



Die Afrikaanse  
**Taalmuseum  
& -monument**

an agency of the  
Department of Sport, Arts and Culture

# ANNUAL PERFORMANCE PLAN 2021/2022

**RP09/2020**

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## Foreword by the Chairperson

The Annual Performance Plan (APP) 2021/2022 of the Afrikaanse Taalmuseum en -monument (ATM) gives expression to Council's commitment to promote good corporate governance, and continues to reinforce the position of the ATM as an inclusive, transformed and living entity that promotes social cohesion and nation-building. The performance plan is aligned to the Strategic Plan 2020-2025 of the ATM that articulates the strategic objectives of the Department of Sport, Arts and Culture (DSAC).

With the outbreak of the Covid-19 pandemic and the subsequent national lockdown that followed since March 2020, we have learnt from the 2020/2021 financial year that planning in a "new normal" requires a holistic reconceptualisation of our operational model. The previous financial year demanded of the entity to downwardly adjust its performance targets and to explore creative and innovative ways in the digital space to offer its public programmes and events in an effort to remain relevant and current. The entity will continue in the 2021/2022 financial year to follow a dual model in its operational plan by integrating online activities alongside its existing in-person programmes and events. This will allow for a more flexible and adaptable operational model.

This APP 2021/2022 has been developed fully cognisant of the global economic crisis caused by the Covid-19 pandemic. The APP took shape after careful deliberations between Council and Management by taking into account the various fiscal challenges (such as the projected subsidy cuts) as well as the human resources shortages that the entity is currently facing. For this reason, various estimated performance targets have been downwardly adjusted to set realistic targets when compared to previous years. Council is of the considered view that these carefully constructed and viable performance targets will help it to measure whether the strategic objectives, as set out by it, are effectively implemented and attained. Such a realistic target setting will also empower staff to perform the duties assigned to them in a mutually constructive spirit, and improve service delivery performance.

Council recommits itself to the following strategic objectives for the 2021/2022 financial year, cognisant of the current economic climate and the uncertainty that prevails. They are:

- The increase in visitors and revenue at the Museum & Monument;
- The ongoing digitisation of its archival collection as well as the broadening of the virtual footprint of the entity;
- The creation of an enabling environment for staff members' continuous capacity building;
- The strengthening of our outreach programmes to schools by reviewing our educational programmes to stay relevant and current;
- The ongoing extension and transformation of our current collections and exhibitions with the displaced or 'untold' narratives of Afrikaans; and
- The ongoing maintenance of our facilities, but equally important the expansion of some of our facilities to accommodate a larger group of visitors at a given time.

The performance plan outlines the risks and challenges that the entity encounters on a regular basis, and how the entity intends to deal with these challenges amidst fiscal constraints. The maintenance, upgrading and expansion of the ATM's facilities remain an ongoing challenge. Council is of the considered view that by working closely with the DSAC, significant progress could be made in the upgrading of the 45-year-old infrastructure and the expansion of its facilities.

Council is confident that the outlined Performance Plan supports the strategic objectives of the DSAC as well as some key objectives of the National Development Plan. Council remains committed to manage the institution on sound governance principles and, to this end, will provide the necessary support to Management and staff to implement the APP effectively to improve service delivery. It is Council's view that by maintaining high levels of excellence in our performance, the ATM

will grow from strength to strength to the benefit and service of the South African community at large, and continually contribute to the cherished goal of social cohesion and nation-building.

A handwritten signature in black ink, consisting of a large, stylized 'A' followed by a series of loops and a final vertical stroke.

**Adv JJ Meiring**  
**Chairperson of the Council**

## Director's Report

In setting our targets, the Afrikaanse Taalmuseum en -monument's (ATM's) strategic objectives and desired outcomes for 2021/2022 will be the continuation of building social cohesion and human capital by providing universal access to our programmes and facilities for existing audiences, visitors with special needs and previously disadvantaged communities.

The Annual Performance Plan (APP) details the approach that the ATM will follow in the implementation, delivering and monitoring our performance for the 2021/2022 financial year. We will focus on the SMART principles in achieving our targets to guarantee that all our performance indicators are realistic and achievable. Due to the Covid-19 pandemic the setting of targets needs to be notably cognisant of the influence and impact the coronavirus could have on the planned activities for the institution. As part of dealing with the aftermaths of the pandemic added provisions are needed for targets that deal with the acquiring of personnel protection equipment (PPE), preparing public and work spaces to be Covid-19 complaint, job creation in that additional temporary staff will be appointed to assist with the decontaminating of public and visitor areas, and activities to stimulate economic growth. Another focus area will be activities that create awareness about issues of violence against women and children. Our management approach's key strategies will include maintaining high levels of governance by continuously reviewing our strategies, policies, working operations, services and programming to ensure the ATM remains relevant and addresses the target audiences' needs. In order to achieve this, we need to build a competent, accountable ATM workforce through training and the personal development of each staff member. In return, a capable workforce will be better equipped to adhere to legislative and procurement compliance, implement management strategies, and manage resources efficiently, effectively and sustainably.

Phase three of the new communication strategy will be further developed and implemented during the 2021/2022 financial year. The Covid-19 pandemic provided the institutions with opportunities to find creative means to stay in contact with our audiences, deliver services remotely, perform maintenance work, and to extend our global online footprint. During the period of closure to the public, we marketed and presented our activities via the internet and social media platforms. Through the institution's website we offered virtual tours of both the museum and monument. This will be continued to ensure that our off-site visitors can access our services.

A big concern remains the lack of adequate funding to sustain our day-tot-day operations and to maintain our natural environment, aging facilities, and public programmes. The majority of these programmes - research and outreach projects - are funded by self-generated income (which constitutes between 21% and 27% of the ATM's budget), donations and goodwill of strategic partners. Further growing concerns regarding our dire financial position are the cost containment measures and the continual governmental budget cuts annually, especially now during the Covid-19 pandemic. Without sufficient funds, the ATM as institution will struggle to adhere to its mandate and deliver accessible, quality and equitable services to all its end-users.

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



**MJ Jonas**  
**Director**

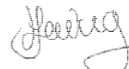
## Official Sign-off

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of the Afrikaanse Taalmuseum en -monument (Afrikaans Language Museum and Monument, ATM) under the guidance of the Director.
- Takes into account all the relevant policies, legislation and other mandates for which the ATM is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the ATM will endeavour to achieve over the period 2021/2022, given the resources made available in the budget.

T Laing  
Chief Financial Officer

Signature:



MJ Jonas  
Director

Signature:



Approved by:

Adv JJ Meiring  
Chairperson of the Board

Signature:



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## **Part A: Our mandate**

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

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

In addition, the ATM's mandate is to:

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

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

### **2. Updates to institutional policies and strategies**

The ATM will review internal policies to determine if it is still relevant, and update it as necessary.

### **3. Updates to relevant court rulings**

No relevant court rulings to report on.



## Part B: Our strategic focus

### 1. Updated situational analysis

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

### 2. External environment analysis

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

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

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

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

### 3. Internal environment analysis

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

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

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

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

## Part C: Measuring our performance

### 1. Institutional performance information

One of the ATM's main concerns is still the Auditor-General's audit costs as this will have a significant impact on the ATM's operations if it is forced to continue to pay audit fees of more than the 1%.

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

No.	Strategic outcome-oriented goal	Goal statement	Link to government outcomes
1	To build relationships with all South Africans through the medium of Afrikaans and in the context of multilingualism.	Act as a platform to intensify interaction with society (schools, patriots' programme); social cohesion advocates' programme (sectoral and community engagement).	An integrated and inclusive society: An effective/impactful nation-building and social cohesion programme (14) An efficient, effective and developmental-oriented public service, and an empowered, fair and inclusive citizenship (12)
2	To ensure the collection, conservation, protection and promotion of heritage in line with international best practices.	Collect and conserve relevant material and information related to the origin and development of Afrikaans; conduct research that deepens and broadens existing knowledge about Afrikaans; conservation of the ATM's culture-historical buildings and heritage sites for the benefit of visitors.	A transformed and productive Arts, Culture & Heritage (ACH) sector: A sector that actively develops, preserves, protects and promotes diverse ACH Improve quality of basic education (1) An efficient, effective and developmental-oriented public service, and an empowered, fair and inclusive citizenship (12)
3	To contribute to the body of knowledge in order to provide access to information nationwide and to all levels of society, stimulating visitor interaction and increasing visitor numbers.	Portray the origin, development, benefit and expansion of Afrikaans; give exposure to the different aspects of Afrikaans by means of lectures and publications; promote and stimulate Afrikaans by offering educational programmes, guided tours and cultural activities; liaise with and enter into partnerships with relevant institutions.	Improve quality of basic education (1) Promotion of language as a vehicle for cultural development To provide access to information Intensify focus on languages as part of people's power
4	To work towards high standards of governance and financial sustainability to ensure service delivery.	Manage the ATM on sound financial principles and in line with the relevant legislative frameworks, generate revenue and raise funds.	Decent employment through inclusive economic growth (4) A skilled and capable workforce to support an inclusive growth path (5) An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship (12) Skills audit Reporting and compliance

### Budget programmes

Administration  
Business Development  
Public Engagement

### Changes to the Strategic Plan

Changes were made to targets that were originally set in the Strategic Plan for 2020 to 2025. These changes are mentioned under each annual strategic objective (2).

## 2. Strategic objectives, performance indicators and annual targets

### 2.1 Strategic objectives, performance indicators and annual targets for 2021/2022

#### Programme: Administration

##### Entrance to the Museum and Monument

Strategic outcome-oriented goal: 3

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

Links: National Outcome 12 and 14

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
To increase visitors	Increase visitors by 2% per annum on average	Number of visitors per annum	78 247	72 032	64 899	25 000	34 000	34 700	35 400
	Number of events and concerts per annum	Number of picnic events and concerts per annum	19	18	18	15	12	12	12

\* Target for 2020/2021 adjusted from 67 320 to 25 000. Due to the global Covid-19 pandemic, South Africa went into a nationwide lockdown from 27 March 2020. All museums, including the Taalmuseum and Taalmonument, were closed and only reopened on 1 October 2020. A further decline in visitor numbers are expected due to travel restrictions, higher crime rate in Western Cape, the poor economic outlook and schools limiting visits to historic sites. Stargazing evenings are also cancelled due to Covid-19. Currently this situation is projected for the rest of the MTEF period, but the trends will be evaluated on an annual basis and adjusted accordingly.

##### Human resources management

Strategic outcome-oriented goal: 4

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

Links: Skills audit, Reporting and Compliance, National Outcome 4, 5 and 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
To maintain a 100% evaluation rate and ensure well-trained staff	Evaluation schedule	Number of staff performance evaluations done per annum	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)
	HR plan for training	Coordinate and manage training per annum	11 training interventions	7 training interventions	16 training interventions	6 training interventions	6 training interventions	6 training interventions	6 training interventions

##### Property management

Strategic outcome-oriented goal: 4

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

Links: Reporting and Compliance, National Outcome 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
To adhere to the annual property maintenance work programme	Annual repairs and maintenance done as per the annual	Annual repairs and maintenance completed* - Museum - Monument - Amphitheatre	Completed : Paintwork done 30 Jun	Completed : Paintwork done – 30 Jun	Completed : Paintwork 30 Jun 23 Jan 17 Feb	Completed: 5	Completed : 5	Completed : 5	Completed: 5

	work programme	- Parking area - Hiking trails	Buildings repaired 30 Nov	Buildings repaired – 30 Nov	Maintenance 31 Jul 30 Sep				
	Annual eco-management plan managed according to work programme for eco-management	Annual eco-management plan completed* - Water ditches cleaned - Invasive alien trees cleared - Firebreaks cleared	Completed : 30 Sep 31 Oct 30 Sep	Completed : 30 Jun 29 Mar 20 Nov	Completed : 30 Jun. 31 Oct 06 Sep	Completed: 30 Jun 31 Oct 30 Sep	Completed : 30 Jun 31 Oct 30 Sep	Completed : 30 Jun 31 Oct 30 Sep	Completed: 30 Jun 31 Oct 30 Sep

### Applicable legislation

Strategic outcome-oriented goal: 4

Strategic objective: To fully comply with applicable legislation

Links: Reporting and Compliance, National Outcome 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
To fully comply with applicable legislation	Annual performance plan	Annual performance plan	1 plan	1 plan	1 plan per annum	1 plan per annum	1 plan per annum	1 plan per annum	1 plan per annum
	Quarterly reports	Quarterly reports	4 reports	4 reports	4 reports	4 reports per annum	4 reports per annum	4 reports per annum	4 reports per annum
	Performance information and financial statements audited	Performance information and financial statements audited	1	1	1	1 per annum	1 per annum	1 per annum	1 per annum
	Annual report audited	Annual report audited	1 report	1 report	1 report	1 report per annum	1 report per annum	1 report per annum	1 report per annum
	Strategic plan	Strategic plan	-	-	1 every 5 years	-	-	-	-
	Financial management systems and procedures updated	Financial management systems and procedures updated	1 updated	1 updated	1 updated	1 updated per annum	1 updated per annum	1 updated per annum	1 updated per annum
	Number of policies reviewed	Number of policies reviewed	4 reviewed	2 reviewed	1 reviewed	1 reviewed per annum	1 reviewed per annum	1 reviewed per annum	1 reviewed per annum
	Enterprise risk management plan reviewed	Enterprise risk management plan reviewed	1 plan	1 plan	1 plan	1 plan reviewed per annum	1 plan reviewed per annum	1 plan reviewed per annum	1 plan reviewed per annum

### Risk management

Risk	Mitigation action
Weather suitability for outdoor events	Tickets for picnic concerts are pre-sold and events continue even in the case of inhospitable weather A temporary tent is erected over the stage in order to enable artists to still perform
Crowd control and medical emergencies at events	Sufficient security and ambulance services

Insufficient infrastructure (electricity, lighting, stage) in Garden Theatre	Phase in upgrade of electricity, lighting and stage
Poor maintenance of buildings, structures and equipment poses threat to visitors and staff	Keeping up with maintenance through the work programme to ensure well-kept buildings, structures and equipment Museum building identified as high risk, therefore limiting group sizes, school groups limited to certain rooms, floors stabilised in certain areas, reparation of the roof and gutters, and painting the first floor
Veld fires on Paarl Mountain	Clearing the firebreaks annually ensures that veld fires are less of a threat to the Monument, its structures and buildings, visitors and staff
High governance cost – audit fees, printed reports etc.	Ensuring low printing costs by sourcing local printers, negotiate lower rates for audit
Security at the Language Monument and Amphitheatre	Extra security guards at the Monument and Amphitheatre especially during evenings/nights, extra security arranged during events to ensure the safety of staff and visitors, planning to increase current security cameras
Unpaid municipal costs	Currently the Department of Public Works is still responsible for payment of this account. Unpaid municipal accounts are communicated to the Department of Arts and Culture to follow up
Electricity and water supply	Security guards to ensure that electrical cables are not stolen, requested funds to procure backup generators as the Monument uses pumps to pump water to restrooms, the restaurant and offices

#### Expenditure estimates: Administration

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Entrance to the Museum & Monument	1211	1400	1553	1170	724	919	959
Human resources management	147	113	200	66	130	134	139
Property management	1255	1630	2427	4660	7305	7321	1260
Other administrative expenses	7660	8271	9188	8071	9342	9711	10144
<b>Total</b>	<b>10273</b>	<b>11414</b>	<b>13368</b>	<b>13967</b>	<b>17501</b>	<b>18085</b>	<b>12502</b>
Change to budget estimate				0	0	0	0

#### Economic classification

	10273	11415	13370	13965	17501	18085	12502
<b>Current payments</b>							
Compensation of employees	4018	4495	5501	5906	5971	6179	6487
Goods and services							
<i>of which:</i>							
Advertising	47	133	111	131	122	123	124
Audit costs	104	472	520	511	710	738	768
Bank charges	67	68	68	69	70	72	76
Board costs	114	148	194	157	242	253	264
Catering: Internal activities	3632	3072	3490	2041	2137	2214	2298
Communication	108	115	90	105	102	106	110
Computer services	53	62	84	83	85	86	87
Consultants, contractors and special services	650	768	945	829	770	800	830
Inventory	-16	31	80	24	55	57	60
Maintenance - repair and running costs	604	1081	1043	3615	6704	6934	857
Operating leases	37	0	11	48	44	46	48

Printing and publication	35	46	64	48	59	61	63
Training and staff development	39	45	116	66	71	74	78
Travel and subsistence	108	139	121	86	116	118	121
Insurance	86	78	86	84	88	92	95
Memberships and subscriptions	16	11	9	19	20	20	21
Cleaning services	22	24	28	35	33	35	36
Depreciation and amortisation	322	462	502	0	0	0	0
Other	227	165	307	108	105	75	79
Interest and rent on land	0	0	0	0	0	0	0
Financial transactions in assets and liabilities	0	0	0	0	0	0	0
<b>Total</b>	<b>10273</b>	<b>11415</b>	<b>13370</b>	<b>13965</b>	<b>17501</b>	<b>18085</b>	<b>12502</b>

### Revenue estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
R thousand							
<b>Economic classification</b>							
Sale of goods and services other than capital assets	2311	2029	1984	1825	1539	1686	1759
Entity revenue other than sales	818	1054	1017	265	273	258	268
Transfers received	9762	11565	11998	9939	11512	11939	12094
Capital works funding				3187	5736	5949	0
<b>Total Revenue</b>	<b>12 891</b>	<b>14648</b>	<b>14999</b>	<b>15216</b>	<b>19060</b>	<b>19832</b>	<b>14121</b>

### Programme: Business Development

#### Fundraising and marketing

Strategic outcome-oriented goal: 4

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

Links: National Outcome 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Present skills development courses to generate additional funds	Number of courses per annum	Number of fundraising events per annum	1	2	1	-	-	-	-
		Number of skills development courses per annum	5	5	4	4	4	4	4

\* Indicators and estimated performance targets adjusted according to the strategic plan 2020-2025.

#### Public programmes and communication

Strategic outcome-oriented goal: 3

Strategic objective: To host special days per annum

Links: Promotion of language, National Outcome 1

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
To develop public awareness of our institution and to encourage the public to visit us	Number of special days per annum	Number of special days per annum	10	9	10	3	6	6	6
		Sponsor-A-Bus project: number of groups transported	1	1	2	-	1	1	1

\* Indicators and estimated performance targets adjusted according to the strategic plan 2020-2025.

\* Target for 2020/2021 adjusted from 6 to 3. Due to the Covid-19 pandemic, South Africa went into a nationwide lockdown from 27 March 2020. All museums, including the Taalmuseum and Taalmonument, were closed and only reopened on 1 October 2020.

\*Special days: Africa Day (May), International Museum Day (May), Language Day (Aug), Women's Day (Aug), Heritage month (Oct), International Mother Language Day (Feb)

### Collection management

Strategic outcome-oriented goal: 2

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

Links: Promotion of language, National Outcome 1 and 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Ensuring the preservation of artefacts, documents and books for the future	Electronic catalogue for artefacts, books and documents. Inspection registers for collection, archive and exhibition	Number of artefacts acquired per annum	2	72	18	-	-	-	-
		Number of conservation, preservation and maintenance activities for Museum collection	-	-	-	12	6	6	6
		Number of items restored or repaired per annum	8	3	4	-	-	-	-
		Maintaining the register for the textile collection per annum	4	4	11	4	8	8	8
		Maintaining the register for inspection of the archives per annum	4	4	11	4	8	8	8
		Maintaining the register for climatic conditions in archives per annum	50	50	57	50	50	50	50
		Maintaining the register for inspection of the total exhibition per annum	12	12	14	12	12	12	12

\* Indicators and estimated performance targets adjusted according to the strategic plan 2020-2025.

\* Some indicators adjusted after reassessing the targets.

## Research

Strategic outcome-oriented goal: 2

Strategic objective: Dissemination of research results in various formats

Links: Promotion of language, National Outcome 1 and 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Dissemination of research results in various formats	Produce content for website/Facebook	Number of articles written or lectures presented per annum	5	4	6	-	1	1	1
		Number of active research projects per annum	-	-	-	4	4	4	4
		Number of history snippet written for website/Facebook per annum	24	42	13	6	8	8	8

\* Indicators and estimated performance targets adjusted according to the strategic plan 2020-2025.

\* Some indicators adjusted after reassessing the targets.

## Risk management

Risk	Mitigation action
Bad weather may lead to cancellation of, or little support for, outdoor events	Some public programmes may be moved to an alternative indoor venue
Demand for specific course subjects may become saturated	Continually adapt course subjects in response to demand
Applications for sponsorships (e.g. Night Run) could be unsuccessful	Keep expenditure to a minimum
Funds may not be available for the transport of a group as this is funded by the interest earned from the transformation fund	Apply for sponsorship of transport from bus companies
Community-based projects may be hampered due to certain issues within the community structure	Plan thoroughly to avoid disappointments



## Expenditure estimates: Business development

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2021/2022
Funding and marketing	29	29	37	59	32	36	36
Public programmes and communication	252	446	401	40	62	59	60
Collection management	41	10	1	80	224	314	329
Research	777	604	502	679	722	756	794
Heritage	9	6	0	0	0	0	0
<b>Total</b>	<b>1108</b>	<b>1095</b>	<b>941</b>	<b>858</b>	<b>1040</b>	<b>1165</b>	<b>1219</b>
Change to budget estimate			0	0	0	0	0

### Economic classification

Current payments	<b>1108</b>	<b>1095</b>	<b>941</b>	<b>858</b>	<b>1040</b>	<b>1165</b>	<b>1219</b>
Compensation of employees	777	685	381	727	910	1034	1083
Goods and services							
<i>of which:</i>							
Funding & marketing	29	28	38	59	32	36	36
Public programmes	85	277	147	40	61	60	59
Research and development	209	87	374	25	29	31	32
Curation and collection	0	10	1	7	7	7	7
Heritage programmes and projects	8	7	0	0	0	0	0
Other	0	0	0	0	0	0	0
<b>Total</b>	<b>1108</b>	<b>1095</b>	<b>941</b>	<b>858</b>	<b>1040</b>	<b>1165</b>	<b>1219</b>

## Revenue estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
<b>Economic classification</b>							
Sale of goods and services other than capital assets	2311	2029	1984	1825	1539	1686	1759
Entity revenue other than sales	818	1054	1017	265	273	258	268
Transfers received	9762	11565	11998	9939	11512	11939	12094
Capital works funding				3187	5736	5949	0
<b>Total Revenue</b>	<b>12 891</b>	<b>14648</b>	<b>14999</b>	<b>15216</b>	<b>19060</b>	<b>19832</b>	<b>14121</b>

## Programme: Public Engagement

### Exhibitions

Strategic outcome-oriented goal: 2

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

Links: Promotion of language, National Outcome 1

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
To convey information to the public by means of exhibitions	Exhibitions on display	Number of exhibitions held or updated per annum	1	3	6	1	1	1	1

### Education

Strategic outcome-oriented goal: 3

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

Links: Promotion of language, National Outcome 1

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
To educate, and to liaison and undertake outreach programmes to reach as many schools as possible	Liaise and invite schools by means of a database	Number of school tours conducted per annum	111	129	129	0	40	40	40
		Number educational programmes developed per annum	-	-	-	-	2	2	2
		Number of educational programmes upgraded per annum	-	-	-	-	2	2	2
	Schools apply for sponsorships	Sponsor-A-Bus project: number of school groups transported per annum	15	15	22	0	16	16	16
	Reading campaign through reading groups	Language projects: Established reading group per annum	5	2	2	2	2	2	2
	Writing and public speaking competition to stimulate learners' creativity and teaching them techniques of public speaking	Number of competitions held for learners per annum	2	2	2	0	2	2	2
	Provide access to the Museum's activities	Number of outreach projects per annum	0	1	0	0	2	2	2

\* Indicators and estimated performance targets adjusted according to the strategic plan 2020-2025.

\* Outreach projects through the presentation of workshops in the community and local schools.

\* Target for 2020/2021 for number of school tours conducted was adjusted from 80 to 0, the number of schools applying for sponsorships was adjusted from 16 to 0, and competitions for learners was adjusted from 2 to 0. Due to the Covid-19 pandemic, South Africa went into a nationwide lockdown from 27 March 2020. All museums, including the Taalmuseum and Taalmonument, were closed and reopened on 1 October 2020.

### Risk management

Risk	Mitigation action
The Department of Education can restrict school visits to the Museum and Monument	Ensure that all educational programmes are curriculum-based
Cancellation of school trips on short notice	Reschedule visits or send educational packages to schools
The Museum can't accommodate large groups due to maintenance problems	Liaise with Paarl Museum to divide large groups between the two museums
Bad weather can hamper some programmes (World Environmental Day and Water Week)	Reschedule visits
Sponsorship for a bus for less-privileged school groups to visit the Museum and Monument can be withdrawn	Implement outreach programmes to schools
Language projects are dependent on sponsorships and availability of volunteers for the sustainability of the project	Liaise with libraries to assist

### Expenditure estimates: Public engagement

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2022/2023
Exhibitions	39	7	1	131	181	238	44
Education	249	297	395	259	335	346	357
<b>Total</b>	<b>288</b>	<b>304</b>	<b>396</b>	<b>390</b>	<b>516</b>	<b>584</b>	<b>401</b>
Change to budget estimate			0	0	0	0	0

### Economic classification

Current payments	<b>288</b>	<b>304</b>	<b>396</b>	<b>390</b>	<b>516</b>	<b>584</b>	<b>401</b>
Compensation of employees	170	170	136	205	194	203	212
Goods and services							
<i>of which:</i>							
Exhibitions	39	7	2	131	181	238	45
Education	79	129	258	54	141	143	146
Other	0	0	0	0	0	0	0
<b>Total</b>	<b>288</b>	<b>304</b>	<b>396</b>	<b>390</b>	<b>516</b>	<b>584</b>	<b>401</b>

## Revenue estimates

Programme	Audited outcomes			Adjusted appro- priation	Medium-term expenditure estimate			
	R thousand	2017/2018	2018/2019		2019/2020	2020/2021	2021/2022	2022/2023
Economic classification								
Sale of goods and services other than capital assets	2311	2029	1984	1825	1539	1686	1759	
Entity revenue other than sales	818	1054	1017	265	273	258	268	
Transfers received	9762	11565	11998	9939	11512	11939	12094	
Capital works funding				3187	5736	5949	0	
Total Revenue	12 891	14648	14999	15216	19060	19832	14121	

## 2.2 Quarterly targets for 2021/2022

### Programme: Administrative

#### Entrance to the Museum and Monument

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2021/2022	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Number of visitors per annum	34 000	6 000	8 400	9 000	8 000	Visitor statistics
Number of picnic events and concerts per annum	12	-	-	6	6	Events calendar

#### Human resources management

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2021/2022	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Number of staff performance evaluations done per annum	2 (bi-annually)	-	1	-	1	Performance evaluations
Coordinate and manage training per annum	6 training interventions	1	2	1	2	Invoices, reports

#### Property management

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2021/2022	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Annual repairs and maintenance completed - Museum - Monument - Amphitheatre - Parking area - Hiking trails	Completed: 5	Completed: 2	Completed: 1	Completed: 2	-	Invoices, work programme
Annual eco-management plan completed - Water ditches cleaned - Invasive alien trees cleared - Firebreaks cleared	Completed: 30 Jun 31 Oct 30 Sep	Completed: 30 June	Completed: 30 Sep	Completed: 31 Oct	-	Invoices, work programme

#### Quarterly budget for Administration

Sub-programme	Actual target	Quarterly targets			
	2021/2022	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
R thousand					
Entrance to the Museum & Monument	724	104	104	258	258
Human resources management	130	13	53	13	53
Property management	7305	1326	2326	2226	1426
Other administrative expenses	9342	1336	1536	3236	3236
<b>Total</b>	<b>17501</b>	<b>2778</b>	<b>4018</b>	<b>5732</b>	<b>4972</b>

## Programme: Business Development

### Fundraising and marketing

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2021/2022	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Number of skills development courses per annum	4	1	3	-	-	Events calendar

### Public programmes and communication

Strategic objective: To host special days per annum

Indicator	Actual target	Quarterly targets				Sources of verification
	2021/2022	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Number of special days per annum	6	2	1	2	1	Events calendar
Sponsor-A-Bus project: number of groups transported	1	-	1	-	-	Invoices

### Collection management

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2021/2022	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Number of conservation, preservation and maintenance activities on Museum collection	6	2	1	2	1	Invoices
Maintaining the register for textile collection per annum	8	2	2	2	2	Monitoring form
Maintaining the register for inspection of the archives per annum	8	2	2	2	2	Monitoring form
Maintaining the register for climatic conditions in archives per annum	50	13	13	12	12	Monitoring form
Maintaining the register for inspection of the total exhibition per annum	12	3	3	3	3	Monitoring form

### Research

Strategic objective: Dissemination of research results in various formats

Indicator	Actual target	Quarterly targets				Sources of verification
	2021/2022	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Number of articles written or lectures presented per annum	1	-	-	-	1	Articles/lecture papers
Number of active research projects per annum	4	1	1	1	1	Articles/lecture papers
Number of history snippet written for website/Facebook per annum	8	2	2	2	2	Written snippets

### Quarterly budget for Business Development

Sub-programme	Actual target	Quarterly targets			
	2021/2022	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
R thousand					
Funding and marketing	34	7	12	8	7
Public programmes and communication	60	7	11	19	23
Collection management	224	49	64	47	66
Research	722	201	160	201	161
<b>Total</b>	<b>1040</b>	<b>263</b>	<b>246</b>	<b>274</b>	<b>256</b>

## Programme: Public Engagement

### Exhibitions

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2021/2022	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Number of exhibitions held or updated per annum	1	-	-	-	1	Invoices, finished exhibition

### Education

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2021/2022	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Number of school tours conducted per annum	40	10	10	10	10	Booking forms
Number educational programmes developed per annum	2	1	-	1	-	Educational programmes
Number of educational programmes upgraded per annum	2	1	-	1	-	Educational programmes
Sponsor-A-Bus project: number of school groups transported per annum	16	7	5	1	3	Invoices and booking forms
Language projects: Established reading group per annum	2	0	1	0	1	Attendance registers
Number of competitions held for learners per annum	2	1	0	1	0	Invoices and programme
Number of outreach projects per annum	2	1	1	-	-	Invoices and programme

### Quarterly budget for Public Engagement

Sub-programme	Actual target	Quarterly targets			
	2021/2022	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
R thousand					
Exhibitions	181	72	45	45	18
Education	335	67	101	67	101
<b>Total</b>	<b>516</b>	<b>139</b>	<b>146</b>	<b>112</b>	<b>119</b>

## 2.3 Reconciling performance targets with the budget and MTEF

### *Income estimates*

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
R thousand							
<b>Economic classification</b>							
Revenue							
Sale of goods and services other than capital assets							
<i>Of which:</i>							
Administrative fees							
Entrance fees	1936	1621	1458	1380	1311	1311	1364
Sales by market establishments							
Rent on buildings	375	408	526	445	228	228	322
Entity revenue other than sales							
<i>Of which:</i>							
Interest, dividends and rent on land							
Interest	305	402	301	155	152	152	131
Unclassified revenue							
Funding and marketing	407	549	621	80	60	60	63
Other income	106	103	95	30	61	61	64
Transfers received							
Other government units							
National government's Executive authority (Department of Sports, Arts and Culture)	9762	11565	11998	9939	11512	11939	12094
Capital works funding				3187	5736	5949	0
<b>Total Revenue</b>	<b>10808</b>	<b>12891</b>	<b>14742</b>	<b>16623</b>	<b>19060</b>	<b>19832</b>	<b>14121</b>



# Expenditure estimates

## Programme: Administration

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Entrance to the Museum & Monument	1211	1400	1553	1170	724	919	959
Human resources management	147	113	200	66	130	134	139
Property Management	1255	1630	2427	4660	7305	7321	1260
Other administrative expenses	7660	8271	9188	8071	9342	9711	10144
<b>Total</b>	<b>10273</b>	<b>11414</b>	<b>13368</b>	<b>13967</b>	<b>17501</b>	<b>18085</b>	<b>12502</b>
Change to budget estimate				0	0	0	0

## Economic classification

	10273	11415	13370	13965	17501	18085	12502
<b>Current payments</b>							
Compensation of employees	4018	4495	5501	5906	5971	6179	6487
Goods and services							
<i>of which:</i>							
Advertising	47	133	111	131	122	123	124
Audit costs	104	472	520	511	710	738	768
Bank charges	67	68	68	69	70	72	76
Board costs	114	148	194	157	242	253	264
Catering: Internal activities	3632	3072	3490	2041	2137	2214	2298
Communication	108	115	90	105	102	106	110
Computer services	53	62	84	83	85	86	87
Consultants, contractors and special services	650	768	945	829	770	800	830
Inventory	-16	31	80	24	55	57	60
Maintenance repair and running cost	604	1081	1043	3615	6704	6934	857
Operating leases	37	0	11	48	44	46	48
Printing and publication	35	46	64	48	59	61	63
Training and staff development	39	45	116	66	71	74	78
Travel and subsistence	108	139	121	86	116	118	121
Insurance	86	78	86	84	88	92	95
Memberships and subscriptions	16	11	9	19	20	20	21
Cleaning services	22	24	28	35	33	35	36
Depreciation and amortisation	322	462	502	0	0	0	0
Other	227	165	307	108	105	75	79
Interest and rent on land	0	0	0	0	0	0	0
Financial transactions in assets and liabilities	0	0	0	0	0	0	0
<b>Total</b>	<b>10273</b>	<b>11415</b>	<b>13370</b>	<b>13965</b>	<b>17501</b>	<b>18085</b>	<b>12502</b>

### Expenditure estimates

#### Programme: Business Development

Programme: Business Development				Adjusted approp- riation	Medium-term expenditure estimate		
Sub-programme	Expenditure outcomes						
R thousand	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2021/2022
Funding and marketing	29	29	37	59	32	36	36
Public programmes and communication	252	446	401	40	62	59	60
Collection management	41	10	1	80	224	314	329
Research	777	604	502	679	722	756	794
Heritage	9	6	0	0	0	0	0
<b>Total</b>	<b>1108</b>	<b>1095</b>	<b>941</b>	<b>858</b>	<b>1040</b>	<b>1165</b>	<b>1219</b>
Change to budget estimate			0	0	0	0	0

#### Economic classification

Current payments	<b>1108</b>	<b>1095</b>	<b>941</b>	<b>858</b>	<b>1040</b>	<b>1165</b>	<b>1219</b>
Compensation of employees	777	685	381	727	910	1034	1083
Goods and services							
<i>of which:</i>							
Funding & marketing	29	28	38	59	32	36	36
Public programmes	85	277	147	40	61	60	59
Research and development	209	87	374	25	29	31	32
Curation and collection	0	10	1	7	7	7	7
Heritage programmes and projects	8	7	0	0	0	0	0
Other	0	0	0	0	0	0	0
<b>Total</b>	<b>1108</b>	<b>1095</b>	<b>941</b>	<b>858</b>	<b>1040</b>	<b>1165</b>	<b>1219</b>

# **Expenditure estimates**

## **Programme: Public Engagement**

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	R thousand	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Exhibitions		39	7	1	131	181	238
Education		249	297	395	259	335	346
<b>Total</b>		<b>288</b>	<b>304</b>	<b>396</b>	<b>390</b>	<b>516</b>	<b>584</b>
Change to budget estimate				0	0	0	0

### **Economic classification**

Current payments	<b>288</b>	<b>304</b>	<b>396</b>	<b>390</b>	<b>516</b>	<b>584</b>	<b>401</b>
Compensation of employees	170	170	136	205	194	203	212
Goods and services							
<i>of which:</i>							
Exhibitions	39	7	2	131	181	238	45
Education	79	129	258	54	141	143	146
Other	0	0	0	0	0	0	0
<b>Total</b>	<b>288</b>	<b>304</b>	<b>396</b>	<b>390</b>	<b>516</b>	<b>584</b>	<b>401</b>

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

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

#### **Municipal charges**

From 2017/2018, the ATM has received extra funds from the DSAC to pay the local municipality for utility services - the expenses for municipal charges are disclosed under administrative expenses. The ATM is budgeting to receive funds in the MTEF period and is paying this over to the Department of Public Works and Infrastructure (DPWI), who in turn is making payments to the local municipality on behalf of the ATM. Unfortunately, the DPW is not making regular payments. The ATM classified the situation as high risk and included it in the risk register as the ATM cannot afford the Monument, which is a popular tourist attraction, to be without basic services. It was indicated in 2020/2021 that a handover of the payments of the accounts from DPW to the ATM will take place in the near future. It was due in 2020, but due to the restrictions posed by the Covid-19 lockdown, this process was hampered. DPW and DSAC will be assisting the ATM and other entities with this process.

#### **Leasing of private property**

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

#### **Personnel expenditure**

The ATM has 20 approved positions of which 18 are filled with permanent staff members, 1 is a part-time staff member and 1 position has not been filled. In total the ATM has a staff complement of 18 permanent staff members, 6 casual workers and 1 contract staff member.

The total staff cost will average 39% of the total budgeted expenses over the projected MTEF period. The ATM had allocated separate funds for a study fund for staff members who would like to study but do not have the funds or are unable to get a loan from a financial institution. However, due to budget cuts this cannot be included in the current MTEF period. Should funding become available, the study fund for staff members will again be included. Development of criteria and an agreement for the study fund was done in 2019/2020. With the approval of a long-service policy, the long service recognition was implemented during 2018/2019 and R30 000 included in the budget for 2021/2022 for two qualifying staff members.

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

#### **Goods and services**

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

With the growing interest in events that are held at the Monument, provision needed to be made for more security and first-aid services. Due to weather and venue restrictions, the number of events planned needed to be curbed. The ATM will also have one show at the Amphitheatre, which can accommodate over 4 200 seated spectators. The Amphitheatre is also made available to interested parties on an ad hoc basis for a fee in order to cover any

extra costs incurred. This has proved to be another revenue-generating asset and funds made through this initiative is used to maintain this facility. Some of the capital works funds the ATM received in the previous financial years had been used to do some upgrades as the current infrastructure dates from 1975. Upgrades and additions to the Amphitheatre has been identified and are mentioned later in this report under Part C.

It is also important for Management that the Monument should be a safe place to work at, but more importantly, to visit. For this reason, extra funds were allocated to security services and specifically for more security guards. Funds will also have to be allocated for security cameras for the Museum, Monument and Amphitheatre in an effort to lower the cost of security guards due to funding restrictions. The ATM needs a land surveyor (which will be appointed in the third quarter of 2020/2021) to proceed with the installation of the security cameras, as well as for the other planned capital works projects at the Taalmonument. The next step will be to finalise the specifications and advertise the request for quotations, with the installation of the security cameras to be done in 2021/2022.

The general infrastructure of the Museum, Monument and Amphitheatre also remains a concern for Management as it is 45 years old. The Museum building is in dire need of urgent repairs (electricity, floors, gutters and the interior walls). The Amphitheatre's structure has been compromised in such a way that it is still usable, but has a structural crack in the roof of the artists' quarters that has to be patched after every winter. The Monument's water supply (pipes and reservoir) also needs to be refurbished or replaced. The electricity supply to the Monument and Amphitheatre remains a concern as there is no backup if the supply is cut. Water is pumped to the Monument and Amphitheatre, but without electricity, our staff members and visitors will not have any water while at the Monument and Amphitheatre. The ATM applied for funding for an emergency generator as well as installation thereof from the DSAC, which forms part of the approved capital works budget for 2019/2020. An electrical engineer was contracted in 2020 and determined that the ATM will not be able to link an emergency generator to the current electrical grid of the Taalmonument and Amphitheatre. The electrical distribution board and wiring are 45 years old, and the distribution board (installed under the Taalmonument) has deteriorated due to the wet conditions from cracks which formed in the Monument. These cracks will, in the long run, compromise the integrity of the structure. A structural engineer was contracted in 2018 and the report we received was sent to the DSAC. This was also included in the UAMP for 2018 under maintenance of ATM buildings as the ATM does not have the funding for such a project. Upgrades, additions and maintenance to the buildings of the ATM has been identified and are mentioned later in this report under Part C.

It was considered that most service providers' fees and prices of goods and services increased exponentially, and provision was made for this in 2021/2022, where necessary. Overall, a price increase of 4% in goods and services was used.

### **Exhibitions**

The visitor centre at the Monument hosts an exhibition that is an extension of the current exhibitions at the Museum. The visitor centre also controls visitor flow, enquiries and visitor administrative logistics. Furthermore, its lecture hall serves as a place where groups can be informed about the different activities and aspects concerning the heritage of Afrikaans, and the language's contribution to nation-building and social cohesion. In the 2020/2021 the ATM plans to update the current exhibition (funds to be sourced from the ATM's reserve funds) which will flow through to the 2021/2022 financial year.

#### 4. Programme resource considerations

##### 4.1 Summary of expenditure estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
R thousand							
<b>Economic classification</b>							
Administration	10275	11415	13369	13968	17504	18083	12502
Business Development	1109	1156	940	859	1040	1165	1218
Public Engagement	288	306	396	390	516	584	401
<b>Total Expenditure</b>	<b>11672</b>	<b>12877</b>	<b>14705</b>	<b>15217</b>	<b>19060</b>	<b>19832</b>	<b>14121</b>

##### 4.2 Revenue estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
R thousand							
<b>Economic classification</b>							
Sale of goods and services other than capital assets	2311	2029	1984	1825	1539	1686	1759
Entity revenue other than sales	818	1054	1017	265	273	258	268
Transfers received	9762	11565	11998	9939	11512	11939	12094
Capital works funding				3187	5736	5949	0
<b>Total Revenue</b>	<b>12 891</b>	<b>14648</b>	<b>14999</b>	<b>15216</b>	<b>19060</b>	<b>19832</b>	<b>14121</b>

### 4.3 Expenditure estimates by economic classification

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2022/2023
R thousand							
<b>Economic classification</b>							
<b>Current payments</b>							
Compensation of employees							
Salary & wages	4 431	4 896	5 411	6 024	6 221	6 483	6 802
Social contributions (employer only)	602	623	678	868	894	940	990
Goods and services							
Advertising	42	143	116	121	111	111	112
Audit costs	104	472	520	511	710	710	738
Bank charges	67	68	68	69	70	70	72
Board costs	114	148	194	157	242	242	253
Catering: internal activities	902	1358	1500	533	561	561	576
Communication	108	115	90	105	102	102	106
Computer services	53	62	84	83	85	85	86
Consultants	137	143	259	191	270	270	280
Contractors	514	625	685	638	500	500	520
Inventory	-16	31	80	24	55	55	57
Operating leases	37	0	11	48	44	44	46
Legal fees	0	0	0	0	0	0	0
Printing and publication	35	46	64	48	59	59	61
Repairs and maintenance	604	1081	1047	3615	6704	6704	6934
Research and development	209	87	374	25	29	29	31
Training and staff development	147	113	200	66	130	130	134
Travel and subsistence	108	139	121	86	116	116	118
Insurance	86	78	86	84	88	88	92
Memberships and subscriptions	16	11	9	19	20	20	20
Administrative expenses	3016	2158	2608	1753	1859	1859	1927
Curation and exhibitions	39	17	2	138	188	188	245
Cleaning services	0	0	0	5	2	2	2
Depreciation and amortisation	322	462	502	0	0	0	0
<b>Total Expenditure</b>	<b>11677</b>	<b>12876</b>	<b>14709</b>	<b>15211</b>	<b>19060</b>	<b>19832</b>	<b>14121</b>

#### 4.4 Statement of Financial Position

Statement of Financial Position	Audited Outcome			Approved budget 2020/2021	Medium-term estimate		
	2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
<b>ASSETS</b>							
Current assets	6 569	5 041	7 962	4 448	4 027	4 208	4 670
Current investments	4 984	3 869	6 796	3 381	3 381	3 381	3 381
Inventory	72	80	78	32	32	35	32
Trade and other receivables from exchange transactions	5	5	2	15	8	5	2
Prepayments	42	198	132	50	46	45	455
Cash and cash equivalents	1466	889	954	970	560	742	800
Non-current assets	4 862	5 745	4 267	4 390	6 144	5 948	5 503
Property, plant and equipment	3 254	4 136	3 691	2 730	3 778	3 583	3 138
Intangible assets	7	10	4	10	3	2	2
Heritage assets	1 601	1 601	2 363	1 650	2 363	2 363	2 363
Non-current investments	-	-	-	-	-	-	-
<b>Total assets</b>	<b>11 431</b>	<b>10 786</b>	<b>14 020</b>	<b>8 838</b>	<b>10 171</b>	<b>10 156</b>	<b>10 173</b>
<b>LIABILITIES</b>							
Current liabilities	4 573	2 160	4 337	1 636	200	190	210
Payments received in advance	-	-	-	-	-	-	-
Trade and other payables from exchange transactions	2 192	402	193	533	200	190	210
Current provisions	2 381	1 758	4 145	563	-	-	-
Leave	-	-	-	-	-	-	-
Provisions for outstanding claims	472	-	-	563	-	-	-
Deferred income	1 909	1 758	4 145	540	-	-	-
Non-current liabilities	110	106	113	123	130	125	122
Non-current provisions	110	106	113	123	130	125	122
<b>Total liabilities</b>	<b>4 683</b>	<b>2 267</b>	<b>4 450</b>	<b>1 759</b>	<b>330</b>	<b>315</b>	<b>332</b>
<b>NET ASSETS</b>	6 748	8 519	9 570	7 079	9 841	9 841	9 841
Accumulated surplus / (deficit)	5 147	6 918	7 209	5 429	7 479	7 479	7 479
Reserves	1 601	1 601	2 362	1 650	2 362	2 362	2 362
Non-cash reserves	1 601	1 601	2 362	1 650	2 362	2 362	2 362
<b>Total net assets and liabilities</b>	<b>11 431</b>	<b>10 786</b>	<b>14 020</b>	<b>8 838</b>	<b>10 171</b>	<b>10 156</b>	<b>10 173</b>



## Part D: Technical indicator descriptions

Indicator title	Entrance to the Museum and Monument
Definition	Revenue collection and number of visitors received at the Museum and Monument
Purpose/importance	Showing revenue collected per annum, as well as number of visitors
Source/collection of data	Entrance tickets, entrance forms used for collecting data
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Target all tourists (national and international)
Reporting cycle	Monthly
Desired performance	Increase the number of visitors to the Museum and Monument
Indicator responsibility	Communication and educational divisions

Indicator title	Fundraising and marketing
Definition	Raising funds from the public and institutions, presenting courses and generating income from product sales
Purpose/importance	To raise funds from the public and institutions, and presenting courses to generate additional funds
Source/collection of data	Fundraising register, activities scheduled according to a programme and stocktake sheet
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Reporting cycle	Monthly
Desired performance	To increase funds raised from the public and institutions
Indicator responsibility	Communication manager

Indicator title	Public programmes and communication
Definition	Developing public awareness of the institution, encouraging the public to visit the ATM and promoting the ATM at all levels of society by offering public programmes
Purpose/importance	Creating and promoting public awareness
Source/collection of data	Annual programme for special days and commemorative cultural and environmental days
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Reporting cycle	Monthly
Desired performance	To create more public awareness and to encourage the public to visit the ATM
Indicator responsibility	Curatorial, Educational as well as Communication and Events divisions

Indicator title	Human resources management
Definition	Defining present and future human resources needs. Empowering staff by means of post-related training programmes to ensure skilled personnel. Evaluating staff on a regular basis to promote efficiency within the organisation
Purpose/importance	Ensuring well-trained staff to achieve a higher level of service delivery
Source/collection of data	Invoices of service providers and evaluation documents
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Staff
Reporting cycle	Quarterly
Desired performance	To maintain a 100% evaluation rate and ensuring well-trained staff
Indicator responsibility	Director and Financial division

Indicator title	Property management
Definition	Maintenance of buildings, structures and equipment to be presentable and attractive to the public and to eco-manage the gardens, invasive alien plants, erosion, walking trails and firebreaks
Purpose/importance	By maintaining the buildings, structures and equipment a presentable, attractive and safe Museum and Monument to visit is created. By performing eco-management, well-kept gardens and conservation of the fauna and flora is assured
Source/collection of data	Maintenance programme
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Reporting cycle	Quarterly
Desired performance	Ensure effective management of buildings, structures and equipment, and well-kept gardens as well as the conservation of the indigenous landscape
Indicator responsibility	Site supervisor, Director and Curatorial division

Indicator title	Collection management
Definition	Collecting of relevant documents, artefacts and books for purposes of reference, research and display, according to professional standards and the ATM's conservation policy. Maintain a digital acquisition and reference register
Purpose/importance	Ensuring the preservation of artefacts, documents and books for the future
Source/collection of data	Electronic catalogue for artefacts ( <i>Logosflow Humanities CMD</i> ), electronic catalogue for books and documents ( <i>Logosflow Resource MD</i> ), inspection registers, invoices from professionals
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Reporting cycle	Quarterly
Desired performance	Collecting and conserving artefacts to preserve them for the future. Acquiring additional relevant and valuable documentation and books
Indicator responsibility	Curator and Director

Indicator title	Research
Definition	Undertaking of subject- and object-based research on relevant themes to widen the information base for the benefit of the community. Dissemination of research results through various formats
Purpose/importance	Informing the public of well-researched, relevant and interesting issues and facts, thereby enhancing the image of the ATM.
Source/collection of data	Document files for research done, electronic documents and printed publications of articles written, electronic documents and PowerPoint files of lectures presented, ATM website
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Reporting cycle	Quarterly
Desired performance	Quality-research to lead to quality outputs disseminated in various forms
Indicator responsibility	Curator

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

Indicator title	Education
Definition	To develop and offer educational and outreach programmes to schools
Purpose/importance	Promoting Afrikaans at all levels of society by offering curriculum-based educational programmes, guided tours and cultural activities
Source/collection of data	List of interactions with schools and related institutions on local, provincial and national levels
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Target market: Youths Target market: Tour guides, Educationists
Reporting cycle	Monthly
Desired performance	To present school groups with quality programmes and teaching aids, based on the present school curricula
Indicator responsibility	Educational and Curatorial divisions

Indicator title	Compliance with applicable legislation
Definition	Complying with all applicable legislation, for example the Cultural Institutions Act, Public Finance Management Act, Treasury regulations and the National Heritage Resources Management Act
Purpose/importance	Complying with legislative requirements and sound corporate governance
Source/collection of data	Record of submission
Method of calculation	Simple count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Everyone
Reporting cycle	Quarterly
Desired performance	Unqualified audits
Indicator responsibility	Council, Audit committee, Director and Chief Financial Officer

## Part E: Infrastructure and other capital plans

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

Requests: Capital works budget

No	Project Name	Programme	Municipality	Project description/type of structure	Outputs	Estimated project cost R'000	Expenditure to date (if any) R'000	Project duration	
								Start	Finish
1. New assets and replacement of assets (R thousand)									
	Construction of the staff's change room	Heritage promotion	Paarl	Monument		3 608	309	2019	2021
	Generator to supply emergency electricity to the Monument and coffee shop	Heritage promotion	Paarl	Monument		581	-	2019	
	Construction of new ablution facilities for general public, staff, VIPs, etc	Heritage promotion	Paarl	Amphitheatre		18 000	-		
	Construction of a new multifunction building, consisting of conference facilities, staff offices and new learner classrooms	Heritage and educational promotion	Paarl	Monument		32 000			
Total new and replacement of assets						54 189	309		
2. Maintenance and repairs (R thousand)									
	Maintenance of ATM buildings including security - electrical infrastructure at Monument and Amphitheatre (Phase 2) - Security: CCTV at Museum, Monument and Amphitheatre - Remedial work (repairs, damp seal of Monument and stabilisation of floors, repairs, painting of building, checking the roof and woodwork, stormwater management of Museum) - Waterproofing of buildings at Monument and Amphitheatre - Eco-management of grounds of Monument and Amphitheatre (101ha): water	Heritage promotion	Paarl	Museum, Monument and Amphitheatre		11 698	-	2020	

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

## Annexure A

### Materiality and Significance Framework for the period ending 31 March 2021

#### 1. Background

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

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

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

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

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

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

#### 2. Broad framework for the ATM

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

##### 2.1 Materiality level

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

##### Motivation

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

**Factors considered**

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

**Nature of the ATM's business**

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

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

**Statutory requirements applicable to the ATM**

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

**The control and inherent risks associated with the ATM**

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

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

**3. ATM's general approach to qualitative aspects**

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

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



#### 4. Framework

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

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

	(d) any financial assistance received from the state and commitments made by the state on the accounting authority's behalf.	
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## **Risk Management Plan**

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

### **1. What is the aim of the strategy?**

This strategy will promote and ensure that:

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

### **2. What is risk management?**

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

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

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

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

### **3. Risk management process**

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

#### Stage 1 – Identify potential risks

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

#### Stage 2 – Risk analysis

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

#### Stage 3 – Risk control

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

#### Stage 4 – Monitor results

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

### **4. Responsibility for risk management**

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

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

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

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

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

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

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

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

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

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

## 5. Objectives of the ATM

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

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

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

## 6. Risk categories

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

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

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

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

## 7. Links

It is essential that risk management does not operate in isolation to other management processes. To fully implement Risk Management in its day-to-day activities, the ATM has to demonstrate that risk management is always considered and influences all its decisions.

It is essential that there is a defined link between the results of managing risk and the following:

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

## 8. Action required

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

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

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

## **9. Reporting and review**

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

## **Fraud Prevention Plan**

### **1. Purpose**

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

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

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

### **2. Plan**

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

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

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

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

### **3. Actions that constitute fraud**

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

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



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

#### **4. Acceptable business conduct**

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

#### **5. Duty to report**

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

#### **6. Responsibility to investigate**

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

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

#### **7. Confidentiality**

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

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

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

**8. Authorisation for investigation of alleged fraud**

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

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

**9. Procedures for reporting**

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

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

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

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

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

**10. Decision**

Internal audit reports will be evaluated and reviewed in conjunction with the human resources officer.

The human resources officer will make recommendations based on the investigator's report.

Following the results of the investigation, as well as the recommendations of the human resources officer and the decision of the Director, disciplinary action may be taken.

## Annexure B

### Charter of the ATM Council

#### 1. Purpose of the Council Charter

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

#### 2. The role of the ATM Council

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

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

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

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

#### 3. Institution and composition

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

#### 4. Leadership of Council

The Chairperson, appointed by the Minister of Sport, Arts and Culture from appointed members of Council, shall be a non-executive, independent member. The Chairperson of Council and the Director shall not be the same person.

The Chairperson's role includes:

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

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

## **5. Orientation and training of members**

Members have a responsibility to acquaint themselves with their fiduciary duties and responsibilities, as well as with the issues pertaining to the operations and business environment of the ATM so that they are able to fulfil their duties. The Council, with the assistance of Management, should establish a formal orientation programme for new members, which includes the provision of background material and also meetings with Management.

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

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

## **6. Conflict of interest**

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

## **7. Cooling-off period**

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

**8. Risk management and internal control**

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

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

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

**9. Monitoring of operational performance**

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

**10. Meetings**

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

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

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

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

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

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

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

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

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

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

10.11 A member of council must vacate office if:

10.11.1 that member resigns in writing,

10.11.2 has been absent from three consecutive meetings of the council without leave,

- 10.11.3 is an unrehabilitated insolvent,
- 10.11.4 is found to be of unsound mind by a court of law,
- 10.11.5 is convicted for an offence involving dishonesty or bodily harm and is sentenced to imprisonment without the option of a fine, or
- 10.11.6 materially breaches the code of ethics of the institution.

## **11. Council relationship with staff and external advisors**

### **11.1 Attendance of staff and external advisors at Council meetings**

The Chairperson may permit members of the ATM staff and external advisors to attend all or part of Council meetings at specific or regular times. The purpose for such attendance is to provide the Council with expert insights to their deliberations or as capacity building for potential directors/members.

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

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

## **12. Committees of Council**

### **12.1 Audit Committee**

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

### **12.2 Remuneration Committee**

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

## **13. Succession and emergency planning**

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

## **14. Role of the ATM Director**

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

**15. Role of the Council secretary**

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

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

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

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

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

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

**16. Public communication**

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

**17. Code of conduct**

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

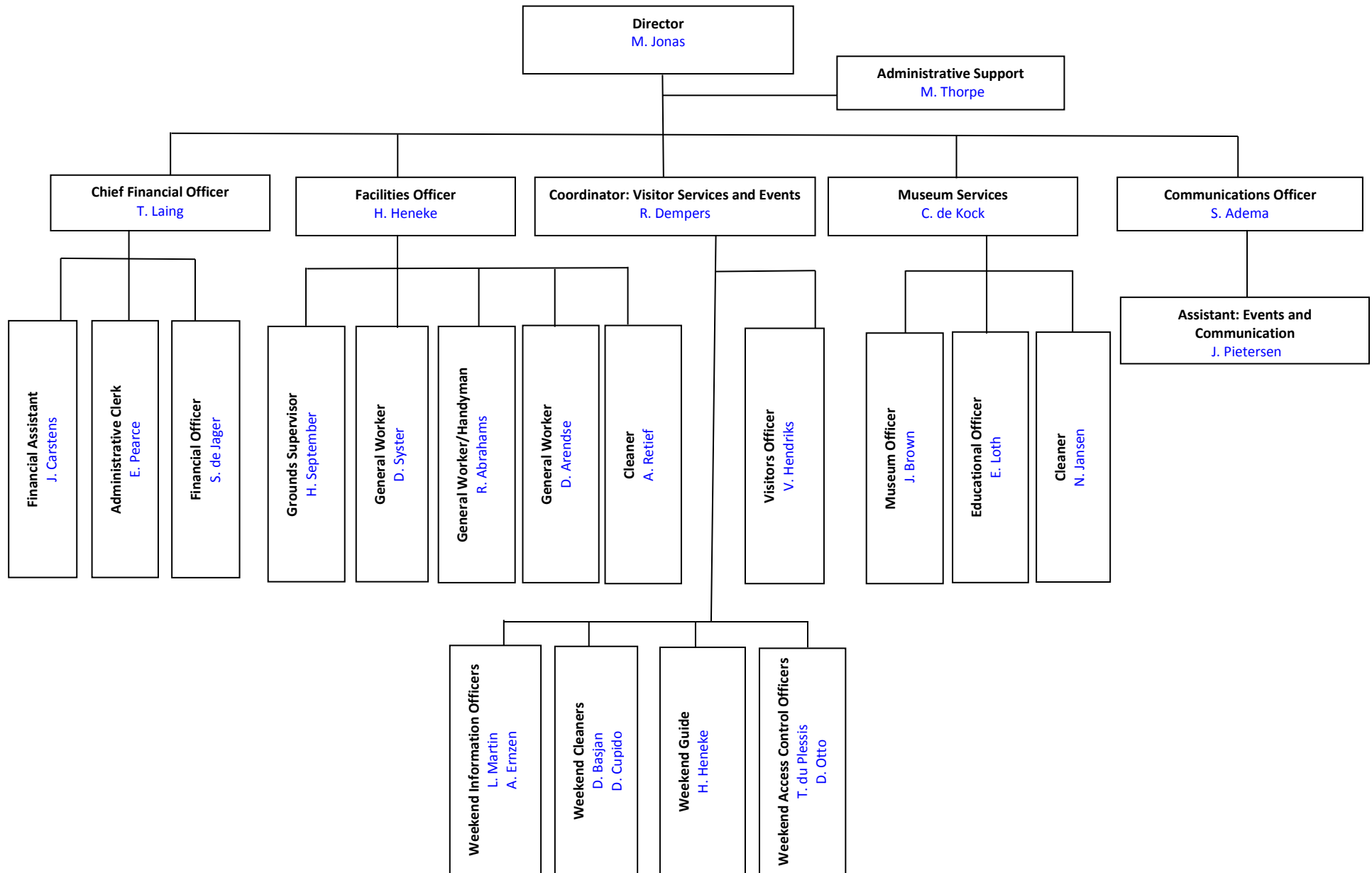
The Council shall establish the values of the entity in support of its mission, and establish principles and standards of ethical business practice in support of such values. These principles and standards shall be communicated, and the Council shall assume responsibility and accountability for compliance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



.....  
CHAIRPERSON

08/12/2018  
DATE

## ORGANISATIONAL STRUCTURE 2020/2021





## Audit Outcomes Implementation Plan

FINDING NO.	PAGE NO. - MANAGEMENT LETTER	AUDIT FINDING	COMAF	DESCRIPTION	OCCURRED PRIOR YEAR	RESPONSIBLE PERSON	IMPLEMENTATION STRATEGY	CHALLENGES FORESEEN	DUE DATE FOR IMPLEMENTATION
1	20	Heritage Assets - Scope limitation	2	Scope limitation relating to the valuation of heritage assets	No	Curator / CFO	Assisting the valuator with the adjustment of his report by categorising the heritage assets (unique to the ATM, less unique, common) and stating how the value was determined (by way of auctions, etc.)	None	31/03/2021
2	40	Revenue from non-exchange transactions (Donations)	3	Completeness of donations income received. An amount of R133 412 was incorrectly classified as donations in the donations register/schedule whereas it was supposed to be recognised as services in kind	No	CFO	The classification was reviewed and adjusted in the financial statements	Resolved	30/09/2020

FINDING NO.	PAGE NO. - MANAGEMENT LETTER	AUDIT FINDING	COMAF	DESCRIPTION	OCCURRED PRIOR YEAR	RESPONSIBLE PERSON	IMPLEMENTATION STRATEGY	CHALLENGES FORESEEN	DUE DATE FOR IMPLEMENTATION
3	32	Property, plant and equipment: Accumulated depreciation Accumulated surplus	1	<p>Incorrect application of change in estimate: Management's accounting treatment for the change in the estimated useful lives of assets was not aligned to the Generally Recognised Accounting Practise (GRAP) 3 - Accounting policies, changes in accounting estimates and errors. The change in estimate was effectively adjusted for retrospectively.</p> <p>Incorrect classification of PPE items: The finding relates to items that was incorrectly classified as PPE items.</p>	No	CFO	<p>The classification of the assets were reviewed, with the calculation of the useful lives and depreciation and adjusted accordingly in the financial statements.</p> <p>A further review, beyond the audit, will be done of the assets in the register to determine if it complies with the definition of asset as set out in GRAP17.</p>	Resolved	<p>30/09/2020</p> <p>Review of asset register by 31/03/2021</p>
4	24, 43, 52, 55, 58	Irregular expenditure	4, 5, 7, 8, 9, 11	Misstatements regarding the presentation and disclosure of irregular expenditure based on the fact that irregular expenditure identified during the audit of procurement and contract management has not been disclosed in the financial statements.	Yes	CFO / Financial assistant	<p>Non-compliance with National Treasury Practice Note 8 of 2007/08 where at least three quotations were not obtained and the reasons for deviation was not justifiable/approved: R136,462</p> <p>Non-compliance with National Treasury Practice Note No.7 of 2009/2010 where no signed declaration of interest was received from a supplier: R18,000</p> <p>Non-compliance with National</p>	<p>Requests for deviations to National Treasury where the necessary procedures were followed, but due to not being able to pick the lowest quotation or where only two quotations could be obtained may slow the process significantly which may result in some goods/services not being able to be obtained or some functions may not take place.</p> <p>Smaller businesses in small communities are not interested in registering on the Central Supplier Database as it is time consuming and not user friendly. They feel that there is no incentive for them registering and makes it more challenging to get three quotations for various goods and services.</p>	Letter to NT for deviations - 31/03/2021

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							<p>Treasury Instruction Note No.3 of 2016/17 where deviations were entered into without approval from the relevant treasury and thus not valid: R80,516</p> <p>CIDB requirements not adhered to in invitation of award - invitation to tender did not stipulate the minimum category which bidders must be registered at with the CIDB in order to qualify for evaluation</p> <p>The total amount was included in the financial statements under note 31.</p>		