



War Museum of the Boer Republics

ANNUAL PERFORMANCE PLAN

2023/2024



An Agency of the Department of Sport, Arts and Culture

ANNUAL PERFORMANCE PLAN OF THE WAR MUSEUM OF THE BOER REPUBLICS 2023/2024

ACCOUNTING OFFICER STATEMENT

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

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

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

Key accomplishments of the Institution during the 2021/22 financial period:

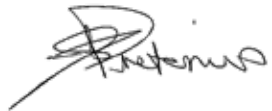
- Trip Advisor awards to the War Museum for six consecutive years.
- PMR Africa Diamond awards to the War Museum as the best heritage site for ten consecutive years. PMR Africa Diamond arrow award for economic growth and development in the Free State Province, category: Exciting/Interesting Heritage/Historical Sites/Buildings – Outstanding 1st overall.
- Unqualified audit for 2021/2022.
- Relocation of a British Garrison House from Harrismith to the War Museum and the establishment thereof as a museum with relevant exhibitions.
- Construction of a scale model of a black concentration camp at Dry Harts based on archaeological research.
- Publication on the transformation of the War Museum.
- Children's literary publication relating to the South African War in Afrikaans, English and Sesotho.
- Video on the experiences of children during the South African War in Afrikaans, English and Sesotho.
- Website upgraded to include virtual tour of the Sol Plaatje Hall, virtual heritage tourism map, holograms project and online History Olympiad for schools.
- National days celebrated by commemorating *inter alia*, the Russian involvement in the South African War and a roundtable discussion forum on Gender Based Violence.
- Various infrastructure projects were implemented.

ANNUAL PERFORMANCE PLAN OF THE WAR MUSEUM OF THE BOER REPUBLICS 2023/2024

Official Sign-off

It is hereby certified that this Annual Performance Plan:

1. was developed by the management of the War Museum of the Boer Republics under the guidance of the Department of Sport, Arts and Culture.
2. takes into account all the relevant policies, legislation and other mandates for which the War Museum of the Boer Republics is responsible.
3. accurately reflects the Impact, Outcomes and Outputs which the War Museum of the Boer Republics will endeavour to achieve over the period: 2023/2024.



J.L. Pretorius

Director and Head Official responsible for planning



Dr G.C. Benneyworth

Chairperson of the Accounting Authority


MR N.G. KODWA, MP

Approved by:

MR N.G. Kodwa, MP

Executive Authority

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Abbreviations/Acronyms

ACH – Arts, Culture and Heritage

AFS – Annual Financial Statements

APP – Annual Performance Plan

ASP – Approved Strategic Plan

CAPS – Curriculum Assessment Policy Statements

CEO – Chief Executive Officer

CFO – Chief Financial Officer

DSAC – Department of Sport, Arts and Culture

DPW – Department of Public Works

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

MTEF – Medium Term Expenditure Framework

OHS – Occupational Health and Safety

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

SCM – Supply Chain Management

SWOT – Strengths, Weaknesses, Opportunities, Threats

UAMP – User Asset Management Plan

PART A: Our Mandate

1. Updates to the relevant legislative and policy mandates

The War Museum must comply with amongst others the following:

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

2. Updates to Institutional Policies and Strategies

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

Infrastructure Policy

- Arts Culture Performance Development Funding Policy
- Cultural and Creative Industries Masterplan
- National Policy Framework on the Digitisation of Heritage Resources.

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

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

3. Updates to Relevant Court Rulings

None

PART B: Our Strategic Focus

4. Vision

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

5. Mission

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

6. Updated Situational analysis

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

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

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

- Alignment to Government's strategic priorities and outcomes.
- Alignment to Department of Sport, Arts and Culture's strategic outcomes and focus areas.
- Achievement of the Vision and Mission of the War Museum.
- Addressing the expectations of the War Museum's stakeholders.
- Addressing public perceptions, knowledge, attitudes and practices of particular population groups by ensuring the transformation and strengthening of the message of Inclusivity of the War Museum by way of education.
- Addressing the need to further the exposure of learners to the history of the South African War.
- Addressing priorities on women and children, specifically prevention of abuse and violence against women and children.
- The effective marketing of the War Museum and tourism.
- The international stature of the War Museum.
- Ensuring continued research on the South African War.
- The preservation and promotion of cultural heritage.
- Compliance to legislative and other prescripts.
- Addressing matters of importance highlighted at Chairperson's/CEO/CFO Forums.

- Addressing the responsibilities of the War Museum as concluded with the Executive Authority in the annual Shareholder's Compact.
- Current economic climate, government resource allocations and the availability of private sector resources relevant to the project initiatives.
- New information technology innovations.
- Partnerships and memorandums of understanding with National and International Entities.

The War Museum's outcomes support Government's Outcome 14 primarily

A diverse, socially cohesive society with a common national identity.

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

Outcome of Government	Outcome of DSAC
2: Education, skills and health	2.1 Improved access to indigenous languages
	2.2 Improved employability of youth in the sport, arts and culture sector through skills training
5: Social cohesion and safe communities	5.1 Social cohesion and nation building
6: A capable, ethical and developmental state	6.1 Strengthened intergovernmental relations and coordination within the sector
	6.2 Improved governance and oversight structure
	6.3 Skilled and ethical sport, arts and culture civil service
	6.5 Improved service delivery in sport, arts and culture – SOCIAL COMPACTS
	6.7 Corruption reduced in sport, arts and culture sector

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



The 94% achievement rate 2017/2018 is attributed to the implementation of GRAP 103 on Heritage Assets – the Standard could only be implemented by the War Museum in 2018/2019 after receipt of funds from National Treasury.

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

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

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

The War Museum operated with Human Resources capacity constraints. These include 3 essential vacant staff positions: Publications officer, IT and Marketing managers.

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

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

6.1 Updated External Environment Analysis

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

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

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

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

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

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

b) Conclusion of the Shareholder's Compact

The shareholder's compact represents the agreement between the Executive Authority and the Accounting Authority. It's a reflection of the expectations of each of the parties, expressed in terms of outcomes and outputs that need to be achieved. It also outlines the responsibilities of the Accounting Authority and the undertakings by the Executive Authority. It enhances good corporate governance and sets out certain reporting requirements as well as the need for certain supporting documentation to be kept and maintained by the War Museum.

Challenges:

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

The War Museum mitigates these strategic challenges through risk management processes

6.2 Updated Internal Environment Analysis

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

Shortage of staff, which resulted from financial constraints.

The War Museum has Human Resources capacity constraints. These include 4 essential vacant staff positions: SCM Compliance Officer, Publications officer, IT and Marketing managers. These appointments will also assist in improving equity figures.

The War Museum staff complement currently consist of 31 staff (which includes 3 contract workers at the end of 2021/2022), this results in staff having to perform various functions for which they were not necessarily appointed.

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

PART C: Measuring Our Performance

7. Institutional Performance Information

7.1 Programme 1: Administration

Purpose of the programme

To ensure sound and effective governance, oversight, management and accountability for all functions and operations

Encourage ethical behaviour and conduct of staff in management of the War Museum, its operations and service delivery

Foster good relations and coordination with stakeholders

Strengthening staff skills and capabilities

Key programmes outcomes

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

7.1.1 Outcomes, Outputs, Performance Indicators and targets

					Annual Targets						
					Audited/Actual Performance			Estimated Performance	MTEF Period		
No	Outcome	No	Output	Output Indicator	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
1.1	Effective and efficiently functioning governance and oversight structures	1.1.1	Updated and approved Council, Executive Committee and Audit Committee Charters	3 Charters reviewed annually: Council, Executive Committee and Audit Committee	3 Charters reviewed	3 Charters reviewed	3 Charters reviewed, updated & approved	3 Charters reviewed (updated and/or approved)	3 Charters reviewed (updated and/or approved)	3 Charters reviewed (updated and/or approved)	3 Charters reviewed (updated and/or approved)
		1.1.2	4 Council Meetings (incl. virtual meetings)	4 Council Meetings held annually (incl. virtual meetings)	N/A	4 Council Meetings (incl. virtual meetings)	4 Council Meetings (incl. virtual)	4 Council Meetings (incl. virtual meetings)	4 Council Meetings (incl. virtual meetings)	4 Council Meetings (incl. virtual meetings)	4 Council Meetings (incl. virtual meetings)
		1.1.3	2 Audit Committee Meetings (incl. virtual meetings)	2 Audit Committee meetings held annually (incl. virtual meetings)	N/A	2 Audit Committee meetings	2 Audit Committee meetings	2 Audit Committee meetings (incl. virtual meetings)	2 Audit Committee meetings (incl. virtual meetings)	2 Audit Committee meetings (incl. virtual meetings)	2 Audit Committee meetings (incl. virtual meetings)
1.2	Efficient and skilled staff, exhibiting ethical behaviour and conduct	1.2.1	Updated and workshopped Code of Conduct and Ethics	Annual review of the Code of Conduct and Ethics and subsequent workshop with staff	Code reviewed	Code reviewed; no workshop done.	Code reviewed, workshop with staff	Code reviewed and/or updated and workshop-ped	Code reviewed and/or updated and workshop-ped	Code reviewed and/or updated and workshop-ped	Code reviewed and/or updated and workshop-ped
		1.2.2	Productive and Effective staff	Staff training on 4 topics per annum (incl. virtual sessions)	5 topics	N/A	Staff training on 9 topics	4 topics per annum (incl. virtual sessions)	4 topics per annum (incl. virtual sessions)	4 topics per annum (incl. virtual sessions)	4 topics per annum (incl. virtual sessions)
1.3	Unqualified audit reports with no recurring audit findings	1.3.1	Unqualified audit reports	Unqualified audit report	Unqualified audit 18/19	Unqualified audit 19/20	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report
		1.3.2	Non-recurring of audit issues in Management Letter	100% of audit findings addressed by due date as set out in audit implementation plan	100% of issues addressed by due date	100% of issues addressed by due date	100% of issues addressed by due date	100% of issues addressed by due date	100% of issues addressed by due date	100% of issues addressed by due date	100% of issues addressed by due date

					Annual Targets						
					Audited/Actual Performance			Estimated Performance	MTEF Period		
No	Outcome	No	Output	Output Indicator	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
1.4	90% Satisfaction rating by public visiting the War Museum	1.4.1	Effective service delivery	Less than 10% negative comments by public in visitor's book per annum.	N/A	No negative comments received	Less than 10% negative comments	Less than 10% negative comments	Less than 10% negative comments	Less than 10% negative comments	Less than 10% negative comments
1.5	Good relations and coordination with stakeholders	1.5.1	Intergovernmental coordination and contribution by the War Museum	Annually attend all CEO Forum meetings arranged by Executive Authority (incl. virtual meetings)	N/A	100% of meetings attended	100% of meetings attended (incl. virtual)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)
		1.5.2	Intergovernmental coordination and contribution by the War Museum	Annually attend all CFO Forum meetings arranged by Executive Authority (incl. virtual meetings)	N/A	100% of meetings attended	100% of meetings attended (incl. virtual)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)
		1.5.3	Intergovernmental coordination and contribution by the War Museum	Annually attend all Heritage Sector Forum meetings arranged by Executive Authority (incl. virtual meetings)	N/A	100% of meetings attended	100% of meetings attended (incl. virtual)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)	100% of meetings attended (incl. virtual meetings)

7.1.2 Indicators, Annual and Quarterly Targets

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

7.1.3 Explanation of planned performance over the medium-term period

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

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

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

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

7.2 Programme 2: Business Development

Purpose of the programme

Improve the War Museum public profile and media presence whilst promoting and marketing the Heritage Sector

Heritage preservation and conservation – South African War Heritage

Dissemination of perspectives on the South African War through research and publication

Key programme outcomes

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

7.2.1 Outcomes, Outputs, Performance Indicators and targets

					Annual Targets						
					Audited/Actual Performance			Estimated Performance	MTEF Period		
No	Outcome	No	Output	Output Indicator	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
2.1	Improved printed and online platform media presence and creating awareness of South African Heritage	2.1.1	Media exposure	6 Articles per annum in the media or other publications (incl. digital media)	17 Articles	12 Articles	16 Articles	6 Articles (incl. digital media)	6 Articles (incl. digital media)	6 Articles (incl. digital media)	6 Articles (incl. digital media)
		2.1.2	Updated and current website/social media pages	Quarterly updates to website/social media pages	Quarterly updates	4 Quarterly updates	4 Quarterly updates	Quarterly updates	Quarterly updates	Quarterly updates	Quarterly updates
		2.1.3	Awareness of South African Heritage	Participate in 4 heritage events per annum (incl. virtual events)	3 Event	4 Events	7 Event (incl. virtual events)	4 Events (incl. virtual events)	4 Events (incl. virtual events)	4 Events (incl. virtual events)	4 Events (incl. virtual events)
2.2	Preservation of the South African War Heritage and Collections which are representative of all affected parties in the South African War	2.2.1	Representative collection	Collect items (Black and British participation) – 10 items per annum	15 Items	9 Items	25 Items	10 Items	10 Items	10 Items	10 Items
		2.2.2	Conserved heritage assets	Conserve/maintain 2 categories of items or parts thereof per annum	2 categories of items or parts thereof	4 categories of items or parts thereof	4 categories of items or parts thereof	2 categories of items or parts thereof per annum	2 categories of items or parts thereof per annum	2 categories of items or parts thereof per annum	2 categories of items or parts thereof per annum
2.3	Dissemination of perspectives on the South African War	2.3.1	Contribution to the expansion of the South African War History	Publish 1 internal publication per annum or contribute to the research of 1 external publication per annum (including digital publications)	1 Publication	1 Publication	3 Publication	1 Publication (including digital publications)	1 Publication (including digital publications)	1 Publication (including digital publications)	1 Publication (including digital publications)

7.2.2 Indicators, Annual and Quarterly Targets

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

7.2.3 Explanation of planned performance over the medium-term period

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

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

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

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

7.3 Programme 3: Public Engagement

Purpose of the programme

Promoting inclusivity of the South African War through representative exhibitions

Supporting National Initiatives with especially focus on prevention of abuse and violence against women and children

Promoting universal access to the War Museum and its exhibitions

Educational outreach programmes

Developing skills of the community

Key programme outcomes

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

7.3.1 Outcomes, Outputs, Performance Indicators and targets

					Annual Targets						
					Audited/Actual Performance			Estimated Performance	MTEF Period		
No	Outcome	No	Output	Output Indicator	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
3.1	New and/or upgraded inclusive and representative exhibitions	3.1.1	Upgraded and/or new exhibitions	6 Upgraded and/or new exhibitions (permanent or temporary or online/digital)	9 Exhibitions	5 Exhibitions	10 Exhibitions (incl. online/digital)	6 Exhibitions (incl. online/digital)	6 Exhibitions (incl. online/digital)	6 Exhibitions (incl. online/digital)	6 Exhibitions (incl. online/digital)
3.2	Supporting National Initiatives and creating awareness of abuse and violence against women and children	3.2.1	Contribute to Social Cohesion, Nation Building and Nation Healing	5 Projects (event and/or exhibition and/or heritage awareness initiatives – incl. virtual projects) in support of National Initiatives: Youth Day, Mandela Day, Women's Day, Heritage Day and Day of Reconciliation.	4 Events	6 Events	6 Projects (incl. virtual projects)	5 Projects (incl. virtual projects)	5 Projects (incl. virtual projects)	5 Projects (incl. virtual projects)	5 Projects (incl. virtual projects)
		3.2.2	Contribute to Social Cohesion, Nation Building and Nation Healing	Social responsibility awareness campaign addressing abuse against women and children (incl. virtual campaigns)	N/A	1 Awareness campaign-16 days of activism	2 Awareness campaign (incl. virtual campaigns)	1 Awareness campaign (incl. virtual campaigns)	1 Awareness campaign (incl. virtual campaigns)	1 Awareness campaign (incl. virtual campaigns)	1 Awareness campaign (incl. virtual campaigns)
3.3	Information and Exhibitions to be accessible	3.3.1	Contribute to Social Cohesion, Nation Building and Nation Healing	All new and/or upgraded (permanent or temporary) exhibitions implemented during the period in three languages (i.t.o. Policy) (online/digital exhibitions will only be in English)	N/A	N/A	Three languages at 3 new and/or upgraded exhibitions	Three languages at new and/or upgraded exhibitions (online/ digital exhibitions will only be in English)	Three languages at new and/or upgraded exhibitions (online/ digital exhibitions will only be in English)	Three languages at new and/or upgraded exhibitions (online/ digital exhibitions will only be in English)	Three languages at new and/or upgraded exhibitions (online/ digital exhibitions will only be in English)

					Annual Targets						
					Audited/Actual Performance			Estimated Performance	MTEF Period		
No	Outcome	No	Output	Output Indicator	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
3.4	Contributing to economic empowerment	3.4.1	Skills development and transfer to the community	Host one skills development programme per annum (incl. virtual programmes)	1 skills development programme	N/A	1 skills development programme (incl. virtual programmes) hosted	1 skills development programme (incl. virtual programmes)	1 skills development programme (incl. virtual programmes)	1 skills development programme (incl. virtual programmes)	1 skills development programme (incl. virtual programmes)
3.5	Promoting South African War History and universal access to the War Museum	3.5.1	Presenting the South African War History to Educational institutions to supplement CAPS	Visit 16 educational institutions (pre-primary, primary, secondary and tertiary) per annum (incl. virtual/digital programmes) or 16 registrations by schools to the online education platform of the museum.	17 Schools	-	Visited 16 Education institutions	Programmes presented at 16 Educational institutions (incl. virtual/digital)	Programmes presented at 16 Educational institutions (incl. virtual/digital)	Programmes presented at 16 Educational institutions (incl. virtual/digital)	Programmes presented at 16 Educational institutions (incl. virtual/digital)
		3.5.2	Improved knowledge on the South African War History	Annual School Olympiad (incl. a virtual event)	-	-	1 online History Olympiad	1 Olympiad (incl. a virtual event)	1 Olympiad (incl. a virtual event)	1 Olympiad (incl. a virtual event)	1 Olympiad (incl. a virtual event)
		3.5.3	Universal access to the War Museum	Present 4 community outreach and heritage awareness programmes (incl. virtual/digital) per annum to promote universal access (cultural organisations or groups/elderly/orphanages/visually impaired/ect.)	-	-	5 outreach programmes (incl. virtual or digital)	4 outreach programmes (incl. virtual or digital)	4 outreach programmes (incl. virtual or digital)	4 outreach programmes (incl. virtual or digital)	4 outreach programmes (incl. virtual or digital)

7.3.2 Indicators, Annual and Quarterly Targets

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

7.3.3 Explanation of planned performance over the medium-term period

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

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

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

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

8. Programme Resource Considerations

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

The following programmes therefore applies:

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

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

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

Programme	Audited Outcomes			Preliminary	Medium-term estimate		
	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
For the entity as a whole							
Programme 1: Administration	20 410	29 725	11 605	13 051	12 917	13 688	14 265
Compensation of employees	6 717	7 098	7 775	8 020	8 478	8 815	9 191
Goods and services	13 693	22 627	3 830	5 031	4 439	4 873	5 074
Programme 2: Business development	2 420	2 426	3 205	2 694	2 799	3 045	3 220
Compensation of employees	1 724	2 325	2 585	2 554	2 609	2 805	2 980
Goods and services	696	101	620	140	190	240	240
Programme 3: Public Engagement	2 697	1 942	2 411	2 137	2 095	2 219	2 298
Compensation of employees	2 053	1785	1 897	1 836	1 935	2 014	2 098
Goods and services	644	157	514	301	160	205	200
Assets purchases	-	-	-	-	-	-	-
Additional unallocated	191	222	110	196	215	237	250
Total	25 718	34 315	17 331	18 078	18 026	19 189	20 033

