

## ANNUAL PERFORMANCE PLAN OF THE WAR MUSEUM OF THE BOER REPUBLICS 2024/2025

### ACCOUNTING OFFICER STATEMENT

In modern society suffering caused by war is still a reality. South Africans experienced this suffering during the South African War of 1899 – 1902. The outcome was bitterness, hatred, dispossession and division for many decades to come. More than twice the number of women and children, black and white, perished during this war than men in battle – a staggering estimated 50 000. More than a century later South Africans can look back at this event as a shared tragedy that shaped the social, political, economic and historical landscape of South Africa, as we know it today.

The War Museum not only provides the visitor with an insight into the course and development of the South African War through its unique collection and exhibitions, but it also brings the visitor closer to understanding the background against which the war took place and the universal suffering it caused through the research and education provided. The War Museum therefore remains steadfast in propagating its vision that war causes suffering and brings no lasting solutions and therefore it endeavours to generate an anti-war mentality. It continuously portrays the suffering caused by the South African War and emphasising its contemporary relevance today.

The core focus of the War Museum has been and will remain Nation Building, Social Cohesion and Nation Healing as well as matters incidental thereto.

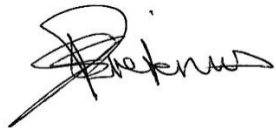
Key accomplishments of the Institution during the 2022/23 financial period:

- **Award - Trip Advisor:** Trip Advisor award to the War Museum in 2022 for seven consecutive years.
- **Award - PMR:** PMR Africa Diamond Award in 2022 to the War Museum as the best heritage site for eleven consecutive years. PMR Africa Diamond Arrow Award for economic growth and development in the Free State Province, category: Exciting/Interesting Heritage/Historical Sites/Buildings - Outstanding 1<sup>st</sup> overall.
- **Exhibition - museum foyer:** Converted and upgraded the museum porch area and foyer into a new display space to exhibit works of art regarding the suffering of women and children during the South African War of 1899-1902.
- **Youth Day, June 2022:** Presented and hosted an exhibition with the theme “Old Dolls and Toys”, in conjunction with 16 exhibitors for Youth Month. Schools and welfare organizations such as ENGO (orphanages) attended.
- **Mandela Day, July 2022:** Hosted and entertained the ENGO orphanage staff on Mandela Day at the War Museum.
- **New website:** Created a new website for the War Museum to accommodate and improve functionality on various devices and services, as well as to enhance the corporate image of the museum.
- **Virtual Tour Map of Bloemfontein:** Created a virtual tour map of heritage sites in Bloemfontein relating to the South African War, thus countering the negative impact of COVID on the SA tourism industry.
- **Virtual Tour - Sol Plaatje Gallery:** Created a virtual tour of the Sol Plaatje Gallery for the museum’s new website, thus enabling visitors from all over the world to view this gallery.

- **Online Olympiad:** Presented an Online History Olympiad as an educational platform to educate learners on the South African War.
- **HOLO-Museum Project:** Participated in the international “HOLO-Museum Project” (Holograph Museum). The War Museum is the first SA museum which was invited to participate in this international museum project.
- **Women’s Month, August 2022:** Presented a workshop, exhibition and demonstration on the South African weaving tradition and heritage at the museum.
- **Rundle House Museum, September 2022:** Official opening of the Rundle House Museum in heritage month with exhibitions on British participation during the war.
- **British Garrison Hospital:** Created new displays in October 2022 for the British Garrison Hospital in order to educate children on the medical aspects during the South African War of 1899-1902.
- **GBV Month - Conference:** Hosted an International Hybrid Conference, in partnership with the UFS Centre for Gender and Africa Studies at the War Museum between 24-26 Nov. 2022 with the theme "The Unsung Heroines and Youth of SA: Violent Histories and Experiences of SA Women and Children during Wars, Conflicts and Pandemics".
- **GBV Month - Art Exhibition:** Hosted an art exhibition at Oliewenhuis Art Gallery between 24-26 November 2022. in partnership with the National Museum in support of 16 Days of Activism Against Gender-Based Violence (Theme - *The embodiment of women in war*).
- **Book launch – Wilted Flower Series:** Book launch of a publication for children regarding the SA War in Afrikaans, English and Sesotho. This is the first publication for children with the SA War as theme.
- **Video’s - YouTube:** The Wilted Flower publication series; International Hybrid Conference; Reclaiming Unity once denied; Children’s experiences during the SA War in Afrikaans, English and Sesotho; Heritage Weekend - promotional video; New Rundle House – promotional video
- **Human Rights Month, March 2023:** Antique charity auction in co-operation with Media 24 to raise funds for charitable organizations in SA.

The harsh impact of COVID-19 on the War Museum and the heritage sector will remain evident in the immediate future and over the MTEF. Various new and innovative ways, especially digitally, had to be found to ensure that pre-determined objectives are met.

The Director hereby thank all stakeholders, especially the Portfolio Committee, the Executive Authority and Council for their continuous commitment, support and guidance in the War Museum’s endeavours to promote Social Cohesion, Nation Building and Nation Healing as the its main strategic focus areas.



**J.L. PRETORIUS**  
**Director**  
**War Museum of the Boer Republics**

## **ANNUAL PERFORMANCE PLAN OF THE WAR MUSEUM OF THE BOER REPUBLICS 2024/2025**

### **Official Sign-off**

It is hereby certified that this Annual Performance Plan:

1. was developed by the management of the War Museum of the Boer Republics under the guidance of the Department of Sport, Arts and Culture.
2. considers all the relevant policies, legislation and other mandates for which the War Museum of the Boer Republics is responsible.
3. accurately reflects the Impact, Outcomes and Outputs which the War Museum of the Boer Republics will endeavour to achieve over the period: 2024/2025.



**J.L. Pretorius**  
**Director and Head Official responsible for planning**



**Dr G.C. Benneyworth**  
**Chairperson of the Accounting Authority**



**Approved by:**  
**MR H.G. KODWA, MP**  
**Executive Authority**

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## **Abbreviations/Acronyms**

ACH – Arts, Culture and Heritage

AFS – Annual Financial Statements

APP – Annual Performance Plan

ASP – Approved Strategic Plan

CAPS – Curriculum Assessment Policy Statements

CEO – Chief Executive Officer

CFO – Chief Financial Officer

DSAC – Department of Sport, Arts and Culture

DPW – Department of Public Works

GIAMA – Government Immovable Asset Management Act (No. 19 of 2017)

MTEF – Medium Term Expenditure Framework

OHS – Occupational Health and Safety

PFMA – Public Finance Management Act (No. 1 of 1999 as amended)

SCM – Supply Chain Management

SWOT – Strengths, Weaknesses, Opportunities, Threats

UAMP – User Asset Management Plan

## **PART A: Our Mandate**

### **1. Updates to the relevant legislative and policy mandates**

The War Museum must comply with amongst others the following:

- 1.1 The Constitution of South Africa, Act of 1996
- 1.2 The Cultural Institutions Act, Act 119 of 1998, as amended by the Cultural Laws Second Amendment Act 69 of 2001
- 1.3 National Heritage Resources Act, Act 25 of 1999
- 1.4 Public Finance Management Act, Act 1 of 1999 as amended
- 1.5 Treasury Regulations
- 1.6 Labour Relations Amendment Act, Act 127 of 1998
- 1.7 Basic Conditions of Employment Amendment Act, Act 11 of 2002
- 1.8 The Employment Equity Act, Act 55 of 1998
- 1.9 The Preferential Procurement Policy Framework Act, Act 5 of 2000
- 1.10 Preferential Procurement Regulations
- 1.11 Protection of Personal Information Act, Act 4 of 2013

### **2. Updates to Institutional Policies and Strategies**

The White Paper on Arts, Culture and Heritage, 1996 is currently the guiding policy document for Museums. The Portfolio Committee on Sport, Arts and Culture endorsed the Departments White Paper on 19 February 2020. Further, the Department has since completed a feasibility study on the amalgamation of its various entities, to identify options to strengthen its service delivery capacity, ensure efficiency, effective and prudent utilisation of financial resources. The Museum keeps a keen eye on the development of the following policies and frameworks which are in the process of being developed and reviewed by the Department of Sport, Arts and Culture:

Infrastructure Policy

- Arts Culture Performance Development Funding Policy
- Cultural and Creative Industries Masterplan

- National Policy Framework on the Digitisation of Heritage Resources.

The following key issues and factors have further informed the development and formulation of the Annual Performance Plan:

- 2.1 Alignment to Government's priorities and outcomes.
- 2.2 Alignment to Department of Sport, Arts and Culture's strategic priorities and focus areas.
- 2.3 Achievement of the Vision and Mission of the War Museum.

### **3. Updates to Relevant Court Rulings**

None

## **PART B: Our Strategic Focus**

### **4. Vision**

To be an institution of excellence whereby the inclusivity and suffering of all communities during the Anglo-Boer War are depicted, thus propagating the message that negotiation is preferable to war.

### **5. Mission**

To collect, curate and display items relating to the Anglo-Boer War of 1899 to 1902; research, publications and education on this theme and cooperation with other organisations, nationally and internationally, in order to develop this theme.

### **6. Updated Situational analysis**

The War Museum commenced its planning process with its annual assessment of risk and SWOT analysis. The latter provides assurance that maximum benefit is derived from all new opportunities to the advantage of the War Museum and the sector. This will further ensure that all new potential risks (incl. fraud risk), are timeously mitigated by responsive actions, if and where possible.

Management on an annual basis, during its planning sessions ensures that it is informed of the focus areas, priorities and outcomes of the Department of Sport, Arts and Culture, which also supports those of Government. The outcomes and objectives of the War Museum are directly aligned to these, therefore ensuring that the War Museum's activities in all instances contribute to the objectives of the sector.

The following key issues and factors have informed the development and formulation of the Annual Performance Plan:

- Alignment to Government's strategic priorities and outcomes.
- Alignment to Department of Sport, Arts and Culture's strategic outcomes and focus areas.
- Achievement of the Vision and Mission of the War Museum.
- Addressing the expectations of the War Museum's stakeholders.
- Addressing public perceptions, knowledge, attitudes and practices of particular population groups by ensuring the transformation and strengthening of the message of Inclusivity of the War Museum by way of education.
- Addressing the need to further the exposure of learners to the history of the South African War.
- Addressing priorities on women and children, specifically prevention of abuse and violence against women and children.
- The effective marketing of the War Museum and tourism.



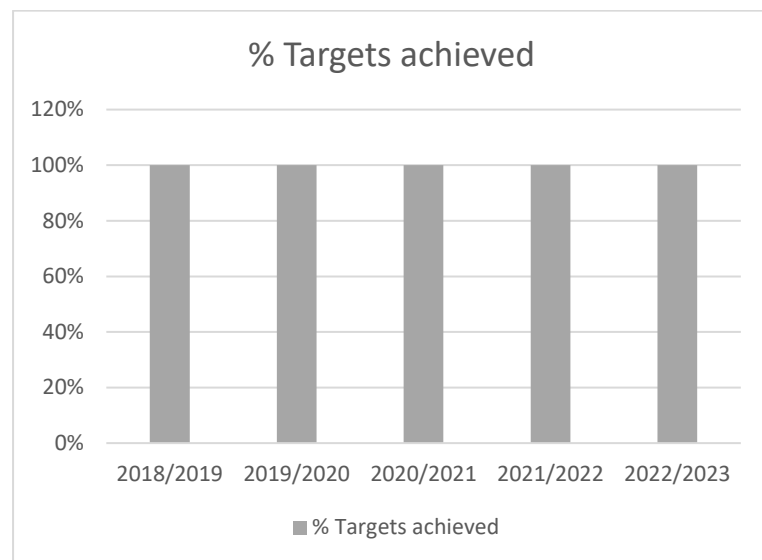
- The international stature of the War Museum.
- Ensuring continued research on the South African War.
- The preservation and promotion of cultural heritage.
- Compliance to legislative and other prescripts.
- Addressing matters of importance highlighted at Chairperson's/CEO/CFO Forums.
- Addressing the responsibilities of the War Museum as concluded with the Executive Authority in the annual Shareholder's Compact.
- Current economic climate, government resource allocations and the availability of private sector resources relevant to the project initiatives.
- New information technology innovations.
- Partnerships and memorandums of understanding with National and International Entities.

