

A portrait of a woman with dark hair, looking slightly to the left. She is wearing a green dress with a gold-colored bodice. The background is dark and textured.

*War Museum*  
of the  
**Boer Republics**

An agency of the Department of Arts and Culture

Annual Report 2015/2016

## **Extracts from the speech of Miss Emily Hobhouse at the unveiling of the Women's Memorial in 1913.**

*"You are gathered here from all parts to consecrate this spot to women and children who were stripped of all..."*

*"You and I are here today filled only with Honour for those, their heroic and innocent victims, who passed through the fire. For this monument is a symbol."*

*"In this South Africa of ours, true patriotism lies in the unit of those who live in her and love her..."*

*"Alongside of the honour we pay the Sainted Dead, forgiveness must find a place."*

*"When you remember the ill done, remember also the atonement done."*

*"Your visible monument will serve to this great end... becoming an inspiration to all South African and to the women in particular."*

*"Be merciful towards the weak, the down-trodden, the stranger."*

*"...liberty is the equal right and heritage of every child of man, without distinction of race, colour or sex."*

*"As the diamonds and the gold glitter in the bedrock of your soil, so their stories, written or handed down, will shine like jewels in the dark annals of that time."*

*"Does justice bid us to remember to-day how many thousands of the dark race perished also in Concentration Camps in a quarrel that was not theirs?"*

*"Throughout the world the Woman's day approaches; her era dawns."*

*"We claim it as a World Monument, of which all the World's Women should be proud..."*

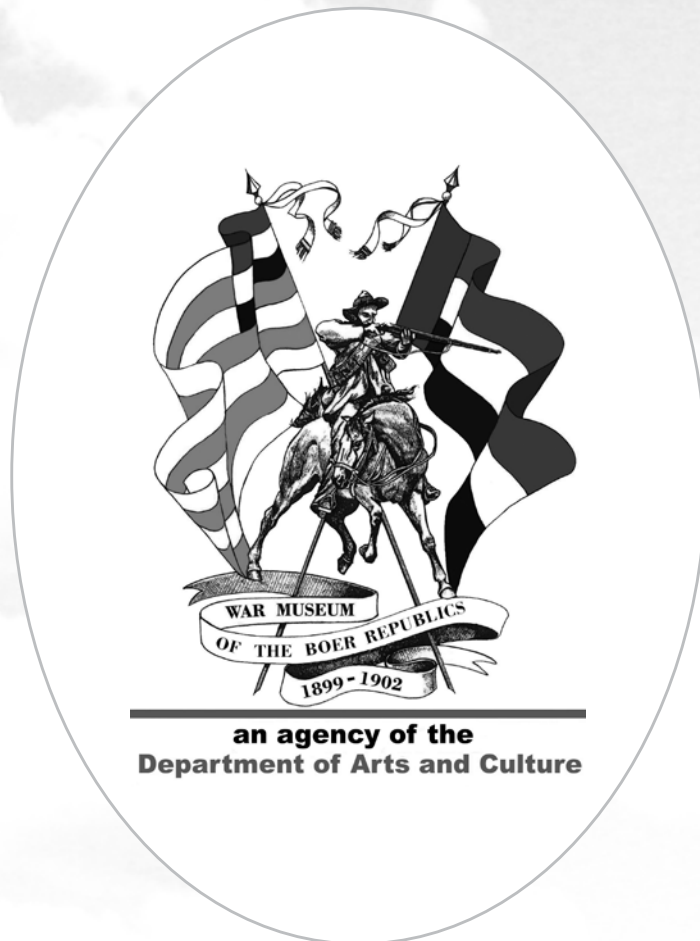
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South Africa before the South African War of 1899 - 1902.

# Structure





A violent snowstorm on 10 June 1901 caused havoc in the concentration camps at Bethulie, Aliwal North, Norvalspont and Springfontein.

## **COUNCIL MEMBERS**

**Term: 1 December 2014 – 30 November 2017**

Dr J.P. van der Merwe

Chairperson

Prof H.M. Thipa

Deputy Chairperson

Ms N.G. Maluleka/Bila

Mr M.O. Mbatha

Mr K.C. Nemadzivhanani

Ms M. Schoch

Dr C.M. Twala

Mr J.L. Pretorius

Director

## **HONORARY CURATORS**

Dr R.C. Bester (Fire-arms collection)

Dr J.D.E. Cronje (Philatelic collection)

Ms S. Myburgh (Photo collection)

Dr A. van Dyk (Education)

