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**ANNUAL
PERFORMANCE
PLAN
2024/2025**

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Foreword by the Chairperson

The Annual Performance Plan (APP) 2024/2025 of the Afrikaanse Taalmuseum en -monument (ATM) conveys Council's continued determination to promote good corporate governance. The Council remains set upon building out the ATM as an inclusive and transformed living institution that advances social cohesion and nation-building, and that embraces all South Africans, whether Afrikaans is their mother tongue or not, and even those that do not speak Afrikaans. We truly want to be a national and indeed an international asset. This APP is aligned with the Strategic Plan 2020–2025 of the ATM, which contains the strategic objectives of the Department of Sport, Arts and Culture (DSAC). It is the final instalment in that Strategic Plan. In a sense, therefore, it is its culmination.

While we have largely recovered from Covid-19, our entity has been fundamentally changed by it. As observed before, the way the ATM operates has changed. Those changes will continue. However, the ATM sees them as a challenge that ought to be met, for the long-term benefit of the entity. The ATM had to lower its performance targets and explore new ways of doing what it does. In the 2024/2025 financial year, the ATM will continue to implement what is essentially a dual or hybrid model, through the integration of online activities with its in-person programmes and events. This means that its operational model has become more flexible and agile. The recently renewed emphasis upon internalisation at the ATM is also rendered more practicable through using online events: in this way, one can set up a dialogue with other similar institutions across the world in an affordable and efficient way.

This APP 2024/2025 must, therefore, be construed against the background of the changes that the world has undergone in the past few years. This APP was fashioned through various engagements between Council and Management. It takes serious account of various fiscal and financial challenges (like the projected subsidy cuts), human-resources shortages and difficulties (for instance, staff retention), and worries about the infrastructure. Accordingly, estimated performance targets have been devised to set realistic targets when compared to previous years, readjusting them upwards when appropriate. Council is of the view that carefully crafted and realistic performance targets will help it to measure whether the strategic objectives, as set out by it, are effectively implemented and attained. The setting of attainable targets of this kind will empower staff to perform their duties in a mutually constructive spirit and improve service delivery.

Council recommits itself to these strategic objectives for the 2024/2025 financial year. They are to:

- increase visitor numbers (both in person and virtually) and increase the revenues the ATM generates;
- continue with the digitisation of the ATM's archival collection and the broadening of its virtual footprint;
- create an enabling environment for staff members' development, including continued training and upskilling;
- strengthen the ATM's outreach programmes to schools by reviewing its educational offering;
- extend and transform the ATM's current collections and exhibitions through a focus on the displaced or untold narratives of Afrikaans;
- to make the ATM a national and international asset; and
- maintain its facilities, including finding long-term solutions to certain intractable facilities-related difficulties and expanding facilities to accommodate larger groups of visitors.

This APP sets out the hurdles that the institution will have to surmount, and addresses how it will do so. The central challenge remains money. The maintenance, upgrading and expansion of the ATM's facilities remain an ongoing challenge. Council is acutely aware that this is a serious concern and that the DSAC's involvement is needed concerning the upgrading of the 49-year-old infrastructure and the expansion of its facilities. External fundraising, both nationally and internationally, has emerged as a priority for Council.

Council is confident that this APP reflects the strategic objectives of the DSAC, as well as certain key objectives of the National Development Plan. Council is firm in its commitment to run the ATM on sound governance principles and undertakes to provide all support needed to Management and staff to implement the APP effectively. It is Council's view that, by maintaining the excellence of the ATM's performance, the institution will survive and grow and develop for all South Africans. Council is determined to find innovative ways to use the ATM to advance nation-building and social cohesion, and to grow as a space that looks to the future with courage and self-belief.

A handwritten signature in black ink, consisting of a stylized 'J' and 'M' followed by a vertical line.

JJ Meiring

Chairperson of the Council

Director's Report

The APP targets align with the Strategic Plan 2020-2025 of the Afrikaans Language Museum and Monument (ATM), which represents the strategic objectives of the Department of Sport, Arts and Culture (DSAC). In the last year of the ATM's Strategic Plan 2020-2025 our targets and desired outcomes for 2024/2025 will focus on sustainability and achieving the strategic outcomes as listed in terms of the entity's mandate. The entity will provide impetus to its mandate through the maintenance of the ATM's cultural-historical buildings and heritage sites, collect and conserve, conduct research on, and portray, through exhibitions, the origin, development, benefit and expansion of Afrikaans, with a focus on inclusiveness to address historical imbalances. It will also promote and stimulate Afrikaans nationwide at all levels of society, especially in disadvantaged communities, using publications, educational programmes, guided tours and cultural activities. In the 2024/2025 financial year the entity will also work towards the best possible governance, and financial sustainability by managing the ATM on sound financial principles and in line with the relevant legislative frameworks, generating revenue and raising funds.

The Annual Performance Plan (APP) details the approach that the ATM will follow in implementing, delivering and monitoring our performance for the 2024/2025 financial year. We will focus on the SMART principles in achieving our targets to guarantee that all our performance indicators are realistic and achievable. Our strategic objectives for the 2024/2025 financial year are as follows:

Maintenance of the ATM's cultural-historical buildings and heritage sites

The entity will, per its mandate, continue to maintain its cultural-historical buildings and heritage sites. The continued maintenance of the infrastructure and conservation of the ATM's cultural-historical buildings and heritage sites, in line with best practices, will remain a priority. The entity will continue to negotiate with the DSAC and the Department of Public Works and Infrastructure (DPWI) to finalise a memorandum of agreement between the departments that will stipulate how the maintenance budget for the entity will be spent and managed. A consolidated maintenance plan and capital works project schedule will ensure that the sites will be managed properly and comply with the relevant legislation.

Building human capital to ensure good governance and compliance with legislation

To build human capital and ensure good governance and compliance with the relevant legislation, we need to foster a competent, accountable ATM workforce through training and the personal development of each staff member. In return, a capable workforce will be better equipped to adhere to legislative and procurement policies, implement management strategies, and manage resources efficiently, effectively and sustainably.

A competent workforce will be empowered to maintain high levels of governance by continuously reviewing strategies, policies, working operations, services and programming to ensure the ATM remains relevant and addresses the target audiences' needs. We will also continue to build human capital to ensure financial sustainability.

Collect and conserve, conduct research on, and portray the origin, development, benefit and expansion of Afrikaans

The entity will continue to expand its museum collection by collecting, documenting and conserving relevant material, artefacts and information about its mission. Through the collecting, conserving, researching, and disseminating of relevant material and information related to the origin and development of Afrikaans, the entity endeavours to build relationships with all South Africans through the medium of Afrikaans and in the context of multilingualism. It will furthermore seek to preserve the collection through the ongoing digitisation of archival material and to redress past imbalances by the ongoing extension and transformation of our current collections and exhibitions.

Promote and stimulate Afrikaans nationwide amongst all levels of society

A strategy to develop audiences to increase visitor numbers, help build social cohesion and provide universal access to our programmes will be one of the key approaches of the entity in the 2024/2025 financial year.

The ATM intends to increase the number of visitors by focusing on the extension of physical offerings and creating diverse visitor experiences. It will also continue to act as a platform to intensify interaction with schools, education and community organisations, and strategic partners.

As a strategic outcome, the entity will promote and stimulate Afrikaans by offering educational programmes, guided tours and cultural activities. To remain relevant, the reviewing and upgrading of materials, content and programmes are of the utmost importance. The strengthening of our outreach programmes, as a way of taking the entity's services beyond the confines of the Museum and Monument, will be a main focus area.


Ensure financial sustainability

The ATM continues to encounter considerable financial pressure. A big concern remains the lack of adequate funding to sustain our day-to-day operations and to maintain our natural environment, ageing facilities, and public programmes. The majority of these programmes - research and outreach projects - are funded by self-generated income (which constitutes between 15% and 18% of the ATM's budget), donations and goodwill of strategic partners. Further growing concerns regarding our dire financial position are the cost-containment measures and the continual governmental budget cuts annually, especially during and after the Covid-19 pandemic. Without sufficient funds, the ATM will struggle to adhere to its mandate of delivering accessible, quality and equitable services to all its end-users.

A Covid-19 Recovery Plan deals with the effects and the aftermath of the pandemic, the everchanging museum environment, and creating a sustainable institution. In the past years the institution had to find innovative ways to raise funds. As part of the development of a fundraising strategy to fund programmes and to ensure the financial sustainability of the institution, the entity will diversify income sources and funding, limiting dependence on state funding; it will focus on other alternative income sources such as repeat visits, entrance fees, expansion of services, programming and targeting specific audiences.

A key element of the plan is to save costs by using technology and forming strategic partnerships; the efficient and effective use of human, natural and financial resources must be the core motivation behind all decision-making processes. Also, the engagement and approach with existing and potential donors need a rethink.

Management is committed to accurate reporting, promoting good corporate governance, and complying with regulations and relevant legislation. We therefore aim to achieve the set targets and challenges facing the entity. Using last year as a benchmark, we look forward to increasing our overall performance.



MJ Jonas
Director

Official Sign-off

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of the Afrikaanse Taalmuseum en -monument (Afrikaans Language Museum and Monument, ATM) under the guidance of the Director.
- Takes into account all the relevant policies, legislation and other mandates for which the ATM is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the ATM will endeavour to achieve over the period 2024/2025, given the resources made available in the budget.

Ms T Laing
Chief Financial Officer

Signature:



Mr MJ Jonas
Director

Signature:



Adv JJ Meiring
Chairperson of the Board

Signature:



Approved by:

Mr NG Kodwa, MP
Minister,
for and on behalf of the
Department of Sport, Arts and Culture

Signature:



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Part A: Our mandate

1. Updates to the relevant legislative and policy mandates

This report is submitted in compliance with the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996); the Public Finance Management Act, 1999 (Act No. 1 of 1999 as amended by Act No. 29 of 1999); Treasury Regulations, 2005; Cultural Institutions Act, 1998 (Act No. 119 of 1998), and other applicable acts and Regulations.

In addition, the ATM's mandate is to:

- maintain the ATM's cultural-historical buildings and heritage sites and the heritage of Afrikaans in such a manner that nation-building and social cohesion will be achieved;
- collect and conserve, conduct research on, and portray, through exhibitions, the origin, development, benefit and expansion of Afrikaans, with a special focus on inclusiveness to address historical imbalances; and
- promote and stimulate Afrikaans nationwide at all levels of society, especially in disadvantaged communities, by means of lectures and publications, educational programmes, guided tours and cultural activities.

There have been no significant changes to the ATM's legislative and other mandates.

2. Updates to institutional policies and strategies

The ATM will review internal policies to determine if it is still relevant, and update it as necessary with the goal of enhancing its internal controls.

The ATM will also continue to focus on maintaining and managing its cultural-historical buildings and heritage sites in line with relevant legislation, on conserving its collections, on digitising its archival material to preserve it for future generations, and on promoting and stimulating Afrikaans through various educational and public programmes. The ATM will further extend its electronic footprint to facilitate universal access to a wider audience.

3. Updates to relevant court rulings

During the 2022/2023-financial year, De Villiers National Cycling took the ATM to the High Court in Cape Town after the ATM cancelled a rental contract due to the breach of several clauses. The High Court ruled in favour of the ATM with costs, but was informed by the representative of De Villiers National Cycling that they would appeal the ruling. Shortly before the application for leave to appeal could be heard, De Villiers National Cycling aborted its legal steps; the matter is therefore closed.

No legal cases are anticipated for the foreseeable future.

Part B: Our strategic focus

1. Updated situational analysis

Our fiscal resources will be allocated to reviewing exhibitions, research, collection management, and educational and public programmes. Planned language projects and special programmes will be undertaken in various provinces during the next three years. Public programming efforts will focus on the educational and information needs of the respective audiences. The Garden Theatre at the Monument will host picnic concerts during the summer. New research is to be done to ensure the representativeness, scope and quality of the collections, and of the research done on subjects relevant to the Afrikaans language.

2. External environment analysis

The ATM consists of three entities: The Museum, the Monument and the Amphitheatre. The Museum is situated in the heart of Paarl, while the Monument and Amphitheatre lie on its outskirts, on the slopes of Paarl Mountain.

The Museum houses an exhibition that portrays the inclusive establishment and development of the Afrikaans language.

At the Monument, facilities have been built and installed to attract visitors and support tourist activities. The approximately 100 hectares of fynbos with walking trails, mountain bike tracks, a children's playground, picnic facilities, two amphitheatres for events, a coffee shop and ample parking make the Monument an ideal venue for tourism initiatives.

The large Amphitheatre forms a very special part of our entertainment division. It can house up to 4 250 seated visitors and is used for concerts with popular artists and musicians, and other events.

Considering that the ATM relies heavily on its government grants, the political landscape may be a higher-than-usual risk due to the upcoming elections in 2024. This may impact not only on budget certainty for the ATM but also on tourism which will mean the ATM could receive fewer visitors. Due to the current economic landscape with higher consumer prices and less disposable income, potential visitors may perceive visits to a cultural institution as a non-essential expense. This may also be true for foreign tourists. Tourists - domestic and international - will also avoid travelling to certain destinations should there be concerns regarding personal safety. The ATM has observed that its visitors are 23% foreign and 77% domestic tourists.

As the ATM not only competes with other cultural institutions but also with wine farms, game reserves and various leisure activities, attracting the ever-dwindling disposable income is becoming more challenging than ever. The ATM reaches out to media and tourism stakeholders regularly to promote the ATM as a destination to visit. Different marketing strategies are employed, depending on the event that will take place. The ATM also focused on building stronger ties with its immediate community to ensure ongoing support. To attract the local community and ensure repeat visits to the ATM, a year permit was introduced a few years ago. In the last three years, an increase in the use of the year permit was seen. The ATM also introduced a discount on the entrance fee for an adult should a Drakenstein Library card be presented. This forms part of the ATM's endeavour to encourage people to read more.

Due to ongoing negative perceptions of the Afrikaans language observed in South Africa and globally, the ATM has actively focused its collection, research and dissemination of information to be more inclusive. The research forms the basis of the ATM's exhibitions at the Taalmuseum and Taalmonument, its public and educational programmes and the articles it produces. This enables the ATM to place more emphasis on representing diverse perspectives, cultures and histories to resonate with a broad community.

Although the ATM uses technology in presenting its exhibits and tours to an online community, uses social media to engage with a wider audience and makes educational programmes available in its cyber classroom, it will also look at how technology will further enhance its offerings as part of the longer-term strategy. The ATM plans to redesign its website to be more interactive, with the option to add a digital catalogue later on. This will make some of the ATM's collection, which has already been digitised, accessible for free to a wider audience.

3. Internal environment analysis

The ATM is governed by a Council, appointed for a three-year term by the Minister of Sport, Arts and Culture. The duties of the Council, as described in the Cultural Institutions Act (Act 119 of 1998), are to:

- formulate policy;
- hold, preserve and safeguard all movable and immovable property of whatever kind, placed in the care of, or loaned or belonging to the declared institution concerned;
- receive, hold, preserve and safeguard all specimens, collections of other movable property placed under its care and management under section 10(1) [of the Act];
- raise funds for the institution;
- manage and control the sums of money received by the declared institution and utilise it for defraying expenses in connection with the performance of its functions;
- keep a proper record of the property of the declared institution;
- submit to the Director-General any returns required by him/her in regard thereto, and to ensure proper books of account are kept;
- determine, subject to this Act and with the approval of the Minister, the objects of the declared institution; and
- carry out the objectives of the declared institution in general.

In addition, the Council, in consultation with the Minister and the Chief Executive Officer (CEO), may determine the hours during which, and the conditions and restrictions subject to which, the public may visit the declared institution concerned or portion thereof, and the admission charges to be paid.

The structure of the ATM comprises an exhibition panel, educational and heritage services, a curatorial division, a financial division, and a communication and marketing division.

During the last financial year, the ATM had vacancies in all its divisions which had an impact on the wellbeing of the remaining staff. The Council and Management focused on filling most of these vacancies to alleviate the additional responsibilities on the remaining staff with competent candidates which will enable the ATM to implement the strategies and goals that are set for 2024/2025. The ATM has two vacancies of which one of these positions directly impacts part of the ATM's core functions. The tasks of these two positions will be allocated to the remaining staff to reach the targets that were set for 2024/2025 until the vacancies can be filled.

The Council and Management are committed to fulfilling the mandate of the ATM. This will be accomplished through the maintenance of the ATM's cultural-historical buildings and heritage sites, collecting, conserving and conducting research on, and portraying, through exhibitions, the origin, development, benefit and expansion of Afrikaans, with a special focus on inclusiveness to address historical imbalances; and promote and stimulate Afrikaans nationwide at all levels of society, especially in disadvantaged communities, using publications, educational programmes, guided tours and cultural activities.

Limited financial resources will remain a concern for the Council and Management. Due to limited funding, most of the projects the ATM undertakes is done in phases as funding becomes available. This is true for the digitisation of its collections, using technology to assist the staff with conservation efforts by way of automation, expanding on using technology by implementing augmented and virtual reality to create immersive experiences for its visitors and automating some of its financial processes to enhance internal controls.

The ATM uses its public, educational and special days' programmes to create awareness around gender-based violence, universal human rights and the values of the Constitution of the RSA which is central to all programming of the ATM.

4. Public-Private Partnerships

The ATM does not have any public-private partnerships planned for 2024/2025.

Part C: Measuring our performance

1. Institutional performance information

One of the ATM's main concerns is still the Auditor-General's audit costs as this will have a significant impact on the ATM's operations if it is forced to continue to pay audit fees of more than 1%. Another ongoing concern is the state of its current, ageing infrastructure (electricity and water), some of its buildings, its grounds (the fynbos area), and the potential negative long-term consequences if much-needed, large-scale maintenance is not done urgently. The safety and security of the ATM's staff, visitors and buildings also remain of concern, as well as ensuring that certain services remain working while there are power and/or water outages.

Management reviewed its long-service awards and evaluation procedures, and determined that the impact on the budget in the long term will not be significant.

No.	Strategic outcome	Outcome statement
1	To build relationships with all South Africans through the medium of Afrikaans and in the context of multilingualism.	Act as a platform to intensify interaction with society (schools, patriots' programme); social cohesion advocates' programme (sectoral and community engagement).
2	To ensure the collection, conservation, protection and promotion of heritage in line with international best practices.	Collect and conserve relevant material and information related to the origin and development of Afrikaans; conduct research that deepens and broadens existing knowledge about Afrikaans; conservation of the ATM's culture-historical buildings and heritage sites for the benefit of visitors.
3	To contribute to the body of knowledge in order to provide access to information nationwide and to all levels of society, stimulating visitor interaction and increasing visitor numbers.	Portray the origin, development, benefit and expansion of Afrikaans; give exposure to the different aspects of Afrikaans by means of lectures and publications; promote and stimulate Afrikaans by offering educational programmes, guided tours and cultural activities; liaise with and enter into partnerships with relevant institutions.
4	To work towards high governance and financial sustainability standards to ensure service delivery.	Manage the ATM on sound financial principles and in line with the relevant legislative frameworks, generate revenue and raise funds.

How our strategic outcomes align to Government priorities:

ATM strategic outcomes		Government Priorities						
		Priority 1: Building a capable, ethical and developmental state	Priority 2: Economic transformation and job creation	Priority 3: Education, skills and health	Priority 4: Consolidating the social wage through reliable and quality basic services	Priority 5: Spatial integration, human settlements and local government	Priority 6: Social cohesion and safe communities	Priority 7: A better Africa and world
1	To build relationships with all South Africans through the medium of Afrikaans and in the context of multilingualism.	x					x	x
2	To ensure the collection, conservation, protection and promotion of heritage in line with international best practices.			x				x
3	To contribute to the body of knowledge in order to provide			x				

	access to information nationwide and to all levels of society, stimulating visitor interaction and increasing visitor numbers.							
4	To work towards high governance and financial sustainability standards to ensure service delivery.	x		x				

How our programmes align with Government priorities:

Programme	Indicator title	MTSF priority
Administrative	Access to the Museum and Monument	Priority 6: Social cohesion and safe communities Priority 7: A better Africa and world
	Human resources management	Priority 1: Building a capable, ethical and developmental state Priority 3: Education, skills and health
	Property management	Priority 1: Building a capable, ethical and developmental state
	Applicable legislation	Priority 1: Building a capable, ethical and developmental state
Business development	Fundraising and marketing	Priority 3: Education, skills and health
	Public programmes and communication	Priority 6: Social cohesion and safe communities
	Collection management	Priority 3: Education, skills and health Priority 7: A better Africa and world
	Research	Priority 3: Education, skills and health Priority 7: A better Africa and world
Public engagement	Exhibitions	Priority 3: Education, skills and health Priority 7: A better Africa and world
	Education	Priority 3: Education, skills and health Priority 7: A better Africa and world

Budget programmes

Administration
Business Development
Public Engagement

Changes to the strategic plan

Changes were made to targets that were originally set in the Strategic Plan for 2020-2025. These changes are mentioned under Annexure A.

2. Strategic objectives, performance indicators and annual targets

2.1 Strategic objectives, performance indicators and annual targets for 2024/2025

Programme: Administration

This programme comprises of all operational costs and supports structures of the ATM that are not already included in the other programmes.

Access to the Museum and Monument

Explanation of planned performance:

Role in/contribution to social cohesion and nation-building:

The ATM serves as a contact zone and a place of gathering where diverse Afrikaans communities and speakers of other languages meet during offerings such as full moon picnics, stargazing picnics and music concerts.

Strategic outcome: 3

To contribute to the body of knowledge to provide access to information nationwide and to all levels of society, stimulating visitor interaction and increasing visitor numbers.

Strategic objective:

To increase the number of visitors by 2% per annum

Link to Government Priorities: 6 and 7

Priority 6: Social cohesion and safe communities

Priority 7: A better Africa and world

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF Period		
			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
To increase visitor numbers	Increased visitor numbers	Number of visitors	16 910	36 586	50 527	40 800	52 568	53 619	54 692
	Events and concerts hosted	Number of picnic events and concerts	10	16	14	12	12	12	12

Human resources management

Explanation of planned performance:

Empowering staff using post-related training programmes to ensure skilled personnel which will result in more knowledgeable staff and achieving a higher level of service delivery.

Strategic outcome: 4

To work towards high governance and financial sustainability standards to ensure service delivery.

Strategic objective:

To ensure well-trained, empowered staff

Link to Government Priorities: 1 and 3

Priority 1: Building a capable, ethical and developmental state

Priority 3: Education, skills and health

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF Period		
			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
To ensure well-trained staff	Staff performance evaluated	Number of staff performance evaluated	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)	-	-	-	-
	Staff training offered	Number of staff training offered	17 training interventions	4 training interventions	7 training interventions	6 training interventions	6 training interventions	6 training interventions	6 training interventions

Property management

Explanation of planned performance:

Maintenance of buildings, structures and equipment to be presentable and attractive to the public and to eco-manage the gardens, invasive alien plants, erosion, walking trails and firebreaks as part of an annual plan.

Strategic outcome: 4

To work towards high governance and financial sustainability standards to ensure service delivery.

Strategic objective:

To adhere to the annual property maintenance work programme

Link to Government Priorities: 1

Priority 1: Building a capable, ethical and developmental state

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF Period		
			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
To adhere to the annual property maintenance work programme	Annual repairs and maintenance conducted	Annual repairs and maintenance conducted	Completed: 11	Completed: 10	Completed: 5	Completed: 5	Completed: 5	Completed: 5	Completed: 5
	Annual eco-management plan managed	Annual eco-management plan completed	Completed: 3	Completed: 3	Completed: 3	Completed: 3	Completed: 3	Completed: 3	Completed: 3

Applicable legislation

Explanation of planned performance:

Strategic outcome: 4

To work towards high governance and financial sustainability standards to ensure service delivery.

Strategic objective:

To fully comply with applicable legislation

Link to Government Priorities: 1

Priority 1: Building a capable, ethical and developmental state

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF Period		
			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
To fully comply with applicable legislation	Annual performance plan	Annual performance plan	1 plan	1 plan	1 plan	1 plan	1 plan	1 plan	1 plan
	Quarterly reports	Quarterly reports	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports
	Unqualified audit outcome on annual report	Unqualified audit opinion	Qualified opinion	Qualified opinion	Unqualified opinion	Unqualified opinion	Unqualified opinion	Unqualified opinion	Unqualified opinion
	Strategic plan	Strategic plan	-	-	-	-	1 every 5 years	-	-
	Financial management systems and procedures updated	Financial management systems and procedures updated	1 updated	0 updated	1 updated	2 updated	2 updated	2 updated	2 updated
	Policies reviewed	Number of internal policies reviewed	1 reviewed	2 reviewed	3 reviewed	5 reviewed	2 reviewed	2 reviewed	2 reviewed
Enterprise risk management plan reviewed	Enterprise risk management plan reviewed	1 plan reviewed	1 plan reviewed	1 plan reviewed	1 plan reviewed	1 plan reviewed	1 plan reviewed	1 plan reviewed	

- Adjustment in targets for outer years due to review-plan of the ATM's policies, as well as the review of certain procedures as a result in changes in system operations.

Risk management

Outcomes	Key risks	Risk mitigation
To increase visitor numbers	Weather suitability for outdoor events	Tickets for picnic events and concerts are pre-sold and events continue even in the case of inhospitable weather. Erect a temporary tent over the stage to enable artists to continue performing.
	Crowd control and medical emergencies at events	Sufficient security and ambulance services.
	Insufficient infrastructure (electricity, lighting, stage) in Garden Theatre	Phase in upgrade of electricity, lighting and stage. Mobile generators as back-up.
To ensure well-trained staff	Limited funding to provide training for all staff	Allocate sufficient funds for training. Identify free training opportunities or explore the option of asking for discounts.
To adhere to the annual property maintenance work programme	Poor maintenance of buildings, structures and equipment poses threat to visitors and staff	Keeping up with maintenance through the work programme to ensure well-kept buildings, structures and equipment. Museum building identified as high risk, therefore limiting group sizes, school groups limited to certain rooms, floors stabilised in certain areas, repairing the roof and gutters, and painting the first floor.
	Veld fires on Paarl Mountain	Clearing the firebreaks annually ensures that veld fires are less of a threat to the Monument, its

		structures and buildings, visitors and staff, and neighbouring properties.
	High governance cost – audit fees, printed reports etcetera.	Ensuring low printing costs by sourcing local printers, negotiate lower rates for audit.
	Security at the Monument and Amphitheatre	Extra security guards at the Monument and Amphitheatre especially during evenings/nights, extra security arranged during events to ensure the safety of staff and visitors, planning to increase current security cameras.
	Unpaid municipal costs	Currently the ATM is responsible for 3 accounts and the Department of Public Works and Infrastructure (DPWI) is responsible for 3 accounts. Any unpaid municipal accounts for which the DPWI is responsible, are communicated to the Department of Sport, Arts and Culture (DSAC) to follow up.
	Electricity and water supply	Security guards to ensure that electrical cables are not stolen, requested funds to procure backup generators as the Monument uses pumps to pump water to restrooms, the restaurant and offices.
	Personal protective equipment (PPE) – ensuring the correct PPE equipment and clothing for staff [Terrain of the Taalmonument is vast and uneven. Staff not only work in the gardens, but also perform small maintenance works and eco-management of fynbos.]	Ensure staff has correct and working equipment. Ensure staff has correct protective clothing. Additional training to use certain equipment to minimise the risk of injury. Additional training for snake and scorpion awareness.

Expenditure estimates: Administration

Access to the Museum & Monument

The planned expenses to achieve both an increase in the number of visitors, as well as hosting more events and concerts at the Taalmonument, is for advertising, support services (i.e. first aid, fire marshals, sound, lights, electrician), a generator, etcetera. The events and picnics offer artists a platform to interact with their fans, as well as for people who would not have otherwise visited the ATM, to visit its facilities. This enables the ATM to communicate information regarding the ATM and Afrikaans to new audiences. The exposure that the ATM receives from the advertising of these events and picnics also increases the visibility of the ATM as a tourist venue, which in turn increases the number of visitors to the ATM. By increasing our visitor numbers, the ATM will not only increase its revenue via entrance fees but also fulfil part of its mandate by communicating information about the ATM and Afrikaans to these visitors thanks to guided tours and exhibitions.

Human resources management

The ATM strives to ensure that its staff is well-trained to therefore enhance service delivery to its visitors. Training by accredited service providers is considered for all staff members, including temporary staff. By using accredited service providers, the training is of a high standard.

Property management

Funding for property management is for small maintenance work that is identified during the year or was planned for in accordance with a work plan. By performing maintenance on the ATM's buildings and its surrounding grounds, the ATM ensures a safe environment for staff and visitors. The ATM also has 101 hectares of fynbos surrounding the Taalmonument on Paarl Mountain. Ecomanagement of these grounds needs to take place to ensure that invasive plants are eventually eradicated, fire breaks are maintained and water ditches are kept clear.

Other administrative matters

This includes adhering to applicable legislation and running the ATM (telephone systems, internet, etcetera).

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2020/2021	2021/2022	2022/2023		2023/2024	2024/2025	2025/2026
R thousand							
Entrance to the Museum & Monument	789	812	1023	851	916	855	919
Human resources management	56	120	62	120	125	132	139
Property management	2004	2468	1293	1662	1685	1770	1873
Other administrative expenses	8422	9491	11509	10094	11058	10951	11331
Total	11271	12891	13887	12727	13784	13708	14262
Change to budget estimate				0	0	0	0

Economic classification

Current payments	11271	12891	13948	12714	13771	13696	14246
Compensation of employees	5533	5913	6700	6626	7860	7712	8083
Goods and services							
<i>of which:</i>							
Advertising	78	300	169	224	189	190	156
Audit costs	435	475	595	500	524	549	574
Bank charges	41	48	52	53	53	56	59
Board costs	148	302	369	406	425	445	466
Catering: Internal activities	2273	2803	3080	2893	2746	2705	2765
Communication	105	100	157	104	109	114	116
Computer services	71	70	118	121	127	132	138
Consultants, contractors and special services	748	1112	1222	815	803	841	880
Inventory	25	53	52	57	57	57	57
Maintenance – repair and running costs	1179	881	297	334	295	283	308
Operating leases	35	40	37	83	85	92	92
Printing and publication	20	10	23	33	35	35	35
Training and staff development	51	41	21	79	82	87	92
Travel and subsistence	53	79	135	132	139	145	152
Insurance	88	106	132	118	118	124	130
Memberships and subscriptions	5	4	6	26	15	16	17
Cleaning services	16	31	29	36	34	36	36
Depreciation and amortisation	416	500	566	0	0	0	0
Other	-49	23	188	74	75	77	90
Interest and rent on land	0	0	0	0	0	0	0
Financial transactions in assets and liabilities	0	0	0	0	0	0	0
Total	11271	12891	13948	12714	13771	13696	14246

Revenue estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
R thousand							
Economic classification							
Sale of goods and services other than capital assets	457	1208	1811	1790	2110	2135	2171
Entity revenue other than sales	1020	1213	658	531	556	585	618
Transfers received	10001	11722	12236	12199	12123	12810	13414
Capital works funding	816	2385	88	0	0	0	0
Total Revenue	12294	16528	14793	14520	14789	15530	16203

Programme: Business Development

This programme comprises various public and fundraising programmes, as well as information regarding the ATM's collections.

Fundraising and marketing

Explanation of planned performance:

Strategic outcome: 4

To work towards high governance and financial sustainability standards to ensure service delivery.

Strategic objective:

To offer courses and host fundraising events per annum

Link to Government Priorities: 3

Priority 3: Education, skills and health

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Present skills development courses to generate additional funds	Fundraising events	Number of fundraising events hosted	-	-	1	1	1	1	1
	Skills development courses offered	Number of skills development courses	3	4	4	4	4	4	4

Public programmes and communication

Explanation of planned performance:

Role in/contribution to the promotion of indigenous languages:

Council and Committee meetings are conducted in Afrikaans and English. Minutes of these meetings are made available in both languages.

Neville Alexander commemorative lecture and prestige award. The awards are awarded to individuals and/or institutions who promote Afrikaans and language projects, recognising the unsung heroes of Afrikaans.

Africa Day Celebrations focus on the influence and interdependencies of local African languages on the development of Afrikaans.

Contribution to national days:

Africa Day – Daily social media posts that provide information on African cultures and customs. On Africa Day, entrance to the Taalmonument and Taalmuseum is free.

Youth Day – Creative writing workshop and temporary exhibition with the theme: Struggle Poetry. The aim of the day is to raise awareness, especially amongst young people, about the language policy in schools that lead to the student uprising on 16 June 1976, and the outcomes thereof, including mother tongue education for learners today.

Mandela Day – The ATM has an Adopt-a-School project. This initiative supports the purpose of Mandela Day to inspire individuals to make the world a better place by spending 67 minutes of their time to make a positive change in someone’s life.

Heritage Month – Competition and a temporary exhibition on Arabic Afrikaans.

Slave Emancipation Day and Reconciliation Day – Reconcile with diverse Afrikaans histories.

Contributing to transformation:

Language month celebration – The day is celebrated annually on the 14th of August. The objective of the day is to honour the individuals that played an important role in developing Afrikaans. It further aims to portray Afrikaans’s diversity. The annual celebration centres on debates with actual topics/themes related to the Afrikaans landscape.

Our response to gender-based violence and femicide strategic plan:

Women’s Day – Creating awareness around gender-based violence, universal human rights and the values of the Constitution of the RSA is central to all programming of the ATM. Daily messages of inspiration for the month of August, and a morning brunch with a theme-related panel discussion.

Strategic outcome: 3

To contribute to the body of knowledge to provide access to information nationwide and to all levels of society, stimulating visitor interaction and increasing visitor numbers.

Strategic objective:

To host special days per annum

Link to Government Priorities: 6

Priority 6: Social cohesion and safe communities

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
To develop public awareness of our institution and encourage the public to visit us	Special days celebrated	Number of special days for adults	5	6	7	7	7	7	7
		Number of special days for the youth	-	-	8	7	7	7	7
		Sponsor-A-Bus project: number of groups transported	-	1	1	-	-	-	-

* Sponsor-A-Bus project will now be included under ‘education’, regardless of it being a school or adult group. This forms part of the ATM’s support for lifelong learning no matter the person’s age.

Collection management

Explanation of planned performance:

Strategic outcome: 2

To ensure the collection, conservation, protection and promotion of heritage in line with international best practices.

Strategic objective:

Ensuring the preservation of artefacts, documents and books for the future

Link to Government Priorities: 3 and 7

Priority 3: Education, skills and health

Priority 7: A better Africa and world

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Ensuring the preservation of artefacts, documents and books for the future	Electronic catalogue for artefacts, books and documents	Number of conservation, preservation and maintenance activities for Museum collections	12	19	16	6	6	6	6
	Inspection of registers for collection, archive and exhibition	Number of inspections of the textile collection	6	8	8	-	-	-	-
		Number of inspections of the archives	7	8	8	-	-	-	-
		Number of inspections for climatic conditions in the archives	61	50	50	-	-	-	-
		Number of inspections of the total exhibition	11	12	12	-	-	-	-
Ensuring collections are managed according to current museum standards	Collection policies updated	Museum policies updated	-	-	1	1	1	1	1

* *Acquiring artefacts or heritage assets:* Due to insufficient storage space, the ATM is unable to acquire more artefacts or heritage assets. Donations are sometimes accepted, but first carefully considered. Donations are also sporadic and therefore challenging to report on. A masterplan for future capital works has been formulated; in it, sufficient storage according to museology best practices is included.

Research

Explanation of planned performance:

Contributing to transformation:

The Roots of Afrikaans – A 4-year research project that focuses on the diverse and shared origins of Afrikaans. The project aims at redressing past imbalances and unearthing the histories of this indigenous language.

The objective of the project is to expand our museum collection. Oral history plays an important role to document untold histories.

Strategic outcome: 2

To ensure the collection, conservation, protection and promotion of heritage in line with international best practices.

Strategic objective:

Dissemination of research results in various formats

Link to Government Priorities: 3 and 7
 Priority 3: Education, skills and health
 Priority 7: A better Africa and world

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2020/2021	2021/2022	2022/2023		2023/2024	2024/2025	2025/2026
Dissemination of research results in various formats	Content for website/social media produced	Number of articles written or lectures presented	2	3	4	4	4	4	4
		Number of active research projects	4	3	9	-	-	-	-
		Number of history snippets written for website/Facebook	9	9	8	8	8	8	8

Risk management

Outcomes	Key risk	Risk mitigation
To develop public awareness of our institution and encourage the public to visit us	Bad weather may lead to the cancellation of, or little support for, outdoor events	Some public programmes may be moved to an alternative indoor venue
	Demand for specific course subjects may become saturated	Continually adapt course subjects in response to demand
	Applications for sponsorships (e.g. Night Run) could be unsuccessful	Keep expenditures to a minimum
	Funds may not be available for the transport of a group as this is funded by the interest earned from the transformation fund	Apply for sponsorship of transport from bus companies
	Community-based projects may be hampered due to certain issues within the community structure	Plan thoroughly to avoid disappointment
Dissemination of research results in various formats	Community-based projects may be hampered due to certain issues within the community structure	Plan thoroughly to avoid disappointments

Expenditure estimates: Business Development

Funding and marketing

The ATM holds one event each year during which funds are raised for a charity, school or organisation that operates within the Drakenstein community. During this event, the staff of the ATM will either participate or work at this event. Expenses for this event are normally sponsored and the ATM incurs minimal expenses.

The ATM also offers four skills development courses per year. These courses are attended by representatives of other public entities, other businesses and private individuals, depending on the course presented. The allocation is normally to cover the presenter's fee and stationery as needed by all attending. One or two participants' entry fees for the skills development course will also be sponsored by the ATM as part of empowering the local community.

Public programmes and communication

The ATM offers various programmes to commemorate South Africa's national days. The allocation may be used for the speakers or entertainers at the event, refreshments, etcetera.

Collection management

The ATM's collection consists of artefacts, documents, books, photos and textiles. As part of collection management, various maintenance work needs to be done on some of these items. Items that are identified will be repaired as needed. Furthermore, pest control is done regularly to ensure that insects don't damage these items.

Research

The curator of the ATM spends a significant part of her time doing research for exhibitions and articles according to a plan which is set out until 2025. The allocation as mentioned below is mainly her salary due to the time that is allocated to research. The research that she does results in articles or lectures as well as history snippets that are shared on the ATM's website and social media.

Sub-programme	Expenditure outcomes			Adjusted appropriation 2023/2024	Medium-term expenditure estimate		
	2020/2021	2021/2022	2022/2023		2024/2025	2025/2026	2026/2027
R thousand							
Funding and marketing	9	58	70	32	51	57	60
Public programmes and communication	485	463	259	240	88	90	95
Collection management	0	232	756	784	843	908	957
Research	246	386	289	357	378	410	432
Total	740	1139	1374	1413	1360	1465	1544
Change to budget estimate				0	0	0	0

Economic classification

Current payments	740	1139	1372	1435	1360	1464	1544
Compensation of employees	497	682	1044	1107	1191	1282	1350
Goods and services							
<i>of which:</i>							
Funding & marketing	8	59	71	53	51	57	60
Public programmes	146	172	257	240	88	90	94
Research and development	89	226	0	32	29	34	39
Curation and collection	0	0	0	3	1	1	1
Other	0	0	0	0	0	0	0
Total	740	1139	1372	1435	1360	1464	1544

Revenue estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2020/2021	2021/2022	2022/2023		2023/2024	2024/2025	2025/2026
R thousand							
Economic classification							
Sale of goods and services other than capital assets	457	1208	1811	1790	2110	2135	2171
Entity revenue other than sales	1020	1213	658	531	556	585	618
Transfers received	10001	11722	12236	12199	12123	12810	13414
Capital works funding	816	2385	88	0	0	0	0
Total Revenue	12294	16528	14793	14520	14789	15530	16203

Programme: Public Engagement

This programme comprises our public engagement through exhibitions and educational programmes.

Exhibitions

Explanation of planned performance:

Role in/contribution to the promotion of indigenous languages:

The ATM's exhibitions comply with the three official languages of the Western Cape.

Strategic outcome: 2

To ensure the collection, conservation, protection and promotion of heritage in line with international best practices.

Strategic objective:

To convey information to the public using exhibitions

Link to Government Priorities: 3 and 7

Priority 3: Education, skills and health

Priority 7: A better Africa and world

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
To convey information to the public using exhibitions	Exhibitions displayed	Number of exhibitions displayed	3	5	4	4	4	4	4

Education

Explanation of planned performance:

Role in/contribution to social cohesion and nation-building:

To present the development of Afrikaans, the types of the language, and its character in a modern context so that learners can understand that Afrikaans is indeed a living, growing language that is constantly adapting to the modern world. The educational programmes are curriculum based, interactive and aim at cultural diversity and multilingualism.

Role in/contribution to the promotion of indigenous languages:

International Mother Language Day is celebrated annually on 21st February. The latter focus on the development of language, cultural diversity and multilingualism. Language is seen as the most powerful instrument in the development of our heritage. The aim of this programme is to make people aware of their cultural heritage as well as the heritage of others.

Our response to gender-based violence and femicide strategic plan:

Let us Read Project – The ATM’s reading project aims to cultivate a culture of reading, to stimulate a love of books and create an environment where children feel at home among books. Mainly aimed at schools in rural areas, and especially schools in communities in need of reading, where there is a shortage of reading facilities, where there are no libraries and that are situated far from libraries.

Strategic outcome: 3

To contribute to the body of knowledge in order to provide access to information nationwide and to all levels of society, stimulating visitor interaction and increasing visitor numbers.

Strategic objective:

To educate, and liaise and undertake outreach programmes to reach as many schools as possible

Link to Government Priorities: 3 and 7

Priority 3: Education, skills and health

Priority 7: A better Africa and world

Outcome	Outputs	Output Indicator	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
To educate, liaise and undertake outreach programmes to reach as many schools as possible	Schools' development programmes	Number of school visits/tours conducted	-	51	102	41	70	70	70
		Number of educational programmes developed	2	3	2	2	2	2	2
		Number of educational programmes upgraded	2	3	-	-	-	-	-
		E-programmes / -learning produced	-	-	2	2	2	2	2
	School sponsorships offered	Sponsor-A-Bus project: number of groups transported	-	22	30	17	22	22	22
	Reading groups established	Language projects: number of reading groups established	-	-	3	2	2	2	2
	Writing and public speaking competition held	Number of competitions held for learners	-	2	2	2	2	2	2
Provide access to the Museum's activities	Number of outreach projects	1	3	2	2	2	2	2	

Risk management

Outcomes	Key risks	Risk mitigation
To educate, liaise and undertake outreach programmes to reach as many schools as possible	The Department of Education can restrict school visits to the Museum and Monument	Ensure that all educational programmes are curriculum-based
	Cancellation of school trips on short notice	Reschedule visits or send educational packages to schools
	The Museum can't accommodate large groups due to maintenance challenges	Liaise with Paarl Museum to divide large groups between the two museums
	Bad weather can hamper some programmes (World Environmental Day and Water Week)	Reschedule visits
	Sponsorship for a bus for less-privileged school groups to visit the Museum and Monument can be withdrawn	Implement outreach programmes to schools
	Language projects' sustainability depends on sponsorships and the availability of volunteers	Liaise with libraries to assist
	Cancellations due to strikes/weather conditions	Reschedule visits or send educational packages to schools

Expenditure estimates: Public engagement

Exhibitions

The ATM communicates with and informs the public through its exhibitions, with a temporary exhibition each quarter. Most of the temporary exhibitions can be done inexpensively. No permanent exhibition is planned for the next three years.

Education

The ATM wants to be an extension of the classroom. This can be done by collaborating with teachers and the Department of Education to ensure that the tours offered to school groups address curriculum-based topics. The ATM also uses its funding to sponsor buses for visiting schools that do not have access to transport.

The ATM started to share educational programmes with the public by establishing an e-learning programme, as well as information which is requested regularly by learners. In the future, the ATM will be looking for assistance from the private sector to help expand this platform so that learners from anywhere in South Africa (and the world) can access it.

The ATM also sponsors books that are donated to reading groups and small libraries at rural schools to help promote reading.

Sub-programme	Expenditure outcomes			Adjusted appropriation 2023/2024	Medium-term expenditure estimate		
	2020/2021	2021/2022	2022/2023		2024/2025	2025/2026	2026/2027
R thousand							
Exhibitions	17	17	15	16	20	20	20
Education	218	289	481	530	560	586	605
Total	235	306	496	546	580	606	625
Change to budget estimate	0	0	0	0	0	0	0

Economic classification

Current payments	235	306	495	546	580	607	625
Compensation of employees	184	266	210	324	348	374	393
Goods and services							
<i>of which:</i>							
Exhibitions	17	18	16	16	20	20	21
Education	34	22	269	206	212	213	211
Other	0	0	0	0	0	0	0
Total	235	306	495	546	580	607	625

Revenue estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2020/2021	2021/2022	2022/2023		2023/2024	2024/2025	2025/2026
R thousand							
Economic classification							
Sale of goods and services other than capital assets	457	1208	1811	1790	2110	2135	2171
Entity revenue other than sales	1020	1213	658	531	556	585	618
Transfers received	10001	11722	12236	12199	12123	12810	13414
Capital works funding	816	2385	88	0	0	0	0
Total Revenue	12294	16528	14793	14520	14789	15530	16203

2.2 Quarterly targets for 2024/2025

Programme: Administrative

Access to the Museum and Monument

Strategic objective: To increase the number of visitors by 2% per annum

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2024/2025	1 st	2 nd	3 rd	4 th	
Number of visitors per annum	52 568	11 565	7 885	15 770	17 348	Visitor statistics / online statistics
Number of picnic events and concerts per annum	12	-	-	6	6	Events calendar

Human resources management

Strategic objective: To maintain a 100% evaluation rate and ensure a well-trained staff

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2024/2025	1 st	2 nd	3 rd	4 th	
Coordinate and manage training per annum	6 training interventions	1	2	2	1	Invoices, attendance, reports

Property management

Strategic objective: To adhere to the annual property maintenance work programme

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2024/2025	1 st	2 nd	3 rd	4 th	
Annual repairs and maintenance completed - Museum - Monument - Amphitheatre - Parking area - Hiking trails	Complete: 5	Complete: 2	Complete: 1	Complete: 1	Complete: 1	Invoices, work programme, job cards, reports
Annual eco-management plan completed - Water ditches cleaned - Invasive alien trees cleared - Firebreaks cleared	Complete: 30 Jun 31 Oct 30 Sep	Complete: 30 June	Complete: 30 Sep	Complete: 31 Oct	-	Invoices, work programme, reports

Quarterly budget for Administration

Sub-programme	Actual target	Quarterly targets			
	2024/2025	1 st	2 nd	3 rd	4 th
R thousand					
Entrance to the Museum & Monument	769	0	0	205	565
Human resources management	125	21	41	21	41
Property management	1049	292	282	302	172
Other administrative expenses	11794	2499	2799	3049	3449
Total	13737	2812	3122	3577	4227

Programme: Business Development

Fundraising and marketing

Strategic objective: To offer courses and host fundraising events per annum

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2024/2025	1 st	2 nd	3 rd	4 th	
Number of fundraising events per annum	1	-	-	1	-	Events calendar
Number of skills development courses per annum	4	1	1	2	-	Events calendar

Public programmes and communication

Strategic objective: To host special days per annum

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2024/2025	1 st	2 nd	3 rd	4 th	
Number of special days for adults per annum	7	2	2	2	1	Booking form, lesson plan, content of programme, work sheet, memorandum, educational events calendar
Number of special days for youth per annum	7	2	2	1	2	Booking form, lesson plan, content of programme, work sheet, memorandum, educational events calendar

Collection management

Strategic objective: Ensuring the preservation of artefacts, documents and books for the future

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2024/2025	1 st	2 nd	3 rd	4 th	
Number of conservation, preservation and maintenance activities on Museum collection	6	2	1	2	1	Invoices, photos
Review/develop policy	1	-	-	1	-	Policy document

Research

Strategic objective: Dissemination of research results in various formats

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2024/2025	1 st	2 nd	3 rd	4 th	
Number of articles written or lectures presented per annum	4	1	1	1	1	Articles/lecture papers
Number of history snippets written for website/Facebook per annum	8	2	2	2	2	Written snippets

Quarterly budget for Business Development

Sub-programme	Actual target	Quarterly targets			
	2024/2025	1 st	2 nd	3 rd	4 th
R thousand					
Funding and marketing	53	12	12	30	0
Public programmes and communication	88	32	52	12	-8
Collection management	778	220	170	225	165
Research	378	80	105	117	78
Total	1297	343	338	383	234

Programme: Public Engagement

Exhibitions

Strategic objective: To convey information to the public by means of exhibitions

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2024/2025	1 st	2 nd	3 rd	4 th	
Number of exhibitions held or updated per annum	4	1	1	1	1	Invoices, finished exhibition

Education

Strategic objective: To educate and liaise, and to reach as many schools as possible by means of outreach programmes

Output Indicator	Actual target	Quarterly targets				Sources of verification
	2024/2025	1 st	2 nd	3 rd	4 th	
Number of school tours/tours conducted per annum	70	18	18	17	17	Booking forms, lesson plan, content of programme, work sheet, memorandum, educational event calendar
Number of educational programmes developed per annum	2	1	-	1	-	Approved educational programmes
E-programmes / E-learning per annum	2	1	-	1	-	Approved educational programmes
Sponsor-A-Bus project: number of groups transported per annum	22	7	7	1	7	Invoices and booking forms
Language projects: Established reading group per annum	2	-	1	-	1	Attendance registers, letters
Number of competitions held for learners per annum	2	1	-	1	-	Invoices and programme
Number of outreach projects per annum	2	1	1	-	-	Invoices and programme

Quarterly budget for Public Engagement

Sub-programme	Actual target	Quarterly targets			
	2024/2025	1 st	2 nd	3 rd	4 th
R thousand					
Exhibitions	20	8	5	5	2
Education	560	230	179	22	127
Total	580	238	184	27	129

2.3 Reconciling performance targets with the budget and MTEF

Income estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2020/2021	2021/2022	2022/2023		2023/2024	2024/2025	2025/2026
R thousand							
Economic classification							
Revenue							
Sale of goods and services other than capital assets							
<i>Of which:</i>							
Administrative fees							
Entrance fees	363	884	1338	1390	1562	1593	1625
Sales by market establishments							
Rent on buildings	94	324	473	400	409	418	430
Entity revenue other than sales							
<i>Of which:</i>							
Interest, dividends and rent on land							
Interest	315	405	237	365	387	410	435
Unclassified revenue							
Funding and marketing	647	471	244	86	86	91	96
Other income	58	337	177	80	82	84	86
Transfers received							
Other government units							
National government's Executive authority (Department of Sports, Arts and Culture)	10013	11722	12324	12199	12300	13006	13601
Capital works funding	804	2385	0	0	0	0	0
Total Revenue	12294	16528	14793	14520	14826	15602	16273

Expenditure estimates
Programme: Administration

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2020/2021	2021/2022	2022/2023		2023/2024	2024/2025	2025/2026
R thousand							
Entrance to the Museum & Monument	789	812	1023	848	888	827	913
Human resources management	56	120	62	120	125	132	139
Property Management	2004	2468	1293	1661	1644	1704	1800
Other administrative expenses	8422	9491	11509	10098	11154	11160	11558
Total	11271	12891	13887	12727	13811	13823	14410
Change to budget estimate				0	0	0	0

Economic classification

	11271	12891	13948	12714	13799	13811	14395
Current payments							
Compensation of employees	5533	5913	6700	6626	7588	7298	7681
Goods and services							
<i>of which:</i>							
Advertising	78	300	169	224	189	190	190
Audit costs	435	475	595	500	524	549	574
Bank charges	41	48	52	53	53	56	59
Board costs	148	302	369	406	425	445	466
Catering: Internal activities	2273	2803	3080	2893	3046	3234	3279
Communication	105	100	157	104	109	114	119
Computer services	71	70	118	121	127	132	138
Consultants, contractors and special services	748	1112	1222	815	803	841	880
Inventory	25	53	52	57	57	57	57
Maintenance repair and running cost	1179	881	297	334	295	283	308
Operating leases	35	40	37	83	85	92	92
Printing and publication	20	10	23	33	35	35	35
Training and staff development	51	41	21	79	82	87	92
Travel and subsistence	53	79	135	132	139	145	152
Insurance	88	106	132	118	118	124	130
Memberships and subscriptions	5	4	6	26	15	16	17
Cleaning services	16	31	29	36	34	36	36
Depreciation and amortisation	416	500	566	0	0	0	0
Other	-49	23	188	74	75	77	90
Interest and rent on land	0	0	0	0	0	0	0
Financial transactions in assets and liabilities	0	0	0	0	0	0	0
Total	11271	12891	13948	12714	13799	13811	14395

Expenditure estimates

Programme: Business Development

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	R thousand	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Funding and marketing	9	58	70	32	51	57	60
Public programmes and communication	485	463	259	240	88	90	95
Collection management	0	232	756	784	816	861	908
Research	246	386	289	357	368	391	413
Total	740	1139	1374	1413	1323	1399	1476
Change to budget estimate			0	0	0	0	0

Economic classification

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Current payments	740	1139	1372	1435	1323	1400	1476
Compensation of employees	497	682	1044	1107	1154	1218	1282
Goods and services							
<i>of which:</i>							
Funding & marketing	8	59	71	53	51	57	60
Public programmes	146	172	257	240	88	90	94
Research and development	89	226	0	32	29	34	39
Curation and collection	0	0	0	3	1	1	1
Other	0	0	0	0	0	0	0
Total	740	1139	1372	1435	1323	1400	1476

Expenditure estimates

Programme: Public Engagement

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	R thousand	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Exhibitions	17	17	15	16	20	20	20
Education	218	289	481	530	549	567	586
Total	235	306	496	546	569	587	606
Change to budget estimate				0	0	0	0

Economic classification

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Current payments	235	306	495	546	570	588	606
Compensation of employees	184	266	210	324	338	355	374
Goods and services							
<i>of which:</i>							
Exhibitions	17	18	16	16	20	20	21
Education	34	22	269	206	212	213	211
Other	0	0	0	0	0	0	0
Total	235	306	495	546	570	588	606

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

The ATM is an agency of the Department of Sport, Arts and Culture (DSAC), and receives a transfer that is utilised for the payment of staff salaries, compliance and operational costs. The ATM revises its budget on a yearly basis to accommodate the monthly spending trends and evaluate which expenses need to be reprioritised. As per section 53(3) of the Public Finance Management Act (PFMA), Act 1 of 1999, the ATM may not budget for a deficit. The basis used for the budget is cash-based.

Municipal charges

Since 2017/2018, the ATM has received extra funds from the DSAC to pay the local municipality for utility services – the expenses for municipal charges are disclosed under administrative expenses. The ATM is budgeting to receive funds in the MTEF period and is paying this over to the Department of Public Works and Infrastructure (DPWI), who in turn is making payments to the local municipality on behalf of the ATM. Unfortunately, the DPWI is not making regular payments. The ATM classified the situation as high risk and included it in the risk register as the ATM cannot afford the Monument, which is a popular tourist attraction, to be without basic services. It was indicated in 2020/2021 that a handover of the payments of the accounts from the DPWI to the ATM will take place, and in the 2021/2022 financial year three of the six municipal accounts were handed over to the ATM. No further changes for the foreseeable future are anticipated.

Leasing of private property

The ATM has a shortage of office space for its staff and has been leasing office space in a building next to the Museum for which the DPWI has been making payments on behalf of the ATM. Since 2018/2019, the ATM has received extra funds from the DSAC to pay the rent, and is paying this over to the DPWI. All expenses will reflect under administrative expenses.

Personnel expenditure

The ATM has 21 approved positions of which 19 are filled with permanent staff members, 1 is a part-time staff member and 1 position has not been filled. In total, the ATM has a staff complement of 19 permanent staff members, 6 casual workers and 1 contract staff member.

The total staff cost will average 49% of the total budgeted expenses over the projected MTEF period. The ATM allocated separate funds for a study fund for staff members who would like to study but don't have the funds or are unable to get a loan from a financial institution. However, due to budget cuts in 2020/2021 and lower income due to fewer visitors, this still cannot be included in the current MTEF period. Should funding become available, the study fund for staff members will again be included. The development of criteria and an agreement for the study fund was done in 2019/2020. With the approval of a long-service policy, long-service recognition was implemented in 2018/2019. No long service recognition payments will be made until 2028/2029 when a staff member will qualify for long service.

No amount is budgeted for performance bonuses for the current MTEF period due to budget restrictions. Should funding become available, performance bonuses will be included as it forms part of the ATM's evaluation and performance system.

Goods and services

All available funds not allocated towards the compensation of our employees are spent to ensure we have a skilled workforce, comply with necessary regulations, ensure effective core functions and achieve strategic goals and key outcomes. The ATM is still looking to attract more visitors and, in doing so, receive more revenue. For this reason, we will still be hosting the full moon picnics and the picnic concerts. This is reviewed annually. Up-and-coming as well as more established artists are invited to perform at the Monument. For the current MTEF period, the focus will be on inviting more up-and-coming artists, especially for the picnic concerts. (These expenses are allocated under catering: internal activities.) All the profits (if there are any) are utilised to further the ATM's projects. One of these is the 'Let's Read' literacy project that the ATM initiated a few years ago. The project aims to promote a culture of reading and awaken a love of books, and create an environment where children feel at home with books. This is mainly aimed at rural schools without reading facilities or libraries.

With the growing interest in events that are held at the Monument, provision needed to be made for more security and first-aid services. Due to weather and venue restrictions, the number of events planned needed to be curbed. The ATM plans to also have one show at the Amphitheatre, which can accommodate over 4 200 seated spectators.

The Amphitheatre is made available to interested parties on an ad hoc basis for a fee to cover any extra costs incurred. This has proved to be another revenue-generating asset and funds made through this initiative are used to maintain this facility. Some of the capital works funds the ATM received in the previous financial years had been used to do some upgrades as the current infrastructure dates from 1975. Upgrades and additions to the Amphitheatre have been identified and are mentioned later in this report under Part C.

It is also important for Management that the Monument should be a safe place to work at, and more importantly, to visit. For this reason, extra funds were allocated to security services and specifically for more security guards. The ATM is procuring security cameras for the Museum as the current system is outdated and not operating. Owing to challenges faced in getting quotations, the DPWI's assistance was requested during 2023/2024 for the installation of security cameras at the ATM's sites - the Monument and Amphitheatre are prioritised due to their remote location. However, the DPWI indicated they will not be able to assist the ATM with the installation of security cameras regardless of the site due to budget constraints.

The general infrastructure of the Museum, Monument and Amphitheatre remains a concern for Management as it is almost 50 years old. The Museum building is in dire need of urgent repairs (electricity, floors, gutters and interior walls). The Amphitheatre's structure has been compromised in such a way that it is still usable but has a structural crack in the roof of the artists' quarters that has to be patched after every winter. The Monument's water supply (pipes and reservoir) also needs to be refurbished or replaced. The electricity supply to the Monument and Amphitheatre remains a concern as there is no backup if the supply is cut. Water is pumped to the Monument and Amphitheatre, but without electricity, our staff members and visitors will not have any water while at the Monument and Amphitheatre.

The ATM applied for funding for an emergency generator as well as installation thereof from the DSAC, which forms part of the approved capital works budget for 2019/2020. An electrical engineer was contracted in 2020 and determined that the ATM will not be able to link an emergency generator to the current electrical grid of the Taalmonument and Amphitheatre. The electrical distribution board and wiring are 45 years old, and the distribution board (installed under the Taalmonument) has deteriorated due to the wet conditions from cracks in the Monument. These cracks will, in the long run, compromise the integrity of the structure. A structural engineer was contracted in 2018 and the report we received was sent to the DSAC. This was also included in the UAMP for 2018 under maintenance of ATM buildings as the ATM does not have the funding for such a project. Upgrades, additions and maintenance to the buildings of the ATM has been identified and are mentioned later in this report under Part C.

It was considered that most service providers' fees and prices of goods and services increased exponentially, and provision was made for this in 2024/2025, where necessary. Overall, a price increase of 6% in goods and services was used.

Exhibitions

The visitor centre at the Monument hosts exhibitions that are an extension of the current exhibitions at the Museum. The visitor centre also controls visitor flow, enquiries and visitor administrative logistics. Furthermore, its lecture hall serves as a place where groups can be informed about the different activities and aspects concerning the heritage of Afrikaans, and the language's contribution to nation-building and social cohesion.

Educational and public programmes

Educational programmes aimed at the youth will continue and be updated; they will not only be presented at the ATM but also at the schools and in a virtual classroom. Public programmes will be used as an opportunity to spread awareness of violence against women and children; especially on Youth Day and Woman's Day.

4. Programme resource considerations

4.1 Summary of expenditure estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2020/2021	2021/2022	2022/2023		2023/2024	2024/2025	2025/2026
R thousand							
Economic classification							
Administration	11271	12961	13882	12714	13778	13810	14395
Business Development	955	1139	688	828	615	1333	1407
Public Engagement	235	306	389	978	433	459	471
Total Expenditure	12461	14406	14959	14520	14826	15602	16273

4.2 Revenue estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2019/2020	2020/2021	2021/2022		2022/2023	2023/2024	2024/2025
R thousand							
Economic classification							
Sale of goods and services other than capital assets	457	1208	1811	1790	1971	2011	2055
Entity revenue other than sales	1020	1213	658	531	555	585	617
Transfers received	10001	11722	12236	12199	12300	13006	13601
Capital works funding	816	2385	88	0	0	0	0
Total Revenue	12294	16528	14793	14520	14826	15602	16273

4.3 Expenditure estimates by economic classification

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
R thousand							
Economic classification							
Current payments							
Compensation of employees							
Salary & wages	5556	6092	6381	6892	7203	7586	7992
Social contributions (employer only)	782	823	864	998	1038	1100	1160
Goods and services							
Advertising	88	159	152	172	135	136	136
Audit costs	435	475	595	500	524	549	574
Bank charges	41	48	52	53	53	56	59
Board costs	148	302	369	406	425	445	466
Catering: internal activities	411	690	1176	881	734	673	740
Communication	105	100	157	104	109	114	119
Computer services	71	70	118	121	127	132	138
Consultants	150	252	695	282	245	257	269
Contractors	598	859	527	533	558	584	611
Inventory	25	53	52	57	57	57	57
Operating leases	35	40	37	83	85	92	92
Legal fees	0	0	0	0	0	0	0
Printing and publication	20	10	23	33	35	35	35
Repairs and maintenance	1179	881	297	334	296	283	310
Research and development	89	226	0	32	29	34	39
Training and staff development	56	120	62	120	125	132	139
Travel and subsistence	53	79	135	132	139	145	152
Insurance	88	106	132	118	118	124	130
Memberships and subscriptions	5	4	6	26	15	16	17
Administrative expenses	2092	2495	2547	2622	2755	3031	3017
Curation and exhibitions	17	17	15	19	21	21	21
Cleaning services	0	0	0	2	0	0	0
Depreciation and amortisation	416	500	566	0	0	0	0
Total Expenditure	12460	14401	14958	14520	14826	15602	16273

4.4 Statement of Financial Position

Statement of Financial Position	Audited Outcome			Approved budget	Medium-term estimate		
	2020/2021	2021/2022	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
ASSETS							
Current assets	10765	13800	14649	14177	11175	8142	8154
Current investments	9585	13124	13573	13128	10128	7128	7128
Inventory	53	62	56	50	45	49	52
Trade and other receivables from exchange transactions	2	2	27	2	2	2	2
Other receivables from non-exchange transactions	500	0	0	0	0	0	0
Prepayments	117	72	93	115	118	81	90
Cash and cash equivalents	508	540	900	882	882	882	882
Non-current assets	6080	7728	7258	7441	7546	7656	7770
Property, plant and equipment	3561	5333	4839	5030	5141	5256	5370
Intangible assets	1	6	30	22	16	11	11
Heritage assets	2518	2389	2389	2389	2389	2389	2389
Non-current investments	0	0	0	0	0	0	0
Total assets	16845	21528	21907	21618	18721	15798	15924
LIABILITIES							
Current liabilities	7435	10123	10512	10223	7326	4403	4529
Payments received in advance	0	0	0	0	0	0	0
Trade and other payables from exchange transactions	360	159	228	320	290	240	229
Current provisions	7075	9964	10284	9903	7036	4163	4300
Leave	95	133	175	140	102	115	130
Provisions for outstanding claims	0	0	0	0	0	0	0
Deferred income	6980	9831	10109	9763	6934	4048	4170
Other current financial liabilities	0	0	0	0	0	0	0
Non-current liabilities	0	0	0	0	0	0	0
Non-current provisions	0	0	0	0	0	0	0
Total liabilities	7435	10123	10512	10223	7326	4403	4529
NET ASSETS	9410	11405	11395	11395	11395	11395	11395
Accumulated surplus / (deficit)	7048	9172	9007	9007	9007	9007	9007
Reserves	2362	2233	2388	2388	2388	2388	2388
Non-cash reserves	2362	2233	2388	2388	2388	2388	2388
Total net assets and liabilities	16845	21528	21907	21618	18721	15798	15924

Part D: Technical indicator descriptions

Indicator title	Access to the Museum and Monument: <ul style="list-style-type: none"> • Number of visitors • Number of picnic events and concerts
Definition	Revenue collection, number of online visitors and number of visitors received at the Museum and Monument, including events and concerts
Purpose/importance	Showing revenue collected per annum, as well as number of visitors
Source/collection of data	Number of visitors: Visitor statistics, online statistics Number of picnic events and concerts: Events calendar
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Target all tourists (national and international)
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Increase the number of visitors to the Museum and Monument
Indicator responsibility	Communication and educational divisions

Indicator title	Human resources management: <ul style="list-style-type: none"> • Coordinate and manage training
Definition	Defining present and future human resources needs. Empowering staff using post-related training programmes to ensure skilled personnel.
Purpose/importance	Ensuring well-trained staff to achieve a higher level of service delivery
Source/collection of data	Invoices of service providers, attendance reports
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Staff
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	To ensure well-trained staff
Indicator responsibility	Director and Financial division

Indicator title	Property management: <ul style="list-style-type: none"> • Annual repairs and maintenance <ul style="list-style-type: none"> ○ Museum ○ Monument ○ Amphitheatre ○ Parking area ○ Hiking trails • Annual eco-management plan <ul style="list-style-type: none"> ○ Clean water ditches by 30 June ○ Clear invasive alien trees by 31 October ○ Clear firebreaks by 30 September
Definition	Maintenance of buildings, structures and equipment to be presentable and attractive to the public and to eco-manage the gardens, invasive alien plants, erosion, walking trails and firebreaks
Purpose/importance	By maintaining the buildings, structures and equipment a presentable, attractive and safe Museum and Monument to visit are created. By performing eco-management, well-kept gardens and conservation of the fauna and flora is assured
Source/collection of data	Annual repairs and maintenance: Invoices, job cards, work programme, reports Annual eco-management plan: Invoices, work programme, reports
Method of calculation	Quantitative
Assumptions	None

Disaggregation of beneficiaries (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Ensure effective management of buildings, structures and equipment, and well-kept gardens as well as the conservation of the indigenous landscape
Indicator responsibility	Facilities Officer, Director

Indicator title	Compliance with applicable legislation <ul style="list-style-type: none"> • Annual performance plan • Quarterly reports • Annual report: Performance information and financial statements audited • Strategic plan • Financial management systems and procedures updated • Policies reviewed • Enterprise risk management plan reviewed
Definition	Complying with all applicable legislation, for example the Cultural Institutions Act, Public Finance Management Act, Treasury regulations and the National Heritage Resources Management Act
Purpose/importance	Complying with legislative requirements and sound corporate governance
Source/collection of data	Record of submissions, plans, reports, policies
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Calculation type	Cumulative (year-to-date)
Reporting cycle	Yearly
Desired performance	Unqualified audit outcome
Indicator responsibility	Council, Audit committee, Director and Chief Financial Officer

Indicator title	Fundraising and marketing <ul style="list-style-type: none"> • Fundraising events • Skills development courses
Definition	Raising funds from the public and institutions, presenting courses and generating income from product sales
Purpose/importance	To raise funds from the public and institutions, and presenting courses to generate additional funds
Source/collection of data	Fundraising events: Events calendar Skills development courses: Events calendar
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	To increase funds raised from the public and institutions
Indicator responsibility	Communication manager

Indicator title	Public programmes and communication <ul style="list-style-type: none"> • Special days for adults and youth
Definition	Developing public awareness of the institution, encouraging the public to visit the ATM and promoting the ATM amongst all levels of society by offering public programmes linked to special days
Purpose/importance	Creating and promoting public awareness. Encouraging lifelong learning through public programmes

Source/collection of data	Educational events calendar
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	To create more public awareness and to encourage the public to visit the ATM
Indicator responsibility	Curatorial, Educational as well as Communication and Events divisions

Indicator title	Collection management <ul style="list-style-type: none"> • Number of conservation, preservation and maintenance activities for the Museum collection • Review or development of policy
Definition	Collecting relevant documents, artefacts and books for purposes of reference, research and display, according to professional standards and the ATM's conservation policy. Maintain a digital acquisition and reference register. Ensuring an up-to-date policy according to relevant museum standards.
Purpose/importance	Ensuring the preservation of artefacts, documents and books for the future
Source/collection of data	Conservation, preservation and maintenance activities: Invoices, photos Updated policy document
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Collecting and conserving artefacts to preserve them for the future. Acquiring additional relevant and valuable documentation and books
Indicator responsibility	Curator and Director

Indicator title	Research <ul style="list-style-type: none"> • Articles written or lectures presented • History snippets written for the website or Facebook
Definition	Undertaking of subject- and object-based research on relevant themes to widen the information base for the benefit of the community. Dissemination of research results through various formats
Purpose/importance	Informing the public of well-researched, relevant and interesting issues and facts, thereby enhancing the image of the ATM.
Source/collection of data	Articles, lecture papers, written snippets
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Quality-research to lead to quality outputs disseminated in various forms
Indicator responsibility	Curator

Indicator title	Exhibitions • Exhibitions displayed
Definition	Information transfer to the public using exhibitions
Purpose/importance	Presenting a balanced and inclusive history of the development and current expressions of Afrikaans through exhibitions
Source/collection of data	Exhibitions, invoices from professionals
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	To present quality exhibitions with accurate and relevant information
Indicator responsibility	Curator and Director

Indicator title	Education • School visits • Educational programmes developed • E-programmes/E-learning produced • Sponsor-A-Bus project: number of groups transported • Language projects: established reading group • Competitions held for learners • Outreach projects
Definition	To develop and offer educational and outreach programmes to schools.
Purpose/importance	Promoting Afrikaans amongst all levels of society by offering curriculum-based educational programmes, guided tours and cultural activities for all ages
Source/collection of data	School visits/tours: Booking forms, lesson plans, content of programmes, worksheets, memoranda Educational programmes & e-learning: Approved educational programmes (including lesson plans, content of programmes, worksheets, memoranda) Sponsor-A-Bus project: Invoices, booking forms Language projects: Attendance registers, letters Competitions: Invoices, programmes Outreach projects: Invoices, programmes
Method of calculation	Quantitative
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Target market: Adults and Youths Target market: Tour guides, Educationalists
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	To present school groups with quality programmes and teaching aids, based on the present school curricula. To present quality educational programmes to adults to encourage lifelong learning. Establishing reading groups through the ATM's language projects to cultivate a love of books and encourage reading. Writing and public speaking competition to stimulate learners' creativity and teach them techniques of public speaking.
Indicator responsibility	Educational and Curatorial divisions

Part E: Infrastructure and other capital plans

c. Links to the long-term infrastructure and other capital plans

Requests: Capital works budget

No	Project Name	Programme	Municipality	Project description/type of structure	Outputs	Estimated project cost R'000	Expenditure to date (if any) R'000	Project duration	
								Start	Finish
1. New assets and replacement of assets (R thousand)									
	Construction of the staff's cloakrooms	Heritage promotion	Paarl	Monument		4 525	1 654	2019	2025
	Generator to supply emergency electricity to the Monument and coffee shop, with the upgrading of electrical infrastructure	Heritage promotion	Paarl	Monument		3 768	-	2019	
	Construction of new ablution facilities for the general public, staff, VIPs, etc	Heritage promotion	Paarl	Amphitheatre		18 000	-		
	Construction of a new multifunction building, consisting of conference facilities, staff offices and new learner classrooms	Heritage and educational promotion	Paarl	Monument		32 000			
Total new and replacement of assets						54 189	309		
2. Maintenance and repairs (R thousand)									
	Maintenance of ATM buildings including security - electrical infrastructure at Monument and Amphitheatre (Phase 2) - Security: CCTV at Monument and Amphitheatre - Remedial work (repairs, damp seal of Monument and stabilisation of floors, repairs, painting of the building, checking the roof and woodwork, stormwater management of Museum) - Waterproofing of buildings at Monument and Amphitheatre - Eco-management of grounds of Monument and	Heritage promotion	Paarl	Museum, Monument and Amphitheatre		11 698	-	2021	

	Amphitheatre (101ha): water ditches, fire breaks, invasive alien plants and trees, protection of natural flora								
Total maintenance and repairs						11 698	-		
3. Upgrades and additions (R thousand)									
	Increasing the reservoir capacity at the Monument and Amphitheatre – more water tanks with larger pumps to accommodate the increasing number of visitors	Heritage promotion	Paarl	Monument and Amphitheatre		Identified – no estimate yet	-		
	Waterproofing of roof surface areas	Heritage promotion	Paarl	Monument		17 400	-		
	Redevelopment of coffee shop and put-put area	Heritage promotion	Paarl	Monument		5 000			
	Upgrading of parking area	Heritage promotion	Paarl	Amphitheatre		22 605	-		
Total upgrades and additions						45 005			
4.Rehabilitation, renovations and refurbishments (R thousand)									
	Refurbishment of current cloakrooms, external stage and seating	Heritage promotion	Paarl	Amphitheatre		6 500	-		
Total rehabilitation, renovations and refurbishments						6 500	0		

Annexure A

Amendments to the Strategic Plan

1. Programme: Administration

This programme comprises all operational costs and support structures of the ATM that are not already included in the other programmes.

1.1 Access to the Museum and Monument

Outcome	Outcome indicators	Initial target	Revised target	Reasons for revision
To increase visitors and revenue at the Museum & Monument	Number of visitors per annum	72 905	52 568	See (b) below.
	Number of picnic events and concerts per annum	15	12	See (c) below.

- Since 2022/2023, the wording of this strategic objective is updated from “entrance” to “access” in order for the ATM to also include online activity with regards to access to the ATM’s facilities/programmes/events, regardless of it being online or in person.
- The ATM has seen an increase in visitors since 2020/2021, but the post-Covid-19 recovery process is taking longer than expected due to various external factors beyond the control of the entity. The ATM planned to welcome 72 905 visitors by the end of the 2024/2025-financial year (ATM Strategic Plan 2020-2025), but while the probability of reaching this target was extremely high when the target was set in 2019), this outlook has changed.
- The cost of hosting events at affordable prices, especially larger events, is proving to be more challenging each financial year. Hosting smaller events poses less of a risk to the entity. Due to these higher expenses, the ATM opted to stick with 12 events for the year, rather than 16 (ATM Strategic Plan 2020-2025).
- Revised the outcome to state “to increase visitor numbers” and outcome indicators by excluding the “per annum” from 2024/2025.

1.2 Human Resources Management

Outcome	Outcome indicators	Initial target	Revised target	Reasons for revision
To maintain a 100% evaluation rate and ensure well-trained staff	Number of staff performance evaluations done per annum	2	-	See (b) below.

- Since 2023/2024, the wording of this strategic objective is updated from “to maintain a 100% evaluation rate and ensure well-trained staff” to “to ensure well-trained staff”.
- Furthermore, the target for staff performance evaluations will not be included in the annual performance plan from 2023/2024. Evaluations should form part of normal operations and will therefore not be included as a strategic target anymore.

2. **Programme: Business Development**

This programme comprises fundraising courses and events, public programmes and communication, collection management, research and heritage.

2.1 Fundraising and marketing

Outcome	Outcome indicators	Initial target	Revised target	Reasons for revision
Number of courses per annum	Number of skills development courses per annum	4	4	No change to target
	Number of fundraising events	-	1	See (b) below.

- a) Since 2023/2024, the wording of the outcome of this strategic objective is updated from “number of courses per annum” to “present skills development courses to generate additional funds”.
- b) The ATM had been hosting an annual night run to raise funds for a local charity organisation. The staff donated their time by working at the event or paying and participating in the event. In 2020/2021 and 2021/2022 the ATM did not host a night race but since 2022/2023 the ATM again hosted it as part of its fundraising initiatives. This will be an annual event and for this reason is included as one of its targets.
- c) Revised the output indicators by excluding the “per annum” from 2024/2025.

2.2 Public programmes and communication

Outcome	Outcome indicators	Initial target	Revised target	Reasons for revision
Number of special days per annum	Number of special days for adults	6	7	See (a) below.
	Number of special days for youth	-	7	See (a) below.

- a) Since 2022/2023, special days were split between adults and the youth. This allows the ATM to focus its programmes on specific groups.
- b) Revised the output indicators by excluding the “per annum” from 2024/2025.
- c) Since 2023/2024, the wording of this strategic objective is updated from “number of special days per annum” to “to develop public awareness of our institution and to encourage the public to visit us”.

2.3 Collection Management

Outcome	Outcome indicators	Initial target	Revised target	Reasons for revision
Ensuring the preservation of artefacts, documents and books for the future	Number of conservation, preservation and maintenance activities regarding Museum collection	12	6	See (c) below.
	Maintaining the register for the	4	-	See (a) below.

	textile collection per annum			
	Maintaining the register for inspection of the archives per annum	4	-	See (a) below.
	Maintaining the register for climatic conditions in archives per annum	50	-	See (a) below.
	Maintaining the register for inspection of the total exhibition per annum	12	-	See (a) below.
Ensuring collections are managed according to current museum standards	Up-to-date policy according to relevant museum standards	-	1	See (b) below.

- a) The following targets were deemed to be part of normal operations for a museum and will not form part of future targets: “Maintaining the register for textile collection”, “Maintaining the register for inspection of the archives”, “Maintaining the register for climatic conditions in archives” and “Maintaining the register for inspection of total exhibition”.
- b) Included a new target relating to the update of the policy for collection management to ensure that it’s up to date with relevant museum standards.
- c) Revised the number of conservation, preservation and maintenance activities to 6 from 2020/2021 due to the inherent limitation of having only one staff member who are able to determine when these activities are needed. By reducing this target, the time spend on areas of research and exhibitions could be increased.

2.4 Research

Outcome	Outcome indicators	Initial target	Revised target	Reasons for revision
Dissemination of research results in various formats	Number of active research projects per annum	4	-	See (a) below.
	Number of articles written or lectures presented	-	4	See (a) below.
	Number of history snippets for website/Facebook per annum	6	8	See (a) below.

- a) Although active research projects will continue as per the ATM’s research plan, only the final results will be reported on in the quarterly and annual reports from 2023/2024. This is after the ATM reassessed its targets against the SMART principles and identified that it is not accurately measurable to determine which research projects are active. To ensure that it can be measurable, this indicator was replaced with the indicator “number of articles written or lectures presented”.

- b) The ATM reassessed the number of snippets that is generated by staff and it was determined that the target could be adjusted upwards from 6 to 8 as this is still realistic.

3. Programme: Public Engagement

This programme comprises exhibitions and education.

3.1 Exhibitions

Outcome	Outcome indicators	Initial target	Revised target	Reasons for revision
To convey information to the public by means of exhibitions	Number of exhibitions held or updated per annum	1	4	See (a) below.

- a) Targets adjusted for the next three years as a result of research almost completed.

3.2 Education

Outcome	Outcome indicators	Initial target	Revised target	Reasons for revision
To educate, and to liaison and undertake outreach programmes to reach as many schools as possible	Number school tours conducted per annum	80	70	See (a) below.
	Number of educational programmes upgraded per annum	2	-	See (b) below.
	E-programmes / -learning		2	See (c) below.
	Total number of less-privileged school groups transport to Museum and Monument sponsored per annum	16	22	See (d) below.

- a) The number of school tours were lowered to zero during the 2020/2021 financial year due to restrictions in movement caused by Covid-19. Since 2021/2022, the ATM has been gradually adjusting its target for the number of school tours conducted. This target is reviewed annually to ensure it is realistic.
- b) Excluding the number of educational programmes to be updated from 2022/2023 as this forms part of normal operations.
- c) Since 2022/2023, the ATM started including e-learning and e-programmes as a way of reaching more schools as part of its vision of being more accessible to all South Africans.
- d) Updating the outcome indicator for the Sponsor-a-Bus project to be more inclusive as the ATM shifted its focus to include lifelong learning, therefore extending its offerings to adults as well. This was done from 2022/2023 and the ATM is planning to sponsor more groups during 2024/2025.

Annexure B

Materiality and Significance Framework for the period ending 31 March 2024

1. Background

In terms of Treasury Regulations (TR) 28.3: “For purposes of material [section 55 (2) of the PFMA] and significant [section 54 (2) of the PFMA], the accounting authority must develop and agree on a framework of acceptable levels of materiality and significance with the relevant executive authority.”

Public Entities are required to include the Materiality and Significance Framework in the Strategic Plan to be submitted to its Executive Authority [TR 30.1.3(e)]. In terms of Treasury Regulations 8.2.1 any material losses through criminal conduct and any irregular, fruitless and wasteful expenditure must be disclosed as a note to the annual financial statement of the public entity.

SAAS 320.03 defines materiality as follows: “Information is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial statements. Materiality depends on the size of the item or error judged in the particular circumstances of its omission or misstatement. Thus, materiality provides a threshold or cut-off point, rather than being a primary qualitative characteristic which information must have if it is to be useful.” Further guidance is drawn from SAAS 320.17 from a public sector perspective: “In an audit of financial statements in the public sector, the auditor’s assessment of materiality may be influenced by the public accountability of the audited entity, and the sensitivity of the entity’s accounts, activities and functions regarding matters of public interest.” The reference to “economic” decisions (SAAS 320.03 above) is therefore assessed as not being conclusive or wholly appropriate to a public entity such as the Afrikaanse Taalmuseum en -monument (ATM).

The Collins English Dictionary defines “significance” as the importance of something, usually because it will have an effect on a situation or shows something about a situation.

Materiality can be based on a number of financial indicators. Detailed below is an indicative table of financial indicators of the type that is widely accepted in the accounting profession as a basis for calculating materiality.

General basis used in accounting profession	Acceptable percentage range	ATM applicability
Total Revenue	0.25% - 1%	Applicable; they are grants received, entrance fees received, donations and project funds, rent received and interest received
Surplus	1% - 2%	Applicable; they are excess of grants over operating and capital expenditure
Equity	2% - 5%	Not applicable
Total Assets	0.5% - 2%	Applicable; they are opening carrying value, revaluation surplus, additions and depreciation of assets

2. Broad framework for the ATM

The ATM will be dealing with this framework under two main categories, being quantitative and qualitative aspects.

2.1 Materiality level

The Entity assessed the level of a material deviation as being 1% of the total revenue.

Motivation

It is recognised that different levels of materiality can be set for different classes of transactions. The ATM has, however, taken the approach of setting a materiality level that will be used for all classes of transactions.

Factors considered

In determining the said materiality value as 1% of the total expenditure, the ATM took into account factors that include:

Nature of the ATM's business

Revenue: Funding for the ATM primarily comprises grants received from the Department of Sport, Arts and Culture, self-generated income from tourist activities (entrance fees), memorabilia, rent received and interest earned on investments in deposit accounts, as well as donations for projects.

Expenditure: Given the nature of the ATM as an entity mandated to collect, conserve, exhibit, educate and research, preference is given to gross expenditure as a basis for defining the level of materiality.

Statutory requirements applicable to the ATM

- The ATM is an institution established under the Cultural Institutions Act, 119 of 1998.
- The ATM is listed as a PFMA Schedule 3A public entity.
- The Council of the ATM is required to execute the mandate in terms of the Cultural Institutions Act, 119 of 1998.

The control and inherent risks associated with the ATM

In assessing the control risk, the ATM concluded that a materiality level of 0.5% of expenditure is appropriate and prudent. This assessment is based on the fact that a sound control environment is being maintained. In this regard cognisance was taken of amongst others:

- Proper and appropriate governance structures have been established that include a Council, Audit and Risk Committee, Director, CFO and Internal Audit Function.
- The Director and CFO's positions have been created with specific risk management responsibilities.
- An Audit and Risk Committee that closely monitors the control environment of the ATM was established.
- The function of internal audit is sourced with a firm of professional internal auditors.
- A three-year Internal Audit plan, based on annual risk assessments being performed. This is annually reviewed and agreed on by the Audit and Risk Committee.

3. ATM's general approach to qualitative aspects

Materiality is not confined to the size of the Entity and the elements of its financial statements. The Entity recognises that misstatements that are large, either individually or in the aggregate, may affect a "reasonable user's" judgement. Further, misstatements may also be material on qualitative grounds. These qualitative grounds include amongst others:

- New ventures that the ATM may enter into.
- Unusual transactions entered into that are not of a repetitive nature and are disclosable purely due to the nature thereof owing to knowledge thereof affecting the decision-making of the user of the financial statements.
- Any fraudulent or dishonest behaviour of an ATM officer or staff member.
- Any infringement of the ATM's agreed performance levels.
- Procedures/processes required by legislation or regulation (e.g. PFMA and the Treasury Regulations).
- Unauthorised, irregular, fruitless and wasteful expenditure.
- Items of a non-financial nature, which would impact the continued operation and deliverables of the entity.

4. Framework

Section of PFMA	Description of materiality and significance	Levels of materiality and significance
54 (2)	<p>Before a public entity concludes any of the following transactions, the accounting authority for the entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its executive authority for approval of the transaction:</p> <p>(a) establishment of or participation in the establishment of a company;</p> <p>(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement;</p> <p>(c) acquisition or disposal of a significant shareholding in a company;</p> <p>(d) acquisition or disposal of a significant asset;</p> <p>(e) commencement or cessation of a significant business activity; and</p> <p>(f) a significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement</p>	<p>(a) Each and every instance</p> <p>(b) Each and every instance</p> <p>(c) Each and every instance</p> <p>(d) Above R500 000</p> <p>(e) Each and every instance</p> <p>(f) Each and every instance</p>

Section of PFMA	Description of materiality and significance	Levels of materiality and significance
55 (2)	<p>The annual report and financial statements must include particulars of:</p> <p>(a) any material losses through criminal conduct and any irregular, fruitless and wasteful expenditure that occurred during the financial year;</p> <p>(b) any legal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure;</p> <p>(c) any losses recovered or written off; and</p> <p>(d) any financial assistance received from the state and commitments made by the state on the accounting authority's behalf.</p>	<p>(a) All instances will be included in the accounting authority's annual report – amount greater than 1% of the total value of the expenditure per AFS</p> <p>(b) All instances will be included in the accounting authority's annual report</p> <p>(c) All instances will be included in the accounting authority's annual report – amount greater than 1% of the total value of the expenditure per AFS</p> <p>(d) All instances will be included in the accounting authority's annual report</p>

Risk Management Plan

Both the Council of the ATM and the Director are committed to the process of risk management through the principles of good corporate governance as set out in the Public Finance Management Act (PFMA), Act 1 of 1999.

1. What is the aim of the strategy?

This strategy will promote and ensure that:

- 1.1 Management of risk is linked to performance improvement and the achievement of the ATM's strategic objectives.
- 1.2 Board members, senior Management and staff responsible for managing risks to the ATM as a whole, manage these risks.
- 1.3 Ownership and accountability for the management of risks throughout the ATM are clearly assigned.
- 1.4 There is a commitment to embed risk management into the ATM's culture and organisational processes at all levels including strategic, project and operational.
- 1.5 Board and staff members acknowledge the importance of risk management as a process, through which key risks and opportunities are identified, evaluated, managed and contribute towards good corporate governance.
- 1.6 Effective monitoring and reporting mechanisms are in place to continuously review the ATM's exposure to, and management of, risks and opportunities.
- 1.7 Best-practice systems for managing risk are used throughout the ATM, including mechanisms for monitoring and reviewing of effectiveness against agreed standards and targets.
- 1.8 Accountability is fully demonstrated to all stakeholders through periodic reviews of the ATM's risks, which are reported to the Board.
- 1.9 Fraud and corruption can be better prevented.
- 1.10 The risk management strategy is reviewed and updated annually in line with the risks identified and steps taken to address these risks.

2. What is risk management?

Risk management, according to the online dictionary *The Free Dictionary*, "is the techniques used to minimise and prevent accidental loss to business".

It is the process of identifying, assessing and controlling risks that an organisation face. It is not about eliminating the risk, but about recognising the issues that could affect the achievement of the objectives and developing actions to control or reduce those risks.

Legislative imperatives on risk management are contained in sections 38 to 42 of the PFMA and chapter 3 of the Treasury Regulations for Public Service Institutions. These imperatives deal specifically with the financial and fraud risk categories. Risk management processes, responsibilities and even punitive measures for non-compliance are incorporated in the responsibilities allocated to accounting officers and audit committees with an extension thereof to all managers in terms of the provisions of section 45 of the PFMA. The extension of the general responsibilities, in terms of section 45 of the PFMA, to all managers is a cornerstone of the institutionalisation of risk management in the public service. It establishes accountability for risk management with all levels of management and does not limit it to the accounting officer, financial division or internal audit unit.

An effective risk management system identifies and assesses risks, decides on appropriate responses and then provides assurance that the chosen responses are effective.

3. Risk management process

The risk management process is a continual process of identifying risks, evaluating their potential consequences, and determining the most effective methods of controlling them and/or responding to them. The risks faced by the ATM are constantly changing and the continual process of monitoring risks should ensure that we can respond to new challenges. This process is referred to as the risk management cycle. Below it is set out in four stages:

Stage 1 – Identify potential risks

What can possibly go wrong? Identifying and understanding the hazards and risks facing the ATM are crucial if informed decisions are to be made about policies or service delivery methods.

Stage 2 – Risk analysis

What is the likelihood of the risk occurring and if so, what is the impact? Once risks have been identified, they need to be systematically and accurately assessed. If a risk is seen to be unacceptable, then steps need to be taken to control or respond to it.

Stage 3 – Risk control

The process of taking action to minimise the likelihood of the risk event occurring and/or reducing the severity of the consequences should it occur.

Stage 4 – Monitor results

Is your plan working? Are changes or updates required? The process does not finish with the risk control procedures in place. Their effectiveness in controlling risk must be monitored and reviewed. It is also important to assess whether the nature of the risk has changed over time.

4. Responsibility for risk management

As per the King Report III, Management is accountable to the Council for designing, implementing and monitoring the process of risk management and integrating it into the day-to-day activities of the ATM. Designated ownership of risks and risk mitigation should be allocated to responsible persons or bodies within the ATM. Management is also accountable to the Council for providing assurance that it has done so.

The risk management process does not reside in any one individual or function but requires an inclusive, team-based approach for effective application across the ATM.

The following defines the responsibility for the risk management process within the ATM:

Council of the ATM – Overall, they are accountable and must ensure that the necessary policies are in place. They must endorse the strategic direction of risk management.

Audit Committee of the ATM – Responsible for the supervision of ATM control, governance and risk management. The responsibilities of the Audit Committee with respect to risk management are formally defined in its charter. The Audit Committee provides an independent and objective view of the efficiency of the ATM's risk management.

Director (CEO) of the ATM – Accountable to the Council, and must ensure that the risk management process integrates into the ATM's day-to-day activities.

Management – Responsible for coordination of the risk management process, coordinating and preparing reports, and providing advice and support.

All employees – To understand and take ownership of the need to identify, assess, and help manage risk in their individual areas of responsibility, and at the earliest opportunity to bring to Management's attention details of any emerging risks that may adversely impact service delivery.

Internal audit – The role of the internal audit function in risk management is to offer an independent, objective assurance of the effectiveness of the ATM's system of risk management. During the internal audit, the effectiveness of the whole system of risk management is evaluated and recommendations for improvement are made, where necessary.

External audit – Provides an independent opinion on the effectiveness of risk management.

5. Objectives of the ATM

The ATM endeavours to adopt best practices in the identification, evaluation, cost-effective control and monitoring of risks across all processes to ensure that risks are properly considered and reduced as far as practicable.

The objectives of the ATM in following the risk management process are to:

- 5.1 Integrate risk management into the day-to-day activities of the ATM.
- 5.2 Manage risk in accordance with best practices.
- 5.3 Anticipate and respond to changing social, environmental and legislative requirements.
- 5.4 Prevent injury, damage and losses, and reduce the cost of risk.
- 5.5 Raise awareness of the need for risk management by all those connected with the delivery of services.
- 5.6 Ensure that opportunities are properly maximised through the control of risk.
- 5.7 Prevent fraud and corruption.

6. Risk categories

Risks identified are divided into two types, namely internal and external risks. Under these two types, the risks will then be divided into categories when recorded in the risk register. These categories may be adjusted if a specific risk does not fit within an established category.

Risk type	Risk category	Description
Internal	Human resources	Risks that relate to human resources. These risks can have an effect on the ATM’s human capital with regard to: <ul style="list-style-type: none"> • Integrity and honesty; • Recruitment; • Skills and competence; • Employee wellness; • Employee relations; • Retention; and • Occupational health and safety.
	Knowledge and information management	Risks relating to the management of knowledge and information. In identifying the risks, consider the following aspects related to knowledge management: <ul style="list-style-type: none"> • Availability of information; • Stability of the information; • Integrity of information data; • Relevance of the information; • Retention; and • Safeguarding.
	Litigation	Risks the ATM might suffer losses due to litigation and lawsuits against it. Losses from litigation can emanate from: <ul style="list-style-type: none"> • Claims by employees, the public, service providers and other third parties; and • Failure by the ATM to exercise certain rights that is to its advantage.
	Loss and theft of assets	Risks that the ATM might suffer due to either theft or loss of assets.
	Material resources (procurement risk)	Risks relating to the ATM’s material resources. Possible aspects to consider include: <ul style="list-style-type: none"> • Availability of material and resources; • Costs and means of acquiring and procuring resources; and • Wastage of material resources.

Service delivery	The ATM strives to provide quality service to every visitor. The risk will arise if the appropriate quality of service is not delivered.
Information technology (IT)	Risks relating specifically to IT. Possible considerations could include the following when identifying applicable risks: <ul style="list-style-type: none"> • Security problems/concerns; • Availability of technology/internet; • Applicability of IT infrastructure; • Integration of systems/software; • Effectiveness of technology; and • Obsolescence of technology.
Third-party performance	Risks related to the ATM's dependence on the performance of a third party. Risk in this regard could be that there is the likelihood that a service provider might not perform according to the service level agreement entered into with the ATM. Non-performance could include: <ul style="list-style-type: none"> • Outright failure to perform; • Not rendering the required service in time; • Not rendering the correct service; and/or • Inadequate or poor performance quality.
Health and safety	Risks from occupational health and safety issues, e.g. injury on duty, outbreak of disease at the ATM etcetera.
Disaster recovery and business continuity	Risks related to the ATM's preparedness or absence thereof regarding disasters that could impact the normal functioning of the ATM, e.g. impact of natural disasters, acts of terrorism etcetera. This would lead to the disruption of processes and service delivery and could include the possible disruption of operations from the onset of a crisis, up until the resumption of critical activities. Factors to consider include: <ul style="list-style-type: none"> • Disaster management procedures; and • Contingency planning.
Compliance and regulatory aspects	Risks related to the compliance requirements that the ATM has to meet. Aspects to consider in this regard are: <ul style="list-style-type: none"> • Failure to monitor or enforce compliance; • Monitoring and enforcement of mechanisms; • Consequences of non-compliance; and • Fines and penalties.
Fraud and corruption	These risks relate to illegal or improper acts by employees resulting in a loss of the ATM's assets or resources.
Financial	Risks encompassing the entire scope of general financial management. Potential factors to consider include: <ul style="list-style-type: none"> • Cash flow adequacy and management thereof; • Financial losses; • Wasteful and irregular expenditure; • Budget allocations; • Financial statement integrity; • Revenue collection; and • Increasing operational expenditure.
Cultural	Risks relating to the ATM's overall cultural and control environment. The various factors related to organisational culture include: <ul style="list-style-type: none"> • Effective communication channels;

		<ul style="list-style-type: none"> • Cultural integration; • Entrenchment of ethics and values; • Adaptability to ATM objectives; and • Management style.
	Reputation	Factors that could result in the tarnishing of the ATM's reputation, public perception and image.
Risk type	Risk category	Description
External	Economic environment	Risks related to the ATM's economic environment. Factors to consider include: <ul style="list-style-type: none"> • Inflation; and • Interest rates.
	Political environment	Risks emanating from political factors and decisions that have an impact on the ATM's mandate and operations. Possible factors to consider include: <ul style="list-style-type: none"> • Political unrest; • Local, provincial and national elections; and • Changes in office bearers.
	Social environment	Risks related to the ATM's social environment. Possible factors to consider include: <ul style="list-style-type: none"> • Unemployment; and • Migration of workers.
	Natural environment	Risks related to the ATM's natural environment and its impact on normal operations. Consider factors such as: <ul style="list-style-type: none"> • Depletion of natural resources; • Environmental degradation; • Spillage; and • Pollution.
	Technological environment	Risks emanating from the effects of advancements and changes to technology.
	Legislative environment	Risks related to the ATM's legislative environment, e.g. changes in legislation or conflicting legislation.

7. Links

Risk management mustn't operate in isolation from other management processes. To fully implement Risk Management in its day-to-day activities, the ATM has to demonstrate that risk management is always considered and influences all its decisions.

There must be a defined link between the results of managing risk and the following:

- 7.1 Strategic plan
- 7.2 Budget
- 7.3 Internal audit plan
- 7.4 Contingency plan

8. Action required

The following actions will be implemented to achieve the objectives set out in number 5 of this strategy document:

- 8.1 Developing a risk register that identifies the key risks and operational risks, and outlines the actions to be taken in respect of these risks.
- 8.2 Considering risk management as part of the ATM's strategic planning and corporate governance arrangements.
- 8.3 Ensuring that the responsibility for risk management is clearly and appropriately allocated.
- 8.4 Maintaining documented procedures for managing risk.
- 8.5 Maintaining a corporate approach to identifying and prioritising key services and key risks across the ATM, and assessing risks associated with key projects.

- 8.6 Maintaining a corporate mechanism to evaluate these key risks and determining whether they are being adequately managed and financed.
- 8.7 Establishing a procedure for ensuring that there is a cohesive approach to linking the risks to other management processes.
- 8.8 Including risk management considerations in all reports to the Board.
- 8.9 Ensuring appropriate risk management awareness training for Management and staff.
- 8.10 Establishing a reporting system that will provide assurance on how well the ATM is managing its key risks and one that ensures the appropriate Management and staff members are fully briefed on risk issues.
- 8.11 Preparing contingency plans in areas where there is a potential for an occurrence to have a significant effect on the ATM and its business capability.
- 8.12 Regularly reviewing the risk process to ensure that it complies with current national governance standards and regulations.

9. Reporting and review

To ensure that the risk management process is effective, it will need to be measured and reported to the Council at least every six months, with an annual review by the internal auditors demonstrating the effectiveness of the risk management programme. The results of the internal auditors' review should be submitted to the Audit Committee to ensure that the ATM complies with all internal policies and procedures as well as all applicable laws and regulations.

Fraud prevention plan

1. Purpose

The purpose of the plan is to develop control measures that will help with the prevention of fraud against the ATM, the Department of Sport, Arts and Culture (DSAC), and the government as a whole. The ATM intends to promote consistent organisational behaviour by providing guidelines and assigning responsibility for the development of controls and conducting investigations as needed.

The plan applies to investigations of any fraud or suspected fraud, involving employees and/or Council members of the ATM, as well as stakeholders, employees of such agencies, and/or any other parties in a business relationship with the ATM.

Any investigation will be carried out without taking into account the alleged offender's service period, position, title or relationship with the ATM.

2. Plan

It is Management's responsibility to detect and prevent fraud. Fraud is defined as the intentional false representation or concealment of a material fact for the purpose that another's actions will be to the detriment of the ATM or themselves. Each member of the Management team must familiarise themselves with the types of fraud that may occur within their division and be alert to any indication of suspicious behaviour.

Any detected or suspected fraud must be reported immediately to the Director. Any staff member may also use the DSAC's fraud and corruption report line (0800 701 701) and report any fraud or corruption that is detected.

The terms 'defalcation', 'misappropriation' and 'other fiscal offences' refer, but are not limited, to:

- Any dishonest or fraudulent act.
- Forgery or alteration of any document or account that belongs to the ATM.
- Forgery or alteration of a cheque or any other financial document.

3. Actions that constitute fraud

The following are mere examples and should in no way be seen as a complete list.

- 3.1 Improper handling or reporting of money or financial transactions.

- 3.2 Seeking profit as a result of extensive/specific knowledge of the ATM's activities.
- 3.3 Making confidential information or information that belongs to the ATM known to parties, including the media or social media, outside of the ATM.
- 3.4 Making security information in which the ATM is involved or contemplating involvement known to parties outside the ATM.
- 3.5 Writing false statements that may have an impact on the business of the ATM and/or its policies and procedures.
- 3.6 Having knowledge of fraudulent incidents and not reporting them.
- 3.7 Applying for a leave of absence to deceive the ATM.
- 3.8 Adding unauthorised changes or additions to an invoice from a supplier.
- 3.9 Forging any signature on any document.
- 3.10 Asking or accepting anything of material value from contractors, vendors or persons providing goods or services to the ATM with the aim of enriching oneself.
- 3.11 Exchanging personal property and equipment with those belonging to the ATM.
- 3.12 Using expenses or fleet cards of the ATM for personal purposes.
- 3.13 Using the ATM's procedures and equipment to purchase items for personal use (and not for business), e.g. stationery, consumable stores, fuel, medical supplies, clothing, books, equipment etcetera.
- 3.14 Nepotism.
- 3.15 Destroying, removing without permission or inappropriately using records, furniture, fixtures or equipment.
- 3.16 Using the ATM's property, assets, equipment, working hours, furniture or fittings for personal benefit/revenue or for reducing personal debt/spending.
- 3.17 Failing to identify and disclose personal use of ATM assets or equipment.
- 3.18 Knowingly help an employee with any act of a fraudulent nature.
- 3.19 Committing a service provider to a service without an official order.
- 3.20 Committing the ATM in a prejudicial or improper manner without the approval of the Director.
- 3.21 Using suppliers that are not registered on the supplier database (see policy regarding supply chain management).
- 3.22 Making changes to an official order without the approval of the divisional head or supply chain management (SCM) officer.
- 3.23 Any similar or related inappropriate behaviour as the above.

4. Acceptable business conduct

The code of conduct for Management and staff of the ATM gives an outline of the issues that are acceptable and/or unacceptable, and staff should read the code in conjunction with this plan.

5. Duty to report

Every employee has the responsibility to report incidents of fraud or behaviour that can lead to incidents of fraud (even if it can't be prevented) to the Director.

6. Responsibility to investigate

The Director has the primary responsibility to investigate all suspected fraudulent deeds. If the investigation confirms that fraudulent activities have occurred, the person who conducted the investigation will immediately issue a report to the Director.

The decision to prosecute will be based on the results of the report after which appropriate law enforcement and/or regulatory agencies will be contacted for an independent investigation. The final decision will be determined by the final outcome of these investigations.

7. Confidentiality

The Director and Chief Financial Officer shall handle all information received, as well as the source, confidentially. Any employee who suspects dishonest or fraudulent activity must immediately inform the Chief Financial Officer and/or Director. This employee should be trustworthy and not be involved in any suspected fraudulent act.

Investigation results will not be disclosed or discussed with anyone other than those who have a legitimate reason to be informed. This is determined by the investigating authority, which will be the internal auditors. It is important

to avoid damage to the reputation of the person that is suspected, but not found guilty, of any wrongful conduct, as it may lead to a potential civil liability legal process against the ATM.

8. Authorisation for investigation of alleged fraud

The internal auditors or any other parties will be appointed by the Director and will report directly to him/her. The appointed investigators will have the following:

- 8.1 Free and unlimited access to all the ATM's records and premises, whether owned or leased.
- 8.2 The authority to examine, copy and/or remove all or any part of the contents of files, desks, cabinets and other storage facilities that can be used to store any such items on-site without prior knowledge or consent of any individual when it is within the scope of their investigation. The Director must be notified of all documents removed from the premises and a register should be kept of these documents.
- 8.3 If the documents are necessary for the day-to-day management of the ATM, the original may be removed from the site and copies of these documents may be left with the manager of the division.

9. Procedures for reporting

The investigation should be handled with great care and confidentiality when irregularities or violations are suspected. Accusations or warning of suspected individuals during an ongoing investigation should be avoided.

An employee who suspects or discovers fraudulent activities should immediately report it to the Chief Financial Officer and Director. The employee or any other complainant may insist on anonymity. All inquiries concerning the activity under investigation should be referred to the investigators.

No information about the status of the investigation will be given to any parties other than those involved in the investigation process and the Director. Employees involved in the investigation may not disclose any information to any other party, including the media or social media. Only the investigators, Director or Chief Financial Officer may disclose the information if needed. The response to any query is: "I am not at liberty to discuss this matter." Under no circumstances should any reference be made to "the allegation", "crime", "fraud", "fake", "embezzlement", "misrepresentation" or any other specific wording.

The individual doing the reporting must be informed of the following:

- Not to contact the suspected individual to get facts or for a claim of compensation.
- Not to discuss the case, facts, suspension or allegations with anyone, unless specifically asked to do so by the Director.

10. Decision

Internal audit reports will be evaluated and reviewed in conjunction with the Human Resources Officer.

The Human Resources Officer will make recommendations based on the investigator's report.

Following the results of the investigation, as well as the recommendations of the Human Resources Officer and the decision of the Director, disciplinary action may be taken.

Annexure C

Charter of the ATM Council

1. Purpose of the Council Charter

The purpose of this document is to set out the duties and responsibilities of the Council of the Afrikaanse Taalmuseum en -monument (ATM). The Council is the ATM's Accounting Authority in terms of the Public Finance Management Act, No 1 of 1999 (PFMA).

2. The role of the ATM Council

The role of the ATM Council, in an overall capacity, is to provide strategic direction to the ATM cognisant of the regulatory framework, provide oversight of the activities of the ATM, determine policy, appoint senior staff and comply with auditing and statutory regulations. Some of the primary functions listed as follows may be delegated, but are not limited to:

- Ultimately accountable and responsible for the performance and affairs of the ATM and for corporate governance.
- Fiduciary duty and duties of skill and care towards the ATM, providing effective, ethical leadership.
- Ensure that all decisions and actions are in the best interest of the ATM.
- Define delegation of powers to Management.
- Formulates, monitors and reviews corporate strategy, major plans of action, risk policy, annual budgets and business plans.
- Give strategic direction and monitor the implementation of approved policies and strategies.
- Retains full and effective control over the ATM.
- Ensure that the ATM complies with applicable laws, regulations and government policy.
- Unrestricted access to the information of the ATM.
- Ensures that performance objectives are achieved.
- Manages potential conflicts of interest.
- Develops a clear definition of levels of materiality.
- Ensures that financial statements are prepared.
- Evaluate and report on reasons that lead to the 'going concern' statement.
- Maintain integrity, responsibility and accountability.