Economic classification	Audited Outcomes			Preliminary	Medium-term estimate		
	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
Revenue							
Non-tax Revenue	2 185	30 358	156	259	334	334	334
Sale of goods and services:	369	94	60	100	100	100	100
Administrative fees	115	42	-	-	-	-	-
Sales	254	52	36	108	154	154	154
Other non-tax revenue	1 447	30 170	60	51	80	80	80
Transfers received	20 985	20 065	17 170	17 809	17 687	18 850	19 694
Donations	28	36	5	10	5	5	5
Fair value free use of building	7 924	8 154	8 618	-	-	-	-
Total revenue	31 122	58 613	25 949	18 078	18 026	19 189	20 033

Economic classification	Audited Outcomes			Preliminary	Medium-term estimate		
	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
Current expenses	25 718	34 315	17 331	18 078	17 811	18 952	19 783
Compensation of Employees	10 494	11 208	12 257	12 410	13 022	13 634	14 269
Goods and services:	15 224	23 107	4 964	5 472	4 789	5 318	5 514
PROGRAMME 1:	14 464	22 830	4 557	5 031	4 439	4 873	5 074
<i>Communication</i>	132	177	258	211	221	225	239
<i>Maintenance, repair and running costs</i>	462	136	270	390	200	200	200
<i>Travel and subsistence</i>	555	58	250	100	120	150	150
<i>Municipal charges</i>	1 074	740	1 000	1 031	1 300	1 607	1 607
<i>Training</i>	16	0	40	45	46	50	50
<i>Council Honorarium</i>	53	50	50	100	130	130	130
<i>Audit (external and internal)</i>	704	368	397	445	320	320	320
<i>Transfer of assets</i>	500	7 477	-	-	-	-	-
<i>Fair value free use of building</i>	7 924	8 154	-	-	-	-	-
<i>Other costs</i>	3 044	5 670	2 292	2 709	2 102	2 191	2 378
PROGRAMME 2:	100	135	440	140	190	240	240
<i>Conservation, books & archive</i>	12	0	30	20	30	30	30
<i>Purchases of artefacts</i>	-	10	10	20	10	10	10
<i>Publications</i>	39	115	200	9	70	150	150
<i>Website</i>	-	-	100	51	40	10	10
<i>Marketing & Advertisements</i>	49	10	100	40	40	40	40
PROGRAMME 3	660	142	290	301	160	205	200
<i>Events/Conferences/Awareness initiatives</i>	415	24	90	151	50	75	70
<i>Exhibitions</i>	210	118	150	100	60	80	80
<i>Education</i>	35	-	50	50	50	50	50
Additional unallocated	-	-	110	196	215	237	250
Total expenses	25 718	34 315	17 331	18 078	18 026	19 189	20 033
Surplus/(deficit) before assets	(4 098)	5 404	24 298	-	-	-	-
Payments for capital assets	102	-	-	-	-	-	-
Property, plant and equipment	93	-	-	-	-	-	-
Intangible assets	9	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-
Surplus/(deficit) after assets							

Programme	2022/2023 (preliminary projection per quarter)				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL
	R'000	R'000	R'000	R'000	R'000
Programme 1: Administration	3 263	3 263	3 263	3 262	13 051
Compensation of employees	2 005	2 005	2 005	2 005	8 478
Goods and services	1 258	1 258	1 258	1 257	4 439
Programme 2: Business development	674	674	674	672	2 694
Compensation of employees	639	639	639	637	2 554
Goods and services	35	35	35	35	140
Programme 3: Public Engagement	583	583	583	584	2 333
Compensation of employees	459	459	459	459	1 836
Goods and services	124	124	124	125	497
Assets purchases	-	-	-	-	-
Total	4 520	4 520	4 520	4 518	18 078

Programme	2022/2023 (preliminary projection per quarter)				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL
	R'000	R'000	R'000	R'000	R'000
Economic classification					
Revenue					
Non-tax Revenue	65	65	65	64	259
Sale of goods and services	25	25	25	25	100
Administrative fees	-	-	-	-	-
Sales	27	27	27	27	108
Other non-tax revenue	13	13	13	12	51
Transfers received	4 452	4 452	4 452	4 453	17 809
Donations	3	3	3	1	10
Total revenue	4 520	4 520	4 520	4 518	18 078

Programme	2022/2023 (preliminary projection per quarter)				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL
	R'000	R'000	R'000	R'000	R'000
Current expenses	4 253	4 253	4 257	4 254	18 078
Compensation of Employees	3 103	3 103	3 103	3 101	12 410
Goods and services:	1 367	1 367	1 369	1 369	5 472
PROGRAMME 1:	1 257	1 257	1 258	1 259	5 031
<i>Communication</i>	52	53	53	53	211
<i>Maintenance, repair and running costs</i>	97	97	98	98	390
<i>Travel and subsistence</i>	25	25	25	25	100
<i>Municipal charges</i>	257	258	258	258	1031
<i>Training</i>	11	11	11	12	45
<i>Council Honorarium</i>	25	25	25	25	100
<i>Audit (external and internal)</i>	112	111	111	111	445
<i>Transfer of assets</i>	-	-	-	-	-
<i>Fair value free use of building</i>	-	-	-	-	-
<i>Other costs</i>	678	677	677	677	2709
PROGRAMME 2:	35	35	35	35	140
<i>Conservation, books & archive</i>	5	5	5	5	20
<i>Purchases of artefacts</i>	5	5	5	5	20
<i>Publications</i>	2	2	2	3	9
<i>Website</i>	13	13	13	12	51
<i>Marketing & Advertisements</i>	10	10	10	10	40
PROGRAMME 3:	75	75	76	75	301
<i>Events/Conferences/Awareness initiatives</i>	37	38	38	38	151
<i>Exhibitions</i>	25	25	25	25	100
<i>Education</i>	13	12	13	12	50
Cost of compliance	49	49	49	49	196
Assets purchases	-	-	-	-	-
Total expenses	4 519	4 519	4 521	4 519	18 078
Surplus/(Deficit)	-	-	-	-	-

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

	2021/2022	2022/2023	2023/2024
	Audited Outcome	Preliminary	Projected
	R'000	R'000	R'000
Current Assets	10 078	9 870	9 870
<i>Cash and cash equivalents</i>	9 366	9 158	9 158
<i>Trade and other receivables</i>	6	6	6
<i>Inventories</i>	706	706	706
Non-current Assets	102 961	102 961	102 961
<i>Intangible assets</i>	20	20	20
<i>Property, plant and equipment</i>	4 570	4 570	4 570
<i>Heritage Assets</i>	98 371	98 371	98 371
Total Assets	113 039	112 831	112 831
Current liabilities	9 697	9 697	9 697
<i>Trade and other payables</i>	1 269	1 269	1 269
<i>Unspent DSAC conditional grants</i>	7 234	7 234	7 234
<i>Unspent National Lotteries Commission conditional grants</i>	762	762	762
<i>Post-employment health care liability</i>	432	432	432
Non-current liabilities	7 396	7 396	7 396
<i>Post-employment health care liability</i>	7 396	7 396	7 396
Total Liabilities	17 095	17 093	17 093
Net assets/(liabilities)	95 946	95 738	95 738

	2021/2022	2022/2023	2023/2024
	Audited Outcome	Preliminary	Projected
	R'000	R'000	R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash receipts from Government Grants and Customers	19 494	18 028	18 028
Cash paid to suppliers and employees	(18 550)	(18 286)	(18 286)
Cash generated/(utilised) from operations	944	(258)	(258)
Interest received	54	50	50
Net cash flows from operating activities	998	(208)	(208)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of plant and equipment	(2 851)	(-)	(-)
Purchase of intangible assets	(16)	(-)	(-)
Purchase of heritage assets	(38)	(-)	(-)
Net cash flows from investing activities	(2 905)	(-)	(-)
Net increase/(decrease) in cash and cash equivalents	(1 907)	(208)	(208)
Cash and cash equivalents at beginning of the year	11 273	9 366	9 366
Cash and cash equivalents at end of the year	9 366	9 158	9 158

Relating expenditure trends to strategic outcomes

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

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

Annual growth of the budget is dependent on growth of the baseline allocation. The baseline allocation was adjusted upwards by the Executive Authority in 2019/20, this following various submissions and engagements between Council, the Management and the Executive Authority. The adjustment in many instances alleviated some of the budget pressures and would have going forward enabled the War Museum to achieve its mandate, save for critical positions referred to above.

Reconciling performance targets with the Budget and MTEF

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

9. Updated Key Risks

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

a) Limited staff complement due to funding constraints:

The limited staff complement results in the War Museum staff performing many functions beyond the scope of their respective appointments, this in itself poses a risk to the War Museum as these staff members may not be properly capacitated to perform these tasks. Various positions are required, among these dedicated staff for Information Technology, SCM, Marketing and Publications.

Resource mobilisation and funding play a pivotal role in the achievement of the War Museum's strategic objectives.

Mitigating actions:

The Council and Management have approached the Department of Sport, Arts and Culture for urgent assistance with the limited baseline allocation addressing the staff shortages and efforts in this regard are continuous.

b) Changing Legislative Environment

Like all other similar institutions, the War Museum must also comply with the various legislative and other prescripts set by Government. Taking into account its small staff complement which has to give effect to these legislative and other prescripts, there is an ever-increasing risk of non-compliance by the War Museum.

Mitigating actions:

This risk is mitigated by a considered effort to keep abreast of changes in the Legislative Environment.

c) Inadequate inclusion of South African War history in school curriculums.

The War affected both black and white South Africans. This was the largest war ever waged in Southern Africa to date. It shaped the political landscape as we know it today. The inadequate inclusion in school curriculums of this subject creates a gap in the history of South Africa which is taught to the youth.

Mitigating actions:

Through the War Museum's educational programmes, outreaches, publications and awareness campaigns CAPS is supplemented in this regard.

d) Current Economic climate and the risk of baseline reductions or limited growth

The current economic climate and pressures on government to reduce spending poses the risk that the baseline might be reduced or may result in limited growth thereof.

Mitigating actions:

The War Museum maintains strict controls as far as budgets are concerned and spending takes cognisance of cost containment measures.

e) Liability for Post-Retirement Medical Aid

The liability is not funded and is a heavy burden on the Museum's already restricted budget.

Mitigating actions:

Task team appointed by DSAC. Implementation of White Paper to address this.

10. Infrastructure plans

USER ASSET MANAGEMENT PLAN (UAMP)

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

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

The broader UAMP planning process included:

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

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

A. Strategic needs assessment

1. Strategic intent

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

These are:

- a. Vision – To be an institution of excellence whereby the inclusivity and suffering of all communities during the Anglo-Boer War are depicted, thus propagating the message that negotiation is preferable to war.
- b. Mission – To collect, curate and display items relating to the Anglo-Boer War of 1899 to 1902; research, publications and education on this theme and cooperation with other organisations, nationally and internationally, in order to develop this theme.

2. Effective utilization

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

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

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

3. Service delivery requirements

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

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

1. Renovation of the foyer
2. Renovation and upgrading of auditorium and boardroom.
3. Renovation of security house
4. Upgrading of CCTV camera system.
5. Renovation of the Public Bathrooms.
6. Renovation of old stores into functional storage areas
7. Repairs to paving & carports

B. Acquisition plan

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

The immovable asset requirements that encompass new assets, refurbishments and repairs at the War Museum are categorized into requirements that have been funded by DSAC and those requirements that have been identified but have not yet been funded.

After considering the strategic objectives and functional performance of assets at the War Museum the following have been identified and includes possible budgets as well as timeframes for the requirements.

Funded Immovable Asset Requirements

Requirement	Purpose/Objective	2021/22 R	2022/23 R	2023/24
Major Maintenance	Backlog, preventative and breakdown maintenance to buildings	1 000 000	1 300 000	-
CCTV	Installation of new CCTV camera system	-	1 000 000	-

Unfunded Immovable Asset Requirements

Requirement	Purpose/Objective	2023/24 R	2024/25 R	2025/26 R
Turnkey Solar System	Generate Environmentally friendly solar power	4 150 000	-	-
Major Maintenance	Backlog, preventative and breakdown maintenance to buildings	1 271 372	-	-

C. Operations plan

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

The operation of an immovable asset through its life cycle can be set out as:

Planning/Design - Procurement - Construction - Operation - Disposal

1. Maintenance

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

Maintenance issues include:

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

Maintenance does not include:

- a. New acquisitions
- b. Repairs
- c. Restoration
- d. Rehabilitation/construction

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

2. Partners

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

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

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

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

D. Immovable asset surrender plan

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

11. Conditional grants

N/A

12. Public entities

N/A

13. Public-private partnerships

None

14. Audit Implementation plan

The War Museum received an unqualified audit report for the period 2021/2022, with a compliance finding.

Type of Audit Finding	Description of Audit Finding	Activity to address the issue	Due date for completion	Responsibility	Comments
Compliance	Material adjustments of AFS	Handing in to internal audit for detailed review before submission to AGSA.	23 May 2023	CFO	None

PART D: Technical Indicator Descriptions

Programme 1: Administration

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

1.1.3	Indicator title	2 Audit Committee meetings held annually (incl. virtual meetings)
	Definition	Audit Committee meetings refers to any sitting (incl. virtual meetings) of the Audit Committee where a quorum is present and must occur 2 times during each year.
	Source of data	Minutes of meetings of Audit Committee or attendance registers maintained by the Secretariat
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative – per annum
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	2 Audit Committee meetings
	Indicator responsibility	Director and Secretariat

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

1.2.2	Indicator title	Staff training on 4 topics per annum (incl. virtual sessions)
	Definition	Training on 4 topics refers to training (incl. virtual sessions) presented to staff (all/groups/single staff members) on various topics.
	Source of data	Expenditure vouchers/Attendance Registers/Attendance Certificates maintained by the Finance Section and/or the relevant Section Manager and/or Staff records by HR
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative – per annum
	Assumptions	The same or all staff will not necessarily receive training all 4 topics. Different staff members may receive training on one or more topics.
	Reporting cycle	Annually
	Desired performance	Staff training on 4 topics per annum
	Indicator responsibility	Director and all Section Managers
1.3.1	Indicator title	Unqualified audit report
	Definition	The audit report as issued by the Auditor-General during the measurement period, the report should be unqualified.
	Source of data	Auditor-General Audit Report as published in the Annual Report
	Method of Calculation/ Assessment	Qualitative Once per annum
	Assumptions	The report issued during the particular period, to be assessed for the particular period.
	Reporting cycle	Annually
	Desired performance	Unqualified Audit-Report
	Indicator responsibility	Director
1.3.2	Indicator title	100% of audit findings addressed by due date as set out in audit implementation plan
	Definition	All (100%) audit findings to be addressed within the audit implementation plan due date (Management Letter findings)
	Source of data	Quarterly report on audit implementation plan and supporting documentation maintained by the Chief Financial Officer
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative – per annum
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	100% of audit findings addressed by due date
	Indicator responsibility	Director and all Section Managers

1.4.1	Indicator title	Less than 10% negative comments by public in visitors' book per annum.
	Definition	Total negative comments recorded by the public in the visitors' book to be less than 10% of total comments per annum. Thus 90% of comments compared to the total must be neutral or positive.
	Source of data	Visitors Book
	Method of Calculation/ Assessment	Qualitative Once per annum
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	No negative comment on service delivery.
	Indicator responsibility	Director and all Section Managers
1.5.1	Indicator title	Annually attend all 100% CEO Forum meetings which are arranged by Executive Authority (incl. virtual meetings)
	Definition	Director or nominee to attend all CEO Forum meetings (incl. virtual meetings) which are arranged by the Executive Authority
	Source of data	Expenditure vouchers or Minutes of meetings maintained by the Finance Section or Director
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative – per annum
	Assumptions	It is assumed that the Executive Authority will hold two meetings per annum. The Museum can only attend meetings if arranged by the Executive Authority.
	Reporting cycle	Annually
	Desired performance	Attendance of 2 CEO Forum meetings
	Indicator responsibility	Director
1.5.2	Indicator title	Annually attend all (100%) CFO Forum meetings which are arranged by Executive Authority (incl. virtual meetings)
	Definition	CFO or nominee to attend all CFO Forum meetings (incl. virtual meetings) which are arranged by the Executive Authority
	Source of data	Expenditure vouchers or Minutes of meetings maintained by the Finance Section or CFO
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative – per annum
	Assumptions	It is assumed that the Executive Authority will hold two meetings per annum. The Museum can only attend meetings if arranged by the Executive Authority.
	Reporting cycle	Annually
	Desired performance	Attendance of 2 CFO Forum meetings
	Indicator responsibility	Director and CFO

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

Programme 2: Business Development

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

2.1.2	Indicator title	Quarterly updates to website/social media pages
	Definition	Quarterly updates to the Museum's website or Twitter and Facebook accounts – posting of events, new/updated information, etc.
	Source of data	Screen prints or printouts or update reports as maintained by the relevant Section Manager
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative – per annum
	Assumptions	Quarterly updates will encompass all updates for the quarter to the relevant platforms irrespective of the quantity which should at least be one on each platform.
	Reporting cycle	Annually
	Desired performance	Quarterly updates on all platforms
	Indicator responsibility	Director and Chief Human Sciences Manager
2.1.3	Indicator title	Participate in 4 heritage events per annum (incl. virtual events)
	Definition	Participation by the Museum (actual attendance or contributions such as displays, papers or research support) in 4 heritage events (incl. virtual events) hosted by external parties/institutions
	Source of data	Expenditure vouchers or programmes or invitations or correspondence maintained by the Finance Section or relevant Section
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative – per annum
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	Participate in 4 heritage events per annum
	Indicator responsibility	Director and Chief Human Sciences Manager
2.2.1	Indicator title	Collect items (Black and British participation) – 10 items per annum
	Definition	The Museum to acquire through donation or purchase at least 10 heritage items per annum relating to Black and British participation in the War.
	Source of data	Accession records maintained by Collections Manager
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative – per annum
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	10 Items per annum specifically related to Black and British participation in the War
	Indicator responsibility	Director and Chief Human Sciences Manager

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

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

Programme 3: Public Engagement

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

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

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

3.3.1	Indicator title	All new/upgraded permanent and temporary exhibitions implemented during the period must be in three languages (i.t.o. Policy) (online/digital exhibitions will only be in English)
	Definition	Information to be provided in new and/or updated exhibitions in the three languages specified in the Museum Language Policy (online/digital exhibitions will only be in English)
	Source of data	Expenditure vouchers maintained by the Finance Section or the exhibition itself.
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	All information to be presented in the three languages specified in the Museum Language Policy
	Indicator responsibility	Director and Chief Human Sciences Manager
3.4.1	Indicator title	Host one skills development programme per annum (incl. virtual programmes)
	Definition	A programme presented to the community to teach them a skill (incl. virtual programmes)
	Source of data	Expenditure vouchers maintained by the Finance Section or event programme and/or attendance registers maintained by the Human Sciences Section
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	Hosting skills a development programme to empower community
	Indicator responsibility	Director and Chief Human Sciences Manager
3.5.1	Indicator title	Visit 16 educational institutions (pre-primary, primary, secondary and tertiary) per annum (incl. virtual/digital programmes) or 16 registrations by schools to the online education platform of the museum.
	Definition	Education outreach programmes (incl. virtual/digital programmes) refers to visits and presentations to educational institutions: pre-primary, primary, secondary schools or any tertiary education institution or 16 registration by schools to the online education platform of the museum.
	Source of data	Visitation form maintained by the Human Sciences Section or education platform registration.
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	16 outreach programmes / online registrations per annum.
	Indicator responsibility	Director and Chief Human Sciences Manager

3.5.2	Indicator title	Annual School Olympiad (incl. a virtual event)
	Definition	School Olympiad on South African War History hosted by the Museum (incl. a virtual event)
	Source of data	Expenditure vouchers maintained by the Finance Section and/or programmes and other information on the event itself maintained by the Human Sciences
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	1 School Olympiad on South African War History hosted by the Museum per annum
	Indicator responsibility	Director and Chief Human Sciences Manager

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

PART E: Materiality and Significance Framework

1. Definitions and standards

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

2. Applicable sections of the PFMA

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

3. Treasury regulation

- 28.3.1

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

4.2 Section 54(2): Information to be submitted by the Accounting Authority	Value(Quantitative)	Nature of event(Qualitative)
(2) before a public entity concludes any of the following transactions, the Accounting Authority for the entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its Executive Authority for approval of the transaction:		
(a) establishment or participation in the establishment of a company (thus including transactions which entails incorporation under the Companies Act or similar foreign legislation);	<p>*Any transaction of this nature that causes any interest (equity or loans) to be taken by the public entity in the company to be established, irrespective of its materiality or significance.</p> <p>Any involvement in the establishment process regardless of the degree of the involvement where an interest (equity or loans) is to be taken by the public entity in the company to be established.</p> <p>Any participation outside the Republic of South Africa irrespective of the rand amount involved.</p>	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.
(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement;	Any transaction not entailing incorporation under the Companies Act of which the amount exceeds 2% of the total value of assets per AFS and for museum collections over R 100 000.	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.
(c) acquisition or disposal of a significant shareholding in a company;	<p>Any transaction where:</p> <ol style="list-style-type: none"> ownership control is affected; or the public entity's right to pass or block a special resolution is affected; or there is a change in shareholding of at least 20%; or for an acquisition, any transaction that results in a shareholding of at least 20% in a company. 	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.
(d) acquisition or disposal of a significant asset (including the acquisition of assets through a finance lease);	Any transaction of which the amount exceeds 2% of the total value of assets per AFS and for museum collections over R 100 000.	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.
(e) commencement or cessation of a significant business activity;	Any business activity that falls outside of the public entities core business and of which the amount exceeds 2% of the total value of assets per AFS and for museum collections over R 100 000.	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.

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

PART F: Council Charter

1. Introduction

Governance in Public Entities

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

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

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

Part 2 of Section 49 of the PFMA reflects:

(1) Every public entity must have an authority, which must be accountable for the purposes of this Act.

(2) If the public entity –

(a) has a board or other controlling body, that board or controlling body is the accounting authority for that entity or

(b) does not have a controlling body, the chief executive officer or the other person in charge of the public entity is the accounting authority for that public entity unless specific legislation applicable to that public entity designates another person as the accounting authority.

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

2. Fiduciary Duties of Council Members

Conflict of Interest

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

Independence of Action

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

King Report Duties and Responsibilities of Directors

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

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

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

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

PFMA Duties and Responsibilities

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

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

Cultural Institutions Act

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

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

3. Council Charter

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

Duties and Responsibilities

- a) The War Museum Council has absolute responsibility for the performance of the War Museum and is fully accountable to the executive authority (the responsible Minister). As a result, the War Museum Council should give strategic direction to the War Museum and should ensure that reports issued by the Museum enables its stakeholders to make informed assessments of the Museum's performance and its short, medium and long-term prospects.
- b) The War Museum Council must retain full and effective control over the War Museum and monitor management in implementing the War Museum's plans, strategies and resolutions. This includes the monitoring of management and operational performance.
- c) The War Museum Council should ensure that the War Museum is fully aware of and complies with applicable laws, regulations, policies and code of business practice and communicates with its stakeholders openly and promptly with substance prevailing over form.
- d) The War Museum Council must ensure that there are effective policies, procedures, practices and systems of internal control in place that protect the War Museum's assets, resources and reputation.
- e) The War Museum Council must ensure that management has implemented an effective system of risk management and should govern risk in a way that supports the Museum in setting and achieving its strategic objectives.
- f) All War Museum Council members should ensure that they have unrestricted access to accurate, relevant and timely information of the War Museum and act on a fully informed basis, in good faith, with diligence, skill and care and in the best interest of the War Museum, whilst taking into account the interests of the various stakeholders, including employees, creditors, suppliers and local communities.
- g) The War Museum Council must monitor closely the process of disclosure and communication and exercise objective judgement on the affairs of the War Museum.

- h) The War Museum Council should monitor and manage potential conflicts of interest of Council members and management. The War Museum Council as a whole and each individual member must not accept any payment of commission, any form of bribery, gift or profit for him/herself.
- i) The War Museum Council should develop a clear definition of the levels of materiality or sensitivity in order to determine the scope of delegation of authority and ensure that it reserves specific powers and authority to itself. The War Museum Council should ensure that the delegations contribute to role clarity and the effective exercise of authority and responsibilities. Delegated authority must be in writing.
- j) The War Museum Council must ensure that financial statements are prepared for each financial year, which fairly represents the affairs of the War Museum.
- k) The War Museum Council shall appoint sub-committees when necessary and shall require reports from each of these committees. The War Museum Council should ensure that the evaluation of its own performance and that of its committees, its chair and its individual members, support continued improvement in its performance and effectiveness.
- l) The War Museum Council should at least assess its performance at least every two years.

***The particular policy included above still refers to the Department of Arts and Culture, all policies of the Museum are in process of being amended to refer to the Department by its new name: Department of Sport, Arts and Culture.**

PART G: Fraud prevention strategy and policy

INTRODUCTION

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

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

POLICY STATEMENT

1. It is the policy of the War Museum that fraud, corruption, theft, maladministration or any other dishonest activities of a similar nature will not be tolerated. In addition these will be investigated and followed up by the application of all remedies available within the full extent of the law.
2. Appropriate prevention and detection controls will be applied. These include the existing controls and checking mechanisms as prescribed in existing policies, procedures and other relevant prescripts to the activities of the War Museum, and systems of internal control.
3. It is the responsibility of every employee of the War Museum to report all incidents of fraud, corruption, theft, maladministration or any other dishonest activities of a similar nature to his/her Section Manager. If the employee is not comfortable reporting such matters to his/her Section Manager, he/she should report the matter to the Director, with final recourse to the Chairperson of the Audit Committee. Employees may also report incidents by using the anti-fraud and corruption hot-line reporting facility of the Department of Arts and Culture*, if they wish to remain anonymous or for any other reason.
4. All Section Managers are responsible for the detection, prevention and the initiation of the investigation of fraud, corruption, theft, maladministration or any dishonest activities of a similar nature, within their areas of responsibility.
5. It is the responsibility of the Director to ensure that the required investigations are conducted, and to record all reported incidents on a database to ensure that the information is available for measurement and reporting purposes in terms of the provisions of the PFMA.
6. The War Museum must immediately take appropriate legal recourse to recover losses or damages arising from fraud, corruption, theft or maladministration.
7. The handling and the resolution of fraud and corruption related incidents are delegated as follows:
 - a) Director
 - b) Audit Committee
 - c) Board**
8. All information relating to irregularities that is received and investigated will be treated confidentially. The protected Disclosures Act, 26 of 2000 makes provision for the protection of employees who makes a disclosure that is protected in terms of the ACT. Any disclosure made in good faith and substantially in accordance with any procedure prescribed by the employee's employer for reporting is considered a protected disclosure under this act. An employee making such a protected disclosure is protected from being subjected to an occupational detriment on account of having made a protected disclosure.

9. Allegations made by employees which are false, and made with malicious intentions, should be discouraged by Section Managers. Where such malicious or false allegations are discovered, the person who made the allegations must be subjected to firm disciplinary action. Such disclosures are not protected by the provisions of the protected Disclosures Act.
10. The progression and status of investigations will be handled in a confidential manner and will not be disclosed or discussed with any other person(s) other than those who have a legitimate right to such information. This is important in order to avoid harming the reputations of suspected persons who are subsequently found innocent of wrongful conduct.
11. No person is authorized to supply any information with regard to the issues covered by this policy to any external person or the media without the prior express permission of the Director.
12. The efficient application of the Public Finance Management Act, Treasury Regulations issued in terms of the Public Finance Management Act, instructions contained in the codes, circulars, policy documents and manuals of the War Museum, are one of the most important duties of every employee in the execution of their daily tasks and under no circumstances may there be a relaxation of the prescribed controls.
13. It is the responsibility of Section Managers to ensure that all employees are appropriately informed of the content of this policy statement and the fraud prevention policy.

FRAUD PREVENTION POLICY

PURPOSE

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

DEFINITIONS

In South Africa Fraud is defined as:

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

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

- a) Any dishonest, fraudulent and corrupt act.
- b) Theft of funds, supplies, or other assets.
- c) Maladministration or financial misconduct in handling or reporting of money, financial transactions or other assets.
- d) Making a financial profit/gain from insider knowledge.
- e) Disclosing confidential, proprietary, classified or restricted information to outside parties.
- f) Irregularly accepting, requesting, offering or giving anything of material value to or from contractors, suppliers, or other person providing services/ goods to the War Museum, and/or its programmes/or its members and/or its clients.

- g) Irregular destruction, removal or abuse of assets, resources, records, furniture and equipment.
- h) Deliberately omitting or refusing to report or act upon reports of any such irregular or dishonest conduct.
- i) Acts of financial misconduct contemplated in terms of sections 81 to 85 of the Public Finance Management Act.
- j) Incidents of unauthorized, irregular or fruitless and wasteful expenditure as defined in the PFMA and any similar or related irregularities.

REQUIRED BEHAVIOUR

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

- a) The War Museum's point of view on unethical and unlawful conduct is contained in the organization's code of conduct.
- b) At the War Museum, we believe that honesty and integrity are important values not only in our service delivery to our stakeholders, but also in life generally. We all want to work with people and organizations we trust, and we all want people, the community and stakeholders to show their trust in us.
- c) The War Museum is committed to prevent dishonest behaviour in our workplace and we wish to foster an environment in which fraudulent and criminal activity is not tolerated (zero tolerance principle).
- d) The War Museum will not tolerate any unethical or unlawful conduct and in accordance with criminal, civil and labour law, will hold liable those involved (political, employees, community, suppliers etc.).

The same applies to persons who are aware of such unethical or unlawful conduct and who fail to report it or act against it. *"Section 85(1)(b), (c) and (d)m 86 and 85(1)(a) of the PFMA together with chapter 4 and clause 4.1, 4.2 and 4.3 of the Treasury Regulations requires the Accounting Authority by law to investigate allegations of financial misconduct, to take criminal proceedings action, and report all such instances to the Executive Authority".*

- e) The War Museum will not do business with or enter into a relationship with any individual, institution or supplier involved in unlawful or unethical conduct or who can be directly associated with it.
- f) Persons, organizations or suppliers guilty of unlawful conduct will be reported to the relevant authorities for possible criminal prosecution, irrespective of whether the War Museum suffered losses or not.

APPROACH

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

- a) The War Museum will not do business with or enter into a relationship with any individual, institution or supplier involved in unlawful or unethical conduct or who can be directly associated with it.
- b) Organizations or suppliers guilty of unlawful conduct will be reported to the relevant authorities for possible criminal prosecution, irrespective of whether the War Museum has suffered losses or not. The implementation of effective and practical systems of controls to prevent and to detect fraud is the responsibility of management at all levels of the War Museum. It is not the function of internal auditor or external audit to take ownership of the control environment or to manage and prevent the incidence of fraud.

- c) The acceptance of, and commitment to the fraud prevention plan by all role players (management and staff) as well as the enforcement of responsibility and accountability are the key success factors to curbing fraud, theft and corruption.
- d) The ultimate responsibility to prevent and detect fraud lies with the Board** and the Director, in terms of the Public Finance Management Act, 1 of 1999 (PFMA), read together with the Treasury Regulations of Departments, constitutional institutions and Public Entities. The accounting authority is therefore responsible for adopting sound policies, for maintaining “*effective, efficient and transparent systems of financial and risk management and internal control*” that will inter alia, assist in the production of adequate financial statements, and deter theft, corruption and fraud.

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

- a) Clear anti-fraud practice and actions.
- b) Management at all levels must encourage an anti-fraud culture within the War Museum.
- c) Management at all levels must be held accountable for fraud, theft, corruption and maladministration in their responsibilities.
- d) A facility for employees to resolve ethical conflicts and problems must be developed and remain in place.
- e) Management must position the business of the War Museum to conduct its service delivery and incur expenditure fairly and honestly.
- f) All management and staff alike must act with fidelity, honesty, integrity and in the best interest of the government within a framework of good corporate governance.
- g) Staff must be informed about the fraud management strategy.
- h) Suppliers must be exposed to the War Museum’s values and subscribe to providing its products and or services within such ethics and standards.
- i) Regular reporting of incidents of fraud, theft and corruption and the results of the outcome of criminal or internal action.



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