## **STAFF MEMBERS**

### **Director**

Mr J.L. Pretorius, B Proc, LLB, LLM (*cum laude*), Attorney RSA

### **Deputy Director and Human Resources Manager**

Mr J.H. du Pisani, MA

### **Chief Financial Officer**

Ms C.A. Swanepoel, B Acc Hons

### **Museum Human Science Manager**

Mr J.J.R. van Zyl, MA

### **Special Projects and Publications**

Mr R.J. Constantine, MA, HED

### **Collections Manager**

Ms V.R. Heunis, MHCS Cultural History

### **Museum Human Scientists**

Mr A.M. Sekete, MA

Ms E.M. Joubert, MA, HED

Ms D. van Wyk, MA

### **Conservation**

Ms E.L. Knox

Mr E.T. Malankabe

### **Industrial Technician (Artist/Photographer)**

Mr C.C. Nieuwenhuizen

### **Store Clerk**

Ms E.L. Labuschagne

### **Executive Secretary**

Ms E. Malherbe

### **Finance Officer**

Ms S. Myburg

### **Financial Clerk**

Ms J.M. Kok

### **Security**

Mr T.J. Mosotho

### **Workshop Foreman**

Mr J.N. Katu

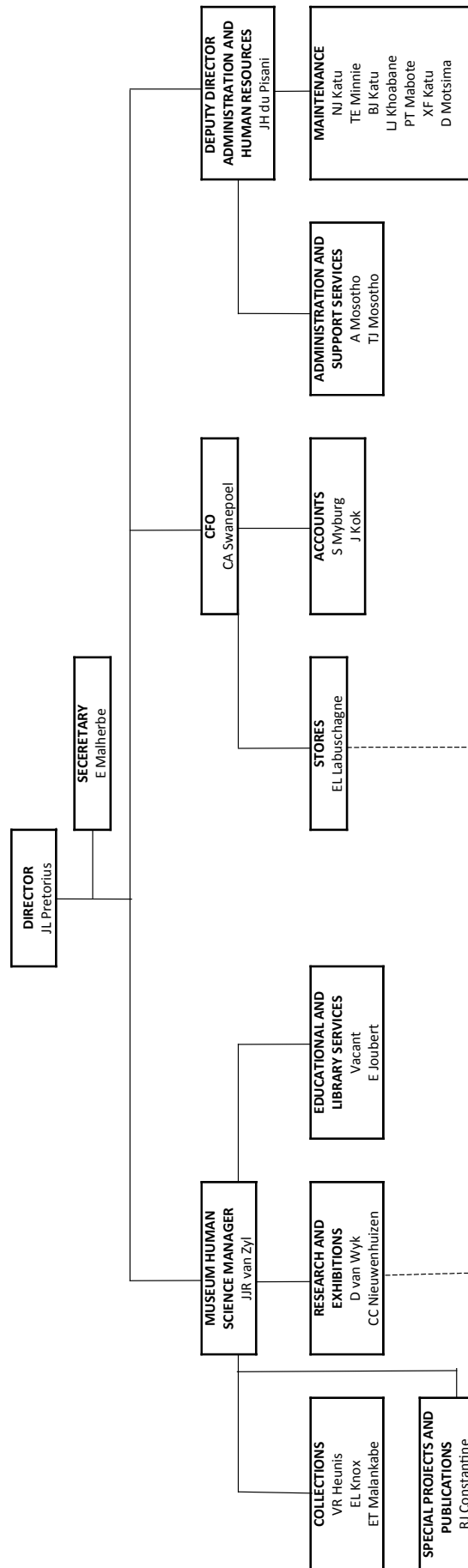
### **General Assistants**

Mr B.J. Katu, Ms A.N. Mosotho, Ms T.E. Minnie, Mr P.T. Mabote, Mr X.F. Katu,

Mr L.J. Khoabane, Mr K.D. Motsima, Mr S.J. Modupe

# **WAR MUSEUM OF THE BOER REPUBLICS** **ORGANISATIONAL STRUCTURE**

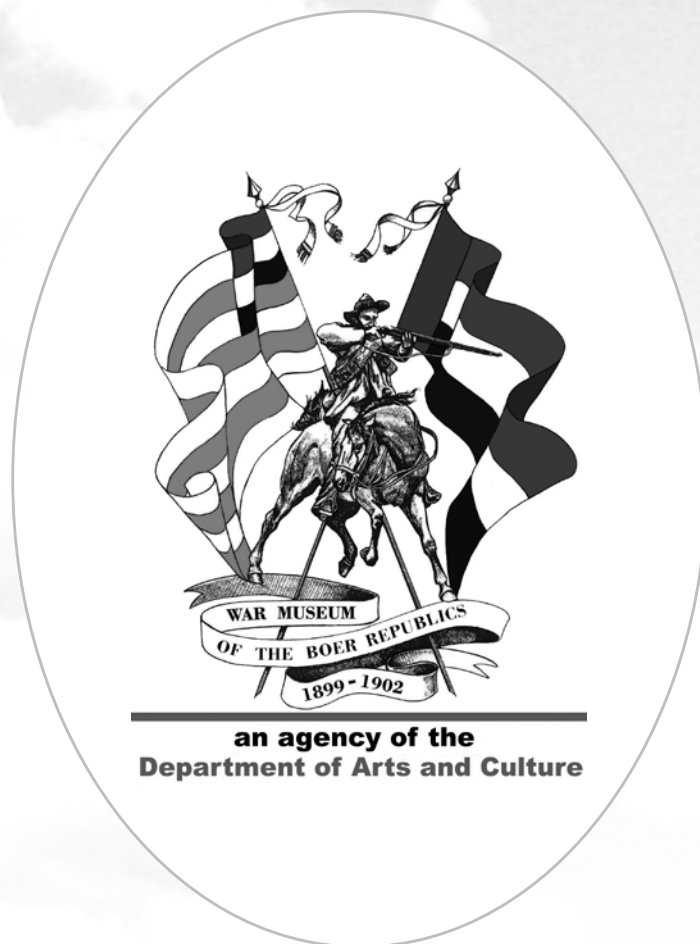
## **ORGANISATIONAL STRUCTURE**





Mrs Beukes and Mrs Breytenbach with their children and Tombi in the Volksrust concentration camp.