The War Museum aligned its objectives to the following outcomes of Government and the Department of Sport, Arts and Culture:

<b>Government priorities</b>	<b>DSAC outcomes responding to Government priorities</b>	<b>Public Entity outcomes responding to Government priorities</b>
Priority 1: A capable, ethical and developmental state	1. Compliant and responsive governance.	1.1. Effective and efficiently functioning governance and oversight structures 1.3. Unqualified audit reports with no recurring audit findings 1.4. 90% Satisfaction rating by public visiting the War Museum 1.5. Good relations and coordination with stakeholders
Priority 2: Economic transformation and job creation Priority 7: A better Africa and world	2. Increased market share of and job opportunities created in sport, cultural and creative industries (CCI)	1.2. Efficient and skilled staff exhibiting ethical behaviour and conduct 3.4. Contributing to economic empowerment
Priority 3: Education, skills and health	3. Transformed, capable and professional sport, arts and culture sector	2.1. Improved printed and online platform media presence and creating awareness of South African Heritage

		<p>2.2. Preservation of the South African War Heritage and Collections which are representative of all affected parties in the South African War</p> <p>3.5. Promoting South African War History and universal access to the War Museum</p>
Priority 5: Spatial integration, human settlements and local government	3. Integrated and accessible SAC infrastructure and information	3.3. Information and Exhibitions to be accessible
Priority 6: Social cohesion and safe communities	4. A diverse, socially cohesive society with a common national identity	<p>2.3. Dissemination of perspectives on the South African War</p> <p>3.1. New and/or updated inclusive and representative exhibitions</p> <p>3.2. Supporting National Initiatives and creating awareness of abuse and violence against women and children</p>

The War Museum's achievement of targets over the past 5 audited periods:



The White Paper on Arts, Culture and Heritage, 1996 is currently the guiding policy document for Museums. The Portfolio Committee on Sport, Arts and Culture endorsed the Department's White Paper on 19 February 2020. This will have an influence on museums and heritage in general. The War Museum's outcomes support Government's Outcome 14: A diverse, socially cohesive society with a common national identity.

The War Museum supported priorities relating to women, children, youth and people with disabilities through various initiatives and programmes, *i.e.* Women's Day events, Youth Day events, events for various community groups including those with disabilities and Heritage Day events. During the 5-year planning period these initiatives will continue to be focus areas so as to alleviate violence against women and children.

The impact of COVID-19 on the War Museum and the heritage sector will remain evident in the immediate future and over the MTEF. Various new and innovative solutions, especially digitally, have to be continuously sought to ensure that pre-determined objectives are met. Visitor statistics are slowly starting to recover, slow but consistent growth is expected.

The War Museum operated with Human Resources capacity constraints. This included the vacant staff position: Procurement and Compliance Officer.

The following stakeholders contribute to the War Museum's achievement of its outcomes:

- The Department of Sport, Arts and Culture
- The Mangaung Metro Municipality
- The University of the Free State
- The Friends of the War Museum
- Honorary Curators
- The Communities
- Strategic partners for instance: Leeds Beckett University UK

## 6.1 Updated External Environment Analysis

The external environment of the War Museum is informed by the following:

### a) *Chairperson's/CEO/CFO/Heritage Forums*

The Chairperson's forum is chaired by the Minister of Sport, Arts and Culture. The forum discusses policy matters affecting the Arts, Culture and Heritage sector.

A CEO's forum comprised of the CEO's of the Public Entities of the Department of Sport, Arts and Culture. The main purpose of the forum is to discuss strategic issues that affect the performance and smooth running of the entities as well as deliberating on areas of policy or policy formation that can have a negative impact on the viability of the entities. This forum further provides a platform for the CEO's and the Director-General of the Department to collectively discuss and agree on the most effective approach to coordinate the public entity oversight function.

A CFO's forum comprised of the CFO's of the Public Entities of the Department of Sport, Arts and Culture. This forum provides a platform for CFO's to deliberate on financial, compliance and legislative issues affecting individual public entities and the Arts, Culture and Heritage sector in general.

A Heritage sector forum comprised of all the CEO's of the Museums. The forum provides a platform for the CEO's to deliberate on heritage related matters.

### b) *Conclusion of the Shareholder's Compact*

The shareholder's compact represents the agreement between the Executive Authority and the Accounting Authority. It's a reflection of the expectations of each of the parties, expressed in terms of outcomes and outputs that need to be achieved. It also outlines the

responsibilities of the Accounting Authority and the undertakings by the Executive Authority. It enhances good corporate governance and sets out certain reporting requirements as well as the need for certain supporting documentation to be kept and maintained by the War Museum.

Challenges:

- Changing legislative environment
- Economic realities in South Africa
- Lack of a Funding Model for Museums

The War Museum mitigates these strategic challenges through risk management processes

## **6.2 Updated Internal Environment Analysis**

The following constraints informed the development of the Annual Performance Plan:

Shortage of staff, which resulted from financial constraints.

The War Museum staff complement currently consist of 32 staff (which includes 5 contract workers at the end of 2022/2023), this results in staff having to perform various functions for which they were not necessarily appointed.

The strategic planning process was undertaken by Management after a thorough analysis of the War Museum's strengths, weaknesses, opportunities, threats and risks. After considering the War Museum's vision, mission, budget and previous strategic plans, this plan was developed. The War Museum further considered and ensured alignment to Government priorities and outcomes of the Executive Authority. The Council during a special strategic planning sitting considered the strategic direction of the War Museum as well as detailed outcomes and outputs.

## **PART C: Measuring Our Performance**

### **7. Institutional Performance Information**

#### **7.1 Programme 1: Administration**

##### **Purpose of the programme**

To ensure sound and effective governance, oversight, management and accountability for all functions and operations  
Encourage ethical behaviour and conduct of staff in management of the War Museum, its operations and service delivery  
Foster good relations and coordination with stakeholders  
Strengthening staff skills and capabilities

##### **Key programmes outcomes**

<b>Number</b>	<b>Programme</b>	<b>Programme outcomes</b>
1	Administration	1.1 Effective and efficiently functioning governance and oversight structures 1.2 Efficient and skilled staff exhibiting ethical behaviour and conduct 1.3 Unqualified audit reports with no recurring audit findings 1.4 90% Satisfaction rating by public visiting the War Museum 1.5 Good relations and coordination with stakeholders

### 7.1.1 Outcomes, Outputs, Performance Indicators and targets

					Annual Targets							
					Audited/Actual Performance			Estimated Performance	MTEF Period			
No	Outcome	No	Output	Output Indicator	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
1.1	Effective and efficiently functioning governance and oversight structures	1.1.1	Updated and approved Council, Executive Committee and Audit Committee Charters	3 Charters reviewed annually: Council, Executive Committee and Audit Committee	3 Charters reviewed	3 Charters reviewed, updated & approved	3 Charters reviewed	3 Charters reviewed (updated and/or approved)	3 Charters reviewed (updated and/or approved)	3 Charters reviewed (updated and/or approved)	3 Charters reviewed (updated and/or approved)	
		1.1.2	4 Council Meetings (incl. virtual meetings)	4 Council Meetings held annually (incl. virtual meetings)	4 Council Meetings (incl. virtual meetings)	4 Council Meetings (incl. virtual)	4 Council meetings held.	4 Council Meetings (incl. virtual meetings)	4 Council Meetings (incl. virtual meetings)	4 Council Meetings (incl. virtual meetings)	4 Council Meetings (incl. virtual meetings)	
		1.1.3	2 Audit Committee Meetings (incl. virtual meetings)	2 Audit Committee meetings held annually (incl. virtual meetings)	2 Audit Committee meetings	2 Audit Committee meetings	2 Audit Committee meetings held	2 Audit Committee meetings (incl. virtual meetings)	2 Audit Committee meetings (incl. virtual meetings)	2 Audit Committee meetings (incl. virtual meetings)	2 Audit Committee meetings (incl. virtual meetings)	
1.2	Efficient and skilled staff, exhibiting ethical behaviour and conduct	1.2.1	Updated and workshopped Code of Conduct and Ethics	Annual review of the Code of Conduct and Ethics and subsequent workshop with staff	Code reviewed; no workshop done.	Code reviewed, workshop with staff	Annual review of the Code of Conduct and Ethics and subsequent workshop with staff.	Code reviewed and/or updated and workshop-ped	Code reviewed and/or updated and workshop-ped	Code reviewed and/or updated and workshop-ped	Code reviewed and/or updated and workshop-ped	
		1.2.2	Productive and Effective staff	Staff training on 4 topics per annum (incl. virtual sessions)	N/A	Staff training on 9 topics	Staff training on 5 topics	4 topics per annum (incl. virtual sessions)	4 topics per annum (incl. virtual sessions)	4 topics per annum (incl. virtual sessions)	4 topics per annum (incl. virtual sessions)	
1.3	Unqualified audit reports with no recurring audit findings	1.3.1	Unqualified audit reports	Unqualified audit report	Unqualified audit 19/20	Unqualified audit report	Unqualified audit report 2021/2022	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	
		1.3.2	Non-recurring of audit issues in Management Letter	100% of audit findings addressed by due date as set out in audit	100% of issues addressed by due date	100% of issues addressed by due date	100% of issues addressed by due date	100% of issues addressed by due date	100% of issues addressed by due date	100% of issues addressed by due date	100% of issues addressed by due date	

					Annual Targets							
					Audited/Actual Performance			Estimated Performance	MTEF Period			
No	Outcome	No	Output	Output Indicator	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
				implementation plan								
1.4	90% Satisfaction rating by public visiting the War Museum	1.4.1	Effective service delivery	Less than 10% negative comments by public in visitor's book per annum.	No negative comments received	Less than 10% negative comments	Less than 10% negative comments by public in visitor's book per annum.	Less than 10% negative comments	Less than 10% negative comments	Less than 10% negative comments	Less than 10% negative comments	
1.5	Good relations and coordination with stakeholders	1.5.1	Intergovernmental coordination and contribution by the War Museum	Annually attend all CEO Forum meetings arranged by Executive Authority (incl. virtual meetings)	100% of meetings attended	100% of meetings attended (incl. virtual)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	
		1.5.2	Intergovernmental coordination and contribution by the War Museum	Annually attend all CFO Forum meetings arranged by Executive Authority (incl. virtual meetings)	100% of meetings attended	100% of meetings attended (incl. virtual)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	
		1.5.3	Intergovernmental coordination and contribution by the War Museum	Annually attend all Heritage Sector Forum meetings arranged by Executive Authority (incl. virtual meetings)	100% of meetings attended	100% of meetings attended (incl. virtual)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	



## 7.1.2 Indicators, Annual and Quarterly Targets

No	Output indicator	Annual Target	Q1	Q2	Q3	Q4
1.1.1	3 Charters reviewed annually: Council, Executive Committee and Audit Committee	3 Charters reviewed (updated and/or approved)	-	-	-	3 Charters reviewed (updated and/or approved)
1.1.2	4 Council Meetings held annually (incl. virtual meetings)	4 Council Meetings (incl. virtual meetings)	1 Council meeting (incl. virtual meetings)	1 Council meeting (incl. virtual meetings)	1 Council meeting (incl. virtual meetings)	1 Council meeting (incl. virtual meetings)
1.1.3	2 Audit Committee meetings held annually (incl. virtual meetings)	2 Audit Committee meetings (incl. virtual meetings)	1 Audit Committee meeting (incl. virtual meetings)	1 Audit Committee meeting (incl. virtual meetings)	-	1 Audit Committee meeting (incl. virtual meetings)
1.2.1	Annual review of the Code of Conduct and Ethics and subsequent workshop with staff	Code reviewed and workshopped	-	-	-	Code reviewed and workshopped
1.2.2	Staff training on 4 topics per annum (incl. virtual sessions)	4 topics per annum (incl. virtual sessions)	Training on 1 topic	Training on 1 topic	Training on 1 topic	Training on 1 topic
1.3.1	Unqualified audit report	Unqualified audit report	-	Unqualified audit report	-	-
1.3.2	100% of audit findings addressed by due date as set out in audit implementation plan	100% of issues addressed by due date	-	100% of issues addressed by due date	-	-
1.4.1	Less than 10% negative comments by public in visitors' book per annum.	Less than 10% negative comments	Less than 10% negative comments	Less than 10% negative comments	Less than 10% negative comments	Less than 10% negative comments
1.5.1	Annually attend all CEO Forum meetings arranged by Executive Authority (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	-	-	-	100% of meetings attended (incl. virtual meetings)
1.5.2	Annually attend all CFO Forum meetings arranged by Executive Authority (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	-	-	-	100% of meetings attended (incl. virtual meetings)
1.5.3	Annually attend all Heritage Sector Forum meetings arranged by Executive Authority (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	-	-	-	100% of meetings attended (incl. virtual meetings)

### 7.1.3 Explanation of planned performance over the medium-term period

The identified outputs contribute to the following outcomes and impacts as per the Strategic Plan, which is aligned to the War Museum's mandate:

<b>Programme Outcomes</b>	<b>Programme impact statement</b>
1.1 Effective and efficiently functioning governance and oversight structures	1.1 Improved governance and oversight structures
1.2 Efficient and skilled staff, exhibiting ethical behaviour and conduct	1.2 A skilled and ethical civil service
1.3 Unqualified audit reports with no recurring audit findings	1.3 Reduced corruption in the sector
1.4 90% Satisfaction rating by public visiting the War Museum	1.4 Improve service delivery
1.5 Good relations and coordination with stakeholders	1.5 Strengthen intergovernmental relations and coordination

The War Museum's vision is to be an institution of excellence, this requires sound and effective governance structures, management and accountability in order to support the War Museum to achieve its core mandate.

The selection of the outcome indicators was informed by the War Museum's vision and mission and the outcomes of the Executive Authority based on the War Museum's risk and needs assessment.

## 7.2 Programme 2: Business Development

### Purpose of the programme

Improve the War Museum public profile and media presence whilst promoting and marketing the Heritage Sector  
Heritage preservation and conservation – South African War Heritage  
Dissemination of perspectives on the South African War through research and publication

### Key programme outcomes

Number	Programme	Programme outcomes
2	Business Development	2.1 Improved printed and online platform media presence and creating awareness of South African Heritage 2.2 Preservation of the South African War Heritage and Collections which are representative of all affected parties in the South African War 2.3 Dissemination of perspectives on the South African War

### 7.2.1 Outcomes, Outputs, Performance Indicators and targets

No	Outcome	No	Output	Output Indicator	Annual Targets						
					Audited/Actual Performance			Estimated Performance	MTEF Period		
					2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
2.1	Improved printed and online platform media presence and creating awareness of South African Heritage	2.1.1	Media exposure	6 Articles per annum in the media or other publications (incl. digital media)	12 Articles	16 Articles	6 Articles (incl. digital media)	6 Articles (incl. digital media)	6 Articles (incl. digital media)	6 Articles (incl. digital media)	6 Articles (incl. digital media)
		2.1.2	Updated and current website/social media pages	Quarterly updates to website/social media pages	4 Quarterly updates	4 Quarterly updates	Quarterly updates	Quarterly updates	Quarterly updates	Quarterly updates	Quarterly updates
		2.1.3	Awareness of South African Heritage	Participate in 4 heritage events per annum (incl. virtual events)	4 Events	7 Events (incl. virtual events)	4 Events (incl. virtual events)	4 Events (incl. virtual events)	4 Events (incl. virtual events)	4 Events (incl. virtual events)	4 Events (incl. virtual events)
2.2	Preservation of the South African War Heritage and Collections which are representative of all affected parties in the South African War	2.2.1	Representative collection	Collect items (Black and British participation) – 10 items per annum	9 Items	25 Items	10 Items	10 Items	10 Items	10 Items	10 Items
		2.2.2	Conserved heritage assets	Conserve/maintain 2 categories of items or parts thereof per annum	4 categories of items or parts thereof	4 categories of items or parts thereof	2 categories of items or parts thereof per annum	2 categories of items or parts thereof per annum	2 categories of items or parts thereof per annum	2 categories of items or parts thereof per annum	2 categories of items or parts thereof per annum
2.3	Dissemination of perspectives on the South African War	2.3.1	Contribution to the expansion of the South African War History	Publish 1 internal publication per annum or contribute to the research of 1 external publication per annum (including digital publications)	1 Publication	3 Publications	1 Publication (including digital publications)	1 Publication (including digital publications)	1 Publication (including digital publications)	1 Publication (including digital publications)	1 Publication (including digital publications)

## 7.2.2 Indicators, Annual and Quarterly Targets

No	Output indicator	Annual Target	Q1	Q2	Q3	Q4
2.1.1	6 Articles per annum in the media or other publications (incl. digital media)	6 Articles (incl. digital media)	-	-	-	6 Articles (incl. digital media)
2.1.2	Quarterly updates to website/social media pages	Quarterly updates	Quarterly updates	Quarterly updates	Quarterly updates	Quarterly updates
2.1.3	Participate in 4 heritage events per annum (incl. virtual events)	4 Events (incl. virtual events)	-	-	-	4 Events (incl. virtual events)
2.2.1	Collect items (Black and British participation) – 10 items per annum	10 Items	-	-	-	10 Items
2.2.2	Conserve/maintain 2 categories of items or parts thereof per annum	2 categories of items or parts thereof per annum	2 categories of items or parts thereof	2 categories of items or parts thereof	2 categories of items or parts thereof	2 categories of items or parts thereof
2.3.1	Publish 1 internal publication per annum or contribute to the research of 1 external publication per annum (including digital publications)	1 Publication (including digital publications)	-	-	-	2 Publications (including digital publications)

### 7.2.3 Explanation of planned performance over the medium-term period

The identified outputs contribute to the following outcomes and impacts as per the Strategic Plan, which is aligned to the War Museum's mandate:

<b>Programme Outcomes</b>	<b>Programme impact statement</b>
2.1 Improved printed and online platform media presence and creating awareness of South African Heritage	2.1 Heritage promotion and marketing
2.2 Preservation of the South African War Heritage and Collections which are representative of all affected parties in the South African War	2.2 Heritage preservation and conservation
2.3 Dissemination of perspectives on the South African War	2.3 Promote new perspectives on the South African War through research and publications

The War Museum's mandate to collect and curate items relating to the South African War of 1899 to 1902 as well as research and publications on this theme furthering its development will be achieved mainly as a result of outcomes in this programme. The War Museum's contribution to Social cohesion, National Building and Nation Healing is evident from its message of inclusivity of the South African War. Education and dissemination of the South African War is made possible through the War Museum's programmes, initiatives and displays.

The selection of the outcome indicators was informed by the War Museum's vision and mission and the outcomes of the Executive Authority based on the War Museum's risk and needs assessment.

### 7.3 Programme 3: Public Engagement

#### Purpose of the programme

Promoting inclusivity of the South African War through representative exhibitions  
Supporting National Initiatives with especially focus on prevention of abuse and violence against women and children  
Promoting universal access to the War Museum and its exhibitions  
Educational outreach programmes  
Developing skills of the community

#### Key programme outcomes

Number	Programme	Programme outcomes
3	Public Engagement	3.1 New and/or updated inclusive and representative exhibitions 3.2 Supporting National Initiatives and creating awareness of abuse and violence against women and children 3.3 Information and Exhibitions to be accessible 3.4 Contributing to economic empowerment 3.5 Promoting South African War History and universal access to the War Museum

### 7.3.1 Outcomes, Outputs, Performance Indicators and targets

					Annual Targets						
					Audited/Actual Performance			Estimated Performance	MTEF Period		
No	Outcome	No	Output	Output Indicator	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
3.1	New and/or upgraded inclusive and representative exhibitions	3.1.1	Upgraded and/or new exhibitions	6 Upgraded and/or new exhibitions (permanent or temporary or online/digital)	5 Exhibitions	10 Exhibitions (incl. online/digital )	6 Exhibitions (incl. online/digital )	6 Exhibitions (incl. online/digital)	6 Exhibitions (incl. online/digital)	6 Exhibitions (incl. online/digital)	6 Exhibitions (incl. online/digital)
3.2	Supporting National Initiatives and creating awareness of abuse and violence against women and children	3.2.1	Contribute to Social Cohesion, Nation Building and Nation Healing	5 Projects (event and/or exhibition and/or heritage awareness initiatives – incl. virtual projects) in support of National Initiatives: Youth Day, Mandela Day, Women’s Day, Heritage Day and Day of Reconciliation.	6 Events	6 Projects (incl. virtual projects)	5 Projects (incl. virtual projects)	5 Projects (incl. virtual projects)	5 Projects (incl. virtual projects)	5 Projects (incl. virtual projects)	5 Projects (incl. virtual projects)
		3.2.2	Contribute to Social Cohesion, Nation Building and Nation Healing	Social responsibility awareness campaign addressing abuse against women and children (incl. virtual campaigns)	1 Awareness campaign- 16 days of activism	2 Awareness campaign (incl. virtual campaigns)	1 Awareness campaign (incl. virtual campaigns)	1 Awareness campaign (incl. virtual campaigns)	1 Awareness campaign (incl. virtual campaigns)	1 Awareness campaign (incl. virtual campaigns)	1 Awareness campaign (incl. virtual campaigns)
3.3	Information and Exhibitions to be accessible	3.3.1	Contribute to Social Cohesion, Nation Building and Nation Healing	All new and/or upgraded (permanent or temporary) exhibitions implemented during the period in three languages (i.t.o. Policy) (online/digital exhibitions will only be in English)	N/A	Three languages at 3 new and/or upgraded exhibitions	Three languages at new and/or upgraded exhibitions (online/ digital exhibitions will only be in English)	Three languages at new and/or upgraded exhibitions (online/ digital exhibitions will only be in English)	Three languages at new and/or upgraded exhibitions (online/ digital exhibitions will only be in English)	Three languages at new and/or upgraded exhibitions (online/ digital exhibitions will only be in English)	Three languages at new and/or upgraded exhibitions (online/ digital exhibitions will only be in English)
3.4	Contributing to economic empowerment	3.4.1	Skills development and transfer to the community	Host one skills development programme per annum (incl. virtual programmes)	N/A	1 skills development programme (incl. virtual programmes ) hosted	1 skills development programme (incl. virtual programmes )	1 skills development programme (incl. virtual programmes)	1 skills development programme (incl. virtual programmes)	1 skills development programme (incl. virtual programmes)	1 skills development programme (incl. virtual programmes)



					Annual Targets							
					Audited/Actual Performance			Estimated Performance	MTEF Period			
No	Outcome	No	Output	Output Indicator	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
3.5	Promoting South African War History and universal access to the War Museum	3.5.1	Presenting the South African War History to Educational institutions to supplement CAPS	Visit 16 educational institutions (pre-primary, primary, secondary and tertiary) per annum (incl. virtual/digital programmes) or 16 registrations by schools to the online education platform of the museum.	-	Visited 16 Education institutions	Programmes presented at 16 Education-al institutions (incl. virtual/ digital)	Programmes presented at 16 Education-al institutions (incl. virtual/ digital)	Programmes presented at 16 Education-al institutions (incl. virtual/ digital)	Programmes presented at 16 Education-al institutions (incl. virtual/ digital)	Programmes presented at 16 Education-al institutions (incl. virtual/ digital)	
		3.5.2	Improved knowledge on the South African War History	Annual School Olympiad (incl. a virtual event)	-	1 online History Olympiad	1 Olympiad (incl. a virtual event)	1 Olympiad (incl. a virtual event)	1 Olympiad (incl. a virtual event)	1 Olympiad (incl. a virtual event)	1 Olympiad (incl. a virtual event)	
		3.5.3	Universal access to the War Museum	Present 4 community outreach and heritage awareness programmes (incl. virtual/digital) per annum to promote universal access (cultural organisations or groups/elderly/orphanages/visually impaired/ect.)	-	5 outreach programmes (incl. virtual or digital)	4 outreach programmes (incl. virtual or digital)	4 outreach programmes (incl. virtual or digital)	4 outreach programmes (incl. virtual or digital)	4 outreach programmes (incl. virtual or digital)	4 outreach programmes (incl. virtual or digital)	

### 7.3.2 Indicators, Annual and Quarterly Targets

No	Output indicator	Annual Target	Q1	Q2	Q3	Q4
3.1.1	6 Upgraded and/or new exhibitions (permanent or temporary or online digital)	6 Upgraded and/or new Exhibitions (permanent or temporary or online/digital)	-	-	-	6 Upgraded and/or new Exhibitions (permanent or temporary or online/digital)
3.2.1	5 Projects (event and/or exhibition and/or heritage awareness initiatives – incl. virtual projects) in support of National Initiatives: Youth Day, Mandela Day, Women's Day, Heritage Day and Day of Reconciliation.	5 Projects (incl. virtual projects)	1 Project (incl. virtual projects)	3 Projects (incl. virtual projects)	1 Project (incl. virtual projects)	-
3.2.2	Social responsibility awareness campaign addressing abuse against women and children (incl. virtual campaigns)	1 Awareness campaign (incl. virtual campaigns)	-	-	1 Awareness campaign (incl. virtual campaigns)	-
3.3.1	All new and/or upgraded (permanent or temporary) exhibitions implemented during the period in three languages (i.t.o. Policy)	3 Languages at new and/or upgraded exhibitions (permanent or temporary) (online/digital exhibitions will only be in English)	-	-	-	3 Languages at new and/or upgraded exhibitions (permanent or temporary) (online/digital exhibitions will only be in English)
3.4.1	Host one skills development programme per annum (incl. virtual programmes)	1 Skills development programme (incl. virtual)	-	-	-	1 Skills development programme (incl. virtual)
3.5.1	Visit and present programmes at 16 educational institutions (pre-primary, primary, secondary and tertiary) per annum (incl. virtual or digital programmes/visits/outreach)	Programmes presented at 16 Educational institutions per annum (incl. virtual or digital programmes/visits/outreach)	-	-	-	Programmes presented at 16 Educational institutions per annum (incl. virtual or digital programmes/visits/outreach)
3.5.2	Annual School Olympiad (incl. a virtual event)	Annual School Olympiad (incl. a virtual event)	-	-	-	Annual School Olympiad (incl. a virtual event)
3.5.3	4 Community outreach programmes per annum to promote universal access(cultural organisations or groups/elderly/orphanages/visually impaired/mobility impaired) – incl. virtual or digital programmes.	4 Community outreach programmes – incl. virtual or digital programmes.	-	-	-	4 Community outreach programmes – incl. virtual or digital programmes.

### 7.3.3 Explanation of planned performance over the medium-term period

The identified outputs contribute to the following outcomes and impacts as per the Strategic Plan, which is aligned to the War Museum's mandate:

<b>Programme Outcomes</b>	<b>Programme impact statement</b>
3.1 New and/or updated inclusive and representative exhibitions	3.1 Promote Inclusivity and Reconciliation
3.2 Supporting National Initiatives and creating awareness of abuse and violence against women and children	3.2 Promote Social Responsibility
3.3 Information and Exhibitions to be accessible	3.3 Improve access to Indigenous languages
3.4 Contributing to economic empowerment	3.4 Skills development
3.5 Promoting South African War History and universal access to the War Museum	3.5 Outreach to create new audiences

The War Museum's mandate to collect and curate items relating to the South African War of 1899 to 1902 as well as research and publications on this theme furthering its development will be achieved mainly as a result of outcomes in this programme. The War Museum's contribution to Social cohesion, National Building and Nation Healing is evident from its message of inclusivity of the South African War. Education and dissemination of the South African War is made possible through the War Museum's programmes, initiatives and displays.

The selection of the outcome indicators was informed by the War Museum's vision and mission and the outcomes of the Executive Authority based on the War Museum's risk and needs assessment.

## 8. Programme Resource Considerations

Due to the War Museum's size, it does not have different defined programmes as may be the case with larger Entities or Government Departments. The War Museum therefore, for purposes of reporting, makes use of those programmes as prescribed by the Department of Sport, Arts and Culture for Heritage Institutions.

The following programmes therefore applies:

<b>Programme</b>	<b>Purpose</b>
Administration	To ensure sound and effective governance, oversight, management and accountability for all functions and operations Encourage ethical behaviour and conduct of staff in management of the War Museum, its operations and service delivery Foster good relations and coordination with stakeholders Strengthening staff skills and capabilities
Business Development	Improve the War Museum public profile and media presence whilst promoting and marketing the Heritage Sector Heritage preservation and conservation – South African War Heritage Dissemination of perspectives on the South African War through research and publication
Public Engagement	Promoting inclusivity of the South African War through representative exhibitions Supporting National Initiatives with especially focus on prevention of abuse and violence against women and children Promoting universal access to the War Museum and its exhibitions Educational outreach programmes Developing skills of the community

The War Museum as a whole strives to achieve its strategic outcomes and objectives, and its budget is structured to this end. All programmes are catered for in the budget and in accordance with the outcomes to be achieved.

Audited outcomes below represent audited accrual-based amounts. Preliminary figures and medium-term estimates represent cash-based budgets which, do not consider accrual transactions. The basis for budget therefore differs from the basis used for preparation of Annual Financial Statements, basis differences can thus be expected. Preliminary figures and medium-term estimates are Management's best estimate at the time of completion of the document.

Programme	Audited Outcomes			Preliminary	Medium-term estimate		
	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>For the entity as a whole</b>							
<b>Programme 1: Administration</b>	<b>24 316</b>	<b>22 616</b>	<b>16 732</b>	<b>13 017</b>	<b>12 486</b>	<b>12 603</b>	<b>13 218</b>
Compensation of employees	7 098	6 759	8 228	8 797	8 797	9 149	9 606
Goods and services	17 218	15 857	8 504	4 220	3 689	3 454	3 612
<b>Programme 2: Business development</b>	<b>2 426</b>	<b>2 761</b>	<b>2 711</b>	<b>3 001</b>	<b>3 077</b>	<b>3 182</b>	<b>3 317</b>
Compensation of employees	2 325	2 346	2 400	2 497	2 497	2 597	2 727
Goods and services	101	415	311	504	580	585	590
<b>Programme 3: Public Engagement</b>	<b>1 942</b>	<b>3 223</b>	<b>2 210</b>	<b>1 982</b>	<b>2 226</b>	<b>2 303</b>	<b>2 404</b>
Compensation of employees	1 785	2 524	1 847	1 718	1 931	2 008	2 109
Goods and services	157	699	363	264	295	295	295
<b>Assets purchases</b>	<b>5 409</b>	<b>2 806</b>	<b>5 409</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Additional unallocated</b>	<b>222</b>	<b>1 684</b>	<b>1 707</b>	<b>323</b>	<b>323</b>	<b>336</b>	<b>353</b>
<b>Total</b>	<b>34 315</b>	<b>33 090</b>	<b>28 769</b>	<b>18 423</b>	<b>18 212</b>	<b>18 524</b>	<b>19 392</b>

Economic classification	Audited Outcomes			Preliminary	Medium-term estimate		
	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027
	<b>Revenue</b>						
<b>Non-tax Revenue</b>	<b>38 164</b>	<b>10 986</b>	<b>6 837</b>	<b>731</b>	<b>881</b>	<b>381</b>	<b>382</b>
Sale of goods and services:	115	478	354	341	351	351	352
Administrative fees	42	86	120	130	130	130	130
Sales	73	392	234	211	221	221	222
Other non-tax revenue	38 049	10 508	6 483	390	530	30	30
<b>Transfers received</b>	<b>20 065</b>	<b>20 343</b>	<b>22 924</b>	<b>17 687</b>	<b>17 326</b>	<b>18 138</b>	<b>19 005</b>
<b>Donations</b>	<b>384</b>	<b>341</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Total revenue</b>	<b>58 613</b>	<b>31 670</b>	<b>29 765</b>	<b>18 423</b>	<b>18 212</b>	<b>18 524</b>	<b>19 392</b>

Economic classification	Audited Outcomes			Preliminary	Medium-term estimate		
	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027
<b>Current expenses</b>	<b>28 684</b>	<b>28 600</b>	<b>21 653</b>	<b>18 000</b>	<b>17 789</b>	<b>18 088</b>	<b>18 939</b>
<b>Compensation of Employees</b>	<b>11 208</b>	<b>11 629</b>	<b>12 475</b>	<b>13 012</b>	<b>13 225</b>	<b>13 754</b>	<b>14 442</b>
<b>Goods and services:</b>	<b>17 476</b>	<b>16 971</b>	<b>9 178</b>	<b>4 988</b>	<b>4 564</b>	<b>4 334</b>	<b>4 497</b>
<b>PROGRAMME 1:</b>	<b>17 218</b>	<b>15 857</b>	<b>8 504</b>	<b>4 220</b>	<b>3 689</b>	<b>3 454</b>	<b>3 612</b>
<i>Communication</i>	177	230	234	271	235	240	245
<i>Maintenance, repair and running costs</i>	136	1 022	510	798	600	620	640
<i>Travel and subsistence</i>	43	90	179	100	120	120	120
<i>Municipal charges</i>	740	863	1 359	1 185	1 200	1 200	1 300
<i>Training</i>	0	34	33	21	35	40	40
<i>Council Honorarium</i>	29	100	104	100	120	120	120
<i>Audit (external and internal)</i>	771	653	316	300	320	320	320
<i>Advertising</i>	37	39	48	50	55	60	65
<i>Consumables &amp; Inventory</i>	82	325	271	227	220	225	230
<i>Other costs</i>	15 203	12 501	5 450	1 168	784	509	532
<b>PROGRAMME 2:</b>	<b>101</b>	<b>415</b>	<b>311</b>	<b>504</b>	<b>580</b>	<b>585</b>	<b>590</b>
<i>Conservation, books &amp; archive</i>	4	12	6	20	20	20	20
<i>Purchases of artefacts</i>	10	0	0	1	10	10	10
<i>Publications</i>	67	300	197	326	310	310	310
<i>Website</i>	-	98	51	120	180	180	180
<i>Marketing &amp; Advertisements</i>	20	5	57	37	60	65	70
<b>PROGRAMME 3</b>	<b>157</b>	<b>699</b>	<b>363</b>	<b>264</b>	<b>295</b>	<b>295</b>	<b>295</b>
<i>Events/Conferences/Awareness initiatives</i>	24	84	216	90	120	120	120
<i>Exhibitions</i>	115	576	122	134	125	125	125
<i>Education</i>	18	39	25	40	50	50	50
<b>Additional unallocated</b>	<b>222</b>	<b>1 684</b>	<b>1 707</b>	<b>323</b>	<b>323</b>	<b>336</b>	<b>353</b>
<b>Total expenses</b>	<b>28 906</b>	<b>30 284</b>	<b>23 360</b>	<b>18 323</b>	<b>18 112</b>	<b>18 424</b>	<b>19 292</b>
<b>Surplus/(deficit) before assets</b>	<b>29 707</b>	<b>1 386</b>	<b>6 405</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Payments for capital assets</b>	<b>5 409</b>	<b>2 806</b>	<b>5 409</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
Property, plant and equipment	5 409	2 750	5 407	100	100	100	100
Intangible assets	-	16	-	-	-	-	-
Heritage Assets	-	40	2	-	-	-	-
<b>Surplus/(deficit) after assets</b>	<b>24 298</b>	<b>(1 420)</b>	<b>996</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Programme	2023/2024 (preliminary projection per quarter)				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL
	R'000	R'000	R'000	R'000	R'000
<b>Programme 1: Administration</b>	<b>3 254</b>	<b>3 254</b>	<b>3 254</b>	<b>3 255</b>	<b>13 107</b>
Compensation of employees	2 199	2 199	2 199	2 200	8 797
Goods and services	1 055	1 055	1 055	1 055	4 220
<b>Programme 2: Business development</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>751</b>	<b>3 001</b>
Compensation of employees	624	624	624	625	2 497
Goods and services	126	126	126	126	504
<b>Programme 3: Public Engagement</b>	<b>495</b>	<b>495</b>	<b>496</b>	<b>496</b>	<b>1 982</b>
Compensation of employees	429	429	430	430	1 718
Goods and services	66	66	66	66	264
<b>Assets purchases</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>100</b>
<b>Additional unallocated</b>	<b>81</b>	<b>81</b>	<b>81</b>	<b>80</b>	<b>323</b>
<b>Total</b>	<b>4 605</b>	<b>4 605</b>	<b>4 606</b>	<b>4 607</b>	<b>18 423</b>

Programme	2023/2024 (preliminary projection per quarter)				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL
	R'000	R'000	R'000	R'000	R'000
<b>Economic classification</b>					
<b>Revenue</b>					
<b>Non-tax Revenue</b>	<b>182</b>	<b>182</b>	<b>183</b>	<b>184</b>	<b>731</b>
Sale of goods and services	85	84	86	86	341
Administrative fees	33	31	33	33	130
Sales	52	53	53	53	211
Other non-tax revenue	97	98	97	98	390
<b>Transfers received</b>	<b>4 422</b>	<b>4 421</b>	<b>4 422</b>	<b>4 422</b>	<b>17 687</b>
<b>Donations</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>5</b>
<b>Total revenue</b>	<b>4 605</b>	<b>4 605</b>	<b>4 606</b>	<b>4 607</b>	<b>18 423</b>