The circumstance would determine whether the members are jointly and/or severally liable for any wilful or negligent breach of duty.

The Code of Conduct for ATM Councillors should guide the conduct and actions of the Council.

3. Institution and composition

- 3.1 A minimum of 7 councillors are appointed by the Minister of Sport, Arts and Culture, after a process of nominations from the general public.
- 3.2 At least one councillor should have experience in financial matters.
- 3.3 A councillor is appointed for 3 years and may be appointed for a second term of 3 years on the condition that no member serves more than two terms of office.
- 3.4 The Minister may appoint another council member to replace a councillor that evacuated his office before the end of his term or in case of death.
- 3.5 The Minister may dissolve a council on any reasonable grounds.

4. Leadership of Council

The Chairperson, appointed by the Minister of Sport, Arts and Culture from appointed members of Council, shall be a non-executive, independent member. The Chairperson of Council and the Director shall not be the same person. The Council must appoint a Deputy Chairperson who will assist the Chairperson in fulfilling his/her role as Chairperson.

The Chairperson's role includes:

- Setting the ethical tone of the Council.
- Providing overall leadership to the Council without limiting the principle of collective responsibility for Council decisions, while being aware of the individual duties of Council members.
- Formulating (with the Director and Council secretary) the yearly work plan for the Council.
- Presiding over Council meetings and ensuring productive time management.
- Ensuring that Council members play a full and constructive role.
- Managing conflicts of interest.
- Being a link between the Council and Management.
- The Chairperson should not be a member of the Audit and Risk Committee, and should not chair any other committee.

The Chairperson must appoint an independent, non-executive member of the Council as Acting Chairperson should he/she be absent for any period due to illness, vacation, travel etcetera.

5. Orientation and training of members

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 ATM so that they can fulfil their duties. The Council, with the assistance of Management, should establish a formal orientation programme for new members, which includes the provision of background material and also meetings with Management.

Training should be provided as per need, on a timely and ongoing basis.

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

6. Conflict of interest

- 6.1 A register of declarations of direct or indirect personal or business financial interest should be kept, and updated annually, with an opportunity for declaring changes, or interests that affect the day's proceedings, at all the Council and Committee meetings. In addition to the members' personal interests, the members must also disclose any financial interests of their spouses/partners and close family members (up to two levels of relationship).
- 6.2 Full disclosure of the nature of a member's interests regarding any matter before the Council is required.
- 6.3 Members may not vote on any matter in which they have an interest but must disclose any material information relating to the matter. Additionally, they should be recused from the meeting at the time when such matters are discussed.
- 6.4 A member, as an individual, is disqualified, by virtue of his/her office in the ATM, from contracting with the ATM.
- 6.5 The Director must distinguish between his/her role as a member and that of a manager. Should he/she be unable to reconcile the two roles, he/she should withdraw from the discussion.
- 6.6 The Chairperson may for good reason, as determined by the Council, request the Director to leave the Boardroom for any part of the Council meeting. This is especially so during deliberations relating to executive performance or remuneration.

7. Cooling-off period

Members are prohibited from entering into any contract with the ATM for at least 12 months post-employment or post-directorship. Any contracts entered into by ex-members must be disclosed.

8. Risk management and internal control

The Council is responsible for determining the policies and processes necessary to ensure the integrity of risk management and internal controls. The Council must ensure that a formal risk assessment is undertaken at least 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 within the ATM.

A Council committee or a risk management focus group will assist the Council in reviewing the risk management process and the significant risks facing the ATM.

The risk-management policy/strategy should be clearly communicated to all employees.

9. 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 management and operational performance. The Council also takes responsibility for the oversight of organisational performance management and reporting.

10. Meetings

10.1 Council must meet a minimum of four times per financial year.

10.2 A quorum is the majority of members. The decision of the majority of the voting members present at the Council meeting will be the decision of the meeting provided that there is a quorum present. Where there is a tied vote, the Chairperson may cast a deciding vote, in addition to a deliberative vote. The Director does not have any voting rights.

10.3 A record should be kept of the attendance of members at the Council meetings.

10.4 In the absence of the Chairperson or vice-Chairperson, a councillor appointed by the council should lead the meeting.

10.5 The Council Secretary shall establish the agenda for each Council meeting and in doing so should consult with the Chairperson, Director and other members. Any item proposed in writing by a member shall be placed on the agenda.

10.6 The Director shall, with the assistance of the Council Secretary, ensure that information and data which is important for the Council's understanding of the business be distributed in writing before the Council meets. This material should be as brief as possible while still providing the essential information.

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

10.8 A Council meeting may be called for by any two Council members and by providing notice to all members.

10.9 Councillors and members of committees are entitled to honoraria as reimbursement for their services – members in full-time service of the State are excluded from honoraria.

10.10 Councillors are also entitled to be reimbursed for reasonable expenses.

10.11 A member of council must vacate office if:

- 10.11.1 that member resigns in writing,
- 10.11.2 has been absent from three consecutive meetings of the council without its leave,
- 10.11.3 is an unrehabilitated insolvent,
- 10.11.4 is found to be of unsound mind by a court of law,
- 10.11.5 is convicted for an offence involving dishonesty or bodily harm and is sentenced to imprisonment without the option of a fine, or
- 10.11.6 materially breaches the code of ethics of the institution.

11. Council relationship with staff and external advisors

11.1 Attendance of staff and external advisors at Council meetings

The Chairperson may permit members of the ATM staff and external advisors 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 directors/members.

11.2 Council access to staff, company information and records and professional advisors

Council members have unrestricted access to consult with the ATM staff regarding information about the operations of the entity, to records, documents and property, which they may require to make competent decisions. Such contact should not be distracting to the business operations of the entity and must be requested for in writing to the Council secretary and the Chairperson of the Council. The Council may also request advice from external advisors through the Chairperson and the Council secretary.

12. Committees of Council

12.1 Audit and Risk Committee

The Council should establish an Audit and Risk Committee that has at least two members of Council. The audit and risk committee are responsible for improving management reporting by overseeing audit functions, internal controls and the financial reporting process. The majority of the members of the audit and risk committee should be financially literate. The audit and risk committee should select a chairperson who is an independent non-executive member and who is not the chairperson of Council. The audit and risk committee should have written terms of reference, sufficiently describing its membership, authority and duties.

12.2 Remuneration and Human Resource Committee

The Council should establish a Remuneration and Human Resources Committee comprising of at least two members of Council. The Remuneration and Human Resources Committee is responsible for reviewing and maintaining human resources and compensation policies and plans, to enable the ATM to attract and retain employees, managers and the Director, and maintain an effective Council. The Remuneration and Human Resources Committee should have written terms of reference, sufficiently describing its membership, authority and duties.

13. Succession and emergency planning

The Council, in consultation with the Remuneration and Human Resources Committee as well as the Director, should determine succession plans for the Director and for senior management. Similarly, acting arrangements for periods when the Director is away or indisposed for more than two weeks should be pre-planned. Should the Director be indisposed for an extended period or indefinitely, the Chairperson should consult with the Council on acting arrangements, before an acting Director is appointed.

14. Role of the ATM Director

The ATM Council should appoint the Director whose role should be separate from that of the Chairperson of the ATM Council. The Director’s role should focus mainly on the operations of the ATM, ensuring that the entity is run efficiently and effectively, and in accordance with the strategic decisions of the Council. The Director as the Accounting Officer is accountable to the Council (the Accounting Authority).

15. Role of the Council secretary

The Council is responsible for the selection, appointment and removal of the Council secretary. In addition, the Council should recognise the role played by the Council secretary in the provision of corporate governance services, and empower this individual accordingly.

The Council secretary must co-ordinate the functioning of the Council and its committees, and the role must carry the necessary authority.

The Council secretary must maintain an arms-length relationship with the Council and should therefore not be a member of the Council.

The Council secretary reports to the Council via the Chairperson on all statutory duties and functions performed in relation to the Council, and to the Director on all other functions and administrative matters. The Council evaluates the performance of the Council secretary at least annually.

The Council secretary or deputy shall attend all Council and committee meetings, and must ensure that minutes of all council meetings and any committee meetings are properly recorded.

Should a vacancy arise with respect to the function, the Council must appoint the Council secretary within 60 business days.

The Council secretary will be appointed from the staff from the ATM’s finance and administrative division.

16. Public communication

Public communications on the affairs of the entity should normally be dealt with by Management. The Council may by exception decide to communicate directly, in which case only the Chairperson should make any such communications.

17. Code of conduct

The Council shall exercise its powers in good faith and in the best interest of the ATM with care, skill and diligence. The Code of Conduct is detailed further in the ‘ATM Council Code of Conduct’.

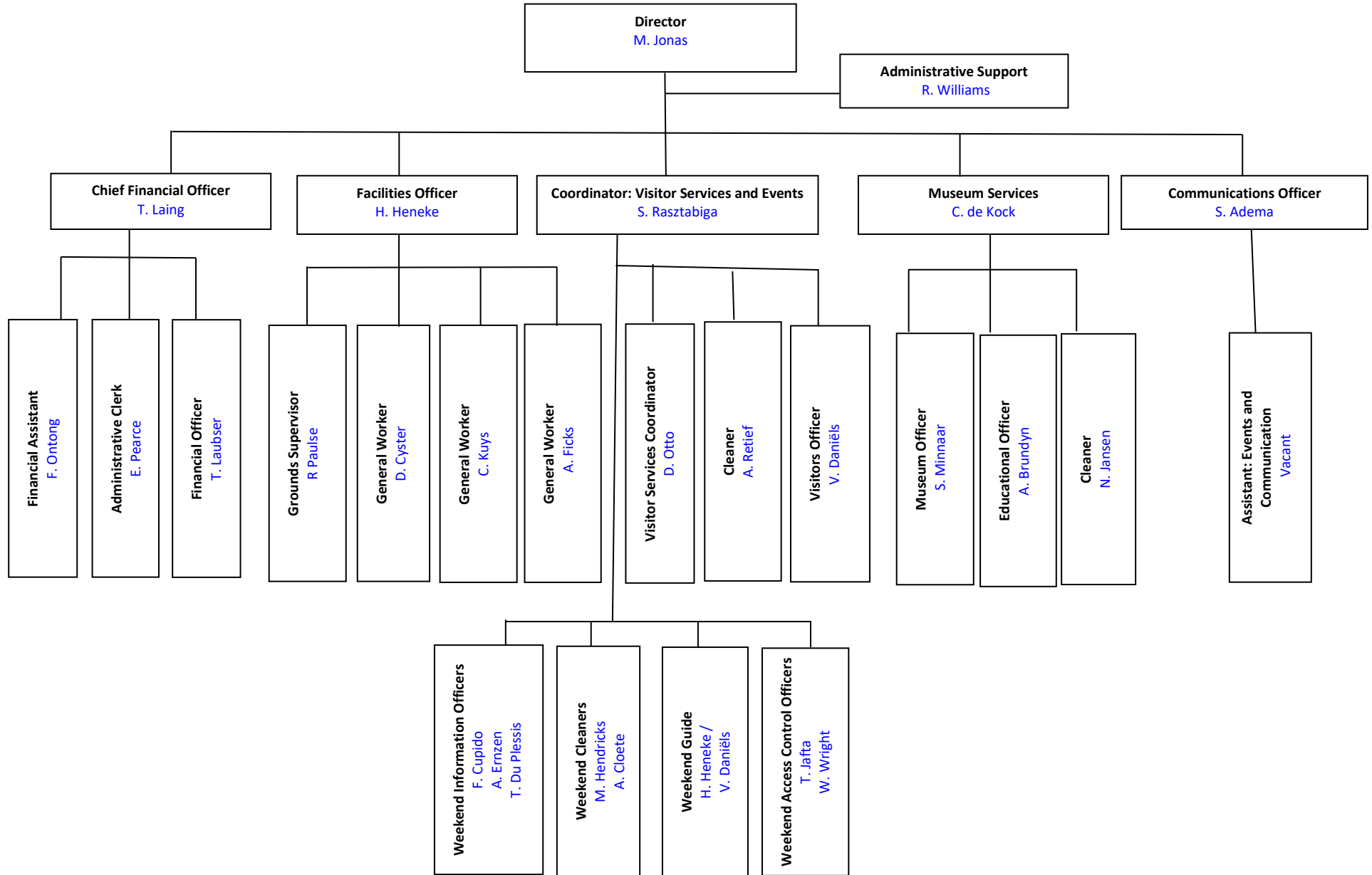
The Council shall establish the values of the entity in support of its mission, and establish principles and standards of ethical business practice in support of such values. These principles and standards shall be communicated, and the Council shall assume responsibility and accountability for compliance with them.



CHAIRPERSON

02/07/2021
DATE

ORGANISATIONAL STRUCTURE



Audit Outcomes Implementation Plan

AUDIT FINDING	DESCRIPTION	START DATE	COMPLETION DATE	RESPONSIBLE PERSON	POSITION	PROGRESS	NARRATIVE
Administrative matters	Intangible assets – Amortisation accounting During the audit of the Afrikaans Language Museum and Monument, it was noted that an expense and an income amount was netted together. The amortisation calculated for the current year and the effect of the prospective adjustment due to changes in useful lives, were offset.	-	31/03/2024	Ms T Laing	Chief Financial Officer	Task completed	Management takes note of the recommendation and will endeavour not to create situations where a revenue item and an expense item will be netted together.
Administrative matters	Fixed assets – Opening balance items on fixed assets During the audit of property, plant and equipment, it was noted on the fixed asset register that there was an item classified as “Opening balance”, to the cost price and carrying value of R224,745.30 and R168,857.04 respectively, that was being depreciated. No acquisition date is recorded for this item. After discussion with management of the Afrikaans Taal Museum and Monument the “Opening balance” item could not be identified, as they are not sure which asset this is. Currently, there are items on the fixed asset register which are not physically verifiable, for example. “Tradesman Hardware - Sement” and “Tradesman Discount Algemeen”.	-	06/07/2023	Ms T Laing	Chief Financial Officer	Task completed	Currently the CFO is doing the calculation of depreciation and maintaining the register. She can therefore not inspect her own work. If the CFO continues to do the calculation and maintaining the register, another person should be assigned to inspect the register.

AUDIT FINDING	DESCRIPTION	START DATE	COMPLETION DATE	RESPONSIBLE PERSON	POSITION	PROGRESS	NARRATIVE
Administrative matters	Trade payables - Payables from exchange transactions Client does not have a supplier ledger and only writes a journal at year end to account for creditors. This results in uncertainty that creditors are complete. Management should explore all possible controls that need to be instituted to ensure that controls around creditors are in place. This would ensure reasonable assurance as the completeness thereof can be tested and verified.	-	31/03/2024	Ms S de Jager	Financial Officer	Task in progress	Various options were explored during the year, but none could be found that would add value to the ATM with minimal risk or would warrant the annual cost. Management is still exploring other possibilities.
Administrative matters	Repairs and Maintenance - Incorrectly classified During the audit, it was noted that a line-item ("Itronics Two-way radio-10 hand radio", to the value of R25,932.50) in repairs and maintenance, met this definition and thus was incorrectly classified as an expense. Our recommendation would be that the auditee capitalises all items that meet the definition of property, plant and equipment and keeps accurate record of these assets in the fixed asset register.	-	06/07/2023	Ms T Laing	Chief Financial Officer	Task completed	Currently the CFO is doing the calculation of depreciation and maintaining the register. She can therefore not inspect her own work. If the CFO continues to do the calculation and maintaining the register, another person should be assigned to inspect the register.