 of 1988) as amended.	Ensure compliance with SKA

2. Updates to Institutional Policies and Strategies

2.1 Policies

A number of new policies aimed at the achievement of Iziko's mission, vision, values, and culture, have been approved by Iziko's Council, after input having been received from management and the relevant staff members.

To further the strategic vision of Iziko's Council and management, a critical output in the five year strategic plan includes the development of a Policy Framework which will serve to guide decision-makers in crafting programs, selecting projects or initiatives, or addressing issues to fulfil Iziko's mission and provide a coherent framework for future directions in sustainable ways that advance good governance.

There will be a review of:

- HR-related policies when amendments to relevant legislation are promulgated.
- Health and safety policies when amendments to relevant legislation are promulgated.
- Any other policy when circumstances demand it.
- Each policy will be reviewed every three years

2.2 Strategies

Iziko Council and management formulated several strategies aimed at giving overall direction and advance the vision and mission of the institution, taking into account existing barriers and resources.

2.2.1 Marketing Planning, Communication and Implementation

Key to the financial sustainability is a need to adopt an approach geared towards income generation, diversify income streams, and the development of aggressive marketing strategies. The marketing plan must reflect the potential client base, segmented to identify the different audiences and stakeholders. Implementation will require granular detail to ensure results.

Marketing is central to increasing feet through the door and future planning should include metrics which enable both measurability and tracking of marketing efforts. A marketing audit may be helpful to establish which campaigns have worked and to what extent they have contributed to income generation. The overall marketing strategy will include the use of brand ambassadors, increased visibility and other brand development strategies.

2.2.2 Fundraising

Iziko must continue to explore avenues, including partnering or absorbing the West Coast Fossil Park, to give private individuals and companies a tangible incentive to make donations by making the donation tax deductible. Consideration must be given to the sourcing of external fund-raising professionals (specifically those who incur low fixed costs and receive commissions) to identify prospective donors locally and abroad.

2.2.3 Facilities Management

Creative use of assets is emphasised and facilities should at least be repaired to a level where they offer sufficient functionality to the organisation. Deteriorating facilities and adequate storage space for collections remain high on the agenda.

2.2.4 Public Programmes and Exhibitions

Plans to reimagine and decolonise exhibitions and exhibition spaces will reframe Iziko's societal message by building an innovative curatorial team, bringing together diverse audiences and developing programmes. The broader context of the inclusion of sport into the Department of Sports, Arts and Culture raises possibilities for sports exhibitions, especially those geared towards nation-building. Such collaborations could potentially encourage participation of popular sportspersons and teams in Iziko's marketing campaigns, especially if athletes are immortalised in permanent exhibitions. Social narratives will always be part of museology and current issues (and indeed future projections) cannot be neglected. Creative association of serious issues with lighter, fun content, has potential to engage both public and staff. A close collaboration with the Department of Education will ensure that the institution continues to deliver education content that enhances the school content while broadly contributing in the development of critical and informed students.

2.2.5 Strategic Human Resources

Fresh approaches from management to employ strategies, including Organisational Development (OD) interventions focused on restoring Iziko's brand and promoting organisational cohesion, and other interventions will improve workplace relations and strengthen unity and organisational culture.

2.2.6 Information and Communication Technology

A modern ICT and innovative environment will improve methods of digitising the collections efficiently and implement a programme to roll out Wi-Fi for free to visitors to Iziko and enhance exhibitions digitally. The ICT strategic plan is designed to improve business efficiencies and fast-track Iziko into the digital information age. Collaboration with local initiatives should also be sought with a view to positioning Iziko as a distinguished and modern brand.

2.2.7 Collections and Research

Collection management is a vital part of Iziko's overall strategic framework in efforts to ensure that South Africa's cultural, environmental, historical, natural, scientific, technological and artistic heritage is held indefinitely for the benefit of present and future generations.

Research is the best and reliable way to understand and act on the complexities of various issues which human face. Collection research is vitally important, and Iziko recognised its role at the forefront of advocating the importance of research through making it visible and demonstrating its impact to funders, managers, sponsors and, most importantly, the public.

3. Updates to Relevant Court Rulings

A number of court rulings have impacted on the Heritage Sector in recent years, many of which have already found expression in the policy environment of the Sector. In July 2017 the Equality Court ruled in favour of Iziko. The Court determined that an [art] installation at Iziko did not constitute hate speech. It reaffirmed Iziko's constitutional right to freedom of speech and expression. The Equality Court held that the artwork displayed at the museum, was an expression of art and did not contravene the country's hate speech laws.

The magistrate said the work in general and the work "*F**k White People*" in particular, as used by the artist in his protest art, was not unfair discrimination on the ground of race or hate speech as prohibited by Section 10 of the Act and its dissemination, publication and display was not prohibited as envisaged in Section 12 of the Act.

Iziko firmly believes that freedom of speech is foundational of our communities and our nation and that it is part of Iziko's mandate to engage with, and provide a platform for these matters to be explored and understood more deeply.



Wits Digitisation Workshop, 24-25 July 2019.

Part B: Our Strategic Focus

4. Updated Situational Analysis

4.1 Background

The Southern Flagship Institution, now Iziko Museums of South Africa (Iziko), 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 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 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 a newly upgraded Planetarium and Digital Dome; three collection-specific libraries; the Social History Centre and the Mobile Museum.

Our museums are a treasure trove of art, social and natural history collections, comprising more than an estimated 2,26 million objects, collected over nearly two centuries. Visitors to our museums are able to travel from 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, mainly 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 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, 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 of certain displays require interrogation and critique. To this end, in September 2017 after lengthy in-depth consultations, Iziko de-installed the Ethnography Gallery at the Iziko South African Museum and removed the “*Bushman Diorama*”, which although still housed in the museum, had not been on public display since 2001.

¹ Iziko operates the following national museums: South African Museum; South African National Gallery; Bo-Kaap Museum; Iziko 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); South African Maritime Centre (at the V&A Waterfront);. See www.iziko.org.za

This marked a significant moment in the long history of this museum and the beginning of a new era for Iziko. We will do all of this in an inclusive but forward-looking manner.

Research at Iziko covers a wide spectrum of subjects. One of the major research projects currently is the *São José* slave shipwreck project, which is being undertaken in collaboration with the international Slave Wrecks Project. This project has the potential to generate significant new knowledge and advance the study of slavery in southern Africa, as well as on a global level.

Against the backdrop of the 21st century social, economic, cultural and educational context, Iziko 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 continues to make significant progress towards achieving our vision of creating a heritage institution that is an “*African Centre of Excellence*”. In 2025, Iziko 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 as an unequalled showcase for the art, social and natural history of South Africa in 2025 and beyond.

4.2 External Environment Analysis

4.2.1. Iziko Museums of South Africa – Making a difference

Iziko 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. It is our 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 can best achieve this via education, exhibitions and public programmes, as well 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 implements a diversified pricing strategy that includes 15 free days, mainly 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's multiple social impacts and benefits – ensuring access and active participation in the fields of art, culture and natural heritage, for all South Africans. Iziko 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 education programmes and resources that contribute to uplifting the basic education outcomes of our country.

Iziko recognises the role it has to play in skills development and as such, it also 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 student researchers. In addition, the high-level research outputs of Iziko, adds value to the economy in diverse ways.

Through our natural history research initiatives, we are able to 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 greatly 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 positively impacts on South Africa's economic growth and value chain through supporting the cultural and tourism industries.

4.2.2. Social cohesion and nation building

One of the priorities for Iziko is contributing to social cohesion and nation building through our core functions programmes and activities. We strive to serve South Africa and its people. Through our diverse exhibitions, education and public programmes, Iziko fosters national pride, social cohesion, community development and tolerance, promoting inter-cultural and generational exchange, and the emergence of a shared and uniquely South African cultural identity constituted by diversity. These programmes involve diverse audiences – including youth, families, women and differently-abled persons – giving them access to our collections and sites.

National public holidays such as Human Rights Day, Freedom Day, Youth Day, Women's Day and Heritage Day will continue to be used as platforms to reflect on and embrace our diversity. In 2018/19, a total of 31,493 people took advantage of Iziko's free commemorative day concessions.

Iziko continues to connect our audiences with the past, present and future through its rich collections, exciting exhibitions, research work and enabling education and public programmes. We recognise that exposure to culture and creative stimulation is essential to healthy development for young children and youth. Thus, in order to optimise access to our museums for visitors that lack financial resources, Iziko levies no entrance fees for children under 5; museums are discounted by 50% during winter school holidays; and there is also free entry on 15 commemorative days annually.

Furthermore, Iziko strives to provide access to all South Africans who would like to engage with its content. As such, we provide our public, and most importantly young people, with a gateway to Iziko’s cultural, educational and knowledge resources. Iziko attracted 528,409 visitors during the 2018/19 financial year.

Iziko aims to significantly increase our visitor numbers once the major renovations and upgrades at key museums are completed so that our contribution to social cohesion and national building, as well as other positive impacts, can be optimised.

Iziko’s museums increasingly exert ‘soft power’² to stimulate active citizenry and social justice, and support civic society. Locally and globally, people are affected by social, economic and environmental circumstances that are increasingly dynamic and unstable. Therefore, much of the social benefit of our heritage institutions lies in providing platforms for healthy engagement and dialogue that are both supportive and transformative.

Most of Iziko’s museums are in the city and access to them is a geographical challenge. Our Mobile Museum and websites therefore create a “museum without walls” that takes our offering to people who lack access. They provide an increasingly powerful and strategic platform for Iziko to extend its reach and benefits as widely as possible. We wish to expand and capitalise on this.

The Iziko Mobile Museum undertook 53 outreach trips during the 2018/19 fiscal. Our Mobile Museum improves access and repositions museums in the minds of the broader public. In 2018/19, this outreach project benefited 17,208 individuals, primarily in marginalised communities. The programme also offered out-of-school youth experiences that added to a broad range of life skills development, and allowed them to channel their energies into participating in constructive activities and building knowledge.

In essence, all Iziko’s strategic objectives and activities are underpinned by the understanding that museums can benefit all South Africans, particularly young people, to become informed, active and reflective participants in society.

4.2.3. Structural changes at sector and industry level

The museology sector in South Africa is facing multiple challenges arising from the reorganisation of the Department Arts and Culture (DAC), and rationalisation of the heritage sector as well as the tough economic climate experienced by our country. The inclusion of sport into the new DSAC structure presents potential opportunities and possible threats to museums. Sport presents DSAC with a popular set of activities which are prominent in nation-building, engage a very large population across all ages, genders and language groups, and is very attractive to youth and is a high-income generator. Within this environment, DSAC is also re-aligning its heritage entities (museums and galleries). It is also possible that Iziko will be expected to absorb other heritage entities in the near future.

² “Soft power is a concept that emerged a quarter of a century ago to describe relations based not on military or economic might but on influence.” See Lord, GD and Blankenberg, N, *Cities, Museums and Soft Power* AAM Press, 2015

The dominant dynamic in the sector is the likelihood of increased competition from traditional competitors (museums), competition from non-traditional activities (sport) and strained resources forced by rationalisation. At the same time, private museums may compete for the same visitors and may have more effective marketing strategies than Iziko.

Iziko sees itself as cutting across many sectors, an approach which could possibly dilute its strategic focus. Cape Town owns a dynamic tourism sector which markets the city's assets effectively and continues to be a major influence on regional strategy. Tourism is therefore also a major income driver in the city and presents opportunity for niche marketing to local and foreign visitors. Organisations which locate themselves unambiguously within this dynamic, robust sector are also able to leverage their own marketing efforts with those of the tourism industry. It is important to note the valuable contributions of research and redressive activity (e.g. school visits) to the museum. It is equally important to consider which activities generate income, especially in the face of declining government subsidies and increased competition. Iziko needs to locate itself firmly within a growth sector, focus on its profit centres, and acknowledge the critical role of its cost centres.

Having recognised the heavy compliance burdens imposed by government regulation, it is also noted that Iziko is a young organisation. In commercial settings, young organisations are entrepreneurial, outward-looking, pleasantly aggressive, dynamic and innovative. Regulation has an innate tendency to stifle entrepreneurship and management requires ambidextrous skills to balance both. One popular school of strategic thought states that the unit of analysis of any business is the industry in which it operates. While Iziko may be considered as a social enterprise because its objective is not to generate profits for shareholders, commercial thinking offers potentially useful ideas for management practice.

4.2.4. Cultural diplomacy

Iziko supports cultural diplomacy initiatives of DSAC and national government by contributing to the establishment of strong mutual cultural relations, and ensuring that the imperatives of cultural diversity are foregrounded. Iziko is actively involved in contributing to various cultural programmes linked to BRICS partner nations (i.e. Brazil, Russia, India, China and South Africa).

4.2.5. New international and local policies – a catalyst for accelerating transformation and change in the heritage sector

From an international perspective, Iziko draws on the vision articulated by the African Union (AU) Agenda 2063, specifically: “An Africa with a strong cultural identity, values and ethics, and ensuring Africa is a strong and influential global player and partner”; as well as new United Nations Educational, Scientific and Cultural Organization (UNESCO) frameworks that foregrounds how museums need to find strategies that enable them to function and contribute effectively in a changing world.

As noted previously, the role and significant contribution of museums in contemporary society is increasingly acknowledged and understood. The growth in the number and types of museums around the world; the evolving role of museums as public forums for dialogue and peace-building; and museums' role as economic drivers generating cultural tourism and employment, are finally being acknowledged. UNESCO has taken up the responsibility to establish the legal and policy standards to contribute to the formulation of a contemporary vision of the museum institution, reflecting its function and role in society.

These principles are outlined in the Draft Shenzhen Declaration on Museums and Collections³, issued in November 2016. The UNESCO standards for museums, along with the AU Agenda 2063, provide important guidelines, and are key points of reference that inspire Iziko's delivery.

The NDP notes that South Africa is home to nine world heritage sites and an area of global niche tourism. Culture, the arts and other parts of the creative economy have the potential to generate employment and export earnings. In terms of the NDP, arts and culture open powerful spaces for debate about where a society finds itself and where it is going. Promoted effectively, the creative and cultural industries can contribute substantially to small business development, job creation, and urban development and renewal. The country's rich cultural legacy and the creativity of its people mean that South Africa can offer unique stories, voices and products to the world. In addition, artistic endeavour and expression can foster values, facilitate healing and restore national pride. Effective measures to promote the arts include:

- Providing financial and ICT support to artists to enable the creation of works expressing national creativity, while opening space for vibrant debate. Incentivising commercial distribution networks to distribute and/or host art
- Developing and implementing plans for a more effective arts and culture curriculum in schools with appropriate educator support
- Supporting income-smoothing for artists in a special unemployment insurance scheme and evaluating funding models for such initiatives.
- Developing sectoral determination legislation frameworks to protect heritage and arts-sector employees.

The nearly finalised draft White Paper on Arts, Culture and Heritage, along with the National Policy for Museums, will provide further direction and impetus to our development, while also impacting on the institution in ways that are yet to be fully understood. Our Council, Chief Executive Officer (CEO) and Senior Management are therefore vigilant and invested participants in the development of these revised strategic frameworks for our sector.

Recently, a Monitoring and Evaluation (M&E) Framework was developed by the DSAC-funded, South African Cultural Observatory⁴ (see diagram below). This M&E framework identifies five cultural value themes and indicators that can be used to more effectively illustrate impact and value.

³ http://www.unesco.org/fileadmin/MULTIMEDIA/HQ/BPI/EPA/images/media_services/Director-General/Shenzhen-DeclarationENG.pdf

⁴ <https://www.southafricanculturalobservatory.co.za/download/45>



Figure1: Monitoring and Evaluation Framework

This framework provides an important tool to demonstrate the tangible value of the arts, culture and heritage sector in contemporary society. It will more clearly define measurable impacts and assist to justify and motivate for the greater investment of public funding in this historically underestimated and underfunded sector going forward. The overview of Iziko’s achievements for 2018/19, as set out in the Annual Report, clearly showed significant contribution to all five aspects of this framework.

4.2.6. Engaging new technologies

It is critical for Iziko to embrace new technologies and the realities of the fourth Industrial Revolution (4IR) and the technological advances that are changing our world and how we live.

Despite several initiatives and our best efforts that include the redevelopment of our website; the digital upgrade of our Planetarium and Digital Dome; the installation of the Gaiasphere⁵; and the development of a focused online presence strategy, it remains a challenge for Iziko to keep pace with the vast and rapid changes in technology. The appropriate use of technology to be more efficient as well as enhance visitor experience through the introduction of more interactive technology and audio-visual content in our museums, remains a priority going forward.

4.2.7. Planetarium Digital Upgrade and the ‘Courtyard Project’ – foregrounding the role of research and creating a Centre of Excellence

Iziko's Planetarium, which has been in operation at the South African Museum since 1987, was upgraded and launched in May 2017. R28,5 million was raised to support this initiative that was made possible through partnerships with the Department of Sports, Arts and Culture (DSAC), the Department of Science and Technology (DST), the National Research Foundation (NRF), the National Lotteries Commission (NLC); and academic institutions such as Cape Peninsula University of Technology, University of the Western Cape and University of Cape Town. This state-of-the-art digital full dome facility is suited to the needs of multiple audiences and stakeholders. This facility not only offers edu-tainment, but enables cutting edge eResearch, both for Iziko and our academic partners; contributes to the skills development pipeline in scarce skill areas such as science and mathematics; and provides a platform to expose South Africa's prestigious and globally significant scientific research initiatives, and the development of virtual exhibitions.

The upgraded Planetarium – renamed the Iziko Planetarium and Digital Dome, is an important adjunct to the rollout of a major Capital Works Project – referred to as the Courtyard Project – at the Iziko South African Museum. This project should be completed in 2019/20. More than R220 million is being invested by DSAC to renovate what was a four-storey research and collection space, into a six-storey, contemporary research, office and conference facility that will be partially accessible to the public allowing them the opportunity to interact with and view this museum's research activities and collections. The new facility has a potential to generate income for Iziko.

The Iziko Planetarium and Digital Dome, located in the newly upgraded, state-of-the-art Iziko South African Museum, will ultimately create a new and unique *African Centre of Excellence*, where Iziko will pioneer the implementation of new technologies for the benefit of the public, as well as the research and academic communities.

⁵ An interactive digital theatre housed in a large (3.2 m diameter) back-projected hemisphere with which animations of changes happening on the earth's surface can be shown.

4.2.8. The economic climate and financial constraints, and its negative impact on Iziko's ability to successfully deliver on its mandate

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

Iziko's achievements in recent years need to be understood against a backdrop of some serious constraints in an environment fraught with unprecedented combinations of challenges. These include:

- The lack of incentives to encourage private investments in heritage/arts has constrained how museums can tap into alternative sources of funding;
- The rapid advance of technology and the investment required to stay up to date, resulting in a lag;
- Adapting to increased social and economic pressures across all levels of society and an accelerated rate of change at every level – nationally, continentally and globally;
- The increasing burden of legislative, audit and supply chain compliance requirements that require extensive resourcing; and
- A deep-rooted interrogation of the values, ethics and strategies of our institution.

In South Africa limited economic growth and the slow recovery from recession requires us to anticipate that we will have to do more with less and to plan accordingly in the short-medium term. In 2018/19 the government subsidy to Iziko was cut and this is a clear sign that we need to be extremely strategic with our resources going forward. Iziko should adopt an entrepreneurial management approach and streamline across the board to ensure we are adapted to weather these lean years.

It is mainly for this reason that Iziko requires significant investment by both the public and private sectors to follow a trajectory that will empower Iziko to continue to deliver on the imperatives of its Strategic Plan.

Given the increasing budgetary constraints and reduction of spending on core function activities that are essential to our mandate and delivery, Iziko has successfully utilised funding received from a number of donors to implement various special projects. However, obtaining funding to implement key institutional projects remains a major challenge.

Several projects that urgently require focused funding include: the upgrade of our exhibition galleries; acquisition of a new bus to replace the existing 17-year-old Mobile Museum for our outreach programmes; the conservation and digitisation of the collections; and the further development of an interactive website to provide virtual access to our museums and resources. Implementation of these projects will contribute significantly to improving access to our collections and programmes, to be enjoyed by a diverse audience.

Since 2013, the proactive implementation of a strategic and focused advancement strategy to increase financial sustainability (project specific) has been essential to funding the successful delivery of Iziko's strategic objectives in recent years. Consequently, the economic environment has changed substantially.

Significantly, given the increasing handicaps to fundraising and income generation imposed by the legal framework of a public entity and in addition, the limited resources (both human and financial) allocated to fundraising and strategic development and the management of strategic relationships, Iziko is concerned that our performance to date in successfully raising funds, generating income and forging mutually beneficial partnerships to supplement our subsidy, which is in fact quite exceptional for our sector, is not sustainable. The National Treasury and DSAC will be required to assist an entity like Iziko to source other funding by creating a conducive environment and conditions to do so.



Heritage Day, Iziko South African Museum, 24 September 2019.

4.3 Internal Environment Analysis

4.3.1. Ensuring effective leadership

Iziko's Council, CEO and Senior Management are committed to not only lead Iziko forward, but provide inspiration and leadership within the heritage sector and within the broader context of our society.

The re-alignment of the Iziko 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 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 cross-pollination of research, exhibitions, education and public programmes. There is a huge drive to overcome linear thinking and to open the opportunity to the Iziko staff to create new methodologies in museum work.

4.3.2. Budgetary and financial constraints

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

Several problems have been raised inside the organisation. Iziko is experiencing erratic visitor numbers; most recent indications are that visitations are under pressure. While closures of some sites may account for such decline, a critical examination of Iziko's marketing activity may be helpful. The strain on funding arises from the austerity which characterises the fiscus while costs are increasing simultaneously. Buildings require maintenance and are subject to strict regulations, which have also seen costs which were formerly subsidised by the DSAC and handled by the Department of Public Works being passed onto Iziko. Strained resources further limit opportunities for creative new initiatives concerning collections, digitisation and exhibitions, a situation which may further deteriorate. A unified organisational culture does not yet exist and a strong brand identity has not yet been internalised by all staff, owing to previous amalgamations. The prospect of future amalgamations implies further fragmentation of the organisational identity, as separate narratives continue within Iziko.

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

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

4.4 Strengths, Weaknesses, Opportunities and Threats (SWOT)

The table below gives a summary of strengths, weaknesses, opportunities and threats facing the institution.

Table 1: SWOT Analysis of Iziko Museums of South Africa

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Well established with experience, massive collection and a leader in research • Good reputation and brand in government and in the industry • Located in a tourist city • Dedicated, passionate and skilled staff and management • Functional Council • Advanced facilities with a planetarium which offers a unique selling point 	<ul style="list-style-type: none"> • No strong national outreach footprint • Financial constraints • Difficulty in attracting staff with museological experience • Poor maintenance of buildings • Lack of collection storage 	<ul style="list-style-type: none"> • Huge marketing opportunities to be exploited • Partnership with BRICS and AU and the world • Use of technology • Opportunity to collaborate with sport, creative and cultural industries • Opportunity to increase visitor numbers through mobile bus and planetarium • Infrastructure exists to exploit assets • Opportunity to decolonise collection • Opportunity to increase community engagement and support 	<ul style="list-style-type: none"> • Economic decline in the country leading to budget cuts • Declining visitor numbers • Current amalgamation of Sports, Arts and Culture which prioritises sports • Implications of complying with the draft White Paper • Inadequate security of collections • Inability to retain skills

4.5 Financial Information

The summarised financial results and position are reflected in the table below. The financial information reflects steady growth over a five-year period. Escalation in the net position of the entity at the end of the 2016/17 financial year resulted from the disclosure of heritage asset collections.

Financial Statement 1: Statement of financial position.

STATEMENT OF FINANCIAL POSITION					
	2015/16	2016/17	2017/18	Restated 2018/19	2019/20
	R	R	R	R	R
ASSETS					
Non-Current Assets	10,882,058	10,968,509	2,468,032,704	2,544,000,256	2,552,228,120
Current Assets	88,247,428	114,195,375	134,520,984	148,559,471	141,437,563
TOTAL ASSETS	99,129,486	125,163,884	2,602,553,688	2,692,559,727	2,693,665,683
LIABILITIES					
Non-Current Liabilities	81,301,997	65,089,049	79,899,353	89,357,055	82,943,634
Current Liabilities	20,234,232	55,680,101	58,766,063	53,022,652	46,785,056
TOTAL LIABILITIES	101,536,229	120,769,150	138,665,416	142,379,707	129,728,690
NET ASSETS	(2,406,743)	4,394,734	2,463,888,272	2,550,180,020	2,563,936,993
TOTAL NET ASSETS AND LIABILITIES	99,129,486	125,163,884	2,602,553,688	2,692,559,727	2,693,665,683

Statement 2: Statement of financial performance.

STATEMENT OF FINANCIAL PERFORMANCE					
	2015	2016	2017	2018	2019
	R	R	R	R	R
REVENUE	84,351,850	88,811,105	115,988,631	196,881,929	187,191,619
Revenue from non-exchange transactions	71,217,372	73,994,084	95,746,841	175,425,281	159,631,330
Government Grant: Subsidy - Department of Arts & Culture	65,331,000	68,336,000	71,958,000	75,556,000	77,779,000
Government Grant: Conditional Grants - Department of Arts & Culture	690,942	254,936	10,104,733	17,043,372	18,913,862
Service in Kind - Property Leases	-	-	4,857,882	52,463,343	51,966,208
Sponsorship	4,875,975	5,324,455	8,629,749	28,594,389	9,397,234
Cash and asset donations	319,455	78,693	196,477	1,768,177	1,575,026
Revenue from exchange transactions	13,134,478	14,817,021	20,241,791	21,456,648	27,560,289
EXPENSES	85,571,374	81,319,972	109,044,904	164,724,491	173,434,646
Personnel	64,772,282	58,819,226	61,095,713	65,141,714	66,029,024
Administrative	2,852,532	2,850,523	2,905,612	11,215,704	11,775,602
Depreciation and amortisation expenses	3,018,851	2,461,997	2,994,341	6,687,026	8,101,022
Post Retirement Actuarial Finance Costs		5,508,053	6,764,801	6,716,318	6,324,520
Other operating expenses	14,927,709	11,680,172	35,284,437	74,963,729	81,204,478
NET SURPLUS FOR THE YEAR	(1,219,524)	7,491,134	6,943,727	32,157,438	13,756,973

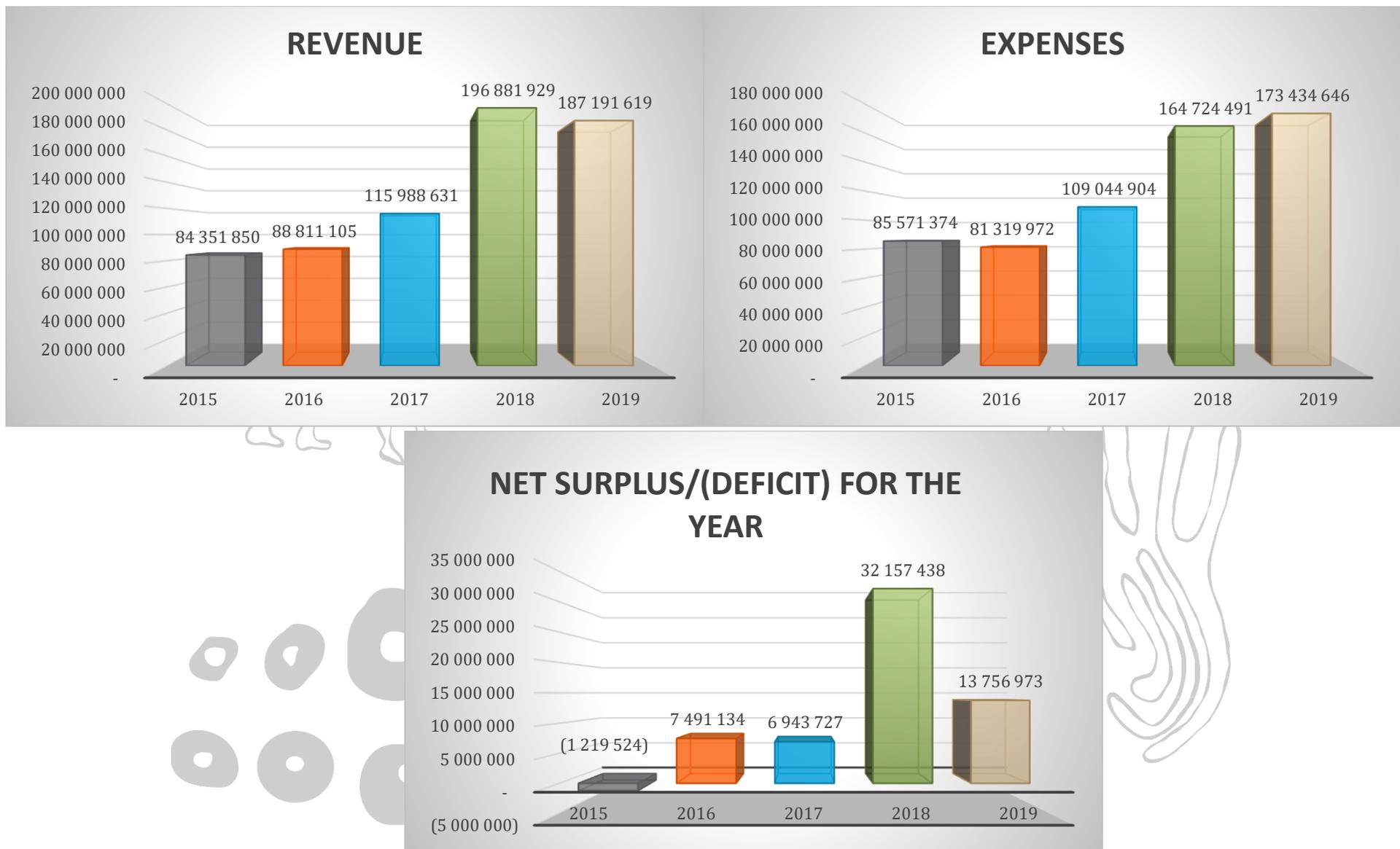


Figure 2: Bar Charts of annual Revenue, Expenses and Net Surplus/Deficit



Venue hire event, Whale Well, Iziko South African Museum

Part C: Measuring Our Performance

5. Institutional Programme Performance Information

5.1 Programme 1: Administration

Purpose: To provide strategic leadership, management and support services to Iziko Museums of South Africa.

Table 2: Outcomes, Outputs, Performance Indicators and Target

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
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.	Unqualified audit report without findings.	Unqualified audit report without findings.				
	Increase in percentage of own income by 1.2% long term co-ordinated financial sustainability process established.	Increase in percentage of own income by 1.2% i.t.o. long term financial sustainability plan.	New.	New.	New.	14% of total income (R 27,560,289)	Increase in percentage of own income by 1.2% in terms of the long term financial sustainability plan.	Increase in percentage of own income by 1.2% in terms of the long term financial sustainability plan.	Increase in percentage of own income by 1.2% in terms of the long term financial sustainability plan.
	15 new policies developed.	15 new policies developed.	New.	3	2	3 new policies developed.	3 new policies developed.	3 new policies developed.	3 new policies developed.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Formulate income/revenue stream strategy to achieve 1% Increase per annum in the number of funded projects.	Increase in number of funded projects by 1% in terms of the income/revenue stream strategy.	New.	New.	32 Funded projects at 31 March 2019 (excluding conditional grants from DSAC).	Increase in number of funded projects by 1% i.t.o the income/revenue stream strategy.	Increase in number of funded projects by 1% i.t.o the income/revenue stream strategy.	Increase in number of funded projects by 1% i.t.o the income/revenue stream strategy.	Increase in number of funded projects by 1% i.t.o the income/revenue stream strategy.
	Training opportunities i.t.o the Annual Learning and Development Programme offered.	Number of training opportunities offered.	New.	New.	338 training opportunities offered.	Offer 260 training opportunities.	Implement the 2020-21 Learning and Development Programme.	Implement the 2021-22 Learning and Development Programme.	Implement the 2022-23 Learning and Development Programme.
Improved infrastructure to enhance visitor experience.	Implementation of projects as per the Annual Conservation and Maintenance plans over the five-year period.	Number of repair and renovation projects implemented in terms of the Annual Conservation and Maintenance plans.	Architects appointed to develop an Existing Building Condition Report (EBCR) and a Conservation and a Maintenance Plan for 9 sites. EBCR for Iziko Rusten Vreugd completed.	The Existing Building Condition Report (EBCR) for Iziko Old Town House completed.	The EBCR for remaining 7 sites completed and the five-year Conservation and Maintenance Plan for each of the 9 sites completed.	Appointment of Project Manager and procurement of contractors to implement maintenance projects.	Painting the façades of 3 buildings and commence the major repair and renovation project at IOTH.	Implement the 2021-22 conservation and maintenance plan and commence the major repair and renovation project at IOTH.	Implement the 2022-23 conservation and maintenance plan.

5.2 Programme 2: Business Development (Collections)

Purpose: Collections and research development and the preservation of Collections as a lasting national resource reflecting our African heritage.

Table3: Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Nation Building through growth and development of collections.	New records entered on the collections databases.	Number of new records entered on collections databases.	21,200	36,466	15,644	21,200	21,200	21,200	25,000
	New acquisitions.	Number of new acquisitions.	2,055	2,380	13 337	2,068	2,068	2,068	2,500
	Peer reviewed publications (including articles or chapters) published.	Number of peer reviewed publications (including articles or chapters) published.	26	25	30	21	25	25	25
	Other (popular) publications published.	Number of other (popular) publications published.	9	14	7	14	14	10	14

5.3 Programme 3: Audience Development (Public Engagement)

Purpose: Enhancing the museum experience: Access and Audience Development.

Table 4 : Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Knowledge generation through research to contribute to educated, informed and empowered community.	New exhibitions produced.	Number of new exhibitions.	13	23	19	15	15	15	13
	Special museum education programmes presented.	Number of special museum education programmes presented.	4	16	18	16	16	16	16
	Public programmes presented.	Number of public programmes presented.	12	12	14	16	12	12	12
	Outreach programme presented.	Number of outreach programmes presented.	52	59	53	52	52	52	52
	Internships and WILS hosted.	Number of interns and WILS hosted.	New	New	33	33	33	33	33
Creation of awareness and promotion of access to history, heritage and culture.	Visitor numbers to the museum/ sites increased.	Number of visitors to the museum sites.	459,634	545,669	528,409	554,820	582,570	611,699	642,284
	Visitor numbers to Iziko websites increased.	Number of visitors to Iziko websites.	200,088	242,3466	244,591	256820	269660	283140	297300
	Marketing campaign undertaken.	Number of marketing campaigns.	3	3	3	3	4	4	5

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Commemorative days promoted.	15 commemorative days promoted per annum.	15	15	15	15	15	15	15

5.4 Programme's Indicators, Annual and Quarterly Targets

Table 5: Iziko's Programmes Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4
PROGRAMME 1					
Unqualified audit reports with findings obtained.	Unqualified audit report with findings.	Develop a post audit action plan and address 10% of prior audit year findings.	Address 40% of prior year audit findings.	Address 40% of prior year audit findings.	Address 10% of prior year audit findings.
Increase in percentage of own income by 1.2% in terms of the long term financial sustainability plan.	Increase in percentage of own income by 1.2%	Develop first draft of long-term financial sustainability plan.	Obtain EXCO approval for long term financial sustainability plan.	Obtain Council approval for long term financial sustainability plan.	Implement measures to increase own income generated by 1.2%.
15 New policies developed	Develop 3 policies	Develop 1 Policy		Develop 1 policy	Develop 1 policy.
Increase in number of funded projects at 31 March 2019 by 1% in terms of the income/revenue stream strategy.	Increase in number of funded projects by 1% in terms of the income/revenue stream strategy.	Develop first draft of income/revenue stream strategy.	Obtain EXCO approval for income/revenue stream strategy.	Obtain Council approval for income/revenue stream strategy.	Implement measures to increase number of funded projects by 1%.
Number of training opportunities offered.	Implement 2020-21 Learning and Development Programme offering 260 training opportunities to staff.	Offer 50 training opportunities to staff.	Offer 120 training opportunities to staff.	Offer 40 training opportunities to staff.	Offer 50 training opportunities to staff.

Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4
Number of repair and renovation projects implemented in terms of the Annual Conservation and Maintenance plans.	Paint façade of 3 buildings and commence major repair and renovation project at IOTH.	Paint façade of 1 building.	Paint façade of 1 (second) building.	Paint façade of 1 (third) building.	Commence major repair and renovation project at IOTH.
PROGRAMME 2					
Number of new records entered on collections databases.	21,200	5,300	5,300	5,300	5,300
Number of new acquisitions.	2068	517	517	517	517
Number of peer reviewed publications (including articles or chapters) published.	25	6	6	6	7
Number of other (popular) publications published.	14	3	3	4	4
PROGRAMME 3					
Number of new exhibitions.	15	3	4	4	4
Number of special museum education programmes presented.	16	4	4	4	4
Number of public programmes presented.	12	3	3	3	3
Number of outreach programmes presented.	52	13	13	13	13
Number of internships and Work Integrated Learning students hosted.	33	8	8	8	9
Number of Visitor to the museums/ sites.	582,570	145,642	145,642	145,643	145,643
Number of visitors to Iziko websites.	269,660	67,415	67,415	67,415	67,415

Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4
Number of marketing campaigns.	4	1	1	1	1
15 commemorative days promoted per annum.	15	3	4	4	4

6. Explanation of planned performance over the medium-term period

6.1 Finance

Financial enablers are key to effective governance consist of transparent policies, need to be committed, have vision and leadership abilities to co-ordinate innovative activities and processes. The use of evidence in policy-making; in particular the governance of how evidence is collected, applied and integrated into decision-making, is a key element of an effective policy framework. It is crucial to ensure committed leadership with strategic vision, which translates into strategic plans or programme delivery. Iziko must invest in a value driven, result-oriented and community-centred culture of leadership at the senior level management. Co-ordination of activities and processes are essential for greater coherence of delivery and service to strengthen the institutional and financial capacities of the organisation. Innovation is about introducing and implementing new ideas by reinforcing the strategic agility and forward-looking nature of the entity and utilising technology to propel the entity forward.

6.2 Human Resources

- Implement a plan to develop management and staff with the aim of transforming the organisational culture into a fit for purpose Iziko culture.
- Front of House staff to be empowered with the knowledge and skills to have a more effective and meaningful interaction with users of our museums.
- The performance will ensure that Iziko, as a public entity of the DSAC, will provide a more effective service to the public using our spaces.

6.3 Facilities management

Iziko is responsible for the conservation and maintenance of the following nine buildings occupied by Iziko:

- 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 is not responsible for the conservation and maintenance of buildings where the following museums are housed:

- Groot Constantia complex
- William Fehr Collection at the Castle of Good Hope, and
- Maritime Centre in the V&A Waterfront

Annual conservation and maintenance plans will be developed, based on the priorities set by Architects and the funding allocated by the DSAC for major repairs and renovation, to facilitate the conservation and maintenance of buildings. Plan to improve access to buildings in the care of Iziko will be developed in consultation with persons with disabilities.

The performance will ensure that Iziko provides accessible, well-maintained and safe spaces for visitors to view our collections being showcased, and attend events that are held in the buildings occupied by Iziko.

6.4 Research and Exhibitions

Iziko has rich and extensive collections, expanded research infrastructure which includes the Social History Centre and the soon to be completed Courtyard project combined with expert staff which includes 3 NRF rated scientists and a host of established and emerging researchers. All of this enable us to provide a productive context for achieving the envisaged research outputs in the next five years. A refined and strategic research agenda must, however, continue to be proactively developed.

In addition, it is essential that research partnerships are cultivated and research grants secured to ensure adequate resources and capacity are in place to enable and optimise research activities.

Iziko's programme of exhibitions will require a strategic and innovative approach specifically in terms of exhibition and information design, curatorial methodology, and increased advocacy and involvement of communities in the development of our exhibitions and exhibition spaces. The proactive and strategic development of project and funding partnerships is essential to the delivery of high quality and relevant exhibition programme and successful public engagement. Iziko's exhibition infrastructure, including elements such as lighting, display infrastructure, way-finding and signage and spatial/ narrative flow will also require specific attention and the allocation of resources to ensure they are upgraded and standards improved to meet visitor expectations. Iziko must also strive to increasingly make appropriate use of contemporary and interactive technologies to enhance visitor experiences and make our knowledge resources more accessible in both the physical and virtual space.

6.5 Collections and Digitisation

Given the size of Iziko's collections it is necessary to have the software and hardware to run an efficient Collections Management Database for all of the collections. With rapid technological changes it is also necessary that staff be trained to keep pace of developments and to ensure that documentation and digitisation of collections is in line with international museum standards. There is opportunity for partnership with universities and other institutions at a local, national and international level to develop digitisation projects for creating high resolution images of aspects of the collections. We will need to be proactive in developing such partnerships.

The preservation and conservation of the collections is one of the core roles of the Collections and Digitisation department and our challenge is to ensure that we have staff with the necessary skills and knowledge to monitor, preserve and conserve the collections. Given that conservation skills are scarce in South Africa, it is also important that Iziko continues to provide training for its staff as well as for other museums in the region.

6.6. Education

The education department is continuously able to grow and expand the reach of its outreach programmes through the use of a mobile museum. The mobile museum is a bus that carries museum artefacts and educational materials to communities who are unable to visit the museum. In order to give greater exposure to local South Africans of cultural heritage issues, the Iziko celebrate 12 commemorative days as a nexus of reflection and memory. The public programmes division is responsible for arranging events on these days. The education division presents daily educational programmes to school learners through art, natural history and social history education which enhance an understanding of history, natural and cultural heritage education at the 11 Iziko Museum heritage sites. These programmes run concurrently with the school curriculum. In order to inspire young people to the role of science in society, we have one of the most advanced Planetarium and Digital Domes in the world. Additionally, the education department has collaborative programmes with other institutions to carry out the mandate of Iziko Museum and the Department of Sports, Arts and Culture.

6.7 Advancement

The congruencies between the organisation's mandate and vision; national imperatives as well as the contemporary societal context within which museums are finding itself are enabling (internal and external) factors for Iziko. Thus, to grow new audiences, a strategic approach to develop product (i.e. our museum, exhibitions and public programmes) is required to meet the needs and expectations of the publics. Adequate investment and resourcing to strengthen the unit will enable effective delivery in the medium to long term.

7. Rationale for planned performance in relation to outputs within budget programmes

7.1 Finance

Compliance with legislation and accounting standards ensures relevant, reliable and audited financial statements, which are a key aspect of good governance and accountability. Legislative auditing has a well-established identity and both internal and external auditors provide assurance to the public on the fair presentation of the financial state of affairs of institutions and therefore achieving unqualified audits enhances financial accountability. Sound governance at Iziko must be reflected in policies and procedures which ensure efficient operations enhance stability and facilitate consistency in decision-making and operational procedures.

Numerous financial challenges and pressures can threaten the financial sustainability of any institution. For Iziko these issues include, but are not limited to expenditure pressures, new growth, inflation, securing sustainable revenues and funding sources, and pressure to keep entrance fees affordable.

A financially sustainable institution needs a framework in which to consider future financial challenges through agreed upon principles, strategies and process. The implementation of such a framework will guide the organisation in making decisions necessary to plan for financial sustainability, while maintaining a level of adaptability, in order to help achieve the strategic plan's vision.

7.2 Information and Communication Technology

The information and communication technology (ICT) revolution is radically affecting the way information is shared and distributed besides improving productivity and enhancing innovation and competitiveness. Iziko recognises the need to respond to communities by investing in ICT by closing the digital gap and using the investment to increase productivity and become more competitive, which is critical to growth. Such ICT investment must be prioritised more effectively and focus on creating the right conditions for investment. This means improvements to ICT infrastructure and improved ICT skills.

8. Contribution of outputs to the achievement of the outcomes

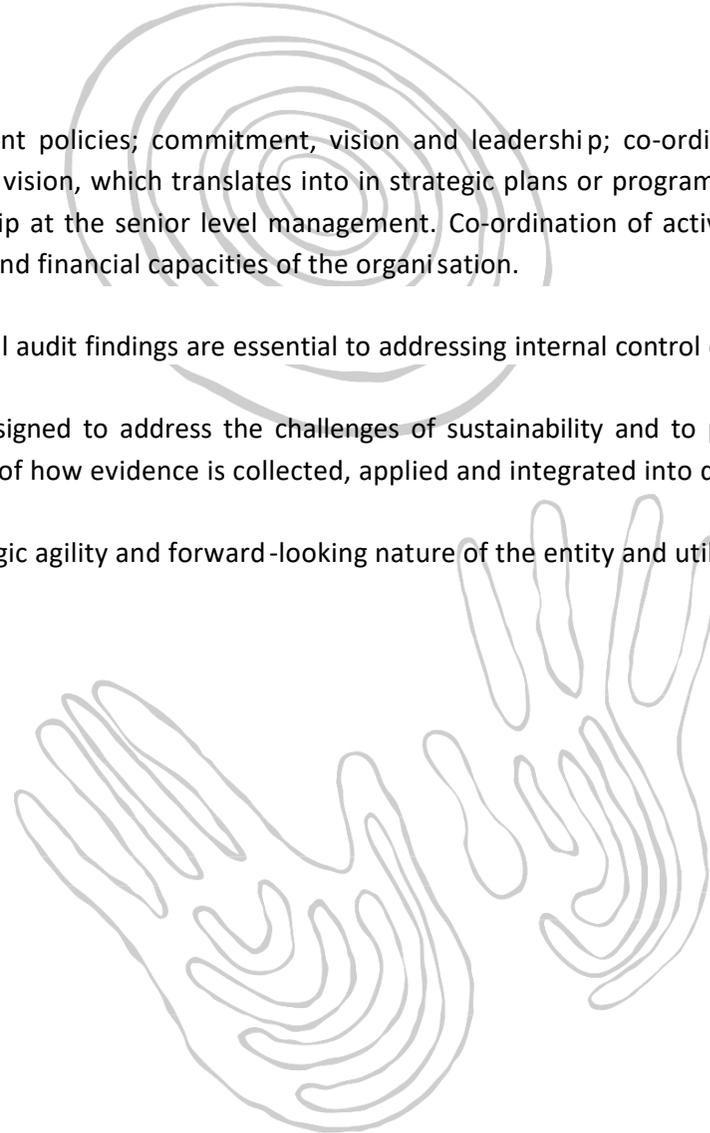
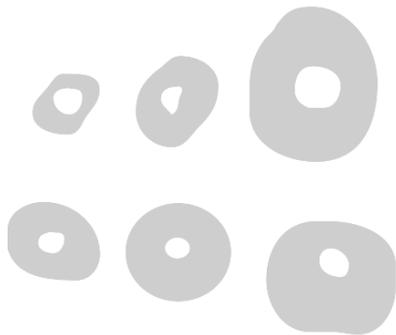
8.1 Finance

Key to effective governance include quality measures and tools such as transparent policies; commitment, vision and leadership; co-ordination of activities and processes and innovation. It is crucial to ensure committed leadership with strategic vision, which translates into in strategic plans or programme delivery. Iziko must invest in a value driven, result-oriented and community-centred culture of leadership at the senior level management. Co-ordination of activities and processes are essential to greater coherence of delivery and service to strengthen the institutional and financial capacities of the organisation.

Action plans, including post audit action plans developed based on internal and external audit findings are essential to addressing internal control deficiencies and increase the probability of obtaining unqualified audit reports without findings.

An Integrated financial sustainability plan provides a big picture, holistic strategy designed to address the challenges of sustainability and to plan for a desirable and sustainable future. The use of evidence in policy-making; in particular the governance of how evidence is collected, applied and integrated into decision-making, is a key element of an effective policy framework

Innovation is about introducing and implementing new ideas by reinforcing the strategic agility and forward-looking nature of the entity and utilising technology to propel the entity forward.





Staff celebrating their cultural heritage, Heritage Day, Iziko South African National Gallery, 24 September 2019

8.2 Programme Recourse Considerations

Table 6: Budget Allocation for programme and sub-programme as per the Estimates of National Expenditure (ENE).

Rand thousand Objective/Activity	2018/19		2019/20	2020/21	2021/22	2022/23
	Budget	Audited Outcome	Approved budget	Budget estimate	Budget estimate	Budget estimate
Administration	80,748	79,915	88,732	93,346	98,480	103,404
Collections	42,244	27,767	37,001	38,925	41,066	43,119
Public Engagement	14,901	13,735	17,719	18,640	19,666	20,649
Total	137,893	121,417	143,452	150,912	159,212	167,172
Current payments	137,893	115,736	137,475	144,624	152,577	160,208
Compensation of employees	83,428	66,029	73,755	77,590	81,858	85,951
Goods and services of which	47,778	36,303	49,967	52,565	50,145	52,654
-	-	-	-	-	-	-
Advertising	212	212	224	236	248	261
Audit costs	2,200	2,901	2,907	3,058	3,226	3,388
Bank charges	217	217	252	265	280	294
Board costs	714	634	938	984	1,034	1,086
Communication	1,088	1,088	1,149	1,209	1,275	1,339
Computer services	1,730	1,730	1,827	1,922	2,028	2,129
Consultants	588	588	621	653	689	724
Lease Payments	1,688	1,688	1,783	1,875	1,978	2,077
Legal fees	720	720	760	800	844	886
Repairs and maintenance	65	65	69	72	76	80
Research and development	2,937	1,888	3,101	3,263	3,442	3,614
Training and staff development	624	624	658	693	731	767
Travel and subsistence	635	635	671	705	744	781
Other unclassified expenditure	34,360	23,313	35,007	36,830	33,548	35,228
Social benefits	-	5,681	5,977	6,288	6,634	6,964
Total Expenditure	137,893	121,417	143,452	150,911	159,211	167,172

9. Resource contribution towards achievement of outputs

The allocation of resources towards the achievement of outputs requires assigning and managing assets in a manner that supports the outputs to be achieved. The resource allocation includes managing assets and human capital. Resources are allocated across programmes based on inputs from programme managers who assess the resources required to deliver on projects and programmes, after consultation with all stakeholders. Final allocations are coordinated and made after competing needs are balanced and prioritised to determine the most effective course of action in order to maximise the effective use of limited resources.



Not the Usual Suspects, Museum Night, Iziko South African National Gallery Marla Burger, 21 February 2019.

10. Updated Key Risks

Table 7: Key risks linked to strategic outcomes and mitigating factors.

Outcome	Key risk	Risk mitigation
Sound Governance and Compliance.	Funding availability and donor fatigue.	Increasing own income generation, building partnerships with donors.
	Increasing operating costs.	Ensuring sound financial management practices and cost control.
	Overdependence on subsidy.	Increase own income generation
	Adverse economic environment.	Achieve financial sustainability.
	Shortage of people with relevant or required skills.	Training staff, filling of vacant positions.
	Labour relations issues impacting on workloads.	Filling of vacant positions, improvement of culture and climate in the organisation.
	Managing technologies.	Training of staff to increase ICT skills, filling of vacant positions.
	Crime (impact on visitor numbers and security of collections).	Improve security measures in collections, ensuring adequate security in surrounds are in place.
Improved infrastructure to enhance visitor experience.	Lack of specialised skills to manage major repair and renovation projects.	Training of staff, filling vacant positions, outsourcing of highly specialised functions.
Nation Building through growth and development of collections.	Limited resources (personnel, financial and material).	Entering into partnerships with institutions pursuing similar objectives, development of detailed budgets and effective project management.
Knowledge generation through research to contribute to educated, informed and empowered community.	Limited resources (personnel, financial and material).	Establishing partnership relationships with advertising agencies and schools.
	Highly regulated procurement process which impact on agile response to opportunity.	Training of staff and automation of systems.
Creation of awareness and promotion of access to history, heritage and culture.	High costs of data.	Providing public access Wi-Fi in museum spaces.
	Competition within the cultural/heritage/attractions industry new entrants on the market (within the arts arena – private art galleries eg: Norval/ Zeitz).	Implementing marketing and communication initiatives.

11. Public Entities

Iziko Museums of South Africa is a public entity of the Department of Sports, Arts and Culture. No other public entity reports to Iziko.

12. Infrastructure Projects

Table 8: Iziko Museums of South Africa Infrastructure projects names, description, dates and estimate cost. Expenditure of these projects has not been incurred yet.

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimate Cost	Current year Expenditure
	Implement the five year conservation and maintenance plan.	Programme 1.	Professional services to Implement the Conservation and Maintenance plan.	Maintenance of buildings.	10 Dec 2019.	31 March 2020.	R9,51 million for professional services, to develop an Existing Building Condition Report for 9 sites and a five-year Conservation and Maintenance Plan as well as for professional services to implement the plan.	Not Applicable.

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimate Cost	Current year Expenditure
	Maintenance of all museums.	Programme 1.	To prepare the external surfaces and paint the exterior of the following five buildings: Iziko Bo-Kaap Museum Iziko South African Museum Iziko South African National Gallery Iziko Rust en Vreugd.	Painting of buildings.	1 April 2020.	31 March 2021.	R1,509,248.	Not Applicable.
	Major repair and renovation of Old Town House.	Programme 1.	Repair and renovation of the interior and exterior of the Iziko Old Town House.	Maintenance of building.	January 2021.	30 September 2022.	R 4, 395, 216.	Not Applicable.

13. Public Private Partnerships

Iziko Museums of South Africa is a public entity of the Department of Sports, Arts and Culture. It does not have any affiliated Public Entities.

Part D: Technical Indicator Descriptions (TID).

Indicator Title	Definition	Source of data	Method of Calculation/ Assessment	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Reporting Cycle	Desired Performance	Indicator Responsibility
Unqualified audit reports without findings obtained.	Audit opinion of the Auditor-General of South Africa indicates an unqualified audit opinion as they relate to the Annual Financial Statements.	Audit report of the Auditor-General of South Africa.	Audit report.	Iziko continues to operate as a going-concern.			Annual.	Sound Governance and Compliance.	Chief Financial Officer (CFO).

Indicator Title	Definition	Source of data	Method of Calculation/ Assessment	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Reporting Cycle	Desired Performance	Indicator Responsibility
Increase own income generated by 1.2% per annum to improve long-term financial sustainability.	Own income generated refers to all income, excluding income from donors for special projects, income from the DSAC subsidy allocation and any conditional grants from DSAC.	Statement of Financial Performance and accounting records.	Count.	Current resources remain in Iziko's control Legislative framework enables planned initiatives.			Annual.	6% increase in own income generation over a five-year period.	CFO.
Number of policies developed in terms of the Policy Framework.	Policy Framework in existence and policies developed.	Policy Framework and approved policies.	Policy Framework and approved policies in existence.	Legislative framework enables planned initiatives.			Annual.	Sound Governance and Compliance.	CFO/ CEO Director Human Resources.

Indicator Title	Definition	Source of data	Method of Calculation/ Assessment	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Reporting Cycle	Desired Performance	Indicator Responsibility
Increase in number of funded projects at 31 March 2019 by 1% in terms of the income/ revenue stream strategy.	Funded projects refers to special projects funded by donors, excluding income from the DSAC subsidy allocation and any conditional grants from DSAC.	Statement of Financial Performance and accounting records.	Count.	Current resources remain in Iziko's control Legislative framework enables planned initiatives.			Annual.	5% increase in number of funded projects over a five-year period.	Director Advancement.
Number of training opportunities offered.	Annual Learning and Development Programmes for staff developed with input from senior managers as well as staff and based on priorities and available budget.	Records such as attendance registers and invoices kept by Learning & Development Coordinator.	Count.	Employees will be employed for the full reporting period.			Annual, progress monitored when reporting quarterly.	All training included in the Learning and Development Programme completed in the reporting period.	Director Human Resources.

Indicator Title	Definition	Source of data	Method of Calculation/ Assessment	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Reporting Cycle	Desired Performance	Indicator Responsibility
Number of repair and renovation projects implemented in terms of the Annual Conservation and Maintenance plans.	Annual Conservation and Maintenance projects planned in terms of priorities listed in the five-year Conservation and Maintenance Plan and based on the updated budget, including allowances for contingencies.	Annual Conservation and Maintenance Plan.	Count.	That the DSAC will annually allocate funding for major repair and renovation projects.			Annual, progress monitored when reporting quarterly milestones identified in project plan.	All projects listed in the annual conservation and maintenance plan completed during the reporting period.	Director Support Services.

Indicator Title	Definition	Source of data	Method of Calculation/ Assessment	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Reporting Cycle	Desired Performance	Indicator Responsibility
Number of new records entered on collections databases.	Number of collection object records entered on collections databases. Each record constitutes the information about a catalogued or accessioned (numbered) item (or series of items) in an Iziko collection. Number of digital images with linked metadata added to the collections database.	Information is derived from the different collections databases at Iziko.	(Number of records at end of the financial year) - (Number of records at beginning of the financial year).	Iziko continues to have the IT hardware and software resources to enable ongoing digitisation of the collections.			Output; Total; Count; Annual; Old.	The aim is to digitise all catalogued or accessioned items in the Iziko collections.	Director Collections and Digitisation.

Indicator Title	Definition	Source of data	Method of Calculation/ Assessment	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Reporting Cycle	Desired Performance	Indicator Responsibility
Number of new acquisitions.	<p>Artefacts acquired through research activities, donation and purchase based on careful motivation to fill collections gaps and add to thematic content of museums.</p> <p>Natural History Collections Number of new accessions entered onto the Specify database (excluding backlog of catalogued objects entered).</p>	<p>Collections motivation forms/ acquisitions approved at Core Functions.</p> <p>Natural History Collections Specify database.</p>	Count.	Iziko will have a budget for the acquisition of art and social history collections and to enable natural history researchers to embark on field trips, and objects, specimen and artworks will be donated.			Input; Count; Annual; Old.	<p>To create a collection that is increasingly representative of all South Africans, according to available resources.</p> <p>Natural History Collections Build natural science collections that adequately represent South Africa's biodiversity through time.</p>	Director Research and Exhibitions and Director Collections and Digitisation.

Indicator Title	Definition	Source of data	Method of Calculation/ Assessment	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Reporting Cycle	Desired Performance	Indicator Responsibility
Number of peer reviewed publications (including articles or chapters) published.	Number of papers, books, and/or book chapters by Iziko staff and associates appearing in journals, or in scientific book form, where the publication is selected on the basis of a peer- review process. i.e. where it is reviewed and published with the intention of contributing to further knowledge generation by subject specialists.	Record of scientific publications generated is collated on a spread-sheet. The date of publication (either online or in print) is then used to determine the date of publication at which point it is counted for reporting purposes.	Count.	Iziko will have sufficient resources to sustain its research outputs and ensure that the quality of our publications merit peer-review status.			Output; Count; Annual; Old.	Curators publishing in the region of at least 2 peer-reviewed publications per year have a greater chance of raising research funding through the NRF and other funding agencies.	Director Research and Exhibitions.

Indicator Title	Definition	Source of data	Method of Calculation/ Assessment	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Reporting Cycle	Desired Performance	Indicator Responsibility
Number of other (popular) publications published.	Other publications produced that have involved research. These can include non- peer-reviewed books, catalogues, brochures, museum guides, etc. These are publications are meant to make research and knowledge generated through research, accessible to a broader general public.	A record of popular publications generated is collated on a spread-sheet. The date of publication (either online or in print) is then used to determine the date of publication at which point it is counted for reporting purposes.	Count.	Iziko researchers will produce publications that are relevant and suitable for popular publication; and that Iziko will be able to secure suitable platforms for these publications to reach a broad audience.	Certain publications may specifically target women and youth as an audience and focus on issues that are specifically relevant to these groups.		Output; Count; Annual; Old.	Popular publications have a particular significance in terms of making research accessible to a broader public in support of lifelong learning and educational benefits for diverse audiences.	Director Research and Exhibitions.

Indicator Title	Definition	Source of data	Method of Calculation/ Assessment	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Reporting Cycle	Desired Performance	Indicator Responsibility
Number of new exhibitions.	Number of new exhibitions presented to the public at Iziko's museums. This includes new temporary and permanent exhibitions.	Exhibitions schedule and proposals.	Count.	Iziko will have adequate capacity and resources to produce high quality temporary and permanent exhibitions.	Iziko will produce specific exhibitions that are intended to be relevant to youth and women and that cater for people with disabilities.		Output; Cumulative; Quarterly; Old.	Enrich the visitor experience through innovative exhibitions that inspire and inform. Proactively revise, reimagine and decolonise existing, outdated exhibits that reflect the bias of pre-democracy mind-set.	Director Research and Exhibitions.

Indicator Title	Definition	Source of data	Method of Calculation/ Assessment	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Reporting Cycle	Desired Performance	Indicator Responsibility
Number of special museum education programmes presented.	Four special education programmes presented per quarter, per focus learning-area. Focus learning-areas amounts to four, i.e. Art; Planetarium; Social and Natural History. Total: 16 per annum.	Special Education Programmes Plan, Worksheets, information booklets, exhibition programmes per focus area.	Count.	Basic demands and requests will be received from educational institutions and parties interested in arts, planetariums, social and natural history.	The education department offers several programmes which includes people living with disabilities.		Output; Count; Quarterly, Old.	Learners gaining and learning information in a more interactive way.	Director Education.

Indicator Title	Definition	Source of data	Method of Calculation/ Assessment	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Reporting Cycle	Desired Performance	Indicator Responsibility
Number of public programmes presented.	These programmes could be aligned, but are not limited to both the institutional and national vision of celebrating and commemorating historic events relating to our national holidays, while raising awareness regarding our history and heritage.	Events programmes.	Count.	Assuming that there will be sustained interest in the quality of our programming and that the entity will be adequately resourced to implement the project.	Special emphasis is placed on women and youth on public programmes such as Youth Day and Women's Day. Young people and women also actively participate and give input on all public programmes hosted by the museum.		Output; Cumulative; Quarterly; Old.	The indicator helps monitor and standardise the public programmes offerings to the public. Its alignment with the national vision and commemorative days helps broaden the scope and vision, and adds to social cohesion.	Director Education.

Indicator Title	Definition	Source of data	Method of Calculation/ Assessment	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Reporting Cycle	Desired Performance	Indicator Responsibility
Number of outreach programmes presented.	Outreach is mainly organised under the Iziko outreach programme (Mobile Museum) and aimed at taking the museum to the people/ Communities.	List of places/ outreach schedule, venues visited, photographs, correspondence.	Count.	Assuming that the mobile bus will be fully functional and that Iziko will be adequately resourced to run it.			Output; Cumulative; Quarterly; Old.	Building new audiences; taking the museum to the people and the increase in the number of activities/ programmes may indicate the interest of the public in heritage and museums.	Director Education.
Number of internships and Work Integrated Learning training opportunities hosted.	Internships and Work Integrated Learning Students.	List of names of interns, attendance registers and records and correspondence.		Assuming that there will be sustained interest in the quality of our programs and that the entity will be adequately resourced to accommodate students.	Special emphasis is placed on youth and women.		Output; Cumulative; Quarterly; Old.	To provide experiential learning and assist with skills development in the heritage sector and contributes to employment creation.	Director Education.

Indicator Title	Definition	Source of data	Method of Calculation/ Assessment	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Reporting cycle	Desired performance	Indicator responsibility
Number of visitor to the museums /sites.	Number of visitors from all communities accessing Iziko's museum resources. The term visitor this does not refer to individuals but counts "feet through the door". Repeat visits are therefore included in the calculation of number of visitors. The total number of visitors reported includes all categories of visitors (excluding outreach).	Visitor statistics are collated monthly and reported quarterly on an Excel spread sheet.	Point of Sale (PoS) data, venue hire and visitor numbers.	Socio-economic conditions will enable visitors to access Iziko's spaces and that Iziko will continue to source transport for communities.			Output; Cumulative for the year; Quarterly; Old.	Increase in the number of diverse audiences visiting and participating in Iziko programmes, visiting the Iziko website and following Iziko on Social media that indicates the public interest in Iziko's offering as well as the quality and relevance of exhibitions and programmes.	Director Advancement.

Indicator Title	Definition	Source of data	Method of Calculation/ Assessment	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Reporting cycle	Desired performance	Indicator responsibility
Number of visitors to Iziko websites.	Number of visitors to Iziko website as recorded using the Google Analytics tool. Repeat visits are included in the calculation of number of website visitors. Visits by specific individuals or IP are referred to as unique visits.	Website visitors are collated using Google Analytics.	Google Analytics reports.	Adequate ICT functions and visitor engagement.			Output; Cumulative for the year; Quarterly; Old.	Increase in the number of diverse audiences visiting and participating in Iziko programmes, visiting the Iziko website and following Iziko on social media.	Director Advancement.

Indicator Title	Definition	Source of data	Method of Calculation/ Assessment	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Reporting cycle	Desired performance	Indicator responsibility
Number of marketing campaigns.	Marketing campaigns for the Celebrate Summer; International Museum Day Winter/ Holiday; Heritage Month; and Planetarium programmes.	Marketing material, pamphlets, audio and video footage, where applicable.	Count.	Assuming the entity will be adequately resourced to implement the project.			Output; Cumulative Quarterly; Old.	Increase in the number of diverse audiences visiting and participating in Iziko programmes and visiting the Iziko spaces.	Director Advancement.

Indicator Title	Definition	Source of data	Method of Calculation/ Assessment	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Reporting cycle	Desired performance	Indicator responsibility
15 commemorative days promoted per annum.	Number of Commemorative days promoted. (i.e. Human Rights Day, Freedom Day, International Museum Day, Africa Day, Youth Day, National Women's Day, Heritage Week (7 days), Emancipation Day, and Reconciliation Day).	Visitor numbers on free commemorative days extracted from the Excel spreadsheet.	Count.	Socio-economic conditions will enable visitors to access Iziko's spaces and that Iziko will continue to source transport for communities who are not able to travel to its spaces and that access will continue to be given to communities who are not able to pay entrance fees.			Output; Cumulative Quarterly; Old.	15 free commemorative days (i.e. Human Rights Day, Freedom Day, International Museum Day, Africa Day, Youth Day, National Women's Day, Heritage Week (7 days), Emancipation Day, and Reconciliation Day).	Director Advancement.

Part E: Annexures

This being a new Annual Performance Plan for the 2020 to 2021 period, there are no amendments to it.

Annexure A: Acronyms and Abbreviations

AAM	American Alliance of Museums	ISL	Iziko Slave Lodge
AAB	Approved Annual Budget	Iziko	Iziko Museums of South Africa
AFS	Audited Financial Statements	MAP	Meaningful Access Project
ASP	Approved Strategic Plan	M&E	Monitoring and Evaluation Framework
AU	African Union	MTSF	Medium-term Strategic Framework
BCEA	Basic Conditions of Employment Act	NDP	National Development Plan - Vision 2030
BRICS	Brazil, Russia, India, China and South Africa	NLC	National Lotteries Commission
CATHSSETA	Culture, Art, Tourism, Hospitality and Sport Sector Education and Training Authority	NRF	National Research Foundation
CCMA	Commission for Conciliation, Mediation and Arbitration	Norval	Norval Foundation - Art Museum
CEO	Chief Executive Officer	OD	Organisational Development
CFO	Chief Financial Officer	PoS	Point of Sale
CPUT	Cape Peninsula University of Technology	SCM	Supply Chain Management
DAC	Department Arts and Culture	SKA	Skills Development Act, 1998 (Act No. 97 of 1988)
DSAC	Department Sports, Arts and Culture	UAMP	User Asset Management Plan
DST	Department of Science and Technology	UCT	University of Cape Town
EBCR	Existing Building Condition Report	UNESCO	United Nations Educational, Scientific and Cultural Organization
ENE	Estimates of National Expenditure	UWC	University of the Western Cape
GIAMA	Government Immovable Asset Management Act	WILS	Work Integrated Learning Students
GRAP	Generally Recognised Accounting Practice	Zetiz	Zeit MOCAA - Museum of Contemporary Art Africa
HR	Human Resources	4IR	Fourth Industrial Revolution
ICT	Information and Communication Technology	i.t.o	in terms of
ISANG	Iziko South African National Gallery	N/A	Not Applicable
ISAM	Iziko South African Museum		
IOTH	Iziko Michaelis Collection (at the Old Town House)		

Annexure B: Materiality and Significance Framework for the 2020/2021 Financial Year

1. Definitions and standards

- Audited financial statements: 2018/2019 **(AFS)**
- Approved annual budget: 2019/2020 **(AAB)**
- Approved Strategic Plan: 2015/2016 to 2019/2020 **(ASP)**
- Event: An activity that has the elements of income and expenditure

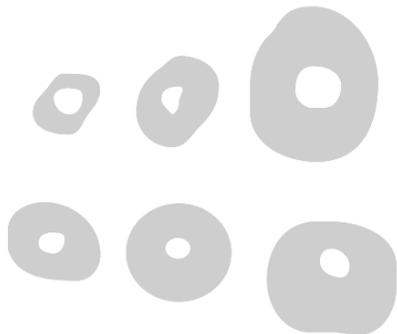
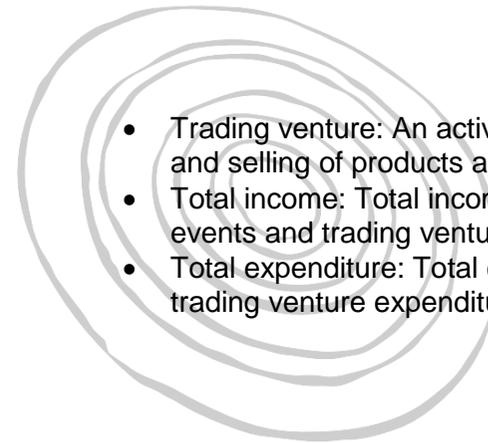
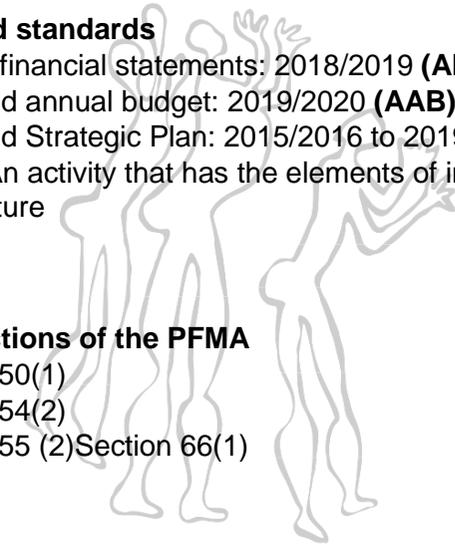
- Trading venture: An activity that has the elements of buying and selling of products and/ or services
- Total income: Total income, excluding the income from events and trading ventures
- Total expenditure: Total expenditure, excluding event and trading venture expenditure

2. Applicable sections of the PFMA

- Section 50(1)
- Section 54(2)
- Section 55 (2)Section 66(1)

3. Treasury regulation

- 28.1.5



4. Framework

4.1 Section 50: Fiduciary duties of Accounting Authority	Value (Quantitative)	Nature of Event (Qualitative)
<p>(1) 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</p> <p>d) Total actual income is less than budgeted income by more than 0,5% of budgeted income</p> <p>1. (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>
4.2 Section 54: Information to be Submitted by the Accounting Authority	Value (Quantitative)	Nature of Event (Qualitative)
<p>a.) 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>N/A</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>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>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>4.3 Section 55: Annual Report and Annual Financial Statements</p>	<p>Value (Quantitative)</p>	<p>Nature of Event (Qualitative)</p>
<p>(3) the annual report and financial statements must:</p> <p>(b) include particulars of:</p> <p>(i) any material losses through criminal conduct and,</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 section 3 of the National Heritage Resources Act, 1999 (Act No. 25 of 1999)</p> <p>All</p>	<p>Any unplanned loss per the ASP that may affect the core purpose or mandate of the entity</p>

(ii) any irregular expenditure and fruitless and wasteful expenditure that occurred during the year	All	All
(iii) any losses recovered or written off		All

4.4 Section 66: Restrictions on Borrowing, Guarantees and Other Commitments	Value (Quantitative)	Nature of Event (Qualitative)
Iziko may not enter into any financial commitment beyond its approved budgets and its accumulated reserves	N/A	N/A

MATERIALITY FRAMEWORK 2020-2023						
Basis	Acceptable	2019 Value	Minimum	Maximum	Iziko	%
	% range		Value	Value	Materiality	
Total assets as per 2019 AFS	1% - 2%	2 693 665 683	26 936 656	53 873 313	26 936 656	1%
Revenue as per 2019 AFS	0,5% - 1%	187 191 619	935 958	1 871 916	935 958	0,5%
Net surplus as per 2019 AFS *	2% - 5%	13 756 973	275 139	687 848	687 848	5%
Budget: Expenditure 2019/2020	0,1% - 0,5%	140 897 492	140 897	704 487	281 794	0,2%

'At the top of the Lodge's hierarchy were Europeans ... [But] The only Europeans there - a reflection of the status of the slaves - were the lunatics and criminals.' (R. SHELL, 1994)



• A Slave Lodge based police officer at the Cape leading a convict or bandiet.
(Based on a detail from a watercolour depicting Cape Town's Greenmarket Square. Artist: Johannes Rach, c. 1761. Atlas van Stolk, Rotterdam)

Heritage Day, Iziko Slave Lodge, Nashad Soeker, 24 September 2019.

Annexure C: Iziko Museums of South Africa Council Charter

1. PURPOSE OF THE COUNCIL CHARTER

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

2. MISSION OF COUNCIL MEMBERS

The mission of Council Members is to represent the interests of the shareholder (the Government) in perpetuating a successful business that ensures the achievement of the vision of the Museum.

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

In addition, the Council has a responsibility to the broader stakeholders which include the present and potential beneficiaries of the Museum's products and services, clients, lenders and employees, to achieve continuing prosperity for the Museum.

3. FIDUCIARY RESPONSIBILITY

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

4. SELECTION AND COMPOSITION OF THE COUNCIL

4.1 Council Members shall be selected and appointed or removed by the Minister, in accordance with the applicable legislation¹.

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

5. COUNCIL LEADERSHIP

The Chairperson of the Council should not be the CEO or any other executive Council member. The role of the Chief Executive Officer and Chairperson should accordingly be separate and the Chairperson should be an Executive Council Member.

6. ORIENTATION OF NEW COUNCIL MEMBERS

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

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

7. CONFLICTS OF INTEREST

- 7.1 A Council Member is disqualified by virtue of his/her office from contracting directly or indirectly with the Museum.
- 7.2 Full disclosure of the nature of a Council Member's direct or indirect interest on any matter before the Council is required.
- 7.3 A Council Member may not vote on any matter in which they have an interest. Additionally, they should be recused from any meeting when such matters are discussed.
- 7.4 A register of declarations of interest should be kept.
- 7.5 A Council Member who applies for a management position within the organisation must first resign as a Council Member before doing so. In the event that the application is unsuccessful, such a Council Member may not be re-appointed to the Council.
- 7.6 Executive Council Members must distinguish between their role as Council Member and that of the Chief Executive Officer. Should they be unable to reconcile the two roles they should withdraw from the discussion.
- 7.7 The Chairperson may for good reason request the Chief Executive Officer to leave the Council room for any part of the Council meeting. This is especially so during deliberations relating to executive performance or remuneration.
- 7.8 A Council Members' Code of Conduct shall be codified and disclosed in the annual report.

8. SEGREGATION OF ROLES

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

9. COMMITTEES

9.1 Audit, Finance, Human Resources, and other committees

The Council should appoint an audit committee, core functions and advancement committee, operations committee, Finance and Budget committee, and Governance and Ethics committee should set out their purpose. Each committee should have at least two members and non-executive members should be in the majority. The Council may also establish other committees and should determine the functioning of those committees, and delegate powers to such committees.

9.2 Committee members

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

10. EVALUATION OF COUNCIL MEMBERS

10.1 General

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

10.2 Formal evaluation of the Chief Executive Officer

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

10.3 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.

11. COUNCIL RELATIONSHIP TO STAFF AND EXTERNAL ADVISORS

11.1 Attendance of non-Council Members at Council meetings

The Chairperson may permit members of the 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.

11.2 Council access to senior staff and the books and records

Council Members in consultation and 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.

11.3 Council access to external experts

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

12. SUCCESSION AND EMERGENCY PLANNING

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

13. COUNCIL MEETINGS

- 13.1 Council meetings shall be held as determined by legislative imperatives, in accordance with applicable legislation specifying the Council's reserved powers.
- 13.2 The Council shall make decisions by a majority of votes which is fifty percent plus 1 additional member's vote. An alternative member of a committee of Council has the same voting and decision making powers as the standing member of the committee when the standing member of the committee is unable to attend the meeting.
- 13.3 A record should be kept of the attendance of Council Members at Council meetings. Council members must attend in person not less than fifty percent of the annual sub-committee and council meetings.
- 13.4 The Chairperson, with the assistance of the Secretariat, shall establish the agenda for each Council meeting and in doing so should consult with other Council Members and the Museum Chief Executive Officer where necessary. The Chairperson should place any item on the agenda that is proposed in writing by a Council Member.
- 13.5 The Museum Chief Executive Officer shall, with the assistance of the Secretariat, ensure that information and data that is important to the Council's understanding of the business to be distributed in writing before the Council meets. This material should be as brief as possible while still providing the essential information.
- 13.6 Presentations should be sent to the Council Members in advance so that the Council's meeting time can be conserved, and the discussion time focused on questions that the Council has about the material. On those occasions when the subject matter may in the opinion of the Chairperson be too sensitive to record, the presentation will be discussed at the meeting.
- 13.7 Minutes of all Council meetings shall record the proceedings and decisions taken, the details of which shall remain confidential.

14. SECRETARIAL ROLE

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

15. RESERVATION OF POWERS

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

16. RISK MANAGEMENT AND INTERNAL CONTROL

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

17. MONITORING OF OPERATIONAL PERFORMANCE

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

18. PUBLIC COMMUNICATIONS

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

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

19. CODE OF ETHICS

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

20. QUORUM

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

21. REVERSAL OF CHARTER (Amendments)

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

Appendix 1 - Council Code of Conduct

1. INTRODUCTION

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

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

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

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

2. GOVERNING PRINCIPLES

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

Diligence (duties of care and skill)

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

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

The standard of care required is greater than that of a reasonable person; the duty is to observe the utmost good faith and to exercise proper care and diligence in the safe custody, control or governance of the Organisation.

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

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

No person should be appointed as a Council Member who has been found guilty of an offence involving dishonesty or is an 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 competing interests of the active and passive (e.g. the environment) stakeholders, are balanced in an equitable and fair manner, and that no individual or group of stakeholders is given preferential treatment over others.

The Council's discretionary powers have to be exercised in terms of its rules, the provisions of the Act and other regulations. In the exercise of its discretionary powers, Councils must act reasonably and fairly.

The Council may not do anything, which will fetter its discretion, and may not delegate a fiduciary responsibility to those whom that responsibility is owed. A Council is always accountable for 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. CODE OF CONDUCT

3.1 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.

3.2 Regulatory compliance

Council Members will abide by the law at all times.

The Council Members must also always act within limitations imposed by the Council on its activities.

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

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

3.3 Preparation and attendance at meetings

Council Members need to be aware of the procedures to be followed at Council meetings as provided for in its Charter or other the rules of the organisation. Council members must ensure that they attend not less than fifty percent of their meetings.

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

Council Members must ensure that they make every effort to attend all Council meetings as scheduled and notified. Where they 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.

3.4 Access to information and expert advice

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

Where the management, administration and investment functions of the Institution are delegated, Council Members remain responsible for the actions of those to whom these functions are delegated. The mandates in terms of which these functions are delegated must clearly set out the delegated responsibilities and the rights of recourse by the Council or the Institution against those to whom these responsibilities are delegated. There must be a process of regular reporting to the Council by those to whom the responsibilities have been delegated. Where investment functions have been delegated, the Council should ensure that there are appropriate benchmarks for performance and that the risk profile matches that of the stakeholders of the Institution, where appropriate.

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

3.5 Disciplined, proactive and courageous participation

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

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

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

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

3.6 Performance evaluation

Every Council Member of the Council and its committees needs to strive to improve his or her performance, objectively adjudged by peers. A prerequisite for this is a clear and mutual understanding of the role and responsibilities assumed by each individual, preferably documented as a formal performance contract that runs for a maximum of 3 years.

3.7 Honesty and integrity

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

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

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

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

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

3.8 Personal transactions

Council Members personal or other business dealings will be kept separate from their dealings as a Council Member of the organisation.

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

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

3.9 Payments, gifts, entertainment, travel and other forms of enrichment

Council Members may not under any circumstances solicit or accept benefits, entertainment or gifts of any kind (including, without limitation, cash preferred pricing, preferred loans, securities, secret commission) or any other direct or indirect benefit, financial or otherwise as an inducement for performing an act or as consideration for failing to act in any manner or in exchange for preferential treatment. In particular, no Council Member may make any secret profit or otherwise enrich himself or herself at the expense of the Institution by virtue of his or her office. Any benefit, direct or indirect and financial or otherwise received by the Council Member by virtue of his or her office, unless it constitutes part of the Council Member's 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 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 these 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 be kept in the registered office/ domicile of the organisation and made open to inspection on request. Members should therefore make all necessary declarations using the appropriate form.

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

Council Members shall not use their status as Council 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.

3.10 Disclosure of interests

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

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

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

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

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

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

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

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

The Council and committee members must have regard to the requirement on the organisation to disclose material transactions with related parties in financial statements, and must enable the Institution to comply with this requirement. In all cases, '**members interests**' covers also 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.

3.11 Confidentiality of information

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

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

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

Council and committee members therefore should:

- maintain at all times, the confidentiality of all information and records that are the property of the Institution and must not reveal such information unless it becomes a matter of general public concern;
- not make any contact nor divulge any information to external organisations, including the media, without prior approval from the Council or the chair;
- not use confidential information obtained by virtue of that member's association for personal gain, or to benefit friends, relatives and others;
- not do or say anything which might be construed as damaging the credibility or integrity of the Council or the organisation; and
- not attend any external meeting on behalf of organisation without prior approval of the Council, its Chairperson, or in an emergency, the Museum 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.

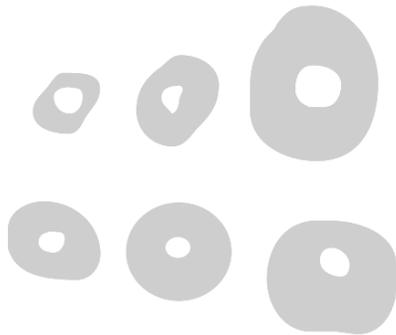
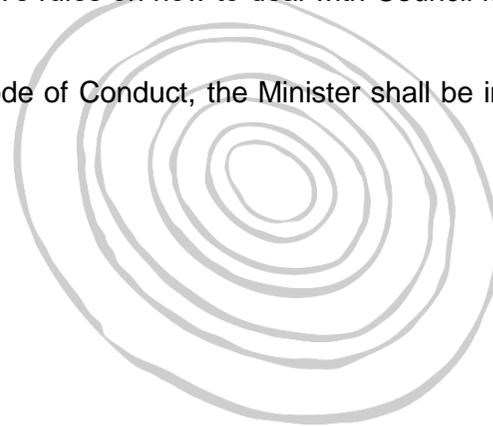
3.12 Abiding by the law

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

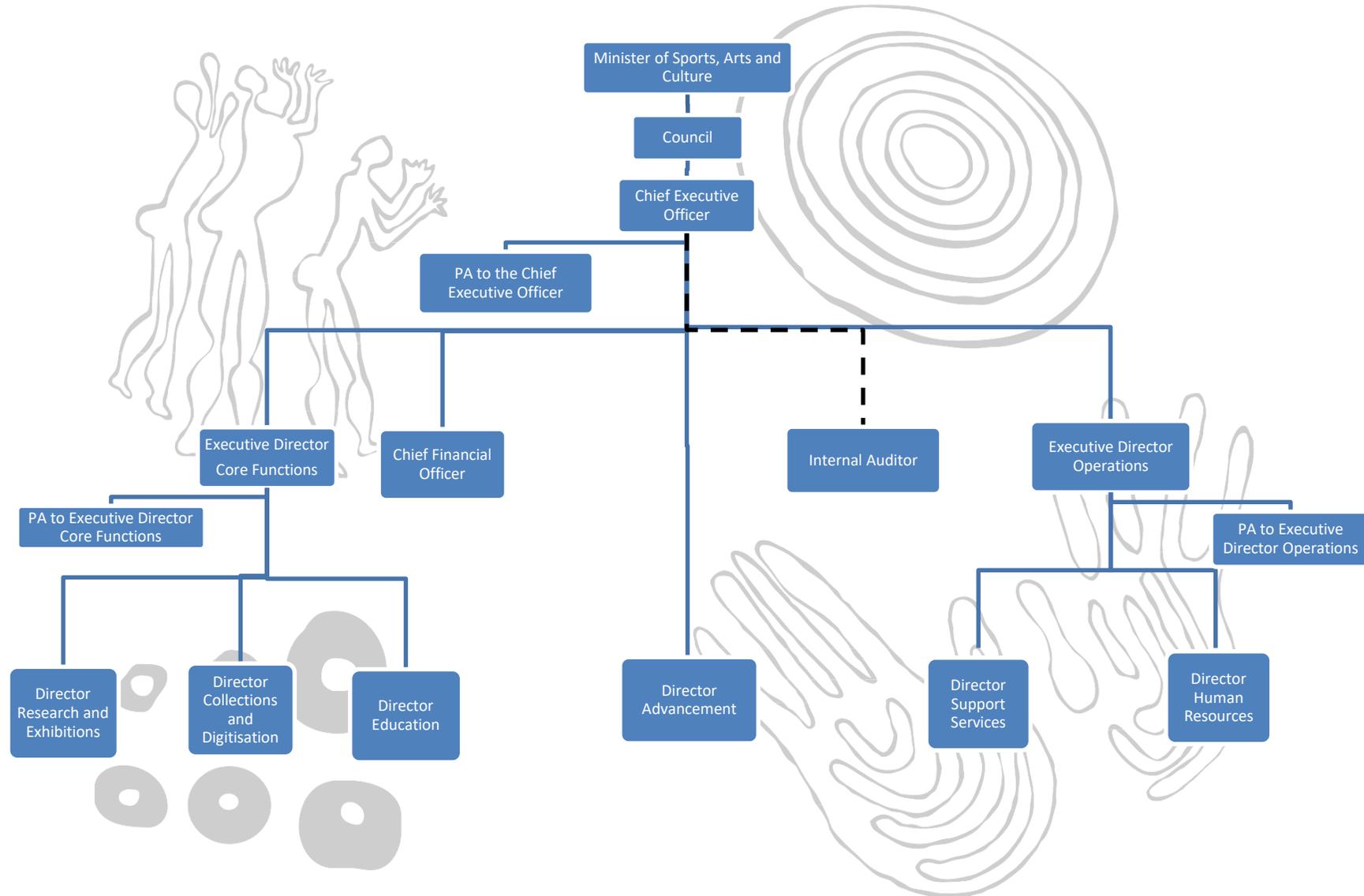
4. BREACH OF CODE OF CONDUCT

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.



Annexure D: Iziko Senior Management Structure





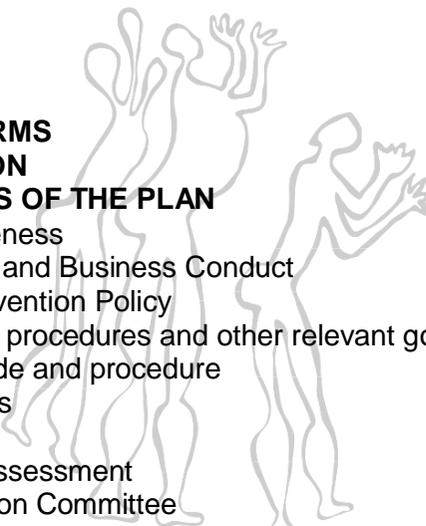
Filling In the Gaps, Iziko South African National Gallery, Marla Burger, 15 February 2019

Annexure E: FRAUD PREVENTION PLAN

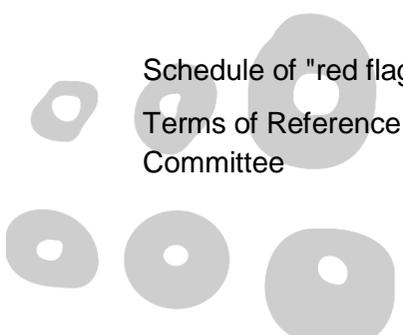
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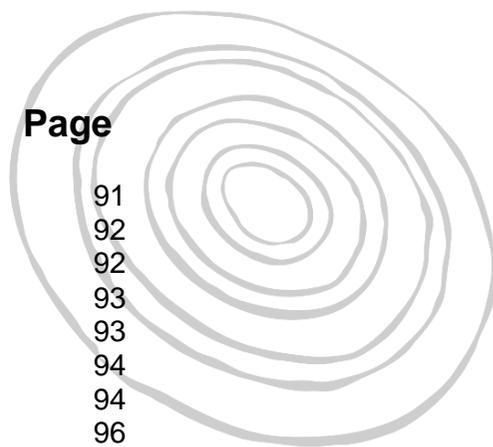
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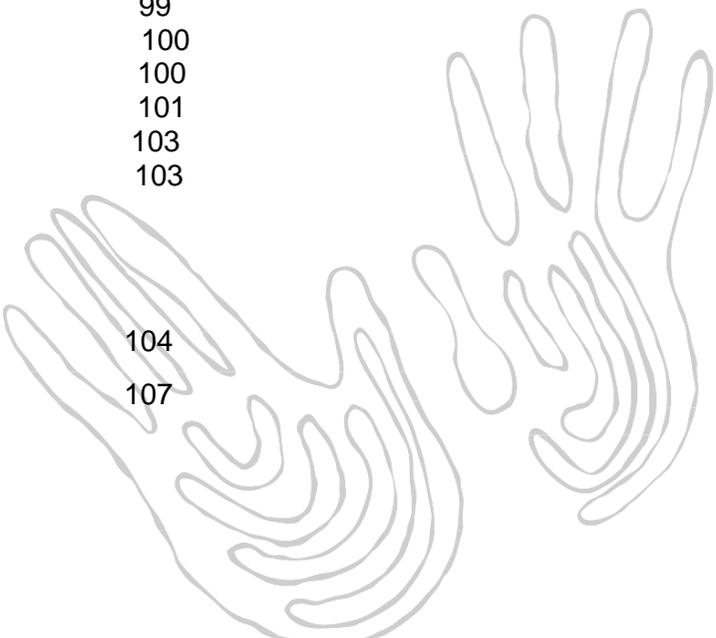
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GLOSSARY OF TERMS

Throughout this document, unless otherwise stated, the words in the first column below have the meanings stated opposite them in the second column (and similar expressions shall bear corresponding meanings), words importing one gender include the other too; words importing the singular include the plural and vice versa:

"Code"	-	Code of Ethics and Business Conduct
"Committee"	-	Fraud Prevention Committee
"Council"	-	Council of Iziko Museums of Cape Town
"Constitution"	-	The Constitution of the Republic of South Africa, 1996
"Employees"	-	Indefinite employees, employees appointed on a fixed-term contract and casual workers
"Fraud"	-	Any dishonest, fraudulent, maladministration or corrupt act;
	-	Theft of funds, supplies, or other assets, misappropriation of Iziko funds or property;
	-	Maladministration or financial misconduct in handling or reporting on money, financial transactions or other assets;
	-	Making a profit from insider knowledge;
	-	Disclosing confidential or proprietary information to outside parties;
	-	Accepting, requesting offering or giving anything of material value to or from contractors, suppliers, or other persons providing services and/or goods or otherwise transacting with Iziko;
	-	Irregular and unauthorised disposal, removal, or abuse of records (including intellectual property and other assets) furniture, equipment and heritage assets (collections);
	-	Deliberately omitting, neglecting or refusing to report or act upon reports of any such irregular or dishonest conduct if the reporting of such an act is a requirement of the position; and
	-	Any similar or related irregularity.
"Iziko"	-	Iziko Museums of South Africa
"Management"	-	CEO, Executive Directors, Directors, Heads of Department and Supervisors of Iziko
"PFMA"	-	Public Finance Management Act (Act 1 of 1999) as amended
"Plan"	-	Fraud Prevention Plan
"Policy"	-	Fraud Prevention Policy
"Protected Disclosures Act"	-	Protected Disclosures Act No. 26 of 2000

1. INTRODUCTION

- 1.1 The Chief Executive Officer of Iziko initiated the development of a Fraud Prevention Plan for Iziko in order to meet the requirements of the PFMA and Treasury Regulations which stipulates that the accounting authority of a public entity must ensure that a fraud prevention plan is developed.
- 1.2 The primary objectives of the Plan are the following:
 - (a) To encourage a culture within Iziko where all employees and other stakeholders continuously behave ethically in their dealings with, or on behalf of Iziko, or towards other employees; and
 - (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.
- 1.3. The objectives of the Plan will be achieved through an awareness strategy aimed at all employees and other stakeholders of Iziko. This strategy will rely on education and communication and is the central component around which the Plan will revolve.
- 1.4. This document details the Plan for Iziko. The Plan is dynamic and it will continuously evolve as Iziko makes changes and improvements in its drive to promote ethics and to prevent fraud.

2. COMPONENTS OF THE PLAN

The components of the Plan for Iziko are the following:

Creation of awareness amongst employees and other stakeholders through communication and education of the Code of Ethics and Business Conduct (Code) and the Fraud Prevention Policy;

- a) A Code in which management of Iziko believes, and to which it requires employees to subscribe;
- b) A Fraud Prevention Policy (Policy) setting out Iziko's policy stance on fraud as well as steps to be followed when allegations are raised;
- c) Iziko's policies, procedures and other relevant government prescripts;
- d) Disciplinary code and procedure;
- e) Internal controls;
- f) Internal Audit;
- g) Ongoing risk assessment;
- h) The Fraud Prevention Committee, created to steer and take responsibility for the Plan;
- i) Reporting and monitoring of allegations of fraud;
- j) Physical and information security; and
- k) Ongoing maintenance and review of the Plan.

2.1 Creating awareness

For the plan to be successful, Iziko will maintain an effective and sustained awareness campaign which includes creating awareness of fraud indicators, the "red flags" of fraud (Annexure 1). This component of the Plan is divided into two categories:

- Education and
- Communication.

2.1.1 Education

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

- a) Conducting fraud awareness presentations for all employees;
- b) Workshops to be convened for management and selected employees of Iziko, whose responsibility it would be to extend such awareness to other employees within Iziko; and
- c) Securing other appropriate support, for example, the use of independent consultants, to ensure that an effective and sustained awareness campaign is appropriately directed at all employees of Iziko.

2.1.2 Communication

2.1.2.1 The objective of the communication strategy is also to create awareness of the Plan among employees and other stakeholders in order to facilitate a culture where all stakeholders strive to contribute towards making the Plan a success and sustaining a positive, ethical culture within Iziko.

2.1.2.2 The communication media that will be considered by Iziko are the following:

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

2.2 Code of Ethics and Business Conduct

2.2.1 Iziko has developed a Code of Ethics and Business Conduct. The Code is intended to set clear guidelines relating to the Ethics and Business Conduct that Iziko subscribes to and expects all stakeholders, including management and employees, to subscribe to.

2.2.2 Iziko will develop a consolidated database of all employees' private business interests. The following will be re-emphasised to all employees:

- a) Permission should be secured before any employee is allowed to engage in private business activities; and
- b) Private business interests must be declared to Management.

- 2.2.3 Iziko will conduct ethics awareness workshops for employees and other stakeholders in order to clarify its expectations relating to ethics and acting with integrity.
- 2.2.4 Iziko will ensure that all employees sign a declaration to confirm their commitment to, and understanding of the Code.

2.3 The Fraud Prevention Policy

- 2.3.1 Iziko has developed a Fraud Prevention Policy detailing its policy stance to fraud, the process to be followed to report, investigate and resolve incidents of fraud which impact on Iziko.
- 2.3.2 The Policy will be circulated to all employees together with the Code. The awareness programme with regard to the Policy and the Code will be sustained on an ongoing basis.
- 2.3.3 In terms of the Policy all employees are obliged to report any irregularity affecting Iziko that they notice or become aware of, failing which appropriate action could be taken against such person(s) for failure to report such irregularity.
- 2.3.4 Fraud investigations may not be abused for personal or any other gain other than that described in the Policy.
- 2.3.5 Iziko undertakes to provide appropriate feedback to employees through the Fraud Prevention Committee (Committee), within 30 days from the date on which any report of an irregularity is received, depending on the nature and sensitivity of the irregularity.
- 2.3.6 Iziko will consider the viability of developing and implementing a fraud hotline, which will provide a further mechanism to all employees and other stakeholders of Iziko to anonymously report fraud affecting Iziko.
- 2.3.7 Iziko will consider the establishment of a structured Forensic Investigations capacity with a clear mandate to investigate allegations of fraud impacting on Iziko.

2.4 Iziko's policies, procedures and other relevant government prescripts

- 2.4.1 Iziko has a number of policies, procedures, rules, regulations and other prescripts designed to ensure compliance with government legislation as well as to meet the provisions of good corporate governance. All employees and other stakeholders (where appropriate) of Iziko are expected to adhere to these laws and provisions. One of the primary purposes of the PFMA and the policies and procedures of Iziko is to limit risk. This risk, viewed in the context of the Plan, includes fraud risk.
- 2.4.2 Iziko has identified the strategic fraud risk in this area as being the following:
 - a) Weaknesses in the system for adequately implementing policies and procedures;
 - b) Collusion in the procurement process;

- c) Procurement policy still in draft;
- d) Lack of thorough pre-employment screening of potential candidates for positions in Iziko; and
- e) Lack of relevant policies and procedures in compliance with legislation;

2.4.3 In order to address the above-mentioned risks Iziko will take the following steps:

- a) Ensure that all policies and procedures are distributed to employees and to have workshops to communicate the contents of the policies more effectively and to educate employees regarding the implementation and monitoring of these policies.
- b) Develop a Procurement Policy in line with the Framework for Supply Chain Management. Coordinate an in-depth review of current procurement practices. Such a review will be directed at identifying any shortcomings in terms of it being inclusive enough to limit the risk of fraud. Appropriate improvements will then be made.
- c) Fraud detection reviews aimed at detecting possible fraud relating to the irregular awarding of orders to contractors, consultants or other suppliers of goods or services will be regularly undertaken. These reviews will be conducted with a particular emphasis on fraud detection and prevention using qualified forensic specialists, where appropriate. Evidence that will be sought in these reviews will be signs of undue favours being paid to or received by employees, manifested as follows:
 - Suppliers not offering regular discounts and special deals;
 - Ambiguous or vague descriptions on invoices;
 - Surplus orders or inappropriate stock levels;
 - Bid prices and specifications being similar; and
 - Tenders or quotations being accepted after the closing date;
- d) Develop a process for the initiation of thorough pre-employment screening of all applicants for sensitive and senior management positions within Iziko before they are employed. The assistance of Forensic Auditors, and a positive relationship with the SAPS, will be secured in instances where the Human Resources Division is unable to procure decisive results from its probity investigations in screening potential candidates.
- e) Conduct relevant background checks before existing employees are promoted to sensitive positions that will be identified by Iziko. These background checks will be focused on securing clarity on specific issues, which could exclude the candidate from securing the position. For example, for certain positions in the finance department it is important that people of high integrity and without serious personal financial problems (for example, bad debt judgements) are appointed;
- f) Initiates steps to review its current policies and procedures, in particular with regard to human resources and financial administration and internal control, e.g. travel policies and policies relating to outsourcing of certain business activities in order to ensure that these are in line with Iziko's changing business strategy and activities.

- 2.4.4 In order to further limit the risk of fraud, Iziko will continue to develop and maintain sound human resources systems, policies and procedures which incorporate the following basic fraud prevention principles:
- a) Sound, mutually beneficial industrial relations;
 - b) A system for the payment of equitable salaries enabling employees to maintain a livelihood that obviates any desire for employees to justify increasing their income through fraud;
 - c) Grievance procedures that encourage aggrieved employees to address their grievances.
This is based on the recognition that aggrieved employees may become malicious, thus increasing the risk of them committing unethical conduct and corrupt acts;
 - d) Clear guidelines for delegation of authority and responsibility;
 - e) A system for transparent and merit-based hiring and promotion practices with objective standards in order to reduce the risk of nepotism and favouritism, both of which the Council recognises as being damaging employment practices; and
 - f) Commitment to competence.
 - g) Iziko recognises that, notwithstanding ongoing organisational and policy changes, and the requirements of employment equity policies, matching of competence to job requirements is extremely important.
 - h) A lack of competence could lead to stress on employees and consequently result in those employees evading rules because this is the only practical means available to them that can be applied to deliver specific outputs.
 - i) On the other hand, it is also recognised that staffing low-level jobs with over-qualified personnel may lead to lack of job satisfaction and low morale.
 - j) As part of its approach to the management of human resources, the Office of the CEO will, in conjunction with Council, apply measures upholding a system of competency-based recruitment assessments.

2.5 Disciplinary Policies and Procedures

Iziko recognises the fact that the consistent and efficient application of disciplinary measures is an integral component of effective fraud prevention. Iziko is therefore committed to the consistent, efficient and speedy application of disciplinary measures.

- 2.5.1 The need for the speedy application of disciplinary measures and the negative implications of this not being done, particularly with reference to the overall drive to limit the risk of fraud, will be emphasised to management on a regular basis.
- 2.5.2 A system to facilitate the consistent application of disciplinary measures will be developed.
- 2.5.3 Where the need is identified for training of management in the application of disciplinary measures, this will be addressed.
- 2.5.4 Iziko will develop a system where management is held accountable for the management and addressing of misconduct and fraud within their sections.

2.6 Internal controls

2.6.1 Iziko has developed and implemented basic controls in most of its operational areas and is committed to and will continue to maintain internal controls that are practical and effective. These internal controls comprise two main components, namely:

- Basic internal controls (discussed below); and
- Training of employees in internal control measures and processes as well as performing their daily duties.

Basic Internal Controls

2.6.2 The policies, procedures and other prescripts of Iziko prescribe various controls, which, if effectively implemented, would minimise the risk of fraud within Iziko. These controls may be categorised as follows, it being recognised that the categories contain overlapping elements:

- a) Prevention controls
These are divided into two sub-categories, namely, Authorisation and Physical Control.
- b) Detection controls
These are divided into four categories, namely, Arithmetic and Accounting, Physical, Supervision and Management Information
- c) Segregation of duties

2.6.2.1 Prevention controls

a) **Authorisation**

- (i) All transactions require the authorisation or approval by an appropriate and responsible person.
- (ii) The limits for these authorisations are specified in the Iziko Delegation of Authority.

b) **Physical**

- (i) These controls are concerned mainly with employees being the custodians of assets, including heritage assets (collections) and involve procedures and security measures designed to ensure that access to assets is limited to authorised personnel. This is of importance in respect of the protection of valuable, portable, exchangeable and desirable assets.

2.6.2.2 Detection controls

a) *Arithmetic and accounting*

- (i) These are basic controls which check that transactions to be recorded and processed have been authorised, that they are included completely, and that they are correctly recorded and accurately processed. Such controls include checking the arithmetical accuracy of the records, the maintenance and checking of totals, reconciliations, control accounts, and accounting for documents.

b) *Physical*

- (i) These controls also relate to the security of records. They therefore underpin mostly arithmetic and accounting controls.
- (ii) Their similarity to prevention controls lies in the fact that these controls are also designed to limit access.

c) *Supervision*

- (i) This control relates to supervision of day-to-day transactions as well as the recording thereof by responsible employees.

d) *Management Information*

- (i) This relates to the review of management accounts and budgetary control.
- (ii) Management normally performs these controls over and above the day-to-day routine administration of the system.

2.6.2.3 Segregation of duties

- a) One of the primary means of control is the separation of those responsibilities or duties which would, if combined, enable one individual to record as well as process a transaction until completion, thereby providing him/her with the opportunity to manipulate the transaction irregularly and commit fraud.
- b) In the context of fraud prevention, segregation of duties involves separating the authorisation or the custodial function from the checking function.
- c) Segregation of duties reduces the risk of intentional manipulation or error and enhances the element of checking.
- d) Functions that should be separated include those of authorisation, execution, custody, and recording and in the case of computer-based accounting systems, systems development and daily operations.

2.6.3 To ensure that these internal controls are effectively and consistently applied, deficiencies and non-compliance identified by internal audit will be addressed as follows:

- a) Iziko will continue to regularly emphasise to management that consistent compliance by employees with internal control is one of the fundamental tools in place to prevent fraud. Management will be encouraged to recognise that internal control shortcomings identified during the course of audits are, in many instances, purely symptoms and that they should strive to identify and address the causes of these internal control weaknesses rather than only the symptoms;
- b) Where management are found to lack specific financial control and management skills, appropriate training will be provided as a matter of urgency;
- c) Iziko will develop a formal system where the performance of management is also appraised by taking into account the number of audit queries and repeat queries raised and the level of seriousness of the consequent risk to the organisation as a result of the internal control deficiency identified. This is intended to raise the level of manager and supervisor accountability for internal control;
- d) A matrix of internal control weaknesses identified during audits will be developed and reviewed for repeat audit queries. This will assist in identifying management who require training or who are simply negligent and have an apathetic attitude to internal control and areas that require additional focus; and
- e) Where management do not comply with delegation of authority limits, for example, in signing off contracts when they are not authorised to do so, disciplinary action will be taken.

2.6.4 The role of Internal Audit will be communicated to management on a regular basis in order to enhance their understanding thereof and of the internal control function.

2.6.5 Management will also be expected to conduct random site visits.

2.6.6 The current measures in place to control personal files will be thoroughly reviewed in order to make improvements to limit the risk of information leaks. Where information leaks still occur, these will be investigated thoroughly and disciplinary action taken where individuals who initiated or facilitated these information leaks are identified.

2.7 Internal audit

2.7.1 Iziko has an Internal Audit department that is intended to promote the following, *et al*:

- a) The safeguarding and control of the assets of Iziko;
- b) Compliance with relevant statutory legislations and prescriptions; and
- c) The economical and efficient management of the resources of Iziko and the effective performance of the strategic objectives and operational functions of Iziko.
- d) To enhance management's understanding of risk management and the underlying concepts, and assist in implementing an effective risk management plan and related systems and processes, and
- e) To provide objective feedback on the quality of organisational controls and performance.

2.7.2 Iziko recognises the fact that the positive support by all its employees for Internal Audit and its functions, and speedy response as well as the addressing of queries raised by Internal Audit is vital to the success of this Plan.

2.7.3 The role of Internal Audit as an important component of the Plan will also be stressed to management.

2.8 Ongoing risk assessment

2.8.1 Iziko acknowledges the fact that it faces diverse business risks, including fraud risks, from both internal and external sources. Iziko further recognises that sound fraud prevention requires that fraud risk assessments are conducted of business cycles, processes, activities and/or areas which management views as being susceptible to serious fraud. Hence, Iziko acknowledges that the business cycles and processes, amongst others, which are currently particularly high fraud risk areas because of their susceptibility to collusion between Iziko's employees and with external parties are the following:

- (i) Tendering and procurement;
- (ii) Payroll;
- (iii) Debtors;
- (iv) Cheque payments;
- (v) Contracts management, particularly the management of deliverables on contracts;
- (vi) Cash collection;
- (vii) Selection criteria for the appointment of consultants;
- (viii) Appointment of service providers;
- (ix) Appointment of temporary and casual workers;
- (x) Tariff determination;
- (xi) Inventory and asset management, including heritage assets (collections);
- (xii) Control of expenditure, e.g. telephone accounts and project budgets; and
- (xiii) Project approval;

2.8.2 Iziko will conduct ongoing risk assessments with a particular emphasis on the above areas, in order to enhance management's understanding of the full spectrum of risks facing Iziko in these and other areas as well as to secure detailed recommendations on how to mitigate the risks identified. Specific fraud risk assessments and random fraud detection reviews will also be considered.

2.8.3 Iziko will comply with Treasury Regulations to the PFMA, which require that it conducts risk assessments to ensure that all significant risks facing it are understood and addressed. To this end Iziko will initiate consultations with Internal Audit in order to ensure that a structured programme is implemented for risk assessments to be conducted in line with the requirements of the PFMA.

2.9 The Fraud Prevention Committee

2.9.1 Iziko has not yet formalised the composition of the Committee. This will be done as a priority.

The Fraud Prevention Committee will be made up of the following representatives:

- a) Chief Executive Officer

- b) Chief Financial Officer
- c) Executive Director: Core Functions
- d) Executive Director: Operations
- e) Internal Auditor
- f) Representatives of Council, including member/s of the Audit Committee

2.9.2 The objectives of the Committee will be the following:

- a) To provide direction and facilitate the implementation of the Plan;
- b) To make decisions relating to the further development of the Plan;
- c) To maintain and review the Plan as and when required taking into account prevailing government prescripts and those of Iziko;
- d) Identifying and managing, including taking steps to address the strategic fraud threats facing Iziko;
- e) To promote and foster a culture based on the highest standards of probity, integrity and conduct within Iziko;
- f) To ensure and monitor compliance with Iziko's policies, procedures, rules, regulations and other relevant government prescripts;
- g) Creating awareness of the Plan;
- h) Ensuring the speedy and effective application of all appropriate legal remedies when faced with incidents and allegations of fraud; and
- i) Ensuring that corrective measures are put in place when incidents and allegations of fraud are raised, to limit future occurrence.

2.9.3 The terms of reference of this Committee are included as Annexure 2.

2.10 Reporting and monitoring of allegations

The Council has noted that no consolidated record is kept of allegations of fraud made to management. The effect thereof is that fraud risk cannot be managed effectively as threats/ risks to Iziko could be overlooked.

2.10.1 Iziko will develop a system to keep proper records of allegations and incidents of fraud that are reported.

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

2.10.3 The Committee will provide appropriate feedback to employees on matters reported, depending on the nature and sensitivity of the matter, within 30 days from the date of the report being received.

2.10.4 This system will culminate in the reporting of all such allegations and incidents to the Committee. This will also assist Iziko in addressing the risk of victimisation of whistle blowers and other persons or entities that supply information relating to fraud impacting on Iziko.

- 2.10.5 Iziko will encourage employees to utilise the Whistle Blowers Hotline implemented by the Department of Arts and Culture in order to create an additional channel through which reports of fraud can be made in total anonymity.
- 2.10.6 Iziko has also recognised the fact that whistle blowers could be victimised by fellow employees or management in contravention of the Protected Disclosures Act, without Council being aware of this. This could have severe negative implications for Iziko, for example, adverse media publicity.
- 2.10.7 The Council will establish a Fraud Bin which:
- a) deter potential fraudsters by making all employees and other stakeholders aware that Iziko is not a soft target, as well as encouraging their participation in supporting, and making use of this facility;
 - b) raise the level of awareness that Iziko is serious about fraud;
 - c) detect incidents of fraud by encouraging whistle-blowers to report incidents coming to their knowledge;
 - d) assist the Council in complying with the requirements of the Protected Disclosures Act, by creating a channel through which whistle-blowers can report irregularities which they witness or which come to their attention; and
 - e) further assist the Council in identifying areas of fraud risk in order that existing preventive and detection controls can be appropriately improved or developed.

The Office of the CEO supports the Fraud Bin and encourages employees to place information concerning fraud into the Fraud Bin. The Fraud Bin is also an integral mechanism for reporting fraud in terms of the Policy. With the Protected Disclosures Act having come into effect on 16 February 2001, the Fraud Bin will serve as an effective channel for whistle-blowers to make reports of fraud.

- 2.10.8 The Council will ensure that the responsibility of responding to and investigating information secured through the Fraud Bin is addressed by the Fraud Prevention Committee and clearly negotiated with Internal Audit and that proper records are kept of all allegations. This will assist Iziko in managing areas of risk.
- 2.10.9 The Council will, however, also ensure that a system is developed where it keeps records of all other allegations brought to its attention independently of the Fraud Bin. This will be crucial in effectively addressing the risk of whistle-blowers being victimised, by management and fellow employees, in contravention of the Protected Disclosures Act.
- 2.10.10 Iziko will deal sternly with false allegations made with malicious intent by employees.

2.11 Physical and information security

Physical security

- 2.11.1 Recognising that effective physical security is one of the front line defences against fraud, Iziko will take steps to improve physical security at all its sites and operational areas.
- 2.11.2 When employees leave the employment of Iziko, Iziko will ensure that management supply a clearance certificate. This certificate will include confirmation by management that:
- a) All access cards, equipment or other material belonging to Iziko have been returned;
 - b) The employee has signed an agreement that Iziko may deduct the cost of replacing lost or damaged Iziko property (specifying the property and the amount of the deduction) from his/her final remuneration, including his/her pension payout. A special form has to be completed for the latter in terms of the Pension Fund Act.
 - c) Immediate prevention of access to assets or records, including the revision of passwords was undertaken; and
 - d) Physical searches of the personal effects, workspaces and vehicle of suspended or dismissed employees for Iziko's assets were undertaken to the extent permissible.

Information security

- 2.11.3 Iziko will consult, where appropriate, with specialists in order to review and develop a consolidated detailed Information and Technology Security Policy, Guidelines and Procedures which will include mechanisms to limit the risk of future information leaks.
- 2.11.4 Physical access restrictions will be implemented and administered to ensure that only authorised individuals have the ability to access or use information resources of Iziko.

2.12 Ongoing maintenance and review

- 2.12.1 The Committee is responsible for the ongoing maintenance and review of the Plan. This includes the items listed in paragraph 2.9.2 and the following:
- a) Reviewing and making appropriate amendments to the Code and the Policy;
 - b) Amending the awareness program as necessary, and implementing the changes;
 - c) Ensuring that ongoing communication strategies are developed and implemented; and
 - d) Developing and overseeing the implementation of additional strategies to motivate buy-in and create awareness amongst all employees and other stakeholders.

Annexure A: SCHEDULE OF 'RED FLAGS' FOR IZIKO

1. Indications that individuals may be susceptible to committing fraud:

- a) Unusually large personal debts
- b) Severe personal financial losses
- c) Living beyond one's means
- d) Extensive involvement in speculative investments
- e) Excessive gambling habits in establishments or activities not prohibited by law
- f) Alcohol abuse problems
- g) Drug abuse problems
- h) Undue family or peer pressure to succeed
- i) Feeling of being underpaid
- j) Dissatisfaction or frustration with job
- k) Feeling of insufficient recognition for job performance
- l) Continual threats to quit
- m) Belief that the job is in jeopardy
- n) Close associations with suppliers
- o) Close associations with customers
- p) Poor credit rating
- q) Rationalisation or justification of poor performance
- r) Wheeler-dealer attitude and acquaintances
- s) Desire to "beat the system"
- t) Unreliable communications and reports
- u) Criminal record
- v) Not taking vacations
- w) Rationalisation for conflicting behavioural patterns
- x) Undisclosed conflicts of interest

2. Indicators that the organisation or department may be a target for a fraudster:

- a) A department that lacks competent personnel
- b) A department that does not enforce clear lines of authority and responsibility
- c) A department that does not enforce proper procedures for authorisation of transactions
- d) A department that lacks adequate documents and records
- e) A department that is not frequently reviewed by internal auditors
- f) Lack of independent checks
- g) No separation of custody over assets from the accounting for them

- h) No separation of authorisation of transactions from the custody of the related assets
- i) No separation of duties between the various duties within each business cycle
- j) Inadequate physical security in departments, such as locks, safes, access control, keys, cards, etc.
- k) Inadequate human resources policies
- l) Failure to maintain records of disciplinary actions
- m) Inadequate disclosure of personal investment and other income
- n) Undisclosed conflicts of interest
- o) Operating on a crisis basis
- p) Operating without budgetary control
- q) Too much trust placed in key employees
- r) Unrealistic productivity requirements
- s) Pay levels not commensurate with responsibilities
- t) Inadequate staff quality and quantity
- u) Failure to discipline violators of organisational policy
- v) Inadequate communication about disciplinary codes and codes of conduct
- w) Absence of conflict-of-interest questionnaires or regular updating thereof
- x) Inadequate background and reference checking before decisions as to appointment of employees

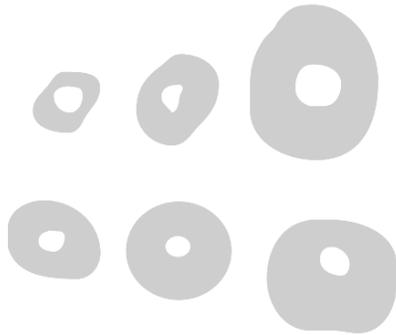
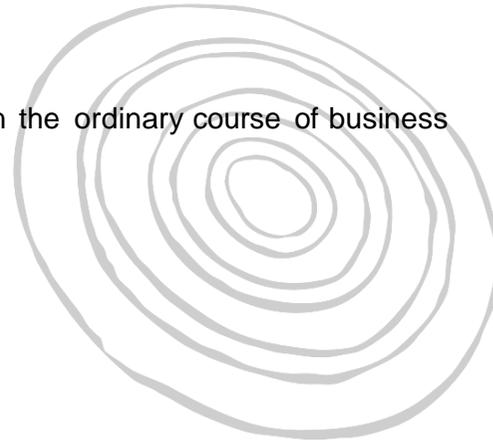
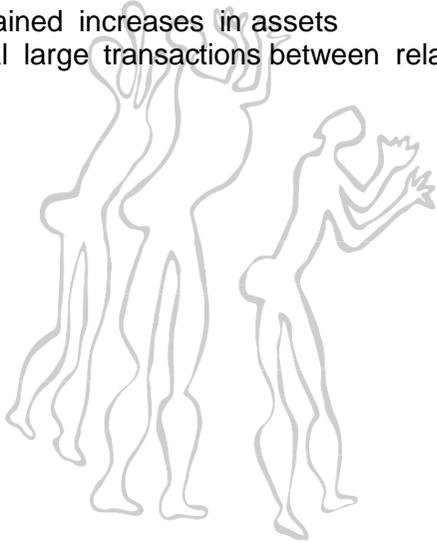
3. Indicators of opportunities to commit fraud

- a) Rapid turnover of key employees, through resignation or dismissal
- b) Dishonest or dominant management
- c) Inadequate training programmes
- d) Complex business structures
- e) Ineffective or no internal audit function
- f) Using several different auditing firms or frequent changes in auditors
- g) Reluctance to provide auditors with requested information
- h) Use of several legal firms or changes in legal counsels used
- i) Making use of many different banks, and excessive numbers of accounts
- j) Large year-end and unusual accounting transactions

4. Indicators of situations which might lead to fraud

- a) Unfavourable economic conditions within the sector
- b) Insufficient working capital
- c) High debt
- d) Dependence on one or two products, customers, projects or transactions
- e) Problems in obtaining finance or restrictions placed thereon

- f) Costs rising faster than income
- g) Problems with collecting debtors amounts
- h) Sudden tax adjustments
- i) Non-existent and over-valued assets
- j) Unexplained increases in assets
- k) Unusual large transactions between related parties that are not in the ordinary course of business



Annexure B: TERMS OF REFERENCE FOR THE FRAUD PREVENTION COMMITTEE

1. Objectives

- 1.1 To provide direction, structure and content to the Fraud Prevention Plan and to facilitate its implementation;
- 1.2 To make recommendations to the Council for the further development of the Fraud Prevention Plan and, where applicable, to ensure the implementation thereof; and
- 1.3 To maintain and review the Fraud Prevention Plan on an ad hoc basis, taking into account prevailing National and Council prescripts.

2. Scope

- 2.1 To promote and foster a culture based on the highest standards of probity, integrity and conduct; and
- 2.2 To ensure compliance with Iziko's policies, procedures, rules, regulations and other relevant prescripts.

3. Accountabilities

The Fraud Prevention Committee is accountable for:

- 3.1 Monitoring the effectiveness of the various components of the Fraud Prevention Plan;
- 3.2 Performing an annual risk assessment;
- 3.3 The further development of the Fraud Prevention Plan, taking into account prevailing prescripts and the results of fraud risk management initiatives and findings;
- 3.4 Reviewing and recommending updates to the Fraud Prevention Plan;
- 3.5 Considering reports on relevant forensic investigations;
- 3.6 Creating awareness of the Fraud Prevention Plan;
- 3.7 Overseeing forensic investigations, where applicable;
- 3.8 Reporting to the Audit Committee on the level of incidence of fraud, theft, misappropriation and maladministration and the findings of forensic investigations; and
- 3.9 Reviewing the declarations of interests and potential or actual conflicts of interest.



A Resilient Visionary: Poetic Expressions of David Koloane, Iziko South African National Gallery, 2 June 2019

Front and back cover image: Institute for Creative Arts festival performance, Nashad Soeker©.

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Re-imagining Iziko Museums of South Africa

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

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

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

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



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RP08/2020

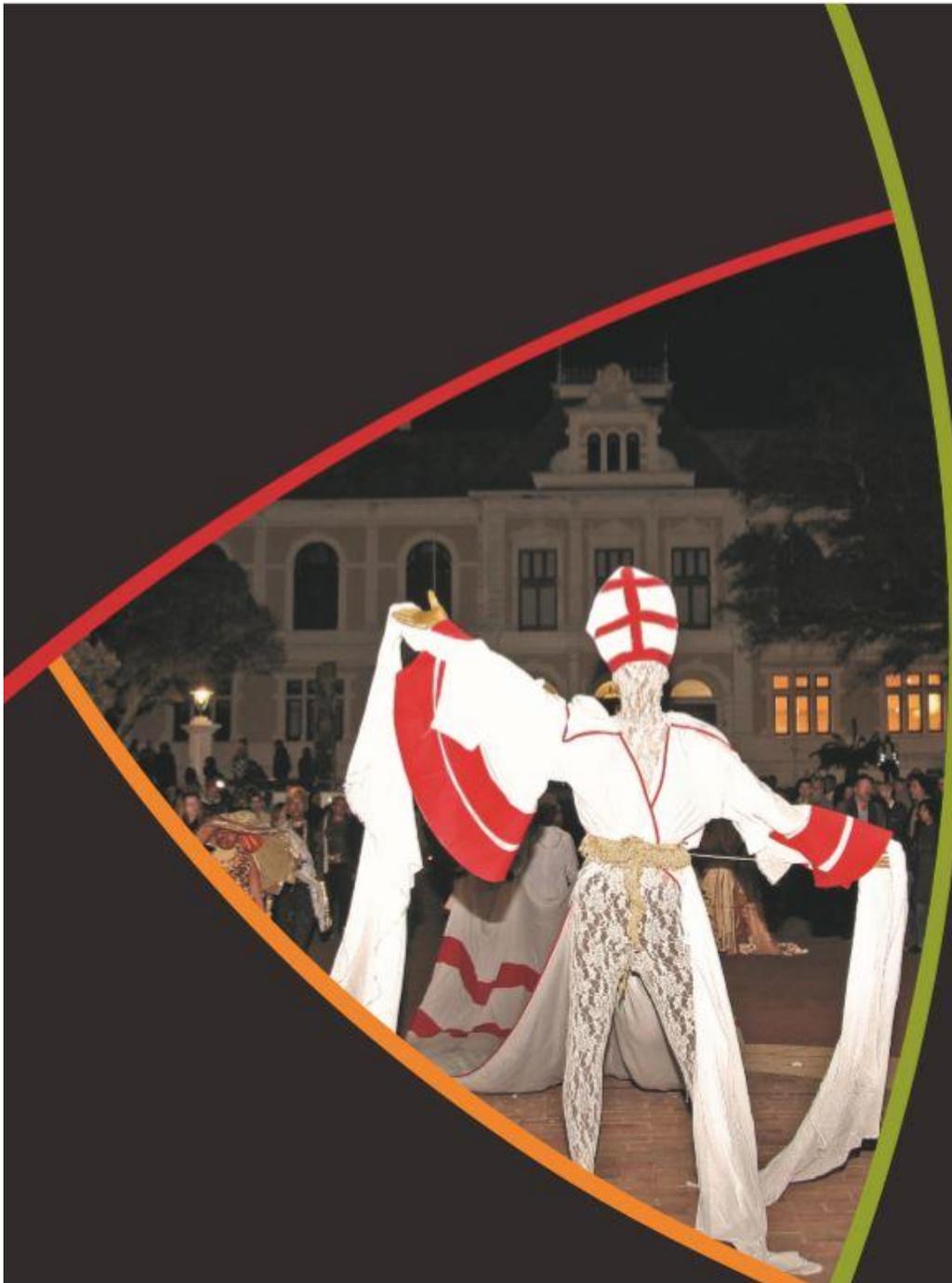
ISBN: 978-0-621-48086-3

Published by Iziko Museums of South Africa

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Department of Arts and Culture