Programme	2023/2024 (preliminary projection per quarter)				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL
	R'000	R'000	R'000	R'000	R'000
<b>Current expenses</b>	<b>4 499</b>	<b>4 499</b>	<b>4 500</b>	<b>4 502</b>	<b>18 150</b>
<b>Compensation of Employees</b>	<b>3 253</b>	<b>3 253</b>	<b>3 253</b>	<b>3 253</b>	<b>13 012</b>
<b>Goods and services:</b>	<b>1 246</b>	<b>1 246</b>	<b>1 247</b>	<b>1 249</b>	<b>4 988</b>
<i>PROGRAMME 1:</i>	<i>1 052</i>	<i>1 054</i>	<i>1 055</i>	<i>1 059</i>	<i>4 220</i>
<i>Communication</i>	<i>67</i>	<i>68</i>	<i>68</i>	<i>68</i>	<i>271</i>
<i>Maintenance, repair and running costs</i>	<i>199</i>	<i>199</i>	<i>200</i>	<i>200</i>	<i>798</i>
<i>Travel and subsistence</i>	<i>25</i>	<i>25</i>	<i>25</i>	<i>25</i>	<i>100</i>
<i>Municipal charges</i>	<i>296</i>	<i>296</i>	<i>296</i>	<i>297</i>	<i>1 185</i>
<i>Training</i>	<i>5</i>	<i>5</i>	<i>5</i>	<i>6</i>	<i>21</i>
<i>Council Honorarium</i>	<i>25</i>	<i>25</i>	<i>25</i>	<i>25</i>	<i>100</i>
<i>Audit (external and internal)</i>	<i>75</i>	<i>75</i>	<i>75</i>	<i>75</i>	<i>300</i>
<i>Advertising</i>	<i>12</i>	<i>12</i>	<i>12</i>	<i>14</i>	<i>50</i>
<i>Consumables &amp; Inventory</i>	<i>56</i>	<i>57</i>	<i>57</i>	<i>57</i>	<i>227</i>
<i>Other costs</i>	<i>292</i>	<i>292</i>	<i>292</i>	<i>292</i>	<i>1 168</i>
<i>PROGRAMME 2:</i>	<i>127</i>	<i>127</i>	<i>125</i>	<i>125</i>	<i>504</i>
<i>Conservation, books &amp; archive</i>	<i>5</i>	<i>5</i>	<i>5</i>	<i>5</i>	<i>20</i>
<i>Purchases of artefacts</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1</i>
<i>Publications</i>	<i>82</i>	<i>82</i>	<i>81</i>	<i>81</i>	<i>326</i>
<i>Website</i>	<i>30</i>	<i>30</i>	<i>30</i>	<i>30</i>	<i>120</i>
<i>Marketing &amp; Advertisements</i>	<i>9</i>	<i>10</i>	<i>9</i>	<i>9</i>	<i>37</i>
<i>PROGRAMME 3:</i>	<i>67</i>	<i>65</i>	<i>67</i>	<i>65</i>	<i>264</i>
<i>Events/Conferences/Awareness initiatives</i>	<i>23</i>	<i>22</i>	<i>23</i>	<i>22</i>	<i>90</i>
<i>Exhibitions</i>	<i>34</i>	<i>33</i>	<i>34</i>	<i>33</i>	<i>134</i>
<i>Education</i>	<i>10</i>	<i>10</i>	<i>10</i>	<i>10</i>	<i>40</i>
<b>Assets purchases</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>100</b>
<b>Additional unallocated</b>	<b>81</b>	<b>81</b>	<b>81</b>	<b>80</b>	<b>323</b>
<b>Total expenses</b>	<b>4 605</b>	<b>4 605</b>	<b>4 606</b>	<b>4 607</b>	<b>18 423</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



The preliminary and projected financial position and cash flows below are based on the assumption that all outstanding debt of the previous period will be paid, all debts owed to the War Museum in the previous period will be collected and that income will equal expenditure for the preliminary and projected results. Adjustments were made for cash-based transactions set out above only – thus on a cash basis.

	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>
	<b>Audited Outcome</b>	<b>Preliminary</b>	<b>Projected</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
<b>Current Assets</b>	<b>7 295</b>	<b>7 057</b>	<b>7 057</b>
<i>Cash and cash equivalents</i>	6 541	6 541	6 541
<i>Trade and other receivables</i>	87	5	5
<i>Inventories</i>	667	511	511
<b>Non-current Assets</b>	<b>102 451</b>	<b>102 450</b>	<b>102 450</b>
<i>Intangible assets</i>	16	15	15
<i>Property, plant and equipment</i>	3 116	3 116	3 116
<i>Heritage Assets</i>	99 319	99 319	99 319
<b>Total Assets</b>	<b>109 746</b>	<b>109 508</b>	<b>109 508</b>
<b>Current liabilities</b>	<b>7 424</b>	<b>7 186</b>	<b>7 186</b>
<i>Trade and other payables</i>	1 565	1 565	1 565
<i>Unspent DSAC conditional grants</i>	4 877	4 639	4 639
<i>Unspent National Lotteries Commission conditional grants</i>	762	762	762
<i>Post-employment health care liability</i>	220	220	220
<b>Non-current liabilities</b>	<b>8 066</b>	<b>8 066</b>	<b>8 066</b>
<i>Post-employment health care liability</i>	8 066	8 066	8 066
<b>Total Liabilities</b>	<b>15 490</b>	<b>15 252</b>	<b>15 252</b>
<b>Net assets/(liabilities)</b>	<b>94 256</b>	<b>94 256</b>	<b>94 256</b>

	2022/2023	2023/2024	2024/2025
	Audited Outcome	Preliminary	Projected
	R'000	R'000	R'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Cash receipts from Government Grants and Customers	20 878	18 108	18 108
Cash paid to suppliers and employees	(18 329)	(18 108)	(18 108)
<b>Cash generated/(utilised) from operations</b>	<b>2 549</b>	<b>(-)</b>	<b>(-)</b>
Interest received	35	-	-
<b>Net cash flows from operating activities</b>	<b>2 584</b>	<b>(-)</b>	<b>(-)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of plant and equipment	(5 407)	(-)	(-)
Purchase of intangible assets	(-)	(-)	(-)
Purchase of heritage assets	(2)	(-)	(-)
<b>Net cash flows from investing activities</b>	<b>(5 409)</b>	<b>(-)</b>	<b>(-)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(2 824)</b>	<b>(-)</b>	<b>(-)</b>
<b>Cash and cash equivalents at beginning of the year</b>	<b>9 365</b>	<b>6 541</b>	<b>6 541</b>
<b>Cash and cash equivalents at end of the year</b>	<b>6 541</b>	<b>6 541</b>	<b>6 541</b>

## Relating expenditure trends to strategic outcomes

The aforementioned budget contributes to the realisation of the War Museum’s strategic outcomes. The War Museum’s main source of income is the baseline allocation, which it receives from its parent department, the Department of Sport, Arts and Culture. The War Museum’s budget, strategic outcomes and objectives are directly dependent on the aforementioned allocation and all of its functions (strategic and operational) are informed and regulated accordingly.

Budget allocations play a pivotal role in the achievement of performance targets. Targets are determined in accordance with available resources (both financial and human resources). Limited staff funding resulted in the War Museum having to function without sufficient number of staff (and in some instances with no staff at all) in critical positions.

Annual growth of the budget is dependent on growth of the baseline allocation. The baseline allocation was adjusted downwards by the Executive Authority in 2023/24. The adjustment in many instances creates budget pressures and challenges.

## Reconciling performance targets with the Budget and MTEF

Budget allocations play a pivotal role in the achievement of performance targets. Targets are determined in accordance with available resources (both financial and human resources). The War Museum’s budget has been aligned to indicate the expenditure items which directly or indirectly relate to the targets as set out per programme. This can be observed in the tables above.

## 9. Updated Key Risks

The following top-ranking strategic risks may impact on the achievement of the strategic objectives of the War Museum (these are addressed by means of detailed risk management plans and are monitored on a continuous basis):

Key Risk	Mitigation
a) <u>Limited staff complement due to funding constraints:</u>  The limited staff complement results in the War Museum staff performing many functions beyond the scope of their respective appointments, this in itself poses a risk to the War Museum as these staff members may not be properly capacitated to perform these tasks. Resource mobilisation	The Council and Management have approached the Department of Sport, Arts and Culture for urgent assistance with the limited baseline allocation addressing the staff shortages and efforts in this regard are continuous.

<p>and funding play a pivotal role in the achievement of the War Museum's strategic objectives.</p>	
<p>b) <u>Changing Legislative Environment</u></p> <p>Like all other similar institutions, the War Museum must also comply with the various legislative and other prescripts set by Government. Considering its small staff complement which has to give effect to these legislative and other prescripts, there is an ever-increasing risk of non-compliance by the War Museum.</p>	<p>This risk is mitigated by a considered effort to keep abreast of changes in the Legislative Environment.</p>
<p>c) <u>Inadequate inclusion of South African War history in school curriculums.</u></p> <p>The War affected both black and white South Africans. This was the largest war ever waged in Southern Africa to date. It shaped the political landscape as we know it today. The inadequate inclusion in school curriculums of this subject creates a gap in the history of South Africa which is taught to the youth.</p>	<p>Through the War Museum's educational programmes, outreaches, publications and awareness campaigns CAPS is supplemented in this regard</p>
<p>d) <u>Current Economic climate and the risk of baseline reductions or limited growth</u></p> <p>The current economic climate and pressures on government to reduce spending poses the risk that the baseline might be reduced or may result in limited growth thereof.</p>	<p>The War Museum maintains strict controls as far as budgets are concerned and spending takes cognisance of cost containment measures.</p>
<p>e) <u>Liability for Post-Retirement Medical Aid</u></p> <p>The liability is not funded and is a heavy burden on the Museum's already restricted budget.</p>	<p>Task team appointed by DSAC. Implementation of White Paper to address this.</p>

## 10. Infrastructure plans

### USER ASSET MANAGEMENT PLAN (UAMP)

As an entity of the National Department of Sport, Arts and Culture (DSAC), the War Museum needs to contribute to the national priorities of social cohesion, nation building, poverty alleviation, growth, reconciliation and employment. To carry out this function the War Museum must operate from facilities that are planned, designed and constructed to meet the demands placed on it as a result of this task.

In order to assist the DSAC in managing the assets under its control as well as the assets resorting under its public entities, the War Museum developed a UAMP for the immovable assets allocated to its functions in accordance with the prescripts of the Government Immovable Asset Management Act (GIAMA). This process ensures that the funding to replace, upgrade and maintain the facilities is provided annually.

The broader UAMP planning process included:

- a. Defining current service goals, needs and strategies and projecting likely changes over time.
- b. Reviewing the current state of immovable assets and how they match the service delivery needs.
- c. Development of a strategic accommodation plan with the actions that need to be taken to maintain, rehabilitate and repair the immovable assets.
- d. Consider the need for new accommodation or the surrender of assets.
- e. Preparation of a cost plan over the medium-term expenditure period (MTEF).

The purpose of the UAMP for the War Museum is therefore to identify and assess areas of improvement to ensure optimal functional performance of its immovable assets and to communicate this in a structured way to DSAC for inclusion into their UAMP.

#### A. Strategic needs assessment

##### 1. Strategic intent

The War Museum's strategic intent is informed by its *vision* and *mission*.

These are:

- a. Vision – To be an institution of excellence whereby the inclusivity and suffering of all communities during the Anglo-Boer War are depicted, thus propagating the message that negotiation is preferable to war.

- b. Mission – To collect, curate and display items relating to the Anglo-Boer War of 1899 to 1902; research, publications and education on this theme and cooperation with other organisations, nationally and internationally, in order to develop this theme.

## *2. Effective utilization*

The total area provided for use by the War Museum's immovable structures which consist of 4592,97 square meter and 13 buildings are currently utilised to their full potential. Areas of improvement have already been identified and changes were made to more effectively use the existing structures. These included:

- a. An area designed and previously used for accommodation has been modified and are now housing the conservation department of the museum.
- b. As a result of (a) space was reallocated and freed up for use as storage areas for the museum collection.
- c. The Museum foyer was redesigned, upgraded and renovated to create more of a welcoming atmosphere for visitors.
- d. Display halls in the main building were redesigned internally to more effectively utilise space for exhibits.
- e. The lack of a meeting venue was met converting the tea room into a conference room.
- f. An additional wing was added to the existing structures to provide additional exhibition and storage facilities.
- g. The workshop area was upgraded to be fully functional and to OHS Specifications.
- h. The furniture store was renovated to be fully operational and to OHS Specifications.
- i. All public bathroom facilities were renovated

There are however still aspects that needs to be addressed with respect to the condition of the War Museum's immovable assets if they were to optimally provide for the strategic goals of the War Museum. These are addressed as part of the "Acquisition plan" outlined below.

## *3. Service delivery requirements*

The War Museum has a collection of more than 46 000 heritage assets that must be accommodated in its existing structures and furthermore must also support the strategically identified functions of the institution. These structures must comply with certain minimum criteria acceptable for museums of international stature in order to comply with accepted norms and standards for proper conservation of its heritage assets.

During recent periods the War Museum was upgraded in several areas to comply with the standards set out for reputable museums. These included:

- 1. Renovation of the foyer
- 2. Renovation and upgrading of auditorium and boardroom.

3. Renovation of security house
4. Upgrading of CCTV camera system.
5. Renovation of the Public Bathrooms.
6. Renovation of old stores into functional storage areas
7. Repairs to paving & carports
8. Installation of a turnkey solar power system

## **B. Acquisition plan**

The acquisition plan is a strategic accommodation plan that consists of prioritised accommodation needs. In certain cases, budgeting for maintenance is further constricted by a serious lack of funding and the lack of life cycle planning. This aspect was highlighted by The Maintenance and Assessment Report compiled by Bigen on behalf of DSAC.

The immovable asset requirements that encompass new assets, refurbishments and repairs at the War Museum are categorized into requirements that have been funded by DSAC and those requirements that have been identified but have not yet been funded. After considering the strategic objectives and functional performance of assets at the War Museum the following have been identified and includes possible budgets as well as timeframes for the requirements.

### ***Funded Immovable Asset Requirements***

<b>Requirement</b>	<b>Purpose/Objective</b>	<b>2021/22 R</b>	<b>2022/23 R</b>	<b>2023/24</b>
Major Maintenance	Backlog, preventative and breakdown maintenance to buildings	1 000 000	1 300 000	931 201
CCTV	Installation of new CCTV camera system	-	1 000 000	-
Turnkey Solar System	Generate Environmentally friendly solar power	-	-	1 583 042
Aircon maintenance	Day to day maintenance of air-conditioners in the Museum	379 938	354 351	101 585

### ***Unfunded Immovable Asset Requirements***

<b>Requirement</b>	<b>Purpose/Objective</b>	<b>2024/25 R</b>	<b>2025/26 R</b>	<b>2026/27 R</b>
Upgrade Turnkey Solar System	Generate Environmentally friendly solar power	782 000	-	-

Major Maintenance	Backlog, preventative and breakdown maintenance to buildings	1 271 372	945 941	-
Auditorium Renovation for the Disabled.	Upgrade to Auditorium to be accessible for disabled individuals.	8 178 664	-	-
Upgrade Fire suppression System	Upgrade to fire suppression system as per investigative report	401 831	-	-
Maintenance of fire suppression system	Quarterly specialist inspection and maintenance to fire suppression system	65 207	-	-

### C. Operations plan

An operations plan for immovable assets as its main aim has to enable the entity to meet its service objectives by providing an environment whereby the assets allocated to these objectives are used in a manner that will enhance their utility value through maintenance, thereby prolonging their life cycle.

The operation of an immovable asset through its life cycle can be set out as:  
 Planning/Design - Procurement - Construction - Operation - Disposal

#### 1. Maintenance

Maintenance is defined as routine actions required ensuring that an asset is kept in a serviceable state throughout its life cycle. Maintenance issues include:

- a. Inspections
- b. General cleaning
- c. Minor repairs
- d. Servicing



Maintenance does not include:

a. New acquisitions

For maintaining its immovable assets, the War Museum employs six general assistants, 3 contract workers and one manager in its maintenance department. They are responsible for ensuring the assets are kept in a serviceable condition by doing minor repairs, structured inspections, cleaning, etc. or by informing and working with their state partners in cases where there are more serious short comings or faults.

## *2. Partners*

The War Museum as part of the state's immovable asset inventory must ensure that it maintains the assets allocated to it by working in close cooperation with its main partners, being:

DSAC – The Department of Sport, Arts and Culture is responsible for the immovable asset management function at all the entities under its auspices and the entities are responsible for facility management. All major repairs, new asset requirements and restorations needed at the War Museum must be reported to DSAC for action to be taken by them.

DPWI – The Department of Public Works and Infrastructure is mandated to be the custodian and manager of all national governments' fixed assets. This includes the determination of accommodation requirements, rendering expert build environment services to its client departments as well as the acquisition, maintenance and disposal of such assets. The War Museum therefore needs to work closely with DPWI and timeously inform them of all major problems associated with the museum's immovable assets.

National Treasury – DSAC is responsible for securing funds needed for immovable assets at entities under its auspices.

### **D. Immovable asset surrender plan**

The War Museum cannot surrender its immovable assets. In the event that such an action is needed it will be reported to both the DSAC and the DPWI.

**11. Conditional grants**

N/A

**12. Public entities**

N/A

**13. Public-private partnerships**

None

**14. Audit Implementation plan**

The War Museum received an unqualified audit report for the period 2022/2023, with no findings. The audit implementation plan is therefore still based on passed findings.

Type of Audit Finding	Description of Audit Finding	Activity to address the issue	Due date for completion	Responsibility	Comments
Compliance	Material adjustments of AFS	Review of AFS by internal audit prior to submission to AGSA.	15 May 2024	CFO	None

## PART D: Technical Indicator Descriptions

### Programme 1: Administration

1.1.1	<b>Indicator title</b>	3 Charters reviewed and approved annually: Council, Audit Committee and EXCO Charter
	<b>Definition</b>	Annual review refers to Charters of the Council, Audit Committee and Executive Committee being reviewed and amended if necessary on an annual basis by the Council. Council will approve any amendments.
	<b>Source of data</b>	Minutes of meetings of Council and Audit Committee maintained by the Secretariat or Internal Audit review reports maintained by the Chief Financial Officer
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative – per annum
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	All 3 Charters annually reviewed and updated if and where necessary and approved
	<b>Indicator responsibility</b>	Director and Secretariat/CFO
1.1.2	<b>Indicator title</b>	4 Council Meetings held annually (incl. virtual meetings)
	<b>Definition</b>	Council meetings refers to any sitting (incl. virtual meetings) of Council where a quorum is present and must occur 4 times during each year.
	<b>Source of data</b>	Minutes of meetings of Council or attendance registers maintained by the Secretariat
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative – per annum
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	4 Council meetings
	<b>Indicator responsibility</b>	Director and Secretariat
1.1.3	<b>Indicator title</b>	2 Audit Committee meetings held annually (incl. virtual meetings)
	<b>Definition</b>	Audit Committee meetings refers to any sitting (incl. virtual meetings) of the Audit Committee where a quorum is present and must occur 2 times during each year.
	<b>Source of data</b>	Minutes of meetings of Audit Committee or attendance registers maintained by the Secretariat
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative – per annum
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	2 Audit Committee meetings
	<b>Indicator responsibility</b>	Director and Secretariat

1.2.1	<b>Indicator title</b>	Annual reviewed and workshopped Code of Conduct and Ethics
	<b>Definition</b>	Annual review of the Code of Conduct and Ethics refers to review by Council and approval of any amendments where applicable. Workshopped refers to a discussion with staff to create awareness and update them on any changes which may have been implemented.
	<b>Source of data</b>	Minutes of meetings of Council and Audit Committee maintained by the Secretariat or Internal Audit review reports maintained by the Chief Financial Officer
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative – per annum
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	Code of Conduct and Ethics annually reviewed and updated if and where necessary
	<b>Indicator responsibility</b>	Director, HR and Secretariat/CFO

1.2.2	<b>Indicator title</b>	Staff training on 4 topics per annum (incl. virtual sessions)
	<b>Definition</b>	Training on 4 topics refers to training (incl. virtual sessions) presented to staff (all/groups/single staff members) on various topics.
	<b>Source of data</b>	Expenditure vouchers/Attendance Registers/Attendance Certificates maintained by the Finance Section and/or the relevant Section Manager and/or Staff records by HR
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative – per annum
	<b>Assumptions</b>	The same or all staff will not necessarily receive training all 4 topics. Different staff members may receive training on one or more topics.
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	Staff training on 4 topics per annum
<b>Indicator responsibility</b>	Director and all Section Managers	

1.3.1	<b>Indicator title</b>	Unqualified audit report
	<b>Definition</b>	The audit report as issued by the Auditor-General during the measurement period, the report should be unqualified.
	<b>Source of data</b>	Auditor-General Audit Report as published in the Annual Report
	<b>Method of Calculation/ Assessment</b>	Qualitative Once per annum
	<b>Assumptions</b>	The report issued during the particular period, to be assessed for the particular period.
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	Unqualified Audit-Report
<b>Indicator responsibility</b>	Director	

1.3.2	<b>Indicator title</b>	100% of audit findings addressed by due date as set out in audit implementation plan
	<b>Definition</b>	All (100%) audit findings to be addressed within the audit implementation plan due date (Management Letter findings)
	<b>Source of data</b>	Quarterly report on audit implementation plan and supporting documentation maintained by the Chief Financial Officer
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative – per annum
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	100% of audit findings addressed by due date
	<b>Indicator responsibility</b>	Director and all Section Managers
1.4.1	<b>Indicator title</b>	Less than 10% negative comments by public in visitors' book per annum.
	<b>Definition</b>	Total negative comments recorded by the public in the visitors' book to be less than 10% of total comments per annum. Thus 90% of comments compared to the total must be neutral or positive.
	<b>Source of data</b>	Visitors Book
	<b>Method of Calculation/ Assessment</b>	Qualitative Once per annum
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	No negative comment on service delivery.
	<b>Indicator responsibility</b>	Director and all Section Managers
1.5.1	<b>Indicator title</b>	Annually attend all 100% CEO Forum meetings which are arranged by Executive Authority (incl. virtual meetings)
	<b>Definition</b>	Director or nominee to attend all CEO Forum meetings (incl. virtual meetings) which are arranged by the Executive Authority
	<b>Source of data</b>	Expenditure vouchers or Minutes of meetings maintained by the Finance Section or Director
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative – per annum
	<b>Assumptions</b>	It is assumed that the Executive Authority will hold two meetings per annum. The Museum can only attend meetings if arranged by the Executive Authority.
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	Attendance of 2 CEO Forum meetings
	<b>Indicator responsibility</b>	Director

1.5.2	<b>Indicator title</b>	Annually attend all (100%) CFO Forum meetings which are arranged by Executive Authority (incl. virtual meetings)
	<b>Definition</b>	CFO or nominee to attend all CFO Forum meetings (incl. virtual meetings) which are arranged by the Executive Authority
	<b>Source of data</b>	Expenditure vouchers or Minutes of meetings maintained by the Finance Section or CFO
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative – per annum
	<b>Assumptions</b>	It is assumed that the Executive Authority will hold two meetings per annum. The Museum can only attend meetings if arranged by the Executive Authority.
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	Attendance of 2 CFO Forum meetings
	<b>Indicator responsibility</b>	Director and CFO

1.5.3	<b>Indicator title</b>	Annually attend all (100%) Heritage Sector Forum meetings which are arranged by Executive Authority (incl. virtual meetings)
	<b>Definition</b>	Director or nominee to attend all Heritage Sector Forum meetings (incl. virtual meetings) which are arranged by the Executive Authority.
	<b>Source of data</b>	Expenditure vouchers or Minutes of meetings maintained by the Finance Section or Director
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative – per annum
	<b>Assumptions</b>	It is assumed that the Executive Authority will hold two meetings per annum. The Museum can only attend meetings if arranged by the Executive Authority.
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	Attendance of 2 Heritage Sector Forum meetings
	<b>Indicator responsibility</b>	Director and Deputy Director

## Programme 2: Business Development

2.1.1	<b>Indicator title</b>	6 Articles per annum in the media or other publications (incl. digital media)
	<b>Definition</b>	6 Articles related to the Museum published in the media (incl. digital media) or other forms of publications such as digital publications
	<b>Source of data</b>	Newspaper clippings or relevant publications or clipping thereof or print-out of article if online publication as maintained by the Executive Secretary or relevant Section Manager
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative – per annum
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	6 Articles per annum
		<b>Indicator responsibility</b>

<b>2.1.2</b>	<b>Indicator title</b>	Quarterly updates to website/social media pages
	<b>Definition</b>	Quarterly updates to the Museum's website or Twitter and Facebook accounts – posting of events, new/updated information, etc.
	<b>Source of data</b>	Screen prints or printouts or update reports as maintained by the relevant Section Manager
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative – per annum
	<b>Assumptions</b>	Quarterly updates will encompass all updates for the quarter to the relevant platforms irrespective of the quantity which should at least be one on each platform.
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	Quarterly updates on all platforms
	<b>Indicator responsibility</b>	Director and Chief Human Sciences Manager

<b>2.1.3</b>	<b>Indicator title</b>	Participate in 4 heritage events per annum (incl. virtual events)
	<b>Definition</b>	Participation by the Museum (actual attendance or contributions such as displays, papers or research support) in 4 heritage events (incl. virtual events) hosted by external parties/institutions
	<b>Source of data</b>	Expenditure vouchers or programmes or invitations or correspondence maintained by the Finance Section or relevant Section
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative – per annum
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	Participate in 4 heritage events per annum
	<b>Indicator responsibility</b>	Director and Chief Human Sciences Manager

<b>2.2.1</b>	<b>Indicator title</b>	Collect items (Black and British participation) – 10 items per annum
	<b>Definition</b>	The Museum to acquire through donation or purchase at least 10 heritage items per annum relating to Black and British participation in the War.
	<b>Source of data</b>	Accession records maintained by Collections Manager
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative – per annum
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	10 Items per annum specifically related to Black and British participation in the War
	<b>Indicator responsibility</b>	Director and Chief Human Sciences Manager

2.2.2	<b>Indicator title</b>	Conserve/maintain 2 categories of items or parts thereof per quarter
	<b>Definition</b>	Conservation or maintenance of 2 categories of heritage items or parts thereof per quarter
	<b>Source of data</b>	Conservation registers maintained by Collections Manager
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative – per annum
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	Conservation or maintenance of 2 categories of heritage items or parts thereof per quarter
	<b>Indicator responsibility</b>	Director and Chief Human Sciences Manager

2.3.1	<b>Indicator title</b>	Publish 1 internal publication per annum or contribute to the research of 1 external publication per annum (including digital publications)
	<b>Definition</b>	Publish 1 internal publication per annum or contribute to the research (information, research, photographs, etc.) of 1 external publication per annum (including digital publications)
	<b>Source of data</b>	Expenditure vouchers or publication itself or correspondence on research support provided as maintained by the Finance Section or the relevant Section Manager
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative – per annum
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	1 Publications per annum
	<b>Indicator responsibility</b>	Director

### Programme 3: Public Engagement

3.1.1	<b>Indicator title</b>	6 Upgraded and/or new exhibition (permanent or temporary or online/digital)
	<b>Definition</b>	Any new exhibition or upgraded exhibition which are either temporary or permanent in nature (incl. online/digital).
	<b>Source of data</b>	Expenditure vouchers maintained by the Finance Section or Heritage asset movement forms maintained by the Human Sciences Section or the exhibition itself
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative (Year-end)
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	6 new and/or updated permanent and/or temporary exhibitions
	<b>Indicator responsibility</b>	Director and Chief Human Sciences Manager



<b>3.2.1</b>	<b>Indicator title</b>	5 Projects (event and/or exhibition and/or heritage awareness initiatives – incl. virtual projects) in support of National Initiatives: Youth Day, Mandela Day, Women’s Day, Heritage Day and Day of Reconciliation.
	<b>Definition</b>	Projects (event and/or exhibition and/or heritage awareness initiatives – incl. virtual projects) in support of National Initiatives: Youth Day, Mandela Day, Women’s Day, Heritage Day and Day of Reconciliation.
	<b>Source of data</b>	Expenditure vouchers maintained by the Finance Section or Heritage asset movement forms maintained by the Human Sciences Section or the exhibition itself or programmes/brochures of the event/exhibition/initiative
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative (Year-end)
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	5 Projects in support of National Initiatives: Youth Day, Mandela Day, Women’s Day, Heritage Day and Day of Reconciliation.
	<b>Indicator responsibility</b>	Director and Chief Human Sciences Manager

<b>3.2.2</b>	<b>Indicator title</b>	Social responsibility awareness campaign addressing abuse against women and children (incl. virtual programmes)
	<b>Definition</b>	An awareness campaign (incl. virtual programmes) in support of National Initiatives specifically on preventing abuse of and violence against women and children.
	<b>Source of data</b>	Expenditure vouchers maintained by the Finance Section or Heritage asset movement forms maintained by the Human Sciences Section or the exhibition itself or programmes/brochures/pamphlets of the event/exhibition/initiative
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative (Year-end)
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	An awareness campaign in support of National Initiatives specifically on preventing abuse of and violence against women and children.
	<b>Indicator responsibility</b>	Director and Chief Human Sciences Manager

<b>3.3.1</b>	<b>Indicator title</b>	All new/upgraded permanent and temporary exhibitions implemented during the period must be in three languages (i.t.o. Policy) (online/digital exhibitions will only be in English)
	<b>Definition</b>	Information to be provided in new and/or updated exhibitions in the three languages specified in the Museum Language Policy (online/digital exhibitions will only be in English)
	<b>Source of data</b>	Expenditure vouchers maintained by the Finance Section or the exhibition itself.
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative (Year-end)
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	All information to be presented in the three languages specified in the Museum Language Policy
	<b>Indicator responsibility</b>	Director and Chief Human Sciences Manager

3.4.1	<b>Indicator title</b>	Host one skills development programme per annum (incl. virtual programmes)
	<b>Definition</b>	A programme presented to the community to teach them a skill (incl. virtual programmes)
	<b>Source of data</b>	Expenditure vouchers maintained by the Finance Section or event programme and/or attendance registers maintained by the Human Sciences Section
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative (Year-end)
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	Hosting skills a development programme to empower community
	<b>Indicator responsibility</b>	Director and Chief Human Sciences Manager
3.5.1	<b>Indicator title</b>	Visit 16 educational institutions (pre-primary, primary, secondary and tertiary) per annum (incl. virtual/digital programmes) or 16 registrations by schools to the online education platform of the museum.
	<b>Definition</b>	Education outreach programmes (incl. virtual/digital programmes) refers to visits and presentations to educational institutions: pre-primary, primary, secondary schools or any tertiary education institution or 16 registration by schools to the online education platform of the museum.
	<b>Source of data</b>	Visitation form maintained by the Human Sciences Section or education platform registration.
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative (Year-end)
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	16 outreach programmes / online registrations per annum.
	<b>Indicator responsibility</b>	Director and Chief Human Sciences Manager
3.5.2	<b>Indicator title</b>	Annual School Olympiad (incl. a virtual event)
	<b>Definition</b>	School Olympiad on South African War History hosted by the Museum (incl. a virtual event)
	<b>Source of data</b>	Expenditure vouchers maintained by the Finance Section and/or programmes and other information on the event itself maintained by the Human Sciences
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative (Year-end)
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	1 School Olympiad on South African War History hosted by the Museum per annum
	<b>Indicator responsibility</b>	Director and Chief Human Sciences Manager

<b>3.5.3</b>	<b>Indicator title</b>	Present 4 community outreach and heritage awareness programmes (incl. virtual/digital) per annum to promote universal access (cultural organisations or groups/elderly/orphanages/visually impaired/ect.)
	<b>Definition</b>	Present 4 community outreach and heritage awareness programmes (incl. virtual/digital) per annum to promote universal access(cultural organisations or groups/elderly/orphanages/visually impaired/mobility impaired/ect.). Visit or hosting (incl. virtual/digital) of the group by the museum.
	<b>Source of data</b>	Visitation form maintained by the Human Sciences Section or programme or other information on the event itself maintained by the Human Sciences Section or expenditure vouchers maintained by the Finance Section
	<b>Method of Calculation/ Assessment</b>	Quantitative: Simple count Cumulative (Year-end)
	<b>Assumptions</b>	None
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	4 Community outreach and heritage awareness programmes per annum to promote universal access
	<b>Indicator responsibility</b>	Director and Chief Human Sciences Manager

## **PART E: Materiality and Significance Framework**

### **1. Definitions and standards**

- Audited financial statements (AFS): The latest audited Annual Financial Statements
- Approved annual budget: The budget for the current financial year
- Approved strategic plan (ASP): The strategic plan for the current financial year
- Event: An activity that has the elements of income and expenditure
- Trading venture: An activity that has the elements of buying and selling of products and/or services
- Total income: Total income excluding the income from events and trading ventures
- Total expenditure: Total expenditure excluding event and trading venture expenditure

### **2. Applicable sections of the PFMA**

- Section 51(1)(g)
- Section 54(2)
- Section 55(2)

### **3. Treasury regulation**

- 28.3.1

4.1 Section 51(1)(g): Establishment of new entities	Value (Quantitative)	Nature of event (Qualitative)
<p>The Accounting Authority for a public entity is required to promptly inform the National Treasury on any new entity it intends to establish or in the establishment of which it takes the initiative, and allow the National Treasury a reasonable time to submit its decision prior to formal establishment.</p>	<p>Any transaction of this nature that causes any interest (equity or loans) to be taken by the public entity in the entity to be established, irrespective of its materiality or significance.</p> <p>Any involvement in the establishment process regardless of the degree of the involvement where an interest (equity or loans) is to be taken by the public entity in the entity to be established.</p> <p>Any transaction not entailing incorporation under the Companies Act of which the amount exceeds 2% of the total value of assets per AFS and for museum collections over R 100 000.</p> <p>Any transaction leading to the establishment of entities outside the Republic of South Africa.</p>	<p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.</p>

<b>4.2 Section 54(2): Information to be submitted by the Accounting Authority</b>	<b>Value (Quantitative)</b>	<b>Nature of event (Qualitative)</b>
<p>(2) before a public entity concludes any of the following transactions, the Accounting Authority for the entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its Executive Authority for approval of the transaction:</p> <p>(a) establishment or participation in the establishment of a company (thus including transactions which entails incorporation under the Companies Act or similar foreign legislation);</p>	<p>*Any transaction of this nature that causes any interest (equity or loans) to be taken by the public entity in the company to be established, irrespective of its materiality or significance. Any involvement in the establishment process regardless of the degree of the involvement where an interest (equity or loans) is to be taken by the public entity in the company to be established. Any participation outside the Republic of South Africa irrespective of the rand amount involved.</p>	<p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.</p>

(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement;	Any transaction not entailing incorporation under the Companies Act of which the amount exceeds 2% of the total value of assets per AFS and for museum collections over R 100 000.	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.
(c) acquisition or disposal of a significant shareholding in a company;	Any transaction where: 1. ownership control is affected; or 2. the public entity's right to pass or block a special resolution is affected; or 3. there is a change in shareholding of at least 20%; or 4. for an acquisition, any transaction that results in a shareholding of at least 20% in a company.	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.
(d) acquisition or disposal of a significant asset (including the acquisition of assets through a finance lease);	Any transaction of which the amount exceeds 2% of the total value of assets per AFS and for museum collections over R 100 000.	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.
(e) commencement or cessation of a significant business activity;	Any business activity that falls outside of the public entities	

<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>core business and of which the amount exceeds 2% of the total value of assets per AFS and for museum collections over R 100 000.</p> <p>The significance of the change in interest should only be considered where the participation was originally regarded as significant as per (b) above.</p> <p>Any transaction where the amount of the change in the interest exceeds 2% of the total value of assets per AFS and for museum collections over R100 000.</p> <p>Any changes in nature between any of the vehicles.</p> <p>Any transaction resulting in a cumulative interest of at least 20% in any of the vehicles and any subsequent transaction that results in an increase of the cumulative interest by at least 10% in any of the vehicles.</p>	<p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.</p> <p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.</p>
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<b>4.3 Section 55(2): Annual Report and Annual Financial Statements</b>	<b>Value (Quantitative)</b>	<b>Nature of event (Qualitative)</b>
<p>(2) the annual report and financial statements must:</p> <p>(b) include particulars of:</p> <p>(i) any material losses through criminal conduct</p> <p>(ii) any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year</p> <p>(iii) any losses recovered or written off</p>	<p>(a) Any loss</p> <p>(b) Any loss of a National Estate as defined in section 3 of the National Heritage Resources Act, 1999(Act no 25 of 1999)</p> <p>All</p> <p>All</p>	<p>Any unplanned loss per the ASP that may affect the core purpose or mandate of the entity</p> <p>Any loss is significant as it is irreplaceable objects</p> <p>All</p> <p>All</p>

## **PART F: Council Charter**

### **1. Introduction**

#### ***Governance in Public Entities***

The Public Finance Management Act 1 of 1999 (PFMA), as amended, is the cornerstone of the Government's initiative to instil the necessary financial management discipline, governance and fiduciary responsibility by "**Accounting Authorities**" in public entities.

This Act gives effect to various Sections of the Constitution of the Republic of South Africa and where any other Act, is in conflict with the PFMA, the PFMA will take precedent.

Chapter 6 of the PFMA confers autonomy to the listed schedules for public entities and outlines the fiduciary and other responsibilities to the governing authorities of these entities, which are similar to the responsibilities of accounting officers.

*Part 2 of Section 49 of the PFMA reflects:*

- (1) Every public entity must have an authority, which must be accountable for the purposes of this Act.*
- (2) If the public entity –*
  - (a) has a board or other controlling body, that board or controlling body is the accounting authority for that entity or*
  - (b) does not have a controlling body, the chief executive officer or the other person in charge of the public entity is the accounting authority for that public entity unless specific legislation applicable to that public entity designates another person as the accounting authority.*

From this it is clear that the War Museum's Council is the accounting authority of the entity and is further required to follow the provision of section 50, which outlines the fiduciary duties of the accounting authority; section 51 the general responsibilities of accounting authorities, section 54 gives direction on information to be submitted by accounting authorities while section 55 addresses the annual report and financial statements.

## **2. Fiduciary Duties of Council Members**

### ***Conflict of Interest***

Where an opportunity presents itself, and is within the scope of the War Museum's objectives and activities, a Council member(s) must always seek to obtain any benefit for the War Museum and not for themselves. An unauthorised advantage can be reclaimed from a Council member.

### ***Independence of Action***

Council members must be concerned with the interests of the entity as a whole. They must vote independently and not in their own interests.

### ***King Report Duties and Responsibilities of Directors***

The King Report states that the War Museum Council as the accounting authority is the focal point and custodian of the corporate governance system.

The War Museum Council should lead ethically, effectively and objectively. The War Museum Council shall govern the ethics of the War Museum in a way that supports the establishment of an ethical culture. It shall ensure the War Museum is and is seen to be a responsible corporate citizen.

In the execution of its governance role and responsibilities, the War Museum Council shall adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interest of the Museum over time.

The Council is ultimately accountable and responsible for the performance and affairs of the War Museum. The delegating of authority to a standing committee or the Director does not in any way mitigate or dissipate the discharge by the Council and its members of their duties and responsibilities.

### ***PFMA Duties and Responsibilities***

Section 50 and 51 of the PFMA and the applicable Treasury Regulations clearly stipulates the required responsibilities of the accounting authority and furthermore, requires that should the accounting authority not be able to comply with any of the required responsibilities, the accounting authority must report to the executive authority (the responsible Minister) and the National Treasury the inability and reasons for such non-compliance.

Section 50(2) (a) reflects that “A member of an accounting authority may not act in a way that is inconsistent with the responsibilities assigned to an accounting authority in terms of this Act”. This Act gives direction on potential conflict of interests and the approach to be taken by Council members in declaring any areas of potential conflict of interest.

### ***Cultural Institutions Act***

The Cultural Institutions Act, Act 119 of 1998 constitutes the War Museum as a public entity.

The affairs of the War Museum shall be managed and controlled by a Council consisting of at least 7 members appointed by the responsible Minister of Arts and Culture\*. The chairperson is appointed by the Minister. The Director is a member of the Council with no voting rights.

### **3. Council Charter**

The Council Charter is a document that serves to set out the high-level responsibilities of the War Museum Council read in conjunction with the Cultural Institutions Act, the PFMA, the applicable Treasury Regulations and the King IV requirements.

#### **Duties and Responsibilities**

- a) The War Museum Council has absolute responsibility for the performance of the War Museum and is fully accountable to the executive authority (the responsible Minister). As a result, the War Museum Council should give strategic direction to the War Museum and should ensure that reports issued by the Museum enables its stakeholders to make informed assessments of the Museum’s performance and its short, medium and long-term prospects.
- b) The War Museum Council must retain full and effective control over the War Museum and monitor management in implementing the War Museum’s plans, strategies and resolutions. This includes the monitoring of management and operational performance.

- c) The War Museum Council should ensure that the War Museum is fully aware of and complies with applicable laws, regulations, policies and code of business practice and communicates with its stakeholders openly and promptly with substance prevailing over form.
- d) The War Museum Council must ensure that there are effective policies, procedures, practices and systems of internal control in place that protect the War Museum's assets, resources and reputation.
- e) The War Museum Council must ensure that management has implemented an effective system of risk management and should govern risk in a way that supports the Museum in setting and achieving its strategic objectives.
- f) All War Museum Council members should ensure that they have unrestricted access to accurate, relevant and timely information of the War Museum and act on a fully informed basis, in good faith, with diligence, skill and care and in the best interest of the War Museum, whilst considering the interests of the various stakeholders, including employees, creditors, suppliers and local communities.
- g) The War Museum Council must monitor closely the process of disclosure and communication and exercise objective judgement on the affairs of the War Museum.
- h) The War Museum Council should monitor and manage potential conflicts of interest of Council members and management. The War Museum Council as a whole and each individual member must not accept any payment of commission, any form of bribery, gift or profit for him/herself.
- i) The War Museum Council should develop a clear definition of the levels of materiality or sensitivity in order to determine the scope of delegation of authority and ensure that it reserves specific powers and authority to itself. The War Museum Council should ensure that the delegations contribute to role clarity and the effective exercise of authority and responsibilities. Delegated authority must be in writing.
- j) The War Museum Council must ensure that financial statements are prepared for each financial year, which fairly represents the affairs of the War Museum.
- k) The War Museum Council shall appoint sub-committees when necessary and shall require reports from each of these committees. The War Museum Council should ensure that the evaluation of its own performance and that of its committees, its chair and its individual members, support continued improvement in its performance and effectiveness.
- l) The War Museum Council should at least assess its performance at least every two years.

## **PART G: Fraud prevention strategy and policy**

### **INTRODUCTION**

The War Museum will have a zero-tolerance stance towards the perpetrators of fraud, theft, corruption and maladministration by Board members, staff, service providers and other stakeholders.

Zero tolerance means that the War Museum will, without exception, react on all possible incidents of discovered fraud, theft, corruption and maladministration.

### **POLICY STATEMENT**

1. It is the policy of the War Museum that fraud, corruption, theft, maladministration or any other dishonest activities of a similar nature will not be tolerated. In addition, these will be investigated and followed up by the application of all remedies available within the full extent of the law.
2. Appropriate prevention and detection controls will be applied. These include the existing controls and checking mechanisms as prescribed in existing policies, procedures and other relevant prescripts to the activities of the War Museum, and systems of internal control.
3. It is the responsibility of every employee of the War Museum to report all incidents of fraud, corruption, theft, maladministration or any other dishonest activities of a similar nature to his/her Section Manager. If the employee is not comfortable reporting such matters to his/her Section Manager, he/she should report the matter to the Director, with final recourse to the Chairperson of the Audit Committee. Employees may also report incidents by using the anti-fraud and corruption hot-line reporting facility of the Department of Arts and Culture, if they wish to remain anonymous or for any other reason.
4. All Section Managers are responsible for the detection, prevention and the initiation of the investigation of fraud, corruption, theft, maladministration or any dishonest activities of a similar nature, within their areas of responsibility.
5. It is the responsibility of the Director to ensure that the required investigations are conducted, and to record all reported incidents on a database to ensure that the information is available for measurement and reporting purposes in terms of the provisions of the PFMA.
6. The War Museum must immediately take appropriate legal recourse to recover losses or damages arising from fraud, corruption, theft or maladministration.
7. The handling and the resolution of fraud and corruption related incidents are delegated as follows:
  - a) Director
  - b) Audit Committee
  - c) Board

8. All information relating to irregularities that is received and investigated will be treated confidentially. The protected Disclosures Act, 26 of 2000 makes provision for the protection of employees who makes a disclosure that is protected in terms of the ACT. Any disclosure made in good faith and substantially in accordance with any procedure prescribed by the employee's employer for reporting is considered a protected disclosure under this act. An employee making such a protected disclosure is protected from being subjected to an occupational detriment on account of having made a protected disclosure.
9. Allegations made by employees which are false, and made with malicious intentions, should be discouraged by Section Managers. Where such malicious or false allegations are discovered, the person who made the allegations must be subjected to firm disciplinary action. Such disclosures are not protected by the provisions of the protected Disclosures Act.
10. The progression and status of investigations will be handled in a confidential manner and will not be disclosed or discussed with any other person(s) other than those who have a legitimate right to such information. This is important in order to avoid harming the reputations of suspected persons who are subsequently found innocent of wrongful conduct.
11. No person is authorized to supply any information with regard to the issues covered by this policy to any external person or the media without the prior express permission of the Director.
12. The efficient application of the Public Finance Management Act, Treasury Regulations issued in terms of the Public Finance Management Act, instructions contained in the codes, circulars, policy documents and manuals of the War Museum, are one of the most important duties of every employee in the execution of their daily tasks and under no circumstances may there be a relaxation of the prescribed controls.
13. It is the responsibility of Section Managers to ensure that all employees are appropriately informed of the content of this policy statement and the fraud prevention policy.

## **FRAUD PREVENTION POLICY**

### ***PURPOSE***

The goal of the War Museum's fraud prevention policy and fraud initiative is to *"manage fraud, theft, corruption risk and maladministration"* and to *"raise the level of fraud, theft, and corruption awareness amongst the Board, management, employees and its stakeholders:"*

### ***DEFINITIONS***

In South Africa Fraud is defined as:

*"The unlawful and intentional making of a misrepresentation which causes actual prejudice, or which is potentially prejudicial to another"*

The terms “fraud” and “corruption” in this policy document include, and are not limited to fraud, corruption and theft that are crimes. They also include maladministration and other acts of misconduct including those specified in Public Finance Management Act (PFMA), as amended, the Treasury Regulations and Disciplinary Code and Procedures for the War Museum. They are manifested as follows:

- a) Any dishonest, fraudulent and corrupt act.
- b) Theft of funds, supplies, or other assets.
- c) Maladministration or financial misconduct in handling or reporting of money, financial transactions or other assets.
- d) Making a financial profit/gain from insider knowledge.
- e) Disclosing confidential, proprietary, classified or restricted information to outside parties.
- f) Irregularly accepting, requesting, offering or giving anything of material value to or from contractors, suppliers, or other person providing services/goods to the War Museum, and/or its programmes/or its members and/or its clients.
- g) Irregular destruction, removal or abuse of assets, resources, records, furniture and equipment.
- h) Deliberately omitting or refusing to report or act upon reports of any such irregular or dishonest conduct.
- i) Acts of financial misconduct contemplated in terms of sections 81 to 85 of the Public Finance Management Act.
- j) Incidents of unauthorized, irregular or fruitless and wasteful expenditure as defined in the PFMA and any similar or related irregularities.

### **REQUIRED BEHAVIOUR**

The following are the standards of behaviour expected from management and staff of the War Museum:

- a) The War Museum’s point of view on unethical and unlawful conduct is contained in the organization’s code of conduct.
- b) At the War Museum, we believe that honesty and integrity are important values not only in our service delivery to our stakeholders, but also in life generally. We all want to work with people and organizations we trust, and we all want people, the community and stakeholders to show their trust in us.
- c) The War Museum is committed to prevent dishonest behaviour in our workplace and we wish to foster an environment in which fraudulent and criminal activity is not tolerated (zero tolerance principle).
- d) The War Museum will not tolerate any unethical or unlawful conduct and in accordance with criminal, civil and labour law, will hold liable those involved (political, employees, community, suppliers etc.).  
The same applies to persons who are aware of such unethical or unlawful conduct and who fail to report it or act against it. *“Section 85(1)(b), (c) and (d) and 86 and 85(1)(a) of the PFMA together with chapter 4 and clause 4.1, 4.2 and 4.3 of the Treasury Regulations requires the Accounting Authority by law to investigate allegations of financial misconduct, to take criminal proceedings action, and report all such instances to the Executive Authority”.*
- e) The War Museum will not do business with or enter into a relationship with any individual, institution or supplier involved in unlawful or unethical conduct or who can be directly associated with it.



- f) Persons, organizations or suppliers guilty of unlawful conduct will be reported to the relevant authorities for possible criminal prosecution, irrespective of whether the War Museum suffered losses or not.

## **APPROACH**

The under mentioned is the core fraud prevention approach that the War Museum will adopt in curbing its fight against fraud, theft and corruption:

- a) The War Museum will not do business with or enter into a relationship with any individual, institution or supplier involved in unlawful or unethical conduct or who can be directly associated with it.
- b) Organizations or suppliers guilty of unlawful conduct will be reported to the relevant authorities for possible criminal prosecution, irrespective of whether the War Museum has suffered losses or not. The implementation of effective and practical systems of controls to prevent and to detect fraud is the responsibility of management at all levels of the War Museum. It is not the function of internal auditor or external audit to take ownership of the control environment or to manage and prevent the incidence of fraud.
- c) The acceptance of, and commitment to the fraud prevention plan by all role players (management and staff) as well as the enforcement of responsibility and accountability are the key success factors to curbing fraud, theft and corruption.
- d) The ultimate responsibility to prevent and detect fraud lies with the Board and the Director, in terms of the Public Finance Management Act, 1 of 1999 (PFMA), read together with the Treasury Regulations of Departments, constitutional institutions and Public Entities. The accounting authority is therefore responsible for adopting sound policies, for maintaining “*effective, efficient and transparent systems of financial and risk management and internal control*” that will inter alia, assist in the production of adequate financial statements, and deter theft, corruption and fraud.

The culture of the War Museum is critical in fostering the tight standards and levels of integrity within the organization and helping to prevent and minimize the incidence and impact of fraud, theft and corruption. Given their internal and external visibility, members of the Board and the Director will be required to establish the benchmarks in this regard. They shape the War Museum’s risk and reward structures and infuse the organization with integrity and fairness. Management must ensure that the following are continuously being adhered to:

- a) Clear anti-fraud practice and actions.
- b) Management at all levels must encourage an anti-fraud culture within the War Museum.
- c) Management at all levels must be held accountable for fraud, theft, corruption and maladministration in their responsibilities.
- d) A facility for employees to resolve ethical conflicts and problems must be developed and remain in place.
- e) Management must position the business of the War Museum to conduct its service delivery and incur expenditure fairly and honestly.
- f) All management and staff alike must act with fidelity, honesty, integrity and in the best interest of the government within a framework of good corporate governance.
- g) Staff must be informed about the fraud management strategy.

- h) Suppliers must be exposed to the War Museum's values and subscribe to providing its products and or services within such ethics and standards.
- i) Regular reporting of incidents of fraud, theft and corruption and the results of the outcome of criminal or internal action.