# Accounting Authority's Report



**an agency of the  
Department of Arts and Culture**



A Boer woman that was wounded while fleeing from the British forces.  
She is comforted by her farm employee.

## **REPORT OF THE ACCOUNTING AUTHORITY OF THE WAR MUSEUM OF THE BOER REPUBLICS FOR THE YEAR ENDING 31 MARCH 2016**

**Report by the Accounting Authority to the Executive Authority - The Department of Arts and Culture (DAC) and Parliament of the Republic of South Africa (*submitted in terms of the Public Finance Management Act, 1 of 1999*).**

I have the honour of submitting the 2015/2016 Annual Report of the War Museum of the Boer Republics in terms of the Public Finance Management Act, 1999 (Schedule 3A Public Entity).



**DR JP VAN DER MERWE**  
**CHAIRPERSON ACCOUNTING AUTHORITY**  
**31 May 2016**

### **MANDATE**

The War Museum of the Boer Republics is mandated in terms of the *Cultural Institutions Act*, No 119 of 1998.

### **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.

### **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.

### **INTRODUCTION**

#### **Council**

Council complied with its responsibilities.

Meetings and attendance:

Name	28/05/2015	30/07/2015	01/11/2015	19/02/2016 EXCO
Dr J.P. van der Merwe (Chairperson)	✓	✓	✓	✓
Prof H.M. Thipa (Deputy Chairperson)	✓	✓	✓	Apology
Ms N.G. Maluleka/Bila	✓	Apology	✓	
Mr M.O. Mbatha	✓	✓	✓	
Mr K.C. Nemadzivhanani	✓	✓	✓	
Ms M. Schoch	✓	✓	✓	✓
Dr C.M. Twala	Apology	✓	Apology	
Mr J.L. Pretorius (Director)	✓	✓	✓	✓

### Corporate Governance

The Museum applied accepted principles with regard to Corporate Governance and Management.

A formal planning session resulted in the development of a five year Strategic Plan and an Annual Performance Plan for the Museum. Both these plans were aligned with the National Strategic Priorities of Government and Outcome 14 of the National Development Plan as well as with the outcomes of the Department of Arts and Culture (DAC). A formal session on risk assessment formed the basis of the three years' rolling plan with regard to internal audit. The Annual Performance Plan and Strategic plan are revised annually by the Accounting Authority.

A shareholders compact was entered into between the Department of Arts and Culture (DAC) and the Accounting Authority.

As part of the focus on Corporate Governance and Management policy documents have been reviewed, updated and developed where necessary.

### Some services rendered by the Public Entity

The Museum is a national museum of international importance and as such receives large numbers of national and international visitors and researchers including members of media companies involved in documentary reporting in the electronic media.

The Museum's service to the public is inclusive with a special emphasis on the previously disadvantaged communities as a target for education and recreation. A children's museum and educational centre have been established. It plays a pivotal role in the Museum's outreach to schools and helps in the augmenting of syllabuses of the various age groups.

As part of the outreach programmes, among others, regular film shows for the public are shown in the Museum's auditorium.

Two books depicting the suffering of women and children were published in support of non-violence against women and children.

Heritage awareness was created by publishing a book with recipes dating from the South African War.

The Museum assisted the University of the Free State (UFS) to upgrade the DVD production, Scars of our Violent past. The DVD, showcasing the Museum and its transformation to include the history and effects of the South African War on all communities, is shown as part of the orientation programme of all first year students. The Museum assisted the UFS with lectures to students on the South African War.

The Museum has established outreach programmes to schools (with special focus on previously marginalised communities). It has developed educational programmes, specifically focussing on the South African War, to supplement Curriculum Assessment Policy Statements (CAPS) up to grade 12.

Lotto funding was obtained for a vehicle dedicated for educational purposes to take the Museum exhibitions to Rural Communities.

Lotto funding was obtained to revamp the website to include access by researchers. A large number of documents are now available in electronic medium for research purposes. International and local researchers benefit from this.

On Youth Day an Olympiad was held for schools relating to the South African War to create Heritage Awareness.

On Mandela day the Museum launched a project to make communities aware of the plight of animals during the South African War up to today.

Women's Day celebrations included crafts demonstrations by knitting 500 blankets for the needy.

On Heritage Day an Art Collection was displayed on Black, British and Republican Force's involvement in the South African War.

For the third year the Museum received the prm.africa Diamond Arrow award as the best Heritage Site in the Free State.

Major new exhibitions:

Sol Plaatje Hall depicting the suffering of Black South Africans.

Lord Roberts Hall depicting the suffering of the British.

Louis Botha Hall depicting the Republican Forces.

The Garden of remembrance was constructed consisting of an amphitheatre and a wall bearing the names of 35 000 black and white women and children who perished in concentration camps during the South African War. For the first time recognition is also given to black women and children who perished in concentration camps during the South African War.

A book in partnership with the Department of Arts and Culture was completed, depicting the role and suffering of Black South Africans in the South African War. The Sol Plaatje Hall, the Garden of Remembrance and the said book was launched by the Minister of Arts and culture on 30 November 2015.

All of the above major new exhibitions promotes social cohesion, nation building and redresses the South African War history.

### **Tariff Policy**

The following tariffs are applicable:

Entrance fees	R10.00 per adult
	R 5.00 per child

Special discount is provided to school groups.

### **Utilization of donor funds**

	<b>2015/16</b>
	<b>R</b>
Opening balance	325 708
Donor funds received:	82 240
Donor funds utilized:	(372 770)
<b>Unspent portion included in reserves</b>	<b>35 178</b>

The R372 770 was utilized for the various exhibition, educational and publication projects.

### **Transfer payments**

No transfer payments have been made.

### **Public Private Partnerships**

No Public Private Partnerships were entered into.

## Performance Information

### Strategic Outcome Oriented Goals:

<b>Strategic Outcome Oriented Goal 1</b>	<b>Educate the community/visitor/learner on the inclusive history of the Anglo-Boer War.</b>
<b>Goal Statement</b>	Supplement education provided by schools and educate learners/visitors from all communities with special focus on previously marginalised communities through educational programmes (outreach), publications, research and other initiatives.
<b>Link to government priorities</b>	Outcome 14: A diverse, socially cohesive society with a common national identity.
<b>Strategic objectives flowing from this goal</b>	Objective 2 and 5
<b>Strategic Outcome Oriented Goal 2</b>	<b>Encourage tourism, economic development/upliftment and skills development/transfer.</b>
<b>Goal Statement</b>	Promote the museum and heritage sector in order to encourage tourism and create opportunities for economic development/upliftment. Facilitate training to develop/transfer skills to the current and future workforce.
<b>Link to government priorities</b>	Outcome 14: A diverse, socially cohesive society with a common national identity
<b>Strategic objectives flowing from this goal</b>	Objective 3 and 6
<b>Strategic Outcome Oriented Goal 3</b>	<b>Promote and preserve cultural heritage and promote heritage awareness among all communities, urban and rural.</b>
<b>Goal Statement</b>	Promote, preserve and create awareness of our inclusive cultural heritage through conservation and exhibition of heritage items and the dissemination of information thereby ensuring social cohesion, nation building and nation healing.
<b>Link to government priorities</b>	Outcome 14: A diverse, socially cohesive society with a common national identity
<b>Strategic objectives flowing from this goal</b>	Objective 1 and 4

<b>Strategic Outcome Oriented Goal 4</b>	<b>Enhanced governance and accountability and development/transfer of skills.</b>
<b>Goal Statement</b>	Strengthening of governance and accountability by investing in capacity and capability.
<b>Link to government priorities</b>	Outcome 14: A diverse, socially cohesive society with a common national identity
<b>Strategic objectives flowing from this goal</b>	Objective 6 and 7

### Objectives:

<b>Strategic Objective 1</b>	<b>Heritage preservation and conservation</b>
<b>Objective Statement</b>	To expand collections with 10 heritage items (particularly those on Black and British participation) per annum and to maintain (including restoration) and conserve current collections (1 type/category of items or part thereof).
<b>Baseline</b>	Number of items collected: 10 per annum Collections maintained (including restoration)/conserved: 1 type/category of item or part thereof.
<b>Justification</b>	This objective will contribute to the promotion of cultural heritage awareness among all visitors with special focus on previously marginalised communities and will encourage social cohesion and nation building by ensuring that the effects of War on all the communities (nationally and internationally) are depicted through the heritage items which form part of the Museum's collection and which are maintained for future generations.
<b>Link to DAC focus areas</b>	Goal 2: Nation building through effective social cohesion programme implementation

<b>Strategic Objective 2</b>	<b>Promoting access to information</b>
<b>Objective Statement</b>	To provide research support to all researchers or to undertake research for in-house publications, one of which should culminate in at least 1 publication per annum.
<b>Baseline</b>	Number of publications which War Museum assisted in producing or published itself: 1 publication per annum
<b>Justification</b>	This objective will contribute to education of all communities by providing access to information and will encourage economic development through the sale of publications.
<b>Link to DAC focus areas</b>	Goal 2: Nation building through effective social cohesion programme implementation

<b>Strategic Objective 3</b>	<b>Heritage promotion and marketing of the heritage sector</b>
<b>Objective Statement</b>	To promote the museum and the heritage sector in the media and on the internet (website and social media platforms) through the publication of 5 articles per annum, updating the website and social media page on a quarterly basis, by hosting three heritage events on selected National Days and participating in 1 external heritage event per annum. This will provide information, educate the public and encourage economic development.
<b>Baseline</b>	<p>Number of articles published: 5 per annum</p> <p>Number of updates to website and/or social media page: 4 updates per annum</p> <p>Number of heritage events hosted on selected National Days: 3 per annum (Youth day, Women's day and Heritage day)</p> <p>Number of heritage events in which the War Museum participated: 1 per annum</p>
<b>Justification</b>	This objective will aim to promote the heritage sector and encourage tourism whilst at the same time will aim to provide educational information.
<b>Link to DAC focus areas</b>	<p>Goal 2: Nation building through effective social cohesion programme implementation</p> <p>Goal 3: A productive, diverse and inclusive Arts, Culture and Heritage Sector</p>
<b>Strategic Objective 4</b>	<b>Promote inclusivity and transformation through heritage awareness amongst all communities, urban and rural</b>
<b>Objective Statement</b>	<p>To provide information in English, Afrikaans and Sesotho (where practical) through 6 exhibitions (2 permanent and 4 temporary) per annum which should be educational in nature in order to encourage social cohesion, nation building and nation healing whilst at the same time disseminating information.</p> <p>To facilitate one heritage awareness campaign (disseminating information) per annum to rural educational or other institutions.</p>
<b>Baseline</b>	<p>Number of permanent exhibitions which are new, were updated or transformed: 2 per annum</p> <p>Number of temporary exhibitions: 4 per annum</p> <p>Number of heritage awareness campaigns (dissemination of information): 1 per annum</p>
<b>Justification</b>	This objective will contribute to the improvement of basic education, social cohesion and nation building by depicting the inclusive role of all communities in the war and thus encourage a better SA, Africa and World.
<b>Link to DAC focus areas</b>	<p>Goal 2: Nation building through effective social cohesion programme implementation</p> <p>Goal 3: A productive, diverse and inclusive Arts, Culture and Heritage Sector</p>

<b>Strategic Objective 5</b>	<b>Education</b>
<b>Objective Statement</b>	To provide outreach initiatives through educational programmes to be presented to 16 schools per annum with special focus on previously marginalised communities (16 schools to be visited by the educational staff).
<b>Baseline</b>	Number of schools visited: 16 per annum
<b>Justification</b>	This objective will contribute to the improvement of basic education by educating learners on the inclusive role of all communities in the war.
<b>Link to DAC focus areas</b>	Goal 2: Nation building through effective social cohesion programme implementation Goal 3: A productive, diverse and inclusive Arts, Culture and Heritage Sector

<b>Strategic Objective 6</b>	<b>Employment and skills development/transfer</b>
<b>Objective Statement</b>	To facilitate training on four topics per annum in order to develop staff of the Museum. To present one skills development programme per annum to community or heritage sector participants.
<b>Baseline</b>	Number of Topics on which staff training is to be facilitated: 4 per annum Number of skills development programmes (workshops/conferences) presented: 1 per annum
<b>Justification</b>	This objective will aim to contribute to employment and skills development in the heritage sector as well as the transfer of skills to participants in the community/heritage sector.
<b>Link to DAC focus areas</b>	Goal 6: A professional and capacitated Arts, Culture and Heritage Sector

<b>Strategic Objective 7</b>	<b>Ensure public accountability and good corporate governance</b>
<b>Objective Statement</b>	To promote public accountability and achieve high standards of corporate governance through the achievement of an unqualified audit during which all issues were timeously addressed within the predetermined deadlines and by ensuring relevance and regular review of Council, Audit Committee and Internal Audit Charters as well as the Museum's Code of conduct.
<b>Baseline</b>	Unqualified audit report 100% of audit issues addressed by agreed deadlines Annual review of Council Charter, Audit Committee Charter, Internal Audit Charter and Code of conduct
<b>Justification</b>	Sound management and administrative systems are necessary to effectively support the achievement of the core mandate.
<b>Link to DAC focus areas</b>	Goal 5: Sound governance and modernised systems and processes

## Performance against targets:

PROGRAMME PERFORMANCE INDICATOR		2015/2016		
		ANNUAL TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCES
<b>1.1.1</b>	Number of conservation, preservation and maintenance activities (heritage items maintained/conserved/restored)	1 Type/Category of items or part thereof	Parts of 2 types/categories of items were maintained and conserved: 1. Collection of Bibles and Religious Books stored in boxes suitable for conservation purposes. 2. Collection of Scrap books stored in boxes suitable for conservation purposes.	Over-achieved Additional funding in the form of conditional grants, sponsorships and donations can be attributed to the over-achievement
<b>1.1.2</b>	Number of heritage items obtained	10 Items	A total of 11 items (relating British and Black participation during the War of 1899 – 1902) were obtained during the period: 1. Book: The Compassionate English Woman - Emily Hobhouse (7639/1); 2. Lithograph: Embroidered image of Queen Victoria (7648/1); 3. Book: A Canadian girl in SA (7649/1) 4. Letters from Emily Hobhouse (7666/20, 7666/21, 7666/22, 7666/23, 7666/24 and 7666/25); 5. Painting: Jan Ruiters (by Cobus Bosch) (7674/1); 6. Edwardian Music Box (7683/1)	Over-achieved Most heritage items are bequeathed to the Museum. The additional item furthered the Museum's mandate and the acceptance thereof did not negatively impact the Museum's financial position and/or performance and they were thus accepted despite the resulting over-achievement of the pre-determined objectives set by the Museum.
<b>2.1.1</b>	Number of publications for which the museum provided research support or was directly involved with publishing	1 Publication	3 Publications: 1. "Gedenkuitgawe 2: Wedervaringe van Kinders gedurende die Anglo-Boereoorlog 1899 - 1902" 2. Publication in partnership with DAC (Museum compiled publication): Black participation and suffering in the South African War 1899-1902: An untold story. 3. "Hartskombuis" recipe book (Published by Tafelberg Publishers)	Over-achieved Partnerships and additional funding in the form of conditional sponsorships can be attributed to the over-achievement.
<b>3.1.1</b>	Number of articles published to promote the museum and encourage tourism trade	5 Articles	11 Articles in the media: 1. Festival remembers SA history (Volksblad - 14 July 2015); 2. Garden of Remembrance completed (Volksblad - 4 August 2015); 3. First Anglo-Boer War Olympiad held (Courant - 6 August 2015); 4. Women crochet for more than the love thereof (Courant - 6 August 2015); 5. Wreath laying on Women's day (Volksblad - 8 August 2015); 6. NCOP visit to Museum (Volksblad - 14 September 2015); 7. Witness of war (Volksblad - 8 October 2015); 8. Wine tells Hobhouse tale again and again (Volksblad - 15 October 2015); 9. Everyone must learn more about ABW (Volksblad - 21 October 2015); 10. Glass raised to Emily Hobhouse at War Museum (Courant - 29	Over-achieved The placement of the additional information in the media furthered the Museum's mandate without any negative impact on the Museum's financial position and/or performance and the additional info was thus placed despite the resulting over-achievement of the pre-determined objectives set by the Museum.

2015/2016			
PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCES
		<p>October 2015);</p> <p>11. Boer war not a white man's war (Volksblad - 8 December 2015)</p>	
3.2.1 Number of updates to the Museum's website and/or social media page	4 Updates	<p>Quarterly Updates were made to the Website:</p> <p>1. Quarter 1: Events (What's on) was updated with "The Masters of War Exhibition" – WHAG;</p> <p>2. Quarter 2: Events ("What's on") was updated on 3 occasions and Publications was updated on 1 occasion. The updates related to: Scorched Earth - a wreath of remembrance; Anglo-Boer War History Olympiad Winners; Women's Day; Advanced Wood and Furniture conservation course; Emily Hobhouse yarn bomb; Funding by NLDTF and the "Gedenkuitgawe 2 - Wedervaring van Kinders gedurende die Anglo-Boereoorlog 1899 - 1902";</p> <p>3. Quarter 3: Whats on section on website was updated on two occasions. The updates related to the rugby world cup, a temporary art exhibition held in the Museum and the booklaunching by the Department of Arts and Culture;</p> <p>4. Quarter 4: Harskombuis publication: Advertisment, 11 March 2016</p>	Achieved
3.3.1 Number of public events hosted (National Days)	3 Events	<p>4 Events were hosted:</p> <p>1. School Olympiad on the Anglo-Boer War - 24 July 2015 (in celebration of Youth Day);</p> <p>2. National Women's Day - 9 August 2015: Opening of the 1915 Women's March display;</p> <p>3. National Heritage Day - 24 September 2015: Yarn Bomb;</p> <p>4. Opening of the Sol Plaatje Hall, book launch and opening of the Garden of Remembrance - 30 Nov 2015 in partnership with DAC (launching Reconciliation Month).</p>	Over-achieved The additional public event furthered the Museum's mandate without any negative impact on the Museum's financial position and/or performance and was thus hosted despite the resulting over-achievement of the pre-determined objectives set by the Museum. Partnerships and additional funding in the form of conditional grants can be attributed to the over-achievement.
3.3.2 Number of heritage events attended/participated in.	1 Event	<p>4 Events were attended:</p> <p>1. Commemoration of the outbreak of the War, event by the Friends Society: 23 May 2015;</p> <p>2. Louw Wepener Weekend: 14 - 15 August 2015;</p> <p>3. North Ridge Mall's Vintage Fair: 25 July 2015;</p> <p>4. Emily Wine Launching by Longridge Estate: 14 October 2015.</p>	Over-achieved The attendance of the additional events furthered the Museum's mandate without any negative impact on the Museum's financial position and/or performance and was attended despite the resulting over-achievement of the pre-determined objectives set by the Museum

PROGRAMME PERFORMANCE INDICATOR		2015/2016		
		ANNUAL TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCES
4.1.1	Number of permanent exhibitions(new/updated/transformed)	2 Exhibitions	5 Exhibitions: 1. New Lord Roberts Hall; 2. Photographs added to Information billboard display at entrance to Museum; 3. Artillery diorama Exhibition; 4. Free State sandstone coat-of-arms-display (outside display); 5. Louis Botha Hall.	Over-Achieved The additional displays furthered the Museum's mandate and did not negatively impact the Museum's financial position and/or performance and was thus displayed despite the resulting over-achievement of the pre-determined objectives set by the Museum Additional funding in the form of conditional grants, sponsorships and donations can be attributed to the over-achievement
4.1.2	Number of temporary exhibitions	4 Exhibitions	5 Exhibitions: 1. Masters of War - In partnership with William Humphreys Art Gallery; 2. 1915 Women's March to the Union Buildings (Women's Day); 3. The Rugby Display (Rugby World cup); 4. Art exhibition by Cobus van Bosch; 5. Philately Exhibition: 1914-Rebellion	Over-achieved The additional display furthered the Museum's mandate and did not negatively impact the Museum's financial position and/or performance and was thus displayed despite the resulting over-achievement of the pre-determined objectives set by the Museum Partnerships can be attributed to the over-achievement.
4.1.3	Number of heritage awareness campaigns	1 Campaign	1 Campaign 1. Concentration Camps: Scorched Earth informational display in conjunction with the Volksblad Art Festival	Achieved
5.1.1	Number of schools visited	16 Schools	19 Schools were visited by Museum staff: 1. Fauna Primary School; 2. Lekgarietse Secondary; 3. Kwakwathi Secondary School; 4. Bodibeng Secondary School; 5. Rebathla Thuto Secondary; 6. Kananelo Secondary School; 7. Kroomstad Academy; 8. Sarel Cilliers; 9. Lephola Secondary; 10. Setjhaba se Maketse; 11. Tweespruit Secondary School; 12. Unicem High School; 13. Batho Public School;	Over-achieved If/when the opportunity arises to reach out to additional schools, thus furthering the Museum's mandate without negatively impacting the Museum's financial position and/or performance these were utilised despite the resulting over-achievement of the pre-determined objectives set by the Museum.

PROGRAMME PERFORMANCE INDICATOR		2015/2016		
		ANNUAL TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCES
			14. Lesedi Primary School; 15. Lenyora La Thuto; 16. Ntemoseng High School; 17. Maryvale Combined School; 18. Mmusapelo Intermediate; 19. Christian Liphoko Secondary School.	
6.1.1	Number of topics on which staff received training	4 Topics per annum	Training for staff on were presented on 4 topics: 1. Project Management for Heritage Projects (1 staff member) 2. Storage Management (1 staff member) 3. Wood and Furniture Conservation Course (4 staff members) 4. SAGE: Retirement Reforms session (1 staff member)	Achieved
6.1.2	Number of skills development programmes	1 Programme	1 Programme presented: Wood and Furniture Conservation Course 11 - 13 August 2015.	Achieved
7.1.1	Unqualified audit report	Unqualified report	The Auditor-General issued an unqualified report for 2014/2015 – clean report	Achieved
7.1.2	100% of audit issues addressed by agreed deadlines	100% issues addressed by deadline	All audit findings (4 communications) issued by the Auditor-General for 2014/2015 was addressed within 5 days of receipt thereof, as per the arrangement with the Auditor-General.	Achieved
7.1.3	Review all 4 documents: Council/Audit Committee/Internal Audit Charters and Code of Conduct	All 4 documents reviewed annually	The following 4 documents were reviewed: 1. Audit Committee Charter - approved by Council 30 July 2015 2. Internal Audit Charter - approved by Council 30 July 2015 3. Council Charter - approved by Council 30 July 2015 4. Code of Conduct - approved by Council 30 July 2015	Achieved

Targets set in the Museum's Strategic and Annual Performance Plans are based on baselines which are determined taking into account the Museum's operational budget. Additional funding of which the Museum at the date of setting these targets was not necessarily aware of is often received during the period which enables the Museum to over-achieve on certain pre-determined targets.

## **The Museum and the Future**

The Museum is 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 therefore portrays the suffering caused by the South African War on a continuous basis.

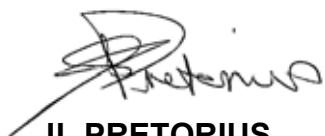
The Museum has changed significantly from static displays to inter-active displays and will continue in this direction and will constantly use its displays and events to support nation building, education and tourism.

The Museum has transformed from an exclusive Afrikaner Museum to a truly South African Museum.

The focus of the Museum is Nation Building, Social Cohesion and Nation Healing.

## **Audit Outcome**

The Museum rejects the Auditor-General's conclusions on the Annual Financial Statements with regard to GRAP 103 (see notes 1.1, 1.14 and 40 to the Annual Financial Statements) included in its report as set out on pg. 32 to 35. The Museum intends to take the matter on review to the High Court in order to set aside the qualification expressed.



**JL PRETORIUS**  
**DIRECTOR**  
**31 May 2016**



**DR JP VAN DER MERWE**  
**CHAIRPERSON ACCOUNTING AUTHORITY**  
**31 May 2016**



A concentration camp in 1901.

## **STATEMENT OF RESPONSIBILITY FOR THE YEAR ENDED 31 MARCH 2016**

In terms of the Public Finance Management Act, 1999 (Act No. 1 of 1999), as amended, the Accounting Authority keeps full and proper records of the financial affairs of the Museum, and the Annual Financial Statements are a fair representation of the Museum, its business and its financial results, its performance against predetermined objectives and its financial position as at the end of the financial year and they are presented in terms of Generally Recognised Accounting Practice.

The Annual Financial Statements are the responsibility of the Accounting Authority and it is the Auditor-General's responsibility to independently audit and report on the Annual Financial Statements.

The Accounting Authority considered the Museum's going concern status and the impact of the accumulated deficit on the Museum's ability to continue to deliver on its mandate in future periods. The accumulated deficit can in a large part be attributed to the increases in the post-retirement health care liability. The Museum however still has sufficient funds to cover the costs of the benefits of continuation members in the immediate future. It can therefore be concluded that the deficit will not impact on the Museum's ability to deliver on its mandate in the immediate/near future.

The Public Finance Management Act and Treasury Regulations also requires that the Accounting Authority must initiate a five year strategic plan, an annual performance plan, a risk management plan, a fraud prevention plan and a materiality and significance framework. In terms of the Public Finance Management Act the Museum submits quarterly reports to the National Treasury.

In terms of the Public Finance Management Act the Accounting Authority ensures that the Museum has and maintains effective, efficient and transparent systems of financial and risk management and internal control, a system of internal audit and an appropriate procurement and provisioning system. The Accounting Authority also takes effective and appropriate steps to collect all revenue and to prevent irregular and fruitless and wasteful expenditure and the effective and economical management of working capital.

It is also the responsibility of the Accounting Authority to manage and safeguard the assets and to manage revenue, expenditure and liabilities of the Museum.

As required by legislation, the Accounting Authority complies with taxes, levies, duties, pensions and audit commitments.

As required by the Public Finance Management Act and the Treasury Regulations the Accounting Authority accepts the responsibility to submit all reports, returns, notices and other information to Parliament and to the National Treasury.



**DR JP VAN DER MERWE**  
**CHAIRPERSON ACCOUNTING AUTHORITY**  
**31 May 2016**



The Vereeniging concentration camp, 1901.

# Annual Financial Statements



**an agency of the  
Department of Arts and Culture**



The desolation of concentration camp scenery where children spend almost two years of their lives.

## **MANAGEMENT APPROVAL FOR THE YEAR ENDED 31 MARCH 2016**

The financial statements set out on pages 36 to 74 have been approved by the Accounting Authority.

A handwritten signature in black ink, appearing to read 'JP van der Merwe', with a long horizontal stroke extending to the right.

**DR JP VAN DER MERWE**  
**CHAIRPERSON ACCOUNTING AUTHORITY**  
**31 May 2016**

## **REPORT OF THE AUDIT COMMITTEE FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016**

**Report of the Audit Committee as required by Treasury Regulations 27.1.7 and 27.1.10 (b) and (c) issued in terms of the Public Finance Management (Act No. 1 of 1999), as amended by Act 29 of 1999**

We are pleased to present the Audit Committee Report for the War Museum of the Boer Republics for the financial year ended 31 March 2016.

### **Audit Committee Members and Attendance**

The Audit Committee was appointed on 9 May 2014 by the Accounting Authority for a three year term.

The Audit Committee consists of five independent Audit Committee members.

The Audit Committee met on a regularly basis as per its approved terms of reference. During the financial year ended 31 March 2016 the Audit Committee met three (3) times. The sittings and attendance were as follows:

<b>Name of Member</b>	<b>Meetings attended</b>
Adv J. Lubbe SC (Chairperson)	3
Prof R. Britz	2
Prof J.J. Henning	3
Me M. Matsepe	1
Mr C. Pienaar	1

<b>Management (attends meetings in ex officio capacity)</b>	<b>Meetings attended</b>
Mr J.L. Pretorius (Director)	3
Mr J.H. du Pisani (Deputy Director)	3
Me C.A. Swanepoel (CFO and Secretary to the Committee)	3

The External Auditor participated in two of the three meetings during which audit related issues were considered and discussed. All the meetings were attended by the Internal Auditor.

### **Audit Committee Role and Responsibilities**

In terms of its formal terms of reference, the Audit Committee acts as a Sub-Committee of the Accounting Authority and assists the Accounting Authority in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the process for monitoring compliance with laws and regulations and the code of conduct.

The Audit Committee reports that it has complied with its responsibilities arising from sections 51(1)(a)(ii) and 76(4)(d) of the Public Finance Management Act, 1999 (Act No. 1 of 1999) and Treasury Regulation 27.

The Audit Committee further reports that it adopted appropriate formal terms of reference as its Audit Committee Charter during the year, has regulated its affairs in compliance with this Charter and has discharged all its responsibilities as contained therein.

## **The effectiveness of internal control**

Management is responsible for the entities system of internal controls. These are designed to provide reasonable, but not absolute, assurance as to the reliability of the financial statements, to adequately safeguard, verify and maintain accountability of assets, and prevent and detect misstatement and losses. Nothing has come to the attention of Management and the Audit Committee to indicate that any material breakdown in the functioning of these controls, procedures and systems has occurred during the year under review.

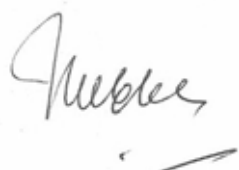
The Internal Audit Function further provides the Audit Committee and Management with reasonable assurance that the internal controls are appropriate and effective. