



iziko
museums of
South Africa

an agency of the
Department of Sport, Arts and Culture

APPEAL TO THE PEOPLE OF GREAT BRITAIN
FROM ALL FREEDOM-LOVING PEOPLE IN SOUTH AFRICA

On December 6th 1956, the people of South Africa awoke to learn that, while they slept, 156 men and women of all races, and from all parts of the country, had been arrested on a charge of high treason.

In February 1961, over four years later, the trial draws to its close. Of the four indictments successively drawn up by the Crown, three have been quashed, and only one remains. Of the 156 people arrested, 30 face this final ordeal. But if the prosecution is successful, 60 people could be re-indicted.

It is hoped - and these three words encompass a world of anxiety and longing - that the prosecution argument will end in February, and that the argument for the Defence will end in April.

+ + + + +
Immediately after the arrests, a fund was launched called the TREASON TRIAL DEFENCE FUND. Its aim was to provide legal defence for 156 people, whose conviction could mean sentence of death, and to care for the dependants. Its further aim was to uphold the democratic principle that a man is innocent until he is proved guilty. The fund will be able to help the defence in many ways. It will be able to help the defence in many ways. It will be able to help the defence in many ways.



ANNUAL PERFORMANCE PLAN
2023 | 2024

The ability of the team for the defence has won world-wide recognition. Their contribution will not easily be forgotten, neither by those who stood accused, nor by thousands of South Africans who above all wanted to see that justice was done.

To ensure that the high standard of defence may be maintained to the end, we ask the people of Britain who have already helped us with such generosity to help us again in our attempt to raise the final £30,000 required to conclude this trial.

THE ACCUSED BREAK SILENCE

"The Trial will be proceeded with no matter how many millions of pounds it costs. That does not affect the issueWhat does it matter how long it takes?"

normal practices, their normal fees greatly cut.

It matters because over £160,000 has been spent on legal costs and welfare to date.

The utmost efforts are being made in South Africa, where just on half of the total spent by the Fund has been collected, to collect more. But please remember that South Africa had a five months' emergency last year, that the calls to help detainees and their families and give legal assistance in cases before the Courts have been - and still are - numerous and insistent.

[illegible]

Historic Treason Trial (1956-1961) Appeal Letter

Five months after the adoption of the Freedom Charter by the Congress Alliance, the apartheid government arrested 156 leaders in December 1956 (the main trial lasted until 1961, when all the defendants were found not guilty, though some were later convicted in the Rivonia Trial of 1964). The accused included almost the entire executive of the African National Congress (ANC), Congress of Democrats, South African Indian Congress, Coloured People's Congress, and the South African Congress of Trade Unions. The accused were charged with high treason - a capital offence which carried the death penalty. Charges against some of the accused were later withdrawn, although they were still listed in the indictment as 'co-conspirators.'

The Treason Trial lasted more than four years until 1961, keeping key anti-apartheid leaders out of circulation and costing a considerable amount. Anglican priest, Canon John Collins, who championed anti-apartheid campaigns in the UK, started a Treason Trial fund for the defence of the 156 leaders. A letter of appeal was drafted mere months before the conclusion of the trial. The funds raised paid for legal expenses and supported detainees and their families. The letter was signed by 24 leaders in the struggle against apartheid and sent to Canon Collins for distribution to potential donors.

The signatories were:

Stanley Lollan, Duma Nokwe, Simon Mkalipi,
Ahmed Kathrada, Nelson Mandela, Farid Adams,
Helen Joseph, Gert Sibande, Leslie Massina
Phenas Nene, Moodsie Johannes, Philemon Mathole,
Banakele Milner Ntsangeni, Dr Wilson Conco,

J Nkampani, Benson Thembile, Simon Tiyke,
Joseph Marolong, Joseph Molefi, Walter Sisulu,
Peter Selepe, Robert Resha, Mohammed "Mosie"
Moolla, Lillian Ngoyi.

This authenticated letter, now in the Iziko Social History Collection, is one of the most unique documents in South African history and further extends Iziko Museums' resistance and liberation collections.

PHOTOGRAPHS FOR THIS REPORT SUPPLIED BY:
Iziko Museums Photographer,
Nigel Pamplin

Accounting Authority Statement



The 8th Council of the Iziko Museums of South Africa was appointed by the Minister of Sport, Arts and Culture on 1 August 2022 whilst the term of office of the 7th Council came to an end on 31 July 2022. The 8th Council has been inducted by the Executive Authority. The 8th Council and the Management of the Iziko Museums (Iziko Museums) had a two-day induction workshop at the Iziko South African Museum on 1 and 2 September 2022. This Council received the handover report of the previous Council and my Council has acknowledged that the Strategic Plan for 2020 -2025 was crafted, accepted and amended by the previous Council. The Annual Performance Plan 2022/2023 was being rolled out when this Council took office. Therefore the 8th Council submits its collective understanding of the institution's strategic direction as outlined in the Annual Performance Plan for the period 1 April 2023 to 31 March 2024. The plan is aligned to the 6th Administration of government priorities, specifically the following:

- Priority 1: Capable, Ethical and Developmental State
- Priority 2: Economic Transformation and Job Creation
- Priority 3: Education, Skills and Health
- Priority 4: Consolidation of the Social Wage through and Quality Basic Services
- Priority 6: Social Cohesion and Safer Communities
- Priority 7: A Better Africa and World

Mr Jabulani Sithole

These outcomes are presented in the Medium-Term Strategic Framework (MTSF) 2020-2025 and comply with all relevant legislation and governmental frameworks. In line with this vision of government the Iziko Museums Strategic Plan presents significant thinking about heritage, culture and museums to ensure that value creation and social benefit are at the core of all our activities. Despite the internal and external environment which impacts on operations Council and Management have continued to work towards taking creative risks and innovation to make the stride towards the 2025 when we celebrate 200 years.

The Iziko Museums of South Africa Council has prioritised the following to unlock the museums' potential to make these museums become the best performing museum institution which is part of the Iziko Museums' strategic 7 pillars:

1. Innovative usage of public programmes and exhibitions;
2. Strategic utilisation of its human resources;
3. Effective usage of its Collections and Research capability and expertise;
4. The effective usage of Information and Communication Technology to deliver better services and be alive to the Fourth Industrial Revolution;
5. Proactive and professional management of our facilities;
6. Heightened Fundraising initiatives; as well as

7. Innovative and improved marketing and communication strategies and programmes.

As the 8th Council of the Iziko Museums of South Africa has reiterated its call for this southern flagship museums to continue working towards fund-raising for projects and programmes. The new Council also recognises the implications and impact of COVID – 19 and the impact of load-shedding on productivity and the financial sustainability of the Iziko Museums. Currently, the Iziko Museums is not able to operate optimally because of the additional costs associated with load-shedding. The Council's mandate as the Accounting Authority is the fiduciary responsibility over the Iziko Museums and is accountable to indicate to the Ministry and Executive Authority when we foresee an impending long-term risk that will impact on the sustainability and outputs of the institution.

The Council is firm that the Iziko Museums to continues to work towards good governance. And in doing so the Council has re-iterated our call to management to obtain the unqualified reports with no material findings. The Council is concerned about the assets of the National Estate and has prioritised that management conserves and safeguards the museum's collections in spaces that are conducive for storage.

As the Iziko Museums Council, it is our responsibility to ensure that we protect and give meaning to the National Estate of heritage objects in a manner that will serve all South Africans. While the Iziko Museums strives to strategically position itself to attract the investment required to deliver on our roadmap and mandates. It is important to continue to lobby both public and private sectors for adequate resources to maintain and transform these collections and the museums which we are working on towards reimagining for 2025 when we celebrate the 200th anniversary of the Iziko South African Museum. It is this Council's aim to make this flagship resources as widely accessible for all, particularly to the youth. This Council is serious about making these museums adaptable to the numerous changes and challenges that the future holds. In this regard we present our plan to obtain from government the required funding to support and pave the way to unlock needed resources and intellectual property so that we may fully deliver on our Strategic and Annual Performance Plans.

This Annual Performance Plan will prompt the support required to ensure that the Iziko Museums continue to change and sustain these collections and revitalise our museums as *African Museums of Excellence*. This plan will serve as the blueprint for Management and staff to ensure that delivery to the public continues in 2023-2024.



Mr Jabulani Sithole
Chairperson of Council
Iziko Museums of South Africa

Accounting Officer Statement



The Iziko Museums of South Africa welcomed the 8th Council in August 2022 to provide strategic and policy direction to this institution, under the leadership of Mr Jabulani Sithole, Chairperson of Council and the very able Council. The 8th Council has considered Government's priorities and has outlined this mandate through the Annual Performance Plans of the Iziko Museums. As we prepare to celebrate the Iziko South African Museum 200th anniversary in 2025, the Iziko Museums Annual Performance Plan is crafted to achieve a number of milestones for this year. Management under the direction of Council is has to move this flagship institution further along towards transformation and to become the social compass and the pivotal platform not only for reflection and insight, but to play a definitive role on knowledge making locally and on the global stage.

Therefore, one of our outcomes is to have an educated society through doing research and writing peer reviewed publications so that we share the information we unlock through our collections and our findings. Our museums contain powerful collections that belong to the national estate, which is kept for knowledge generation, creative thinking and to bring to the fore through exhibitions and social engagement the compelling memories of inclusion and exclusion. We have been working towards reframing our collections and exhibition spaces to this end.

Museums provide an important public service across the full spectrum of society, and as such, they should be appropriately supported and developed. The museum sector's potential to provide a full offering of services in South Africa is facing multiple challenges which has been exacerbated by the global COVID -19 pandemic and limited financial funding. The limited financial support inhibits growth of the museum sector because of the greater macro - economic problems of the country. Despite the limited funding the Iziko Museums continues to try to be a hub for public engagement, through all the avenues of education (both formal and informal). This institution continues to generate new knowledge that is relevant to the needs of the 21st century and our developmental context.

The Iziko Museums aim is to:

1. Make a difference by positioning the Iziko Museums as relevant and responsive to the challenges confronting the nation. Social justice and inclusivity are key frameworks that will define our museums moving forward. We want to use our treasure trove of collections to unlock the knowledge that is embedded therein through innovative programmes.
2. Iziko Museums also recognises that it has a meaningful role to play to prepare young people for the world of work through providing the opportunity for internships and mentorships.

3. We want to use “soft power” (the ability to co-opt rather than coerce) to stimulate social justice programmes, support civil society programmes and move towards active citizenry.
4. We want our museums to benefit all South Africans, particularly young people, to increasingly participate in creative and research programmes.
5. The impact of the outbreak of COVID-19 has deeply affected societies around the world including their livelihoods. Museums too have been affected by the lack of the alternative income to support our operations. However, while our doors were closed, we learnt to communicate with our audiences through virtual programmes. This skill we have perfected and are now able to use continuously to communicate with visitors to our social media platforms and website.
6. Iziko Museums will be engaging and capitalising the new technologies we have through our cutting-edge equipment in our laboratories with the aim of creating invaluable points of reference and platforms for understanding the world we live in.
7. We want to make marketing central to our work and lobby the right people to support our work as they can become our brand ambassadors.
8. Fundraising is becoming central to our focus as we have to realise our Reimagining Iziko project to overhaul our old and over-run gallery’s. The staff have to introduce new thinking into the gallery’s so that we are not locked in colonial thinking about representation.
9. Our public programmes and education programmes are a key entry points to develop new audiences. These Education Programmes are critical to supplement classroom activities and leisure activities for museum goers. Imbedded in these programmes rests the potential to promote social cohesion and nation building.
10. Maintain our infrastructure to be pristine, safe, and conducive for our staff and the visitors.
11. Evaluate how to best reduce the hours of darkness and no activity when loadshedding takes place. The best interventions will assist the Iziko Museums to continue to function and be open to the public when there is no electricity in the surrounds.

South Africa is experiencing change at a phenomenal rate. Over the past few months, the political, social and economic climate has altered in a way that a year or two ago seemed unimaginable. When we look back on this period, we will realise that we were part of what will no doubt be documented in the history books as a seminal moment. It is against this momentous backdrop that I present Iziko Museums of South Africa’s, Annual Performance Plan, 2023 -2024.

For some, the unpredictability of change is a frightening prospect, while for others it is a renewed opportunity to achieve the goals of our new democracy. The process of change that our nation is currently undergoing is inevitable. What is certain is that public sector institutions, including museums like Iziko Museums find ourselves within a defining moment where our choices and actions will ultimately determine our future. This Annual Performance outlines what the management and staff intends accomplishing in the upcoming financial year with the resources at our disposal.



Rooksana Omar
Chief Executive Officer
Iziko Museums of South Africa

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- was developed by the management of the Iziko Museums of South Africa under the guidance of Mr Jabulani Sithole 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; and
- accurately reflects the Inputs, Outputs, Outcomes, and Impacts, which the Iziko Museums of South Africa will endeavour to achieve over the period 2023-2024.



Chief Financial Officer:
Ms Ronell Pedro



Accounting Officer:
Ms Rooksana Omar



Approved by:
Chairperson of Council
Mr Jabulani Sithole


MR N. G. KODWA, MP

MR N. G. KODWA, MP
Minister of Sport, Arts and Culture

Contents

Part A: Our Mandate	12
• 1. Updates To the Relevant Legislative and Policy Mandates	12
1.1 Constitutional Mandate	12
1.2 Legislative and Policy Mandates, and Guidelines.....	12
• 2. Updates to Institutional Policies and Strategies	23
2.1 Vision	23
2.2 Mission.....	23
2.3 Values.....	23
2.4 Linking to Government Priorities.....	23
2.5 Policies.....	24
2.6 Strategies.....	24
Part B: Our Strategic Focus.....	29
• 3. Updated Situational Analysis	29
3.1 Background.....	29
3.2 External Environment Analysis.....	31
3.3 Internal Environment Analysis	41
• 4. Institutional Programme Performance Information.....	49
4.1 Programme 1: Administration	49
4.3 Programme 3: Audience Development (Public Engagement).....	52
4.4 Programme's Indicators, Annual and Quarterly Targets.....	54
• 5. Explanation of planned performance over the medium-term period	58
5.1 Finance	58
5.2 Human Resources.....	58
5.3 Facilities management.....	58
5.4 Research and Exhibitions.....	59
5.5 Collections and Digitisation	60
5.6. Education.....	60
5.7 Advancement	61
• 6. Rationale for a planned performance concerning outputs within budget programmes.....	61
6.1 Finance	61

• 7. Contribution Of Outputs to The Achievements of The Outcomes	62
7.1 Advancement	62
7.2 Finance, Supply Chain Management and Information and Communications Technology	62
7.3 Programme Resource Considerations	63
• 8. Resource contribution towards the achievement of outputs	64
• 9. Updated Key Risks.....	66
• 10. Public Entities	68
• 11. Infrastructure Projects.....	68
• 12. Public-Private Partnerships	70
Part D: Technical Indicator Descriptions (TID).....	71
• Annexure A: Acronyms and Abbreviations.....	85
• Annexure B: Materiality and Significance Framework for the 2023/2023 Financial Year	86
• Annexure C: Iziko Museums of South Africa Council Charter & Council Code of Conduct	91
• 1. PURPOSE OF THE COUNCIL CHARTER.....	91
• 2. MISSION OF COUNCIL MEMBERS	91
• 3. FIDUCIARY RESPONSIBILITY	91
• 4. SELECTION AND COMPOSITION OF THE COUNCIL.....	91
• 5. COUNCIL LEADERSHIP	91
• Annexure D: Iziko Museums Senior Management Structure	104
• Annexure E: Fraud Prevention Plan.....	105

1.	INTRODUCTION	105
2.	SCOPE	105
3.	OBJECTIVE	105
4.	WHAT IS FRAUD	105
5.	COMPONENTS OF THE PLAN	107
6.	CREATING AWARENESS	107
7.	CODE OF ETHICS AND BUSINESS CONDUCT	108
8.	THE FRAUD PREVENTION POLICY	109
9.	IZIKO POLICIES, PROCEDURES AND OTHER RELEVANT LEGISLATIVE PRECRIPTS.....	109
10.	DISCIPLINARY POLICIES AND PROCEDURES	110
11.	INTERNAL CONTROLS	111
12.	INTERNAL AUDIT	112
13.	ONGOING RISK ASSESSMENT.....	112
14.	THE FRAUD PREVENTION COMMITTEE.....	113
15.	REPORTING AND MONITORING OF ALLEGATIONS	114
16.	PHYSICAL AND INFORMATION SECURITY	114
17.	REGULAR MONITORING AND REVIEW.....	115
18.	PERSONAL INFORMATION AND DATA STORAGE	115



Figure 1: *Group of visitors marvelling at the stars in the Iziko Planetarium and Digital Dome. .*

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 Museums:

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

1.2 Legislative and Policy Mandates, and Guidelines

The primary legislative framework of the institution emanates from the following legislation, policy mandates and guidelines:

National Legislation, Policy Mandates and Guidelines	Responsibility of Iziko Museums
Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)	Ensure compliance
Cultural Institutions Act, 1998 (Act No. 119 of 1998)	Iziko Museums is governed by a Council appointed by the Minister of Sport, Arts, and Culture, with duties prescribed in this Act
Cultural Laws Amendment Act, 2001 (Act No. 36 of 2001)	Ensure compliance
Culture Promotion Act, 1983 (Act No. 35 of 1983)	Ensure compliance
Films and Publications Act, 1996 (Act No. 65 of 1996)	Ensure compliance
Government Immovable Asset Management Act (GIAMA), 2007 (Act No. 19 of 2007)	Ensure compliance
King IV Report Corporate Governance in South Africa, 2016	Apply
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 Legislation, Policy Mandates and Guidelines	Responsibility of Iziko Museums
National Council for Library and Information Act, 2001 (Act No. 6 of 2001)	Ensure compliance
National Development Plan (NDP) 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
Public Finance Management Act, 1999 (Act No. 1 of 1999)	Ensure compliance
The White Paper on Arts, Culture and Heritage, 1996	Ensure compliance
Skills Development Act (SDA), 1998 as amended (Act No. 97 of 1988)	Ensure compliance

No	Legislation That Iziko Museums Must Comply With	Responsible Department	Responsible Person	Monitoring Mechanism
1	Basic Conditions of Employment Act, 1997, as amended (Act No. 75 of 1997)	Human Resources	Director: Human Resources & Chief Financial Officer	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
2	Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
3	Compensation for Occupational Injuries and Diseases Act, 1993, as amended (Act No. 130 of 1993)	Human Resources	Director: Human Resources & Chief Financial Officer	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
4	Competition Act, 1998 (Act No. 89 of 1998)	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
5	Constitution of South Africa Act, 1996, as amended (Act No. 108 of 1996)	All departments	Directors	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
6	Consumer Protection Act, 2008 (Act No. 68 of 2008)	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
7	Copyright Act, 1978 (Act No. 98 of 1978)	Collections & Digitisation/ Research & Exhibitions	Director Collections & Digitisation/ Research & Exhibitions	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
8	Cultural Institutions Act, 1998 (Act No. 119 of 1998)		Executives	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
9	Cultural Laws Amendment Act, 2001 (Act No. 36 of 2001)		Executives	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
10	Cultural Laws Second Amendment Act, 2001 (Act No. 69 of 2001)		Executives	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
11	Culture Promotion Act, 1983 (Act No. 35 of 1983)	Research & Exhibitions and Education	Directors Research & Exhibitions and Education	Monitor the website of the Department of Sports, Arts and Culture: http://www.dac.gov.za/acts
12	Electronic Communications Act, 2005 (Act No. 36 of 2005)	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation

No	Legislation That Iziko Museums Must Comply With	Responsible Department	Responsible Person	Monitoring Mechanism
13	Employment Equity Act, 1998, as amended (Act No. 55 of 1998)	Human Resources	Director: Human Resources & Chief Financial Officer	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
14	Employment Services Act, 2014 (Act No. 4 of 2014)	Human Resources	Director: Human Resources & Chief Financial Officer	Monitoring the implementation of relevant clauses in the Bill; actively scanning of media, alerts, and websites quarterly for changes in legislation
15	Films and Publications Act, 1996 (Act No. 65 of 1996)	Research & Exhibitions	Director	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
16	Government Immovable Asset Management Act (GIAMA), 2007 (Act No.19 of 2007)	Support Services	Director Support Services	Monitoring the implementation of relevant sections of the Act; actively scanning media, alerts, and websites quarterly for changes in legislation.
17	Hazardous Substances Act, 1973 (Act No. 15 of 1973)	Collections & Digitisation/Research & Exhibitions	Directors	Monitoring compliance concerning storage of chemicals; ensuring certification is up to date and scanning media for changes in legislation
18	Heraldry Act, 1962 (Act No. 18 of 1962)	Collections & Digitisation/Research & Exhibitions	Directors	Monitoring compliance concerning storage of chemicals; ensuring certification is up to date and scanning media for changes in legislation
19	Income Tax Act, 1962 (Act No. 58 of 1962)	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
20	Income Tax Act no 68 of 1962	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
21	Intellectual Property Laws Amendment Act, 2013 (Act No. 28 of 2013)	Collections & Digitisation/Research & Exhibitions	Directors	Monitoring compliance concerning artworks acquired and scanning of media, alerts, and websites quarterly for changes in legislation. Arranging updates via a workshop by a legal practitioner with expertise in the area of IP laws.
22	Labour Relations Act, 1995, as amended (Act No. 66 of 1995)	Human Resources	Director: Human Resources	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
23	Legal Deposit Act, 1997 (Act No. 54 of 1997)	All Departments	Executives	Monitoring the implementation of relevant sections in the Act to ensure the preservation and cataloguing of, and access to, published documents emanating from or adapted for, South Africa; actively scanning of media, alerts, and websites quarterly for changes in legislation

No	Legislation That Iziko Museums Must Comply With	Responsible Department	Responsible Person	Monitoring Mechanism
24	Medical Schemes Act, 1998, as amended (Act No. 131 of 1998)	Human Resources	Director: Human Resources & Chief Financial Officer	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
25	National Archives and Record Service of South Africa Act, 1996 (Act No. 43 of 1996)	All departments	Directors	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
26	National Arts Council Act, 1997 (Act No. 56 of 1997)	Research & Exhibitions	Director Research & Exhibitions	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
27	National Council for Library and National Information Services Act, 2001 (Act No. 6 of 2001)	Collections & Digitisation/Research & Exhibitions	Director Collections & Digitisation/Research & Exhibitions	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
28	National Council for Library and Information Services Act, 2001 (Act No. 6 of 2001)	Collections & Digitisation/Research & Exhibitions	Director Collections & Digitisation/Research & Exhibitions	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
29	National Credit Act, 2005 (Act No. 34 of 2005)	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
30	National Economic Development and Labour Council (NEDLAC) Act, 1994 (Act No. 35 of 1994)	All departments	Directors	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
31	National Education Policy Act, 1996 (Act No. 27 of 1996)	Education	Director Education	Monitor the Department of Basic Education's website: https://www.education.gov.za/Resources/Legislation/Acts.aspx
32	National Environmental Management Act, 1998 (Act No. 107 of 1998)	All departments	Directors	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
33	National Environmental Management Amendment, 2008 (Act No. 62 of 2008)	Research & Exhibitions	Director Research & Exhibitions	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
34	National Environmental Management: Biodiversity Act, 2004 (Act No. 10 of 2004)	Research & Exhibitions	Director Research & Exhibitions	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation

No	Legislation That Iziko Museums Must Comply With	Responsible Department	Responsible Person	Monitoring Mechanism
35	National Film and Video Foundation Act, 1997 (Act No. 73 of 1997)	Research & Exhibitions	Director Research & Exhibitions	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
36	National Heritage Act, 1999 (Act No. 25 of 1999)	All departments	Directors	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
37	National Heritage Council Act, 1999 (Act No. 11 of 1999)	All departments	Directors	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
38	National Heritage Resources Act, 1999 (Act No. 25 of 1999)	All departments	Directors	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
39	National Library of South Africa Act, 1998 (Act No. 92 of 1998)	Collections & Digitisation/Research & Exhibitions	Director Collections & Digitisation/Research & Exhibitions	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
40	National Policy for Health Act, 1990, as amended (Act No. 116 of 1990)	Human Resources	Director: Human Resources & Chief Financial Officer	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
41	Occupational Health and Safety Act, 1993, as amended (Act No. 85 of 1993)	All Departments	Directors	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
42	Pan South African Language Board Act, 1995 (Act No. 59 of 1995)	Education	Director Education	Monitor the website of The Pan South African Language Board: https://pansalb.org/
43	Pension Funds Act, 1956 (Act No. 24 of 1956)	Human Resources	Director: Human Resources	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
44	Preferential Procurement Policy Framework, 2000 (Act No. 5 of 2000)	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
45	Prevention and Combating of Corrupt Activities, 2004 (Act No. 12 of 2004)	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
46	Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000)	All departments	Directors	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation

No	Legislation That Iziko Museums Must Comply With	Responsible Department	Responsible Person	Monitoring Mechanism
47	Protected Disclosures Act, 2000 (Act No. 26 of 2000)	All departments	Directors	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
48	Protection of Personal Information Act, 2013 (Act No. 4 of 2013)	All departments	Directors	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
49	Public Finance Management Act, 1999 (Act No. 1 of 1999)	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
50	Skills Development Act (SDA), 1998 as amended (Act No. 97 of 1988)	Human Resources	Director: Human Resources & Chief Financial Officer	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
51	Skills Development Levies Act, 1999 (Act No. 9 of 1999)	Human Resources	Director: Human Resources & Chief Financial Officer	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
52	South African Geographical Names Council Act, 1998 (Act No. 118 of 1998)	All departments	Directors	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
53	South African Library for the Blind Act, 1998 (Act No. 91 of 1998)	Collections & Digitisation/Research & Exhibitions	Director Collections & Digitisation/Research & Exhibitions	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
54	South African Qualifications Act, 1995 (Act No. 58 of 1995)	Human Resources	Director: Human Resources & Chief Financial Officer	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
55	South African Schools Act, 1996 (Act No. 84 of 1996)	Education	Director Education	Monitor the Department of Basic Education's website: https://www.education.gov.za/Resources/Legislation/Acts.aspx
56	Tax Administration Act, 2011 (Act No. 28 of 2011)	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
57	The South African Council for Educators Act, 2000 (Act No. 31 of 2000)	Education	Director Education	Monitor the Department of Basic Education's website: https://www.education.gov.za/Resources/Legislation/Acts.aspx

No	Legislation That Iziko Museums Must Comply With	Responsible Department	Responsible Person	Monitoring Mechanism
58	The South African Maritime Safety Authority (SAMSA) Act, 1998 (Act No. 5 of 1998)	Support Services	Director Support Services	Monitoring the implementation of relevant sections of the Act; actively scanning media, alerts, and websites quarterly for changes in legislation.
59	Trademarks Act, 1993 (Act No. 194 of 1993)	All departments	Directors	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
60	Unemployment Insurance Fund Act, 2001 (Act No. 63 of 2001)	Human Resources Finance & Administration	Director: Human Resources & Chief Financial Officer	Monitoring the implementation of relevant sections of the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
61	Unemployment Insurance Fund Contributions Act, 2002 (Act No. 4 of 2002)	Human Resources Finance & Administration	Director: Human Resources & Chief Financial Officer	Monitoring the implementation of relevant sections of the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
62	Value-added Tax Act, 1991 (Act No. 89 of 1991)	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
63	Nature Conservation Ordinance 19 of 1974		Directors	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation

No	Frameworks/Guidelines/Policies That Iziko Museums Must Comply With	Responsible Department	Responsible Person	Monitoring Mechanism
1	Asset Management (Heritage Assets) GRAP 103 issued in terms of the Public Finance Management Act, 1999 (Act No 1 of 1999)	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
2	Codes of Good Practice issued in terms of listed legislation	All departments	Directors	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
3	Exchange Control Regulations, 1961, issued in terms of the Exchanges Act, 1933 (Act No. 9 of 1933)	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
4	Standards of Generally Recognised Accounting Practice (GRAP) Framework	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
5	King IV Report on Corporate Governance in South Africa, 2016	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
6	National Curriculum Statements, 2002	Education	Director Education	Monitor the Department of Basic Education's website: https://www.education.gov.za/Resources/Legislation/Acts.aspx
7	National Development Plan (Vision 2030)	All departments	Executives	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
8	National Treasury Regulations, Instructions and Practice Notes	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
9	Regulation of Interception of Communications and Provision of Communication-related Information Act, 2002 (Act No. 70 of 2002)	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
10	Regulations of the South African Heritage Resources Agency (SAHRA), viz. Government Gazette, 2 June 2000, Vol. 420 No. 21239, Notice No. 548 (SAHRA Regulations) and Government Gazette, 6 December 2002, Vol. 450 no. 24116, Notice No.1512 (Types of Heritage Objects requiring Export Permits)	Collections & Digitisation/Research & Exhibitions	Director	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation

11	Regulations on the Use of Official Languages Act, 2012 (Act No. 12 of 2012)	Education	Director Education	Monitor the website of The Pan South African Language Board: https://pansalb.org/
12	Supply Chain Management (SCM) Regulations	Finance & Administration	Chief Financial Officer	Monitoring the implementation of recommendations; actively scanning of media, alerts, and websites quarterly for changes in legislation
13	The Western Cape Language Policy, 2001	Education	Director Education	Monitor the Western Cape Government's website: https://www.westerncape.gov.za/documents/policies/A Monitor the work of the Western Cape Language Committee (WCLC), which was established in 1998.
14	The White Paper on Arts, Culture and Heritage, 1996	All departments	Directors	Monitoring the implementation of relevant sections in the Act; actively scanning of media, alerts, and websites quarterly for changes in legislation
15	The White Paper on Education (Inclusive education), 2001	Education	Director Education	Monitor the Department of Basic Education's website: https://www.education.gov.za/Resources/Legislation/Acts.aspx



Figure 1: Group of young people in conversation with Lynn Carneson on Heritage Day in the exhibition: Red in the Rainbow, Iziko Slave Lodge, 2021.

2. Updates to Institutional Policies and Strategies

2.1 Vision

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

2.2 Mission

- To manage and promote Iziko's unique combination of South Africa's heritage collections, sites, and services for the benefit of present and future generations.
- To continuously innovate and transform our heritage institutions to meet the needs of our democracy and serve our public.

2.3 Values

- Ubuntu: I am because you are
- Community engagement and social responsiveness
- Batho Pele: Putting people first
- Empower and inspire our visitors through education and research
- Communication and information sharing: Ongoing, open, and honest communication and sharing of information
- Develop and sustain mutually beneficial local and international partnerships
- Professional, dependable, and consistent service excellence
- Mutual trust, respect, equality, honesty, and dignity: Treat everyone fairly and uphold human dignity
- Good and transparent financial governance
- Teamwork: Work together to achieve unity in pursuit of our common goals

2.4 Linking to Government Priorities

Iziko's programmes are linked to the priorities of the Government as follows:

Programme	Government Priorities
Programme 1: Administration	Capable, Ethical and Developmental State Economic Transformation and Job creation Education, Skills and Health
Programme 2: Business Development (Collections)	Social Cohesion and Safer Communities A Better Africa and World
Programme 3: Audience Development (Public Engagement)	Education, Skills and Health Social Cohesion and Safer Communities A Better Africa and World

2.5 Policies

To further the strategic vision of Iziko Museums' 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 programmes, selecting projects or initiatives, or addressing issues to fulfil its mission and provide a coherent framework for future directions in sustainable ways that advance good governance.

In line with good governance and compliance with South Africa's legislative environment, Iziko Museums will continue to:

- review of policies;
- update of policies when amendments to relevant legislation are promulgated; and
- develop new policies where required.

2.6 Strategies

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

2.6.1 Marketing Planning, Communication, and Implementation

Key to 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. The impact of pandemics on consumer decision-making and spending behaviour should also be factored into the development of a revised Marketing Strategy.

Marketing is central to increasing feet through the door and future planning should include metrics that 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.

2.6.2 Fundraising

Iziko Museums 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 alternative resourcing models and consider sourcing project-specific external fund-raising professionals (specifically those who incur low fixed costs and receive commissions) to identify prospective donors locally and abroad.

2.6.3 Facilities Management

The Department of Sport, Arts, and Culture (DSAC) funded the following repairs and maintenance projects of the Iziko Museums buildings. This funding has been prioritised to not only address the neglected state of the facades but also to conserve the historic fabric of the buildings by painting the building exterior. Painting of the following seven Iziko Museums buildings is in progress:

- Iziko Museums Rust en Vreugd (IR&V)
- Iziko Museums Bo-Kaap Museum (IBK),
- Iziko Museums SA Museum & Planetarium (ISAM),
- Iziko Museums SA National Gallery (ISANG),
- Iziko Museums Old Town House (IOTH),
- Iziko Museums Bertram House (IBH), and
- Iziko Museums Koopmans-de Wet House

In addition, an upgrade to the electrical supply and further repairs and maintenance is also being implemented at the IOTH¹. DSAC also provided funding to address a health and safety issue at the ISAM, to install a fire escape stair between the fifth and sixth floors that will easily accommodate an electronic evacuation chair.

In the light of continued load shedding and as an attempt to contribute environmental sustainability and un-interrupted service delivery, Iziko Museums will also explore the use of green energy to some of its sites and galleries.

¹ Iziko Museums Old Town House

2.6.4 Public Programmes and Exhibitions

Implementation of plans to reimagine and decolonise exhibitions and exhibition spaces will reframe Iziko Museums' societal message. Through the promotion of a new era of collaborative curation that is inclusive, multi-disciplinary, and relies on innovative technologies, our offerings will bring together diverse audiences and develop programming that is relevant to all of African society and addresses global challenges. As a public entity of the Department of Sport, Arts, and Culture, Iziko Museums will expand its offerings to improve its ability to foster nation-building by being inclusive, offering exhibitions that cross the sports, arts, cultural and science divide. Transformation in sport and sporting achievement by our able and differently able national athletes present Iziko Museums with an opportunity to incorporate the uplifting stories that often accompany our national sporting heroes into exhibitions, programming and marketing campaigns. Our core functions activities will appeal to a diverse visitor base. Similarly, re-imagining our exhibitions to include social media interactivity will break down historical barriers and present an opportunity to encourage young people to adopt active citizenry in increasingly novel ways.

Collaboration with the Department of Education will be key to unearthing creative ways of augmenting classroom learning with experiential opportunities on offer in our exhibitions and public programmes. In addition, making our education content accessible through virtual platforms will ensure continued access and engagement with our public.

2.6.5 Strategic Human Resources

The institution is committed to the development of a progressive Human Resources strategy that will ensure that Iziko Museums continuously adapts to an ever-changing environment. To promote Iziko Museums as an employer of choice, by building on its solid reputation and brand within the arts, culture, and tourism sectors to attract and retain suitable talent. The institutions' learning and development programme is designed to address skills gaps and thus contribute to staff growth and organisational development.

Iziko Museums will adopt strategies and programmes to build agility, resilience, and the capacity to harness change within individuals and teams and address negative issues influencing cohesion and performance within the organisation.

2.6.6 Information and Communication Technology

Iziko Museums' strategic Information and Communication Technology (ICT) planning and associated actions plans are designed to enable ICT systems to be fully integrated across all departments and align technologies directly to Iziko 's business goals, including automation of manual processes, effective digitisation and collection management and virtual access and the digital enhancement of exhibitions are innovations designed to improve the experience for Iziko Museums visitors and the community at large. Capacity planning and management will ensure that business demands are met by ensuring that the ICT environment is adequately staffed, and that ICT infrastructure is the right size to meet present and future goals. As the digital needs of the organisation grows and evolves, so does the need for processing power, memory and storage capacity of ICT systems. While the potential advantages of ICT are enormous, investment in ICT is costly and must compete with other imperatives within the entity. Commitment to the ICT strategy by key stakeholders is critical to ensuring that ICT contributes to Iziko's strategic objectives. Policies must adequately reflect truly comprehensive and integrated strategies for harnessing and exploiting the potential of information and technology to differentiate Iziko Museums in the market, increase value, and improve operational effectiveness.

2.6.7 Collections and Research

The almost 200-year-old research endeavour of Iziko Museums' curatorial staff has formed the basis of the diverse art, cultural and natural heritage collections, which form an invaluable component of South Africa's national estate and the foundations of applied research. The generation and dissemination of the new knowledge lead to decision making that impacts the continent and our global society in the areas of ethical and sustainable utilisation of our living heritage resources, the economic transformation of the bio-economy, cultural economy and tourism sectors, education and training, health including commercial pharmaceuticals and ethnomedicines, and safety in the form of cultural alternatives to crime offered to our youth and a stable natural environment. In recognition of its status as a leader in foundation heritage research, Iziko Museums will communicate the value of knowledge generation to funders, managers, sponsors and most importantly, the public.

Together with the historic buildings we occupy in the centre of one of Africa's premier cities, these heritage assets (that transcend their significant monetary worth) are irreplaceable. Consequently, Iziko Museums prioritises the critical tasks of digitising, managing, conserving, and making accessible collections and maintaining the sites in which they are housed for the benefit of present and future generations.

Collection management is a vital part of Iziko museums 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 and also made accessible to a diverse audience nationally and on a global level.

Research is the best and reliable way to understand and act on the complexities of various issues that humans face. Collection research is vitally important, and Iziko Museums recognise 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.



Figure 1: Group performance outside the Iziko South African Museum, hosted by Cape Town Carnival, 2022.

Part B: Our Strategic Focus

3. Updated Situational Analysis

3.1 Background

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

Iziko Museums is widely regarded as the premier flagship heritage institution in South Africa by both the heritage sector and the general public. One of three national museum institutions in the Western Cape, Iziko Museums is an amalgamated institution comprising 11 individual national museums.² These include The South African Museum – which will be 200 years in 2025; the Slave Lodge; and the South African National Gallery. Facilities include our state-of-the-art immersive Planetarium and Digital Dome; three collection-specific libraries; the Social History Centre and the Mobile Museum.

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

These museums and collections were, however, 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 Museums has therefore developed a plan to strategically re-imagine and decolonise its museums and galleries and is also working towards deepening its focus on intangible heritage and Indigenous knowledge systems. We aspire to ensure that the heritage and the intertwined narratives of the majority of South Africans are visibly manifested and reflected in our museum spaces and offerings – and to render visible what has been previously marginalised and excluded. Iziko Museums, specifically, strives to ensure redress through embracing change to our methodologies and curatorial practices. We also seek to ensure transparency – specifically, where the origin and collection practices and documentation relating to certain displays require interrogation and critique.

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

² Iziko Museums operates the following national museums: Iziko South African Museum; Iziko South African National Gallery; Iziko Bo-Kaap Museum; Iziko Planetarium and Digital Dome; Iziko Slave Lodge Museum; Iziko Old Town House Museum; Iziko Rust en Vreugd Museum; Iziko Bertram House Museum; Iziko Koopmans-De Wet House Museum; Iziko Groot Constantia Museum; Iziko William Fehr Collection (at the Castle of Good Hope). See <https://www.iziko.org.za/>. The Victor Verster/Mandela Prison House Museum.

Our biodiversity and palaeontology research projects are well supported by the National Research Foundation, enjoy the collaborative support of international and regional partners, and contribute significantly by being foundational to decision making concerning climate change mitigation, control of alien introductions, agriculture, food security, biomedicine, and health; all prioritise of several sister departments of DSAC. Iziko Museums is uniquely positioned to perform significant research in the field of art.

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

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

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

3.2 External Environment Analysis

3.2.1 Iziko Museums of South Africa – Making a difference

Iziko Museums strives to ensure that our museums are relevant and responsive to the challenges confronting the nation. Museums exist within a constantly changing local, national, and international context, and should act as ‘agents for social change.’ Social justice and inclusivity are key frameworks that will define our museums going forward. We aim to create a more inclusive museum, whose values reflect the diversity of the people of South Africa and wherever possible, contribute to upliftment in a meaningful way, given that our country faces challenges associated with large-scale unemployment, poverty and accessing education. Iziko Museums can best achieve this via education, exhibitions, and public programmes, as well as our corporate social responsibility initiatives.

Access to our collections and research unlocks knowledge, understanding, critical thinking, and innovation, and allows for lifelong learning. Importantly, Iziko Museums implements a diversified pricing strategy that includes free days, 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 museums’ multiple social impacts and benefits – ensuring access and active participation in the fields of art, culture, and natural heritage, for all South Africans. Iziko Museums delivers focused education and public programmes, especially for our young people at school, which include serving historically disadvantaged individuals and marginalised communities, as well as youth out of school. As we transform to improve our visitor experiences and increase access to collections and our intellectual capital, we also develop educational programmes and resources that contribute to uplifting the basic education outcomes of our country.

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

Through our natural history research initiatives, we can trace changes to our environment and make meaningful contributions to debates around climate change and global warming. Our research and exhibitions on enslavement and contemporary social issues such as decolonisation and human rights, contribute 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 Museums positively impacts South Africa’s economic growth and value chain through supporting the cultural and tourism industries. The COVID-19 pandemic has had a great economic impact on visitor numbers and programmes. To rekindle public interest in our programming, Iziko Museums will be initiating a number of revitalisation programmes through its Core Functions and Support Services departments.

3.2.2 Social cohesion, nation-building and safe communities

One of the priorities for Iziko Museums is contributing to social cohesion and safer communities as well as 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 Museums foster 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 2021/22 financial year, Iziko Museums hosted 15 commemorative days and gave concessions to 12,774 (7765 adults and 5009 children). Additionally 3697 concessions were granted to community groups and people who wanted to access our content.

Iziko Museums 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 nation-building can be optimised. Iziko Museums increasingly exert ‘soft power’³ to stimulate active citizenry and social justice and support civil 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 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 the people, including those who lack access. They provide an increasingly powerful and strategic platform for Iziko Museums to extend its reach and benefits as widely as possible.

Our Mobile Museum improves access and repositions museums in the minds of the broader public. 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. The Iziko Museums Mobile Museum will continue to undertake outreach trips to marginalised communities without access to museum education.

In essence, all Iziko Museums’ 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. Virtual collections, virtual guided tours of exhibitions, online events (showcasing objects, lectures, interviews, and discussions with experts on specialised subject areas); targeted adult, youth and children’s programmes and school lessons using social media platforms like Instagram, Facebook, TikTok and others are some of the tools used in reaching out to members of the public.

³ “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



Figure 2 – Visitors viewing a *Puppet Planet* – a children's educational program that uses science storytelling with puppetry to celebrate South Africa's natural heritage - at the Iziko South African Museum on Heritage Day 2021.

3.2.3 Impact of infectious diseases/pandemics

The outbreak of the COVID-19 pandemic has profoundly affected societies around the world, plunging the global economy into a deep recession and adversely affecting travel and tourism. With the majority of cultural institutions forced to close their doors, the cultural sector has been one of the most affected. Tourism-related activities have decreased, impacting surrounding communities both socially and economically, and plunging cultural institutions, heritage practitioners, artists, and cultural professionals into a state of extreme economic and social fragility. The situation facing museums remains compromised by the global health crisis, which has hit the museum sector particularly hard and, according to the International Council of Museums (ICOM), 90% of museums closed their doors when the pandemic was at its peak and more than 10% may never reopen.

Museums play a vital role in society and the impact of closures is not only economic but also social because museums preserve our common heritage; provide spaces that promote education, inspiration, and dialogue. Based on values of respect and cultural diversity, museums strengthen social cohesion, foster creativity and are conveyors of collective and contested memories. Moreover, the role of museums in the promotion of tourism is a key driver of sustainable economic development, both locally and nationally, which will be essential to overcoming the crisis in the coming months and years.

The physical closure of museums has led institutions to seek, throughout the crisis, alternatives, and opportunities for recovery and to reinvent themselves and adapt to changes in society. The COVID-19 pandemic has already placed considerable emphasis on the growing importance of ICT and social media in society. These technologies are required to continue the work of most businesses and organisations. The functions of museums are also influenced by new technologies and their growing role in everyday life. Activities on social networks (Facebook, Twitter, and Instagram) and other digital actions have great potential for enhancing the presence of museums and must be used to communicate with the public employing online activities including virtual visits, exhibitions of their collections, training and educational programmes, conferences, and outreach activities. Investments in ICT should be increased to enable Iziko Museums to overcome the enormous economic and social consequences that may affect museums in the long term.

3.2.4 Structural changes at sector and industry level

The museum sector in South Africa is facing multiple challenges arising from the reorganisation of the Department of Sport, Arts and Culture (DSAC), the 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.

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 Museums.

Iziko Museums sees itself as cutting across many sectors, an approach that could 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 an opportunity for niche marketing to local and foreign visitors. Organisations that locate themselves unambiguously within this dynamic, robust sector are also able to leverage their 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 Museums 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 Museums 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 Museums may be considered a social enterprise because its objective is not to generate profits for shareholders, commercial thinking offers potentially useful ideas for management practice.

3.2.5 Cultural diplomacy

Iziko Museums supports cultural diplomacy (soft power) 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 Museums is actively involved in contributing to various cultural programmes linked to BRICS partner nations (i.e., Brazil, Russia, India, China, and South Africa) and countries that South Africa has bilateral relations with.

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

From an international perspective, Iziko Museums 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 foreground how museums need to find strategies that enable them to function and contribute effectively to a changing world.

As noted previously, the role and significant contribution of museums in contemporary society are 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 peacebuilding; 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 Collections⁴, 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 Museums’ 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

⁴ http://www.unesco.org/fileadmin/MULTIMEDIA/HQ/BPI/EPA/images/media_services/Director-General/Shenzhen-DeclarationENG.pdf

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 White Paper on Arts, Culture and Heritage, along with the National Policy for Museums, provide further direction and impetus to our development, while also impacting 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.

The Monitoring and Evaluation (M&E) Framework that was developed by the DSAC-funded, South African Cultural Observatory⁵ (see diagram below) identifies five cultural value themes and indicators that can be used to illustrate impact and value more effectively.

⁵ <https://www.southafricanculturalobservatory.co.za/download/45>

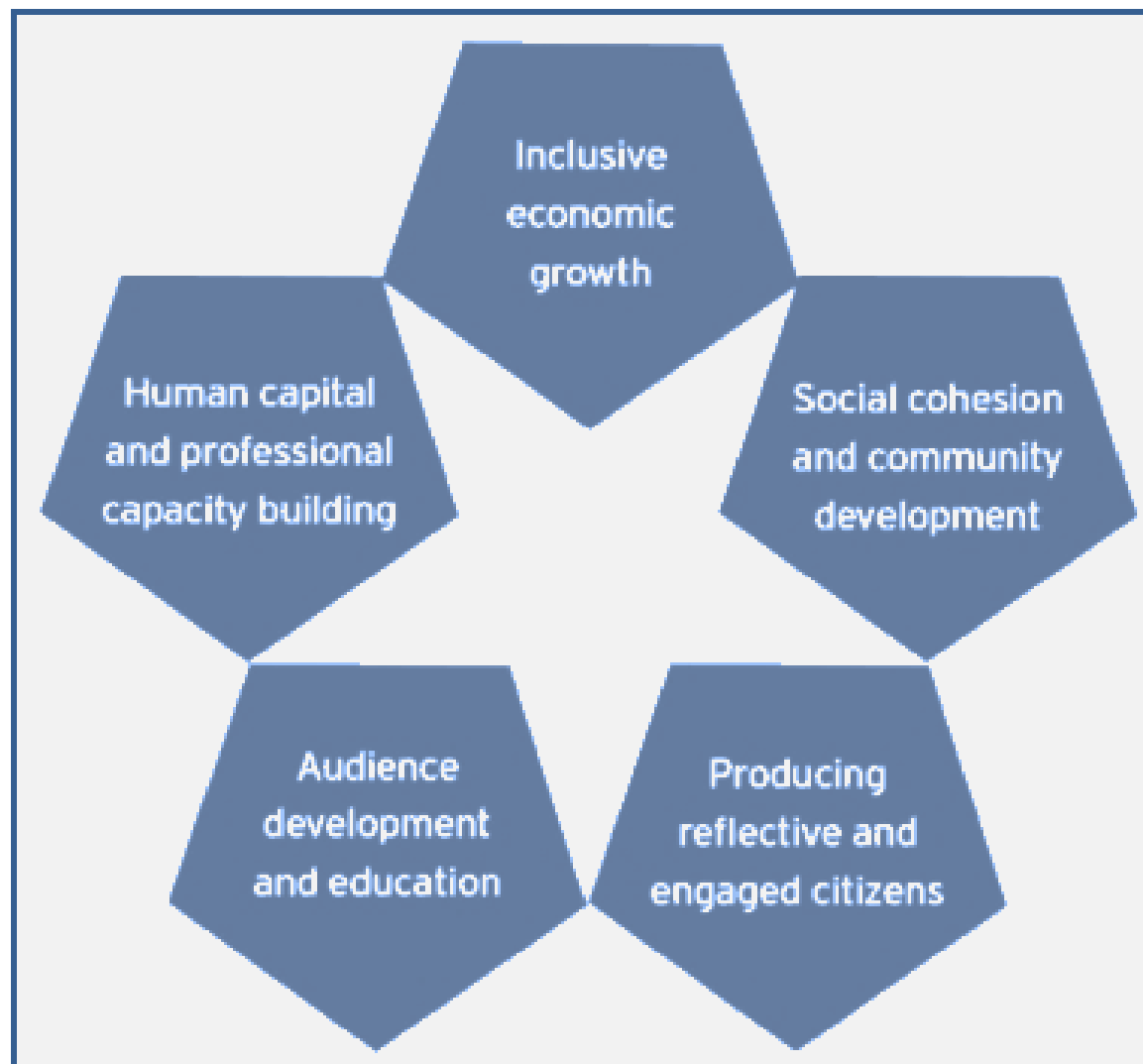


Figure 3 - Monitoring and Evaluation Framework

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 Museums' achievements for 2018/19, as set out in the Annual Report, clearly showed a significant contribution to all five aspects of this framework.

3.2.7 Engaging new technologies

Modern technology is transforming museums from spaces of looking and learning to spaces of interaction, participation and engagement. Advances in technology are making museums more accessible than ever and museums and galleries are increasingly sharing their collections online. Virtual reality, digital guides, downloads, apps and digital trails are all becoming increasingly available to everyone. By embracing new technologies, Iziko will be able to reflect the changing faces of museums and develop more immersive, social and collaborative ways of learning for visitors.

Investment by the Department of Science and Innovation through the National Research Foundation over the last couple of years has positioned Iziko Museums Research and Exhibitions Department to capitalise on the benefits of the cutting-edge upgrades to laboratories and imaging facilities afforded by the Courtyard Project. Iziko Museums boasts a new high-throughput digital curation laboratory for digitising and cataloguing biodiversity collections as well as training, a state-of-the-art imaging laboratory that includes scanning electron microscopy and digital X-ray facility, and a fully functional DNA extraction and curation laboratory. These newly established facilities will be leveraged to produce a large number of high-quality research and exhibitions outputs that will position Iziko Museums to be competitive for external funding and improve its accessibility. Creatively staffing these facilities through filling vacancies and critical posts and initiating an institutional intern and volunteer programme will enable Iziko Museums to capitalise on engagement with these new technologies.

Besides the impact of digital applications on museum exhibitions, attention must be devoted to understanding what the implications for Iziko Museums are in managing its collections in the digital era. Current challenges and opportunities in the new context will be examined and explored to ensure increased access and strengthening control over digital collections while maintaining control over its intellectual property assets and its authority as a leading player in the authenticity, integrity, and contextualization of artworks and cultural heritage objects. Load shedding and continuous power outages are also the main threats to our technological advances and service delivery programming.

3.2.8 Digital Planetarium

Iziko Museums Planetarium, which has been in operation at the South African Museum since 1987, was upgraded and made possible through partnerships with the Department of Sport, Arts and Culture (DSAC), the Department of Science and Technology (DST/DSI), the National Research Foundation (NRF), the National Lotteries Commission (NLC); and academic institutions such as the 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 edutainment, but enables cutting edge eResearch, both for Iziko Museums 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, data visualisation and the development of virtual exhibitions.

The Iziko Museums Planetarium and Digital Dome (IDPP), is an important adjunct to the rollout of a major Capital Works Project – referred to as the Courtyard Project – more than R220 million has been invested by DSAC to renovate what was four-storey research and collection space, into 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 Iziko Museums Planetarium and Digital Dome and upgraded, state-of-the-art Iziko Museums South African Museum, will ultimately create a new and unique *African Centre of Excellence*, where Iziko Museums will continue to pioneer the implementation of new technologies for the benefit of the public, as well as the research and academic communities.

3.2.9 The economic climate and financial constraints

National Treasury has reported that structural constraints have reduced potential economic growth for the past decade and remain an impediment to economic recovery. The economic effects of the pandemic – lost jobs and delayed investments – were exacerbated by inadequate electricity supply, with the highest levels of load-shedding to date.

South Africa's trajectory of low economic growth and increasing unemployment, especially after COVID-19, its impact on the global economy and the threat it posed to survival of museums the world over, has had a particularly devastating effect on the heritage sector. Currently Iziko Museums is overstrained and is expected to achieve more over time, with less.

Global uncertainties and an uneven domestic recovery will weigh on South Africa's economic outlook over the medium term. Accelerated implementation of reforms are necessary to create jobs and encourage investment in South Africa over the medium term.

With the grant allocation or subsidy from the Department of Sport, Arts, and Culture (DSAC) being the most important source of income for Iziko Museums, the challenges of sustainability and inadequate funding remain and the need to look at alternative sources of revenue and diversify revenue streams to maintain financial sustainability has become paramount and must be prioritised. Sustainability requires that present needs be met without compromising the ability of future generations to meet their own needs and concerns the long-term role of museums and their relationships with communities. Iziko Museums needs to have a clear view of how the relationships will continue after funded projects have ended.



Figure 4 – Installation View: *amaHubo*, an exhibition by Buhlebezwe Siwani, at the Iziko South African National Gallery, 2021.

3.3 Internal Environment Analysis

3.3.1 Ensuring effective leadership

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

The re-alignment of the Iziko Museums structure has been an ongoing process. The purpose of the re-alignment has been to revisit museum practice to enhance and integrate functions across the three disciplines that Iziko Museums oversees, i.e., Art, Natural History, and Social History. Reviewing our functions and operations in light of the decolonisation imperative has opened up debates about museum practice and how the collections are managed, stored, and interpreted. The re-alignment is intended to increase the cross-pollination of research, exhibitions, education, and public programmes. There is a significant drive to overcome linear thinking and to open the opportunity to the Iziko Museums staff to create innovative methodologies in museum work.

3.3.2 Budgetary and financial constraints

Iziko's budgets reflect its priorities by translating programmes into expenditure. Administratively, the budget is a financial plan that brings together estimates of anticipated revenues and proposed expenditures. A wide range of legitimate demands must be met with revenue constraints inherent in the budget process. The challenge lies in ensuring that Iziko's budget priorities are consistent with declared policy objectives and strategic plan; that the proper trade-offs are made and that the financial resources allocated to programmes are expended fully and properly.

Museums have traditionally relied on the generosity of donors for financial support, but this source of funding is dwindling, and Iziko is forced to pursue other fundraising activities, methods and strategies, which is a mammoth task without substantial internal fundraising capacity.

Iziko's budgetary constraints means that it is not able to fully deliver on its mandate and deliver the quality of services to the public as articulated in its vision statement. Despite great effort, progress on new initiatives are either slow and limited or often delayed. Budgetary limitations, coupled with high staff vacancies, have impacted negatively not only the rollout and delivery of key programmes but also on Iziko Museums' ability to recruit and retain human resources and competencies in all functional areas. Efforts to address cost effectiveness, efficiency, accountability, better performance management and, ultimately, service delivery, fall short as the entity struggles to increase own income generation and respond adequately to the expectations of its stakeholders.

Several projects that urgently require focused funding include the upgrade of exhibition galleries and collection's storage sites and storage capacity; acquisition of a new bus to replace the existing 20-year-old Mobile Museum for outreach programmes; the conservation and digitisation of the collections; and the further development of an interactive website to provide virtual access to Iziko's Museum resources. Implementation of these projects will contribute significantly to improving access to Iziko's collections and programmes, to be enjoyed by a diverse audience. Moreover, funding is being sought to install an alternative source of energy to supply electricity to our sites during loadshedding.

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

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Unique collections • Well established with experience, massive and valuable collections, and research leader • Good reputation and brand in government and the heritage sector • 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 • Flexible leadership in unexpected changing circumstances • Excellent management of staff and visitor health and safety throughout the COVID-19 pandemic • The development of conservation and maintenance documents provide a good framework for facilities management • Sound policies and procedures in place • 80% achievement of performance objectives 	<ul style="list-style-type: none"> • No strong national outreach footprint • Financial constraints • Difficulty in attracting staff with museological experience • Challenges in terms of the maintenance of buildings such as lack of capacity and funding • Delays in external bodies issuing permits for repair and maintenance of heritage buildings and documents are mislaid • Lack of collection storage • Dependence on income generated by visitors/entrance fees. • Insufficient digital infrastructure to maintain an online presence • Iziko Museums organisational culture needs to improve • A high number of disciplinary matters • Heritage buildings are in poor condition • Lack of agility and ability to respond to changing legislative environment • 	<ul style="list-style-type: none"> • Huge marketing opportunities to be exploited • Partnership with BRICS and AU and the world • Partnership opportunities with local and provincial government • Use of technology • Opportunity to collaborate with tourism sector, 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 • Opportunity to improve the digital environment given the impact of infectious diseases. • Opportunity to devise new ways of maintaining contact with audiences and generating alternative financial resources given the impact of infectious diseases. 	<ul style="list-style-type: none"> • Economic decline in the country leading to budget cuts • Declining visitor numbers • The current amalgamation of Sport with Arts and Culture which prioritises sport • Implications of implementation of the draft White Paper • Inability to attract and recruit specialist skills • The impact of infectious diseases on visitor numbers, security of collections and overall economic sustainability • The impact of pandemics/infectious diseases on Iziko Museums' ability to deliver onsite/face to face public programmes and exhibitions. • Crime

Strengths	Weaknesses	Opportunities	Threats
	<ul style="list-style-type: none"> • Lacks technical expertise to efficiently manage maintenance and repair of buildings as these functions have been assigned to the users by DPWI. • Insufficient funding for facilities management • Upgrade of Payroll & Human Resources Information System required • Provision of timeous and accurate management information • Staff have to think out of the box to make the Iziko Museums attractive to visitors and increase public Programmes and educational activities 	<ul style="list-style-type: none"> • With the realignment of the structure, an opportunity to appoint appropriately trained staff to address the changing working environment exists. • Conservation and maintenance documents are used by relevant departments to source funding for the repair and maintenance of Iziko Museums buildings • Update Disaster Management Policy in terms of lessons learnt COVID-19; refugees on Iziko Museums premises and the fire at UCT • Operational costs need to be reduced • Automation of systems and processes • Develop and update an image bank/database of high-resolution images, with associated metadata, for collections to enable remote access for purposes of virtual exhibitions and researcher, educational and public access • Transition to online systems and processes • Strengthen team cohesion 	<ul style="list-style-type: none"> • Reduced income generated and reduced DSAC grant • Drop-in visitor numbers if foreign visitors are reluctant to travel • Unrealistic expectations and demands from internal stakeholders may negatively impact the future of Iziko Museums to perform. • The poor state of buildings impacts negatively on the reputation and operations of Iziko Museums • When Iziko Museums had to take over the payment of municipal accounts, the organisation became liable for the accrued interest due to DPWI not paying rates on buildings occupied by Iziko Museums • Energy-saving contract inherited from DPWI may cost Iziko Museums millions of Rand in reimbursements to the contractor • Inability to fill some of the critical vacancies due to budget cuts • Most Iziko Museums do not have generators or electricity back and services are impacted due to loadshedding

Figure 5 - SWOT Analysis of Iziko Museums of South Africa



Figure 7 – Marine Biology Team at work sorting through samples from fieldwork, 2022.

3.5 Overview of Budget and MTEF estimates

Iziko's 2024 MTEF Budget is set within a context of an uncertain economic environment. The criteria considered during budget deliberations include stabilisation, recovery, efficiency and effectiveness, transformation and inclusion, and sustainability. Iziko's strategic focus and policy imperatives are outlined in its Strategic Plan, which takes into account the seven priorities which drive the National Development Plan. The ability of museums to contribute to economic transformation and job creation; education and skills, social cohesion and a better Africa and World is well documented, and Iziko is strategically positioned to contribute through its programmes and initiatives.

Iziko's budget and spending priorities are structured in terms of its three programmes viz Administration, Business development and Audience development, which remain relevant and effective.

Iziko's financial commitments exist within all programmes and include fixed costs such as fleet and equipment leasing costs, salaries, municipal charges, licence fees and computer network related costs and insurance, related to the running of the organisation. Most of this overhead expenditure is located within the Administration programme. Expenditure items within the Business development and Audience development are largely variable but include expenditure on projects using funds received from local and foreign donors. Donor income is conditional in that funds may only be applied to specific projects and as such is regarded as financially committed. Any cost cutting on these programmes has a direct impact on the ability for the entity to meet the priorities identified during the strategic planning process. Capital expenditure is incurred based on conditional grant funding from DSAC and all conditional grants from this source is committed to capital expenditure programmes already identified and currently underway.

Financial Information

The summarised financial results and positions are reflected in the table below and extend over the medium term to reflect projected results for the period ending 31 March 2026. The financial information reflects steady growth over five years.

Financial Position

Iziko's net asset position amounts to R 2 579 958 214 at the end of March 2022. Investments, cash and cash equivalents amounted to R 150 133 743 at 31 March 2022. Cash holdings include funding for on-going projects from donors and the DSAC for capital projects and will decrease as expenditure on projects are incurred. The post-retirement medical liability was R 69 813 977 at 31 March 2022. The liability remains a concern and initiatives to relieve the entity of the liability by the DSAC or National Treasury continue.

Sufficient financial support is required to mitigate the risks of Heritage assets held in Iziko's collections from deteriorating. The maintenance requirements of heritage and cultural assets span their lifetime and extends beyond reasonable commercial expectations or asset maintenance.

STATEMENT OF FINANCIAL POSITION	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Audited Outcome	Audited Outcome	Projected Estimates *	Projected Estimates*	Projected Estimates*	Projected Estimates*
	R	R	R	R	R	R
ASSETS						
Non-Current Assets	2 562 781 891	2 560 792 222	2 618 043 201	2 612 213 121	2 616 382 011	2 558 752 130
Current Assets	150 452 827	154 709 453	152 536 232	143 716 618	139 095 103	131 314 352
TOTAL ASSETS	2 713 234 718	2 715 501 675	2 770 579 433	2 755 929 739	2 755 477 114	2 690 066 482
LIABILITIES						
Non-Current Liabilities	104 477 462	91 470 638	140 952 223	123 280 033	112 936 021	81 633 012
Current Liabilities	41 673 953	44 072 823	67 142 106	70 164 033	80 056 026	45 948 432
TOTAL LIABILITIES	146 151 416	135 543 461	208 094 329	193 444 066	192 992 047	127 581 444
NET ASSETS	2 567 083 302	2 579 958 214	2 562 485 104	2 562 485 673	2 562 485 067	2 562 485 038
TOTAL NET ASSETS AND LIABILITIES	2 713 234 718	2 715 501 675	2 770 579 433	2 755 929 739	2 755 477 114	2 690 066 482

* As per 2023 Estimates of National Expenditure (ENE) database for 2023/24 to 2025/26 MTEF period.

Figure 6 - Statement of Financial Position

Financial Performance

Iziko main source of revenue is derived from the subsidy allocation from the DSAC. The subsidy allocation as a percentage of total income has decreased from 77% of total income generated in March 2016 to 56% (including service in kind income) at 31 March 2022. In terms of financial sustainability, Iziko has recognised a need to increase own generated income from income streams such as venue hire, outsourcing of coffee shops and professional museum services.

Total revenue amounted to R 171 768 368 and total expenditure incurred amounted to R 158 893 456 for the year ended 31 March 2022. The surplus generated for the year ended 31 March 2022 was R 12 874 912. Gate revenues are expected to improve over the medium term due to the lifting of the state of disaster, the relaxation of restrictions on international travel and improved vaccinations.

In terms of expenditure management internal controls provide reasonable assurance that expenditure is necessary, appropriate, paid promptly and is adequately recorded and reported.

STATEMENT OF FINANCIAL PERFORMANCE	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Audited Outcome	Audited Outcome	Projected Estimates *	Projected Estimates*	Projected Estimates*	Projected Estimates*
	R	R	R	R	R	R
REVENUE	157 990 881	171 768 368	178 174 480	186 050 296	194 329 294	203 036 145
Revenue from non-exchange transactions	148 230 876	155 213 276	168 859 364	176 324 284	184 170 973	192 421 789
Government Grant: Subsidy Department of Sport, Arts & Culture	88 153 000	96 638 000	88 206 124	92 105 402	96 203 409	100513432
Government Grant: Conditional Grants Department of Sport, Arts & Culture	2 459 276	7 091 971	26 035 005	27 186 390	28 396 389	29668257
Service in Kind Property Leases	47 876 348	46 607 529	49 881 113	52 086 186	54 404 021	56 841 395
Sponsorship	4 765 155	4 596 396	3 029 087	3 163 301	3 304 145	3452297
Cash and asset donations	4 977 097	279 380	1 708 035	1 783 005	1 863 009	1946408
Revenue from exchange transactions	9 760 005	16 555 092	9 315 116	9 726 012	10 158 321	10 614 356
EXPENSES	167 954 784	158 893 456	178 174 480	186 050 296	194 329 294	203 036 145
Employee Related costs	67 860 270	65 089 703	72 900 069	72 900 532	76 509 418	76509592
Depreciation and amortisation expenses	11 619 566	6 826 534	9 731 231	10 161 079	10 613 067	11089247
Fair value Loss	97 913	14 203	0		0	0
Post Retirement Actuarial Finance Costs	7 800 819	8 243 513	6 213 067	6 961 452	7 800 402	7 800 490
Post Retirement Actuarial Costs	336 433	-	-		0	0
Other operating expenses/General expenses	80 239 784	78 719 503	89330113	96 027 233	99 406 407	107 636 816
NET SURPLUS /(DEFICIT) FOR THE YEAR	(9 963 903)	12 874 912	0	0	0	0

* As per 2023 Estimates of National Expenditure (ENE) database for 2023/24 to 2025/26 MTEF period.

Figure 7 - Statement of Financial Performance

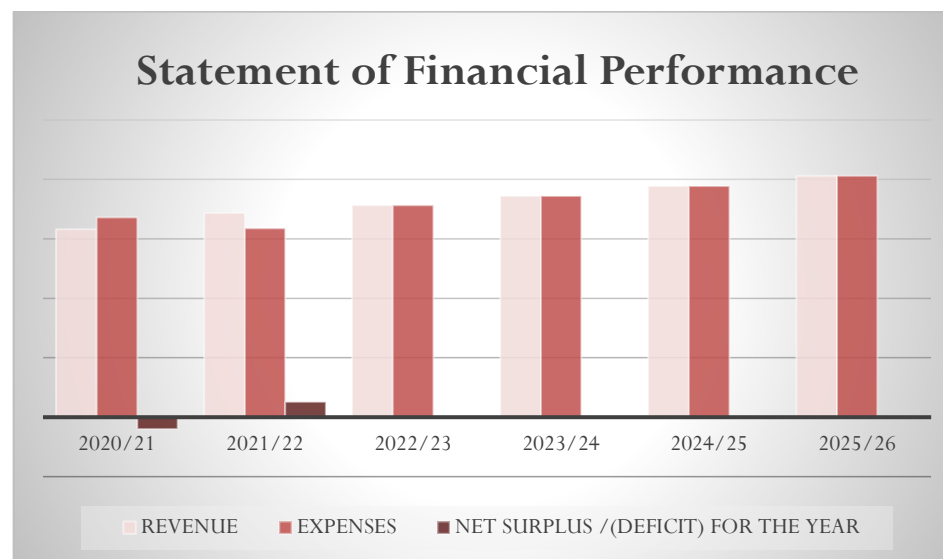


Figure 9 – Statements of Financial performance: 2020/21-2025/26

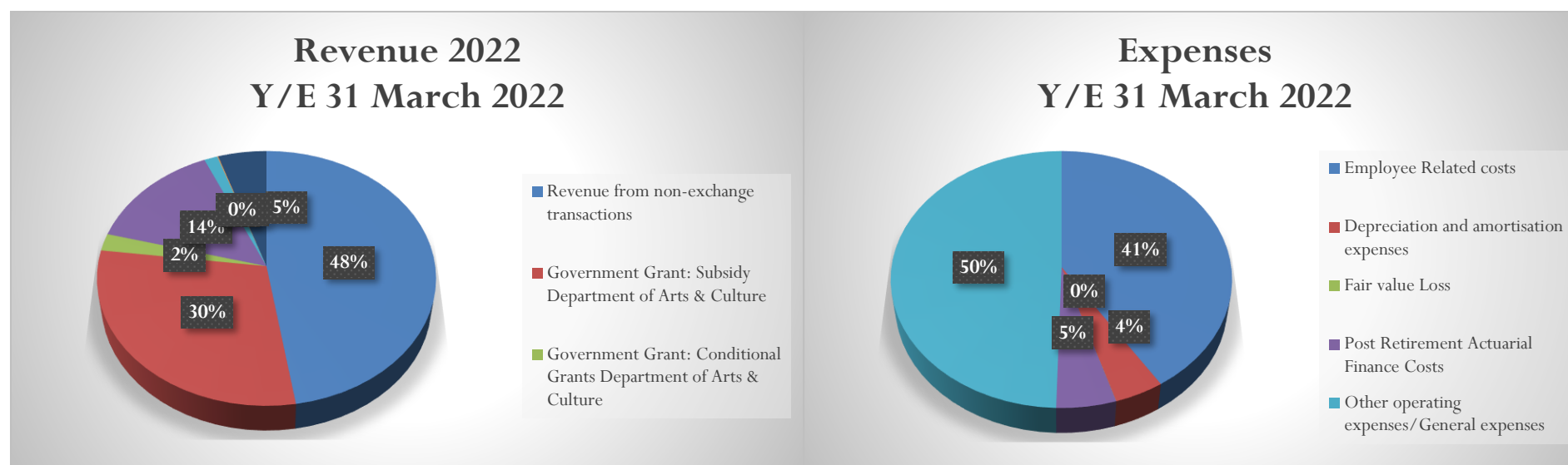


Figure 80 - Bar Charts of Annual Revenue and Expenses

4. Institutional Programme Performance Information

4.1 Programme 1: Administration

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Ensure sound Governance and Compliance.	Financial statements in terms of GRAP Accounting Framework prepared.	Compliance with legislation and accounting standards by obtaining unqualified audit reports.	Unqualified audit report without findings	Qualified audit report.	Unqualified audit report without material findings.	Unqualified audit report without material findings.	Unqualified audit report without material findings.	Unqualified audit report without material findings.	Unqualified audit report without material findings.
	Increase in percentage of own income by 0.5% in terms of long-term coordinated financial sustainability process established.	Long-term financial sustainability plan aimed at increasing percentage of own income annually by 0.5%.	Draft long-term financial sustainability plan formulated.	Own Income as a percentage of total income increased by 7% from the previous year	Increase own income as a percentage of total income by 0.5% from the previous year.	Increase own income as a percentage of total income by 0.5% from the previous year	Increase own income as a percentage of total income by 0.5% from the previous year.	Increase own income as a percentage of total income by 0.5% from the previous year.	Increase own income as a percentage of total income by 0.5% from the previous year.
	15 policies developed or reviewed by 31 March 2025.	Number of policies developed	6 New policies developed and 6 policies reviewed.	2 Policies reviewed and 3 developed.	3 policies developed.	Develop 2 policies and review 3 policies.	Develop 1 policy and review 3 policies.	2 policies developed and 5 policies reviewed.	2 policies developed and 5 policies reviewed.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Strategy to achieve 1% increase in the number of 32 funded projects by 31 March 2025 formulated.	Increase in the number of funded projects in terms of the income/revenue stream strategy.	Draft Income generation Strategy formulated.	Funded projects increased by 13,6%.	Increase in the number of funded projects by 0.25 % in terms of the income/revenue stream strategy.	Increase in the number of funded projects by 0.25 % in terms of the income/revenue stream strategy.	Increase in the number of funded projects by 0.25 % in terms of the income/revenue stream strategy.	Increase in the number of funded projects by 0.25 % in terms of the income/revenue stream strategy.	Increase in the number of funded projects by 0.25 % in terms of the income/revenue stream strategy.
	Training opportunities in terms of the Annual Learning and Development Programme offered.	The number of training opportunities offered.	376	Implemented the 2022-23 Learning and Development Programme that offered 376 training opportunities.	Implement the 2022-23 Learning and Development Programme that offers 120 training opportunities.	Implement the 2023-24 Learning and Development Programme that offers 100 training opportunities.	Implement the 2024-25 Learning and Development Programme that offers 100 training opportunities.	Implement the 2024-25 Learning and Development Programme that offers 100 training opportunities.	Implement the 2024-25 Learning and Development Programme that offers 100 training opportunities.
Improved infrastructure to enhance the visitor experience.	Implementation of projects as per the Annual Conservation and Maintenance plans over the five years.	The number of repair and renovation projects implemented in terms of the Annual Conservation and Maintenance plans.	The façade of IBK was painted.	The exterior of IR&V was painted and maintenance project at IOTH was completed. DPWI implemented further repairs at IOTH.	Appoint Consulting team. Develop the detailed specification and compliance documentation for the roof repairs & upgrading of waterproofing for nine buildings.	Implement roof repairs & upgrading of waterproofing & drainage systems at ISANG, ISANG Annexe, IR&V, IKdW and IBH.	Implement roof repairs at ISAM.	Implement the 2024-25 maintenance and conservation plan.	Implement the 2024-25 maintenance and conservation plan.

Figure 9 - Programme 1: Administration

4.2 Programme 2: Business Development (Collections)

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Nation-building through growth and development of collections.	New records entered on the collections databases.	Number of new records entered on collections databases for Art and Social History Collections.	11 926	4 512	8 000	8 000	10 000	10 000	10 000
	New records entered on the collections databases/new acquisitions for Natural History.	The number of new records/catalogue numbers entered on Specify database.	New	30 923	25 000	8 000	10 000	12 000	12 000
	New acquisitions for Art and Social History Collections.	The number of new acquisitions for Art and Social History Collections.	11 992	454	180	80	70	60	60
	Peer-reviewed publications (including articles or chapters) published.	The number of peer-reviewed publications (including articles or chapters) published.	34	33	25	25	25	25	25
	Other (popular) publications published.	The number of other (popular) publications published.	23	13	12	12	15	15	15

Figure 10 - Programme 2: Business Development (Collections)

4.3 Programme 3: Audience Development (Public Engagement)

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Knowledge generation through research contribute to an educated, informed, and empowered community.	New exhibitions produced.	The number of new exhibitions.	9	10	10	10	10	10	10
	Special museum education programmes presented.	The number of special museum education programmes presented.	2	16	16	16	16	16	16
	Public programmes presented.	The number of public programmes presented.	16	12	12	12	12	12	12
	Outreach programme presented.	The number of outreach programmes presented.	2	37	52	52	52	52	52
	Internships and Work Integrated Learning students (WILS) hosted.	The number of interns and Work Integrated Learning students (WILS) hosted.	31	9	33	34	34	34	34
Creation of awareness and promotion of	Visitor numbers to the museum/ sites increased.	The number of visitors to the museums/ sites.	52 521	162025	440 000	400,000	440 000	484 000	532 400

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
access to history, heritage, and culture.	Visitor numbers to Iziko Museums websites increased.	The number of visitors to Iziko Museums websites.	164 629	246757	297 300	327 030	359 733	395 706	435 000
	The marketing campaign was undertaken.	The number of marketing campaigns.	5	4	5	6	8	10	12
	Commemorative days promoted.	The number of commemorative days promoted per annum.	16	15	15	8	8	8	8

Figure 11 - Programme 3: Audience Development (Public Engagement)

4.4 Programme's Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target 2023/2024	Q1	Q2	Q3	Q4
PROGRAMME 1					
Compliance with legislation and accounting standards by obtaining unqualified audit reports.	Unqualified audit report without material findings.	Address 10% of prior year audit findings.	Address 40% of prior year audit findings.	Address 40% of prior year audit findings.	Address 10% of prior year audit findings.
Long-term financial sustainability plan aimed at increasing percentage of own income annually by 0.5%.	Increase own income as a percentage of total income by 0.5% from the previous year.	Increase own income as a percentage of total income by 0.125% from the previous year.	Increase own income as a percentage of total income by 0.125% from the previous year.	Increase own income as a percentage of total income by 0.125% from the previous year.	Increase own income as a percentage of total income by 0.125% from the previous year.
The number of policies developed and reviewed.	Develop 2 policy and review 2 policies	Review 1 policy	Develop 1 policy	Review 1 policy	Develop 1 policy
Increase in the number of funded projects in terms of the income/revenue stream strategy.	Increase in the number of funded projects by 0.25% in terms of the income/revenue stream strategy.	Increase in the number of funded projects by 0.0625% in terms of the income strategy.	Increase in number of funded projects by 0.0625% in terms of the income strategy	Increase in number of funded projects by 0.0625% in terms of the income strategy	Increase in number of funded projects by 0.0625% in terms of the income strategy
The number of training opportunities offered.	Implement the 2023/2024 Learning and Development Programme that offers 100 training opportunities.	Offer 30 training opportunities to staff.	Offer 30 training opportunities to staff.	Offer 20 training opportunities to staff.	Offer 20 training opportunities to staff.
The number of repair and renovation projects implemented in terms of the Annual Conservation and Maintenance plans.	Implement roof repairs and upgrading of waterproofing and drainage systems at ISANG, ISANG Annexe, IR&V, IKdW and IBH.	Appoint the Consulting team, the Heritage Architect, Structural Engineer & Quantity Surveyor.	Develop the scope of work and detailed specifications for the roof repairs & upgrading of waterproofing for IR&V, ISANG, ISANG Annexe, IOTH.	Develop the scope of work and detailed specifications for the roof repairs & upgrading of waterproofing for IKdW, IBH, IBK, SHC, ISL.	Heritage Western Cape permits applications for roof repairs for 9 buildings.

Figure 12 – Programme Indicators, Annual and Quarterly Targets (Programme 1)

Output Indicators	Annual Target 2023/2024	Q1	Q2	Q3	Q4
PROGRAMME 2					
The number of new records entered on collections databases for Art and Social History Collections.	8 000	2 000	2 000	2 000	2 000
Number of new records/catalogue numbers entered on Specify database	8 000	2 000	2 000	2 000	2 000
The number of new acquisitions for Art and Social History Collections.	180	30	50	50	50
The number of peer-reviewed publications (including articles or chapters) published.	25	6	6	6	7
The number of other (popular) publications published.	12	3	3	3	3

Figure 13 - Programme Indicators, Annual and Quarterly Targets (Programme 2)

Output Indicators	Annual Target 2023/2024	Q1	Q2	Q3	Q4
PROGRAMME 3					
The number of new exhibitions.	10	2	3	3	2
The number of special museum education programmes presented.	16	4	4	4	4
The number of public programmes presented.	12	4	3	3	2
The number of outreach programmes presented.	52	13	13	13	13
The number of interns and Work Integrated Learning students (WILS) hosted.	33	9	8	8	8
Number of Visitors to the museums/ sites.	400 000	100 000	100 000	100 000	100 000
The number of visitors to Iziko Museums websites.	327 030	81 758	81 758	81 758	81 758
The number of marketing campaigns.	6	1	2	2	1
The number of commemorative days promoted per annum.	8	1	3	2	2

Figure 14 - Programme Indicators, Annual and Quarterly Targets (Programme 3)



Africa Day commemoration performance event in the Whale Well at the Iziko South African Museum, 2022.

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

5.1 Finance

The focus on Finance must stretch beyond achieving sound governance and compliance and include one of financial recovery and resilience of Iziko, while supporting staff and communities.

Priorities over the medium-term period include:

- Effective day-to-day management of the main operational processes with key goals of policy compliance, service consistency, accuracy, and timely completion of processes.
- Effective management of Risk & Compliance matters
- The effective delivery of projects.
- Finalising and implementation of the Income generation strategy and Financial Sustainability plan, which incorporate plans to generate revenue and address weaknesses in income streams.

5.2 Human Resources

The continued implementation of the realigned organisational structure is prioritised by the development of supporting processes, systems and urgent organisational needs within the required legal framework to ensure that the organisation delivers on its mandate. Developmental programmes which support the following will be prioritised: change management, leadership development/capacity building, addressing workplace relations and impacting organisational culture.

5.3 Facilities management

Iziko Museums manages the conservation and maintenance of the following nine heritage buildings it occupies:

- 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 (the foundation was laid in 1679, but sections were added in the 17th and 18th centuries)
- SA Museum (late 19th century) and Planetarium (20th century)
- SA National Gallery (20th century) and SA National Gallery Annexe

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

- Groot Constantia complex; and
- William Fehr Collection at the Castle of Good Hope

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

- Victor Verster/Nelson Mandela Prison Museum in Paarl

The Department of Public Works and Infrastructure (DPWI), the Custodian of the nine listed buildings in terms of the Government Immovable Asset Management Act (GIAMA), 2007 (Act No. 19 of 2007), acts as the functionary to maintain and repair the infrastructure of these state-owned facilities. Due to diminished state capacity to implement all maintenance and infrastructure projects, DPWI has not funded major repair and maintenance projects at Iziko Museums, so the buildings have become neglected.

With the assistance of the Executive Authority, architects with heritage expertise were appointed to assess the condition of the nine buildings. The architects first had to develop as-built drawings of each building as there were no building records available and then they could assess the building conditions and develop an Existing Building Condition Report (EBCR) for each building. The EBCR identifies the repairs and maintenance required as well as the estimated cost of the repairs which enables Iziko Museums to request funding to address major repair and maintenance projects. Conservation Management Plans were developed that enable Iziko Museums to manage the conservation of each building, these plans were approved by Heritage Western Cape. Five-year Conservation and Maintenance Plans were also developed to assist Iziko Museums with prioritising the conservation and maintenance of the buildings.

The heritage architect appointed to manage the funded repair and maintenance projects advised that the next priority is to attend to the building roof repairs, waterproofing and drainage systems as a leaking roof place our collections at risk and could impact on the electrical supply or cause rising damp. The roof repairs, upgrading of waterproofing and drainage systems for the nine buildings are prioritised.

5.4 Research and Exhibitions

Iziko Museums house diverse collections and exhibitions in the disciplines of Art, Cultural History, and Natural History. Beyond the valuable role that Iziko Museums plays as a repository and place of learning, it has a long and rich history of knowledge generation that has an underestimated value to society in terms of providing the foundational information to promote national/regional/global economic, historic, and scientific prosperity; all of which have the potential to contribute to the well-being and progress of the nation.

Beyond Iziko Museum's world-class collections, the Social History Centre and South African Museum have undergone recent cutting-edge infrastructural upgrades to storage facilities and research laboratories. This combined with new technologies and expert staff and associates, which includes NRF rated scientists and a host of established and emerging curators, enables us to provide a productive context for achieving the envisaged research outputs in the next five years. A refined and strategic research agenda is in draft form and must be proactively developed and implemented to position Iziko Museums to be among the finest collections-based research institution in the region or on the continent and thereby improve collaboration, partnership, and revenue generation.

Exhibition design, content development, curatorial methodology, and active community engagement in the development of our exhibitions and exhibition spaces requires a strategic and innovative approach. Through actively and strategically seeking out project and funding partnerships Iziko Museums will ensure the delivery of high quality and relevant African exhibitions and inclusive public programmes.

Interventions that target Iziko Museums dated exhibition infrastructure (including lighting, display infrastructure, wayfinding, signage, and spatial/narrative flow) will be used to prioritise the allocation of resources for gallery upgrades and improvements of exhibition standards to enhance the visitor experience. Iziko Museums has to strive to utilise appropriate contemporary technologies to enhance interactivity and make our knowledge resources more accessible in both the physical and virtual spaces.

5.5 Collections and Digitisation

Given the size of Iziko Museums 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 with developments and to ensure that documentation and digitisation of collections are in line with international museum standards. The Coronavirus pandemic and subsequent lockdown demonstrated the importance of developing a strong digital bank for the Iziko Museums collections that can be accessed for purposes of virtual exhibitions as well as for research and educational purposes. There is the 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 are 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 Museums continue to provide training for its staff as well as for other museums in the region.

Iziko Museums was able to give support to the UCT⁶ library in the aftermath of the devastating fire, which points to the importance of partnerships and the sharing of conservation expertise and resources across institutions. There is a need for disaster preparedness and disaster response strategy that brings together the combined expertise of the various heritage institutions in the region.

5.6 Education

Iziko Museums of South Africa develop multiple exhibitions and hosts many public events aimed at sharing the art, culture, and natural heritage of Africa and the world. Part of this work includes broad public, community and education outreach, arts development and heritage sharing. The primary function, role, and responsibility of the education department at Iziko Museums are to contribute to quality basic education, enhance social cohesion, and promote nation-building. The education department can have an inter-disciplinary approach, where education is done across several divisions: art, social history, natural history, planetarium shows, outreach programmes, and public programmes. This work extends beyond the education department, where support is given to curators and researchers in

⁶ University of Cape Town

the Collections and Digitisations, and the Research and Exhibitions departments. Daily, the staff present innovative museum lessons, planetarium shows, teacher workshops, arts and crafts activities, youth development, holiday programmes, educational projects, commemorative days, and museum nights. Object-based activities, drama, poetry jams, and other creative arts integration sessions occur in collaboration with many of our external partners. Accredited teachers' enrichment sessions take place to expose educators to the offerings that Iziko Museums collections have. Education forms a major part of any heritage institution, which plays a custodial role where citizens of a country can congregate in its spaces to connect to their cultural heritage.

The education department is continuously able to grow and expand the reach of its outreach programmes using a mobile museum. The mobile museum is a bus that carries museum artefacts and educational materials to communities that are unable to visit the museum. To give greater exposure to local South Africans of cultural heritage issues, the Iziko Museums celebrate 15 commemorative days as a nexus of reflection and memory. The public programmes section is responsible for arranging events on these days. The education section 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 11 Iziko Museums heritage sites. These programmes run concurrently with the school curriculum. 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 the Iziko Museums and the Department of Sport, Arts and Culture.

5.7 Advancement

To gain back and build new audiences, an overarching vision and strategic approach are needed that will seek to develop museum offerings (i.e., our museum spaces, exhibitions, and public programmes through multiple means), to meet the needs and expectations of the public, and to ensure that Iziko Museums remains relevant and continues to grow (as a heritage institution and public resource, as well as financially). It will be important in the medium term to ensure that capacity in terms of human resources is developed and that the vision is shared across Iziko Museums, as this will create a strong basis on which the museums can move forward, focusing on product and audience growth.

6. Rationale for a planned performance concerning outputs within budget programmes

6.1 Finance

The fundamental success of Iziko's strategy depends on Iziko's alignment with the external environment, a realistic internal view of internal core competencies, and careful implementation and monitoring.

Compliance with legislation ensures that all revenue, expenditure, assets and liabilities of Iziko are managed efficiently and effectively; as envisaged in the Public Finance Management Act (PFMA)

Conformity with accounting standards ensures relevant, reliable financial statements, which are a key aspect of good governance and accountability. Achieving unqualified audits is key since legislative auditing has a well-established identity and both internal and external auditors provide assurance to the public on the financial state of affairs of institutions.

The Income Generation Strategy and Long-Term Financial Sustainability Plan articulates Iziko's strategic intent to increase own income generation and donor funding to enable it to cover its annual operating expenses on a long-term basis and deliver on its mandate.

7. Contribution Of Outputs to The Achievements of The Outcomes

7.1 Advancement

To gain back and build new audiences, an overarching vision and strategic approaches are needed. The vision and strategy would be used to develop museum offerings (i.e., our museum spaces, exhibitions, and public programmes) in such a way that these meet the needs and expectations of the public, and, that it ensures that Iziko Museums remains relevant and continues to grow (as a heritage institution and public resource, as well as financially). It will be important in the medium term to ensure that capacity in terms of human resources is developed and that the vision and strategy be shared across Iziko Museums, as this will create a strong basis on which the museums can move incrementally but steadily forward, focusing on product and audience growth.

7.2 Finance, Supply Chain Management and Information and Communications Technology

The co-ordination of activities and processes is essential to greater coherence of service delivery which translates into programme delivery in Iziko's Strategic Plan. Financial challenges and pressures to be met at Iziko include expenditure pressures and inflation, securing sustainable revenues and funding sources and new growth, while keeping entrance fees affordable. The role of finance in establishing and monitoring specific and measurable financial strategic goals must be done on a coordinated, integrated basis for the efficient and effective operation of the organisation.

Financial information has long been the standard for assessing organisational performance and sound Supply Chain management practices ensure service delivery, value creation, socio-economic transformation and financial prudence.

Similarly, investment in ICT ensures more efficient business practices, improved productivity, enhanced innovation and competitiveness and more effective service delivery. The information and communication technology revolution has radically affected the way information is shared and distributed and improvements to and investment in ICT infrastructure and ICT skills are required to respond to organisational requirements as well as the needs of audiences.

7.3 Programme Resource Considerations

Rand thousand		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
		Audited	Audited	Approved budget	Budget	Budget	Planning
		outcome	outcome		Estimate*	Estimate*	budget
							Estimate*
Objective/Activity							
Administration		125 616	121 244	134 110	140 038	146 269	152 822
Collections		30 257	26 285	30 108	31 439	32 838	34 309
Public engagement		12 082	11 364	13 956	14 573	15 221	15 903
Total		167 955	158 893	178 174	186 050	194 328	203 034
Economic classification							
Compensation of employees		67860	65090	72900	72900	76509	76509
Goods and services		39 125	39 596	43 503	48 648	50 448	56 135
Administrative fees		3 069	2 582	1 868	3 628	3 599	5 544
Advertising		218	108	144	150	157	164
Audit costs: External		2 635	2 786	2 926	3 055	3 191	3 334
Catering: Internal activities		-	69	42	44	46	48
Communication (G&S)		760	609	527	550	575	601
Computer services		1 927	1 882	2 086	2 178	2 275	2 377
Consultants: Business and advisory services		1 264	874	461	481	503	525
Legal services (G&S)		802	240	291	304	317	332
Science and technological services		3 843	3 799	2 322	2 425	2 533	2 646
Maintenance and repairs of other fixed structures		-	257	270	282	294	308
Maintenance and repairs of other machinery and equipment		72	247	286	299	312	326
Maintenance and repairs of heritage buildings		-	3 447	11 712	12 230	12 774	13 346
Consumables: Stationery, printing and office supplies		800	850	889	928	970	1 013
Operating leases		1 881	1 074	1 351	1 411	1 473	1 540
Travel and subsistence		707	127	370	386	404	422
Training and development		695	260	77	80	84	88
Operating payments		12 331	8 493	8 150	10 055	10 328	12 434
Venues and facilities		8 121	11 892	9 731	10 161	10 613	11 089
Depreciation		11 620	6 826	11 684	12 200	12 743	13 314
Transfers and subsidies		49 350	47 381	50 087	52 301	54 628	57 076
Total Expenditure		167 955	158 893	178 174	186 049	194 328	203 034

* As per 2023 Estimates of National Expenditure (ENE) database for 2023/24 to 2025/26 MTEF period.

Figure 15 - Programme Resource Considerations

8. Resource contribution towards the achievement of outputs

To achieve outputs, assets and human capital have been assigned and are managed to support planned deliverables. 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 to maximise the effective utilisation of limited resources.

Education and outreach programmes have played a major role in contributing to quality basic education, enhancing social cohesion, and promoting nation-building. Budget cuts to public programmes result in negative effects on the ability of communities to visit Iziko's sites and reduced programme offerings will result in fewer school bookings and visits from the public which is a key platform for science education and technology.

In addition, the care of the collections may be compromised if the budget does not allow for consumables and services essential for conservation and the optimum maintenance of conditions in storerooms where collections are housed.

Plans for the 150th anniversary of the Iziko South African National Gallery hinge on the Core functions departments being able to digitize artworks and catalogues and the ability for Iziko to provide the support needed by curators to develop exhibitions.

The entity must respond to the challenge of financial sustainability in the face of continuing and unexpected budget cuts and prioritise plans to diversify income sources and increase own income generation. Iziko must enhance its offerings and embark on new initiatives to attract visitors to its spaces if it is to successfully counter adverse economic factors which have severely impacted its ability to increase its own income generation, as well as attract and retain specialised and skilled staff.



Iziko Museums staff in the Amphi Theatre, Iziko South African Museum, 2022.

9. Updated Key Risks

Outcome	Key risk	Risk mitigation
Sound Governance and Compliance Providing relevant training to key staff Filling priority vacant positions	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.	Create new sources and generate your income.
	Adverse economic environment.	Achieve financial sustainability.
	Shortage of people with relevant or required skills.	Providing relevant training to key staff Filling priority vacant positions.
	Decrease in employee satisfaction levels negatively impacting service delivery.	Providing key programmes to support staff wellbeing and improve organisational culture. Filling priority vacant positions.
	Managing the rapid change in the technological environment.	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 is in place.
	Potential loss of income due to the lag effect of Covid-19 and its impact on decreased visitor numbers.	Invest in technology and increase online offerings.
Improved infrastructure to enhance the visitor experience.	The risk is that Heritage Western Cape (HWC) can request additional documentation over and above their compliance requirements thereby delaying issuing permits for repair and maintenance of heritage buildings and the additional cost implications.	Iziko Museums Director Support Services with the Heritage Architect is invited to the HWC committee meeting for all repair and maintenance permit applications. The risks related to permit application delays and the impact thereof will be highlighted to the HWC Committee.
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. Engage with DSAC.

Outcome	Key risk	Risk mitigation
	Decrease in service levels and inability to complete projects due to loss of income, closure of museums sites and working from home due to COVID-19 lockdown.	Review and evaluate remote work policies and capabilities including remote IT connections. Test the resilience and cyber risks of the enhanced IT infrastructure. Secure newly implemented or scaled remote working practices and ensure the continuity of critical functions.
Knowledge generation through research contribute to an educated, informed, and empowered community.	Limited resources (Personnel, financial and material).	Establishing partnership relationships with advertising agencies and schools.
	Highly regulated procurement process which impacts on agile response to opportunity.	Training of staff and automation of systems.
	Decrease in service levels and inability to complete projects due to loss of income, closure of museums sites and working from home due to COVID-19 lockdown.	Review and evaluate remote work policies and capabilities including remote IT connections. Test the resilience and cyber risks of the enhanced IT infrastructure. Secure newly implemented or scaled remote working practices and ensure the continuity of critical functions.
Creation of awareness and promotion of access to history, heritage, and culture.	High costs of data.	Providing public access to Wi-Fi in museum spaces if funding becomes available.
	The continuing risk of the negative impact of COVID-19 on gate takings/income, and, on venue hire income and processes.	Implementing new marketing and communication initiatives to increase visitors to Iziko Museums.
	The continuing risk of declining visitor numbers due to the negative impact of COVID-19.	More virtual activities to retain the visibility of the Iziko Museums in the public domain. More innovation to draw smaller groups of visitors to more events/exhibitions/programmes.

Figure 16 - Updated Key Risks

10. Public Entities

Iziko Museums of South Africa has not entered into any Public-Private Partnerships.

11. Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimate Cost	Current year Expenditure
1.	Repair and maintenance of buildings managed by Iziko Museums	Programme 1	To prepare the external surfaces and paint the exterior of the following five buildings: Iziko Museums Bo-Kaap Museum Iziko Museums Old Townhouse Iziko Museums South African National Gallery Iziko Museums South African Museum Iziko Museums Rust en Vreugd.	Painting of buildings.	April 2021.	31 December 2021	R1 509 248	Expenditure as of 30 September 2021 R538 262
2.	Major repair and renovation of Old Town House.	Programme 1	Repair and maintenance of the interior and exterior of the Iziko Museums Old Town House. including the upgrade of electrical supply subject to HWC issuing permit.	Repair and maintenance of the building.	April 2021	31 December 2022	R 4 395 216.	Expenditure as of 30 September 2021. R330 as procurement processes are still in progress.

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimate Cost	Current year Expenditure
3.	Maintenance and Conservation of the nine sites	Programme 1	Repair and maintenance. Exterior painting of Iziko Museums Bertram House Iziko Museums Koopmans-de Wet House and implementing the roof repairs & upgrading of waterproofing & drainage systems at the Iziko Museums buildings.	Painting of two buildings and detailed specification and Bill of Quantities for roof repairs & waterproofing of nine buildings.	March 2021	31 March 2023	R 14 050 000	Expenditure as of 30 September 2021. R 151 449.25.
4.	ISAM Fire Escape Stair	Programme 1.	Installation of a Fire Escape Stair between 5th and 6th floor ISAM that can accommodate an electronic Evacuation Chair (EVAC).	Fire escape stair between constructed between 5 th and 6 th floor ISAM.	June 2021	30 March 2023	R 4 520 000	No expenditure as procurement processes is still in progress.

Figure 17 - Infrastructure Projects

12. Public-Private Partnerships

Iziko Museums of South Africa has not entered into any Public-Private Partnerships.

Part D: Technical Indicator Descriptions (TID)

Indicator Title	Definition	Source of data	Method of Calculation/Assessment	Assumptions	Disaggregation of Beneficiaries	Spatial Transformation	Reporting Cycle	Desired Performance	Indicator Responsibility
Compliance with legislation and accounting standards by obtaining unqualified audit reports.	The audit opinion of the Auditor-General of South Africa indicates an unqualified audit opinion as they relate to the Annual Financial Statements.	An audit report of the Auditor-General of South Africa.	Audit report	Iziko Museums continues to operate as a going concern.			Annual	Sound Governance and Compliance.	Chief Financial Officer
Long-term financial sustainability plan aimed at increasing percentage of own income annually by 0.5%.	Increase in own income based on long-term financial goals, strategies, and action plans outlined in the financial sustainability plan	Statement of Financial Performance and accounting records.	Increase in own income as a % of prior year own income	Current resources remain in Iziko Museum's control. The legislative framework enables planned initiatives.			Annual	Increase in own income annually by 0.5%.	Chief Financial Officer

Indicator Title	Definition	Source of data	Method of Calculation/Assessment	Assumptions	Disaggregation of Beneficiaries	Spatial Transformation	Reporting Cycle	Desired Performance	Indicator Responsibility
The number of policies developed	Formulation of new and review of existing policies improve museum functions.	Approved and reviewed policies in policy register	Approved new and reviewed policies in existence.	The legislative framework enables planned initiatives.			Annual	Sound Governance and Compliance	EXCO
Increase in the number of funded projects in terms of the income/revenue stream strategy.	Increase in the number of funded projects based on income/revenue stream strategy	Statement of Financial Performance and accounting records.	Increase in number of funded projects as a % of total prior year funded projects.	Adequate financial and human capacity	Yes	No	Annual	Increase in number of funded projects annually by 0.25%.	Director: Advancement

Indicator Title	Definition	Source of data	Method of Calculation/Assessment	Assumptions	Disaggregation of Beneficiaries	Spatial Transformation	Reporting Cycle	Desired Performance	Indicator Responsibility
The number of training opportunities offered	The number of staff members trained in terms of the 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 register invoices and certificates of attendance issued for external virtual training.	Count	Employees will remain in Iziko Museums' employment for the full reporting period.	Yes	No	Annual, progress monitored when reporting quarterly.	All training included in the annual Learning and Development Programme completed in the reporting period.	Director: Human Resources
The number of repair and renovation projects implemented in terms of the Annual Repair and Maintenance plans.	Annual repair and maintenance projects are planned in terms of annual maintenance plan based on priorities listed in the five-year Conservation and Maintenance plan as well as	Annual Repair and Maintenance Plan.	Count	DSAC will annually allocate funding in the MTEF for repair and maintenance projects.			Annual, progress is monitored when reporting quarterly milestones identified in the project plan.	All priority projects listed in the Annual Repair and Maintenance Plan were completed during the reporting period.	Director Support Services

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

Indicator Title	Definition	Source of data	Method of Calculation/Assessment	Assumptions	Disaggregation of Beneficiaries	Spatial Transformation	Reporting Cycle	Desired Performance	Indicator Responsibility
	History collections. Each record constitutes the information about a catalogued (numbered) item (or series of items) in an Iziko Museums collection. The number of digital images with linked metadata added to the collections database.		the financial year)	the collections as well as to enable natural history researchers to embark on field trips, and specimens will be donated.				science collections that adequately represent South Africa's biodiversity through time.	
The number of new acquisitions for Art and Social History collections.	Artefacts acquired through research activities, donation and purchase based on careful motivation to fill collections gaps and add to the thematic	Collection motivation forms/ acquisitions approved at Core Functions	Count	Iziko Museums will have a budget for the acquisition of art and social history collections, and objects and artworks will be donated.			Input; Count; Annual; Old	To create a collection that is increasingly representative of all South Africans, according to available resources.	Director: Research and Exhibitions and Director: Collections and Digitisation

Indicator Title	Definition	Source of data	Method of Calculation/Assessment	Assumptions	Disaggregation of Beneficiaries	Spatial Transformation	Reporting Cycle	Desired Performance	Indicator Responsibility
	content of museums.								
The number of peer-reviewed publications (including articles or chapters) published.	The number of papers, books, and/or book chapters by Iziko Museums staff and associates appearing in journals, or in scientific book form, where the publication is selected based on a peer-review process ie, where it is reviewed and published to contribute to further knowledge generation by subject specialists.	The record of scientific publications generated is collated on a spreadsheet. 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 Museums will have sufficient resources to sustain its research outputs and ensure that the quality of our publications merits 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	Spatial Transformation	Reporting Cycle	Desired Performance	Indicator Responsibility
The 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, access to a broader general public.	A record of popular publications generated is collated on a spreadsheet. 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 Museums researchers will produce publications that are relevant and suitable for popular publication, and that Iziko Museums 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
The number of new exhibitions.	The number of new exhibitions presented to the public at Iziko Museums sites/museums/galleries. This includes	Exhibition schedule and proposals.	Count.	Iziko Museums will have adequate capacity and resources to produce high quality temporary, online and	Iziko Museums will produce specific exhibitions that are intended to be relevant to youth and women and that cater to		Output; Cumulative; Quarterly; Old.	Enrich the visitor experience through innovative exhibitions that inspire and inform. Proactively revise,	

Indicator Title	Definition	Source of data	Method of Calculation/Assessment	Assumptions	Disaggregation of Beneficiaries	Spatial Transformation	Reporting Cycle	Desired Performance	Indicator Responsibility
	temporary, online, and permanent exhibitions.			permanent exhibitions.	people with disabilities.			reimagine, and decolonise existing, outdated exhibits that reflect the bias of the pre-democracy mindset.	
The number of special museum education programmes presented.	Four special education programmes are presented per quarter, one programme per focus learning area. There are 4 focus learning-areas, i.e., Art; Planetarium; Social History and Natural History. Total: 16 per annum.	Any three items of the worksheet, photographs, attendance registers, booking forms, e-news, social media, website, information booklets, exhibition programmes, posters, banners, communication with partner/s, newspapers.	Count.	That there will be interest in Iziko Museum's offerings; and that basic demand 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 gain and learn information more interactively.	Director: Education.
The number of public programmes presented	These programmes could be aligned but are not limited to both the	Events programmes and a combination of three of the following: internal emails;	Count.	Assuming that there will be sustained interest in the quality of our programming and that the	Special emphasis is placed on women and youth on public programmes such as Youth		Output; Cumulative; Quarterly; Old.	The indicator helps monitor and standardise the public programme's offerings to the	Director: Education

Indicator Title	Definition	Source of data	Method of Calculation/Assessment	Assumptions	Disaggregation of Beneficiaries	Spatial Transformation	Reporting Cycle	Desired Performance	Indicator Responsibility
	institutional and national vision of celebrating and commemorating historic events relating to our national holidays while raising awareness regarding our history and heritage.	external emails; Facebook; Twitter; e-news; posters; exhibitions; attendance registers; website.		entity will be adequately resourced to implement the project.	Day and Women's Day. Young people and women also actively participate and give input on all public programmes hosted by the museum.			public. Its alignment with the national vision and commemorative days helps broaden the scope and vision and adds to social cohesion.	
The number of outreach programmes presented.	Outreach is mainly organised under the Iziko Museums' outreach programme (Mobile Museum) and aimed at taking the museum to the people/communities.	Internships and Work Integrated Learning Students.	Count.	Assuming that the mobile bus will be fully functional, and that Iziko Museums 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

Indicator Title	Definition	Source of data	Method of Calculation/Assessment	Assumptions	Disaggregation of Beneficiaries	Spatial Transformation	Reporting Cycle	Desired Performance	Indicator Responsibility
The number of interns and Work Integrated Learning students (WILS) hosted.	Internships and Work Integrated Learning Students.	List of names of interns, attendance registers, records, and correspondence.	Count.	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
Number of visitors to the museums/ sites.	The number of visitors from all communities accessing Iziko Museums resources. The term visitor does not refer to individuals but counts "feet through the door." Repeat visits are therefore included in the calculation of the number of visitors. The total number of visitors reported includes all	Visitor statistics are collated monthly and reported quarterly on an Excel spreadsheet.	Point of Sale (PoS) data, venue hire, and visitor numbers.	Socio-economic conditions will enable visitors to access Iziko Museums spaces and that Iziko Museums will continue to source transport for communities.			Output; Cumulative for the year; Quarterly; Old.	An increase in the number of diverse audiences visiting and participating in Iziko Museums programmes, visiting the Iziko Museums website, and following Iziko Museums on social media indicates the public interest in Iziko Museums 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	Spatial Transformation	Reporting Cycle	Desired Performance	Indicator Responsibility
	categories of visitors (excluding outreach).								
The number of visitors to Iziko Museums websites.	The number of visitors to the Iziko Museums website was recorded using the Google Analytics tool. Repeat visits are included in the calculation of the 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 Museums programmes, visiting the Iziko Museums website, and following Iziko Museums on social media.	Director Advancement.
The 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	Diversify audiences visiting and participating in Iziko Museums programmes and visiting the Iziko Museums spaces.	Director

Indicator Title	Definition	Source of data	Method of Calculation/Assessment	Assumptions	Disaggregation of Beneficiaries	Spatial Transformation	Reporting Cycle	Desired Performance	Indicator Responsibility
The number of commemorative days promoted per annum.		The 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. commemorative days (i.e., Human Rights Day, Freedom Day, International Museum Day, Africa Day,	Count	Pandemic and Socioeconomic conditions and subsequent behaviours will facilitate visitors to access Iziko Museums. Socio-economic conditions will enable visitors to access Iziko Museums spaces and that Iziko Museums 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.			Quarterly	Increase in the number of diverse audiences visiting and Iziko Museums physically and virtually.	Director Advancement.

Figure 18 - Technical Indicator Descriptions (TID)



Heritage Day poetry performance at the Iziko South African Museum, 2021.

This being a new Annual Performance Plan for the 2022 to 2023 period, there are no amendments to it.

Annexure A: Acronyms and Abbreviations

AAM	American Alliance of Museums	ISL	Iziko Museums Slave Lodge
AAB	Approved Annual Budget	Iziko Museums	Iziko Museums of South Africa
AFS	Audited Financial Statements	MAP	Meaningful Access Project
ASP	Approved Strategic Plan	M&E	Monitoring and Evaluation
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 of Arts and Culture	SKA	Skills Development Act, 1998 (Act No. 97 of 1998)
DSAC	Department of Sport, Arts and Culture	UAMP	User Asset Management Plan
DPWI	Department Of Public Works and Infrastructure	UCT	University of Cape Town
DST	Department of Science and Technology	UNESCO	United Nations Educational, Scientific and Cultural Organisation
EBCR	Existing Building Condition Report	UWC	University of the Western Cape
ENE	Estimates of National Expenditure	WILS	Work Integrated Learning Students
GIAMA	Government Immovable Asset Management Act	Zeitz	Zeitz MOCAA - Museum of Contemporary Art Africa
GRAP	Generally Recognised Accounting Practice	4IR	Fourth Industrial Revolution
HR	Human Resources	i.t.o.	in terms of
ICT	Information and Communication Technology	N/A	Not applicable
ISANG	Iziko Museums South African National Gallery	IOTH	Iziko Museums Old Town House housing the Michaelis Collection
ISAM	Iziko Museums South African Museum		

Annexure B: Materiality and Significance Framework for the 2023/2023 Financial Year

1. Definitions and standards

- Audited financial statements: 2021/2022 (AFS)
- Approved annual budget: 2022/2023 (AAB)
- Approved Strategic Plan: 2020-2025 (ASP)
- Event: An activity that has the elements of income and expenditure

2. Applicable sections of the PFMA

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

- 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

3. Treasury regulation

- 28.1.5

Materiality and Significance Framework for the 2023/2024 Financial Year		
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>e) Total actual expenditure is more than budgeted income by more than 0,2% of budgeted expenditure.</p> <p>f) 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 an 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)

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:		Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.
b.) participation in a significant partnership, trust, unincorporated joint venture, or similar arrangement		
c.) acquisition or disposal of a significant shareholding in a company	N/A	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.
d.) acquisition or disposal of a significant asset	N/A	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.
e.) commencement or cessation of a significant business activity	Any transaction of which the amount exceeds 1% of the total value of assets per AFS.	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity
	Any transaction of which the amount exceeds 1% of the total value of assets per AFS	

4.3 Section 55: Annual Report and Annual Financial Statements	Value (Quantitative)	Nature of Event (Qualitative)
<p>(3) the annual report and financial statements must:</p> <p>b) include particulars of:</p> <ul style="list-style-type: none"> any material losses through criminal conduct and, any irregular expenditure and fruitless and wasteful expenditure that occurred during the year. any losses recovered or written off 	<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>All</p>	<p>Any unplanned loss per the ASP that may affect the core purpose or mandate of the entity.</p> <p>All</p> <p>All</p>
4.4 Section 66: Restrictions on Borrowing, Guarantees and Other Commitments	Value (Quantitative)	Nature of Event (Qualitative)
Iziko Museums may not enter into any financial commitment beyond its approved budgets and its accumulated reserves	N/A	N/A

MATERIALITY FRAMEWORK 2023/2024						
Basis	Acceptable	2022 Value	Minimum	Maximum	Iziko Museums	%
	% Range		Value	Value	Materiality	
Total assets as per 2022 AFS	1% - 2%	2 715 501 675	27 155 017	54 310 034	27 155 017	1%
Revenue as per 2022 AFS	0,5% - 1%	171 768 368	858 842	1 717 684	858 842	0,5%
Net surplus as per 2022 AFS *	2% - 5%	12 874 912	257 498	643 746	643 746	5%
Budget: Expenditure 2022/2023	0,1% - 0,5%	178 174 192	1 781 742	890 871	356 484	0,2%

Annexure C: Iziko Museums of South Africa Council Charter & Council Code of Conduct

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) and by implication the South African public in ensuring a successful business that achieves vision of the Museum.

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

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

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's expense as and when necessary. However, it must be noted that the Council is not precluded from the Supply Chain requirements when procuring these services. These committees should report regularly to the Council on their activities. The committee structure, membership and mandates should be reviewed regularly.

5. COUNCIL LEADERSHIP

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

6. ORIENTATION OF NEW COUNCIL MEMBERS

Council Members have a responsibility to acquaint themselves with their fiduciary duties, and responsibilities, as well as with the issues pertaining to the operations and business environment of the 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 Museum sites.

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

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, Core Functions, Finance, Operations, Human Resources, and other committees

The Council should appoint the following permanent committees: Audit and Risk, Human Resources, Core functions, Advancement and Finance. The purpose of each Committee must be clearly spelt out. Each committee should have at least two Council members with the exception of the Audit Committee that should have at least one Council member. The Council may establish any other such committee as required and should determine the functioning of those committees, and delegate powers to such committees.

9.2 Committee members

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

10. EVALUATION OF COUNCIL MEMBERS

10.1 General

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

10.2 Formal evaluation of the Chief Executive Officer

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

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, without the approval of the Chairperson and CEO.

11.3 Council access to external experts

Council members may collectively or individually consult external professional advisors with the permission of the Chairperson on any matter of concern to the Museum after having advised the Museum Chief Executive Officer and Chairperson as appropriate. The 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 or virtually 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 and motivated 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 or as amended and approved thereafter.

16. RISK MANAGEMENT AND INTERNAL CONTROL

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

17. MONITORING OF OPERATIONAL PERFORMANCE

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

18. PUBLIC COMMUNICATIONS

Public communications on the affairs of the organisation is dealt with by the Chief Executive Officer. The Council, may by exception, decide to communicate directly, in which case only the Chairperson or his/her deputy should make such communication. No Council Member is permitted to make any public statements about the museum in any public forum or in the press. All communications that Council members want to make about the institution 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 formal meeting of the Iziko Museums Council where the Council Member motivates for the amendment. All Council Members will be expected to vote on accepting or rejecting the change or changes. Any amendments to this Charter will be done by majority vote.

22 REMUNERATION OF COUNCIL

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

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

- 22.3 Council members will be paid an hourly rate for ad hoc work like, reviewing documents and make critical decisions on an urgent consultative basis.
- 22.4 Council members shall keep their expenses, where necessary, reasonable and consistent with the Council's rate of remuneration applicable to Council or any other applicable tariff and any allowances payable for services rendered to or on behalf of Council
- 22.5 Council members shall furnish acceptable records of their expenses (where necessary)
- 22.6. The remuneration of Council shall be reviewed on an annual basis.
- 22.7 The logistical arrangements around the above will be handled by the Office of the CEO or such delegated official.

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 out their own affairs.

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

A Council should understand its duties and responsibilities and it should ensure that it acts in accordance with the organisation's rules as well as all applicable legislation and other laws. The Public Finance Management Act 1973 and equivalent legislation only prescribes minimal criteria for being elected or appointed as a Council Member. Subject to its Articles of Association or rules of establishment, a Council can establish its own guiding principles for such elections and appointments. However it is essential that Council Members should be persons of integrity who are competent to carry out the duties required of a Council.

No person should be appointed as a Council Member who has been found guilty of an offence involving dishonesty or is an 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. Virtual attendance is regarded as attendance to the meeting.

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

Council Members must ensure that they make every effort to attend all Council meetings (virtual attendance is regarded as being present) 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 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 types 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.

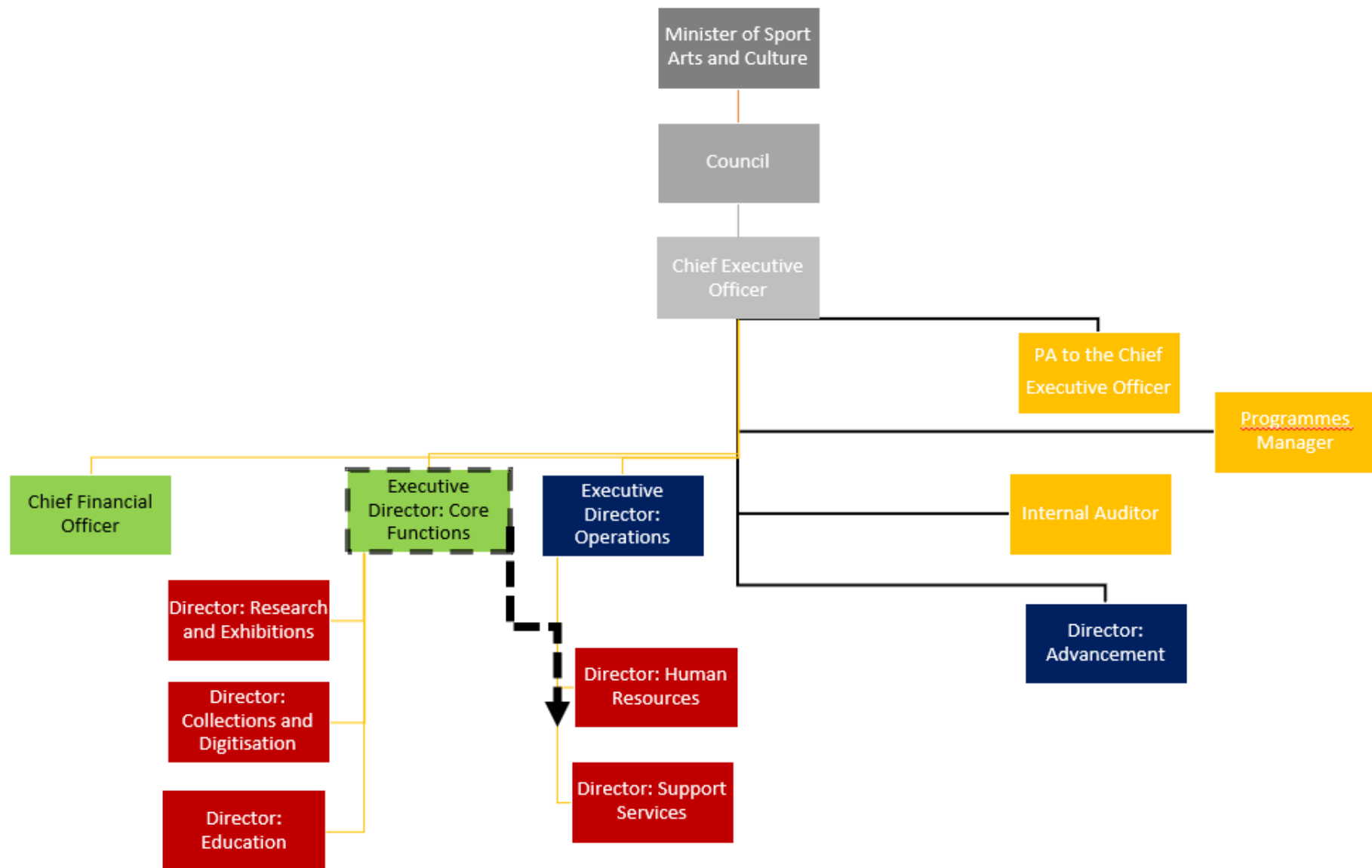
3.12 Abiding by the law

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 Museums Senior Management Structure

Annexure E: Fraud Prevention Plan

1. INTRODUCTION

The Public Finance Management Act, 1999 (PFMA), Act 1 of 1999 as amended by Act 29 of 1999 was introduced to regulate financial management in national government and provincial governments and to secure transparency, accountability, and sound management of the revenue, expenditure, assets and liabilities of institutions. To this end and to give effect to its vision, Iziko Museums of South Africa (Iziko) seeks to be compliant, corruption and fraud free and committed to ensuring good governance in all its operations. The Fraud Prevention Plan was prepared to effectively manage the fraud risk to which Iziko is or can be exposed to. While fraud is an operational risk, Iziko does not condone fraud and commits itself to actively combat fraud, including all other acts of dishonesty on a zero tolerance.

2. SCOPE

The prevention and detection of fraud risk is the responsibility of senior management, and the plan is applicable to Iziko employees, as well as other stakeholders, including service providers and visitors to the museum, who may be able to assist in eradicating fraud risk within Proudly South African

3. OBJECTIVE

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.

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.

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.

4. WHAT IS FRAUD

In South Africa fraud is commonly defined as the unlawful and intentional making of a misrepresentation which causes actual prejudice, or which is potentially prejudicial to another. Fraud and corruption remain a threat to public trust and confidence, it is therefore essential to recognise fraud prevention as an integral part of strategic management. It is important that the Accounting Officer / Authority set the right tone for the prevention and management of fraud in the Institution.

All staff may be aware of the need to prevent loss and to safeguard stakeholders' interests.

The following definitions explain actions constituting fraud and corruption:

General offence of corruption	Any person who, directly or indirectly- accepts or agrees or offers to accept any gratification from any other person. whether for the benefit of himself or herself or for the benefit of another person; or gives or agrees or offers to give to any other person any gratification, whether for the benefit of that other person or for the benefit of another person is guilty of the offence of corruption.
“Gratification”, includes-	money, whether in cash or otherwise; any donation, gift, loan, fee, reward, valuable security, property or interest in property of any description, whether movable or immovable, or any other similar advantage; the avoidance of a loss, liability, penalty, forfeiture. punishment or other disadvantage; any office, status, honour, employment, contract of employment or services, any agreement to give employment or render services in any capacity and residential or holiday accommodation; any payment, release, discharge or liquidation of any loan, obligation or other liability. whether in whole or in part; any forbearance to demand any money or money’s worth or valuable thing; any other service or favour or advantage of any description. Including protection from any penalty or disability incurred or apprehended or from any action or proceedings of a disciplinary, civil or criminal nature. whether or not already instituted, and includes the exercise or the forbearance from the exercise of any right or any official power or duty; any right or privilege; any real or pretended aid, vote, consent. influence or abstention from voting; or any valuable consideration or benefit of any kind, including any discount, commission, rebate, bonus, deduction or percentage.
Favouritism:	This involves the preferential provision of services or resources according to personal affiliations of an official.
Nepotism:	This involves an official ensuring that family members are appointed to public service positions or that family members receive contracts from State resources. (Similar to conflict of interest and favouritism)
Extortion:	This involves coercing a person or entity to provide a benefit to an official, another person or an entity in exchange for acting (or failing to act) in a particular manner.
Abuse of power:	This involves an official using his/her vested authority to improperly benefit another official, person or entity (or using the vested authority to improperly discriminate against another official, person or entity).
Conflict of interest:	This involves an official acting or failing to act on a matter where he/she has an interest, or another person or entity that stands in a relationship with the official, has an interest.

Insider trading / Abuse of privileged information:	This involves the use of privileged information and knowledge that an official possesses as a result of his/her office, to provide an unfair advantage to another person or entity to obtain a benefit, or to accrue a benefit himself/herself.
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5. COMPONENTS OF THE PLAN

The components of the Plan for Iziko are the following:

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

6. 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:

- (a) Education and training and
- (b) Communication.

Education and training

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

- Conducting fraud awareness presentations for all employees;
- 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;
- Sending staff members on appropriate training courses
- Publishing relevant articles in the Iziko E-news publication and
- 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.

Communication

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.

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

- Developing poster campaigns 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;
- Circulating copies of the Code of Ethics and Business Conduct and the Policy to all divisions and libraries as well as placing it on the Intranet;
- Circulating appropriate sections of the Code of Ethics and Business Conduct to other stakeholders
- Sending regular fraud awareness emails to all staff at Iziko.

7. CODE OF ETHICS AND BUSINESS CONDUCT

Iziko has developed a Code of Ethics and Business Conduct (the Code). 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.

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.
- (c) Declarations of interest are made at all Supply Chain Management and bid committee meetings.

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

8. THE FRAUD PREVENTION POLICY

- Iziko has developed a Fraud Prevention Policy (the Policy) detailing its policy stance on fraud, and the process to be followed to report, investigate and resolve incidents of fraud which impact on Iziko.
- 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.
- 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.
- Fraud investigations may not be abused for personal or any other gain other than that described in the Policy.
- Iziko has developed a fraud hotline, which provides a further mechanism to all employees and other stakeholders of Iziko to anonymously report fraud affecting Iziko.
- Iziko will consider the establishment of a structured Forensic Investigations capacity with a clear mandate to investigate allegations of fraud impacting on Iziko.

9. IZIKO POLICIES, PROCEDURES AND OTHER RELEVANT LEGISLATIVE PRESCRIPTS

Iziko has a number of policies, procedures, rules, regulations, and other prescripts designed to ensure compliance with 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.

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) Lack of thorough pre-employment screening of potential candidates for positions in Iziko; and
- (d) Lack of relevant policies and procedures in compliance with legislation;

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

- (a) Ensure that all policies and procedures are distributed to new employees and to have workshops every three years to communicate the contents of the policies more effectively and to educate employees regarding the implementation and monitoring of these policies.
- (b) 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;

(a) Implement 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 Department is unable to procure decisive results from its probity investigations in screening potential candidates.

(b) 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.

(c) Conduct regular reviews of 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.

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.

• 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. 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. It is also recognised that staffing low-level jobs with overqualified personnel may lead to lack of job satisfaction and low morale. 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.

10. 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. A system to facilitate the consistent application of disciplinary measures is in place. Where the need is identified for training of management in the application of disciplinary measures, this will be addressed.

11. INTERNAL CONTROLS

Iziko has developed and implemented a system of internal in 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 during induction of employees and every three years for existing employees in internal control measures and processes.

Basic Internal Controls

The policies, procedures, and other prescripts of Iziko prescribe various controls, which, if effectively implemented, would minimise the risk of fraud within Iziko. Iziko shall implement detective, corrective and Preventative controls.

1. Preventative controls

Preventative controls are designed to keep errors or irregularities from occurring in the first place and include authorisation and Physical controls, as well as separation of duties.

(a) Authorisation

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

(b) Segregation of duties

Separation of those responsibilities or duties which, if combined, would enable one individual to record as well as process a transaction until completion, provides an opportunity to manipulate the transaction irregularly and commit fraud. In the context of fraud prevention, segregation of duties involves separating the authorisation or the custodial function from the checking function and reduces the risk of intentional manipulation or error and enhances the element of checking. 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.

(c) Physical controls

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. Detective controls

Detective controls are designed to detect errors or irregularities that may have occurred and will be achieved as follows:

(a) Arithmetic and accounting

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

These controls also relate to the security of records. They therefore underpin mostly arithmetic and accounting controls and are similar to preventative controls as these controls are also designed to limit access.

(c) Supervision

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

(d) Management Information

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

3. Corrective controls are designed to correct errors or irregularities that have been detected.

Iziko's performance management system must also be appraised by considering 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.

A matrix of internal control weaknesses identified during audits must 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, where compliance deficiency is identified, disciplinary action may be taken.

12. INTERNAL AUDIT

The internal audit function is an independent, objective assurance and consulting activity designed to add value and improve the organisation's operations. The internal audit activity Iziko must assist Iziko with the accomplishment of its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

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. The role of Internal Audit as an important component of the Plan .

13. ONGOING RISK ASSESSMENT

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:

- (a) Tendering and procurement;
- (b) Payroll;
- (c) Debtors;
- (d) Cheque payments;
- (e) Contracts management, particularly the management of deliverables on contracts;
- (f) Cash collection;
- (g) Selection criteria for the appointment of consultants;
- (h) Appointment of service providers;
- (i) Appointment of temporary and casual workers;

- (j) Tariff determination;
- (k) Inventory and asset management, including heritage assets (collections);
- (l) Control of expenditure, e.g., telephone accounts and project budgets; and
- (m) Project approval

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.

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.

14. THE FRAUD PREVENTION COMMITTEE

Iziko has not yet formalised 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) A member of the Audit and Risk committee may be invited, where required.

The objectives of the Fraud Prevention Committee will be the following:

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

The terms of reference of this Committee are included below.

15. 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.

- (a) Iziko maintains records of allegations and incidents of fraud which are reported to the internal auditor or as delegated by the CEO. Allegations will be assessed and investigated internally to determine if disciplinary processes must be followed by the Human Resources department.
- (b) Every employee of Iziko has an obligation to report any irregularity that s/he becomes aware of and failure to report any such irregularity could result in appropriate actions being taken.
- (c) 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.
- (d) 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.
- (e) Iziko encourages employees to utilise the Whistle Blowers Hotline implemented by the Department of Arts and Culture as an additional channel through which reports of fraud can be made in total anonymity.
- (f) A fraud helpline(fraudhelpline@iziko.org.za) has been established at Iziko and any complaints, and or allegations of abuse within the Supply Chain Management system or anywhere else may be reported which will :
 - 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;
 - raise the level of awareness that Iziko is serious about fraud;
 - detect incidents of fraud by encouraging whistle-blowers to report incidents coming to their knowledge;
 - 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
 - further assist the Council in identifying areas of fraud risk in order that existing preventive and detection controls can be appropriately improved or developed.
- (a) Iziko's Council will ensure that the responsibility of responding to and investigating information secured through the Fraud Hotline is addressed by Internal Audit and reported to the Audit and Risk Committee.
- (b) Council will also ensure that a system is developed where a record of all other allegations brought to its attention independently of the Fraud Hotline is kept. 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.
- (c) False allegations made with malicious intent by employees will be dealt with firmly.

16. PHYSICAL AND INFORMATION SECURITY

Physical security

- (a) Recognising that effective physical security is one of the front-line defenses against fraud, Iziko has taken steps to improving physical security by means of access cards and controlled access to certain areas at all its sites and operational areas.
- (b) Security risks associated with unauthorised asset movement are currently managed through the Iziko Asset Management policy

- (c) When employees exit the employment of Iziko, Iziko will ensure that assets, including access cards, equipment or other material belonging to Iziko in their possession are returned to Iziko and access to Iziko's ICT systems and network are terminated.
- (d) Management will ensure that 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 when employees exit the employment of Iziko, has been signed by the employee.
- (e) In addition, 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

- (a) Information security risks are managed through the Iziko Information Technology and Communications (ICT) Security and Access Policy , Guidelines and Procedures which will include mechanisms to:
 - enhance Iziko's cyber defences, and limit cyber-attacks to the network
 - ensure the preservation of confidentiality, integrity, and availability of systems and information used by Iziko
 - establish safeguards to protect the information resources from theft, abuse, misuse and any form of damage
 - prohibit engaging in fraudulent activities, or knowingly disseminating defamatory materials.
- (b) Physical access restrictions are in place to ensure that only authorised individuals have the ability to access or use information resources of Iziko.

17. REGULAR MONITORING AND REVIEW

The Fraud Prevention Committee is responsible for the ongoing monitoring and review of the Plan, including:

- (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

18. PERSONAL INFORMATION AND DATA STORAGE

All information gathered by Iziko shall follow the approved processes and procedures in terms of the Protection of Personal Information Act No.4 of 2013.

SCHEDULE OF 'RED FLAGS'

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 may be a target for a fraudster:

- (a) Lack of competent personnel
- (b) No enforcement of clear lines of authority and responsibility
- (c) No enforcement of proper procedures for authorisation of transactions
- (d) Lack of adequate documents and records
- (e) Infrequent reviews 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
- (m) Inadequate staff quality and quantity
- (n) Failure to discipline violators of organisational policy
- (o) Inadequate communication about disciplinary codes and codes of conduct
- (p) Absence of conflict-of-interest questionnaires or regular updating thereof
- (q) 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

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.



George Hallet print Digitised and photographed for Iziko Museums' archives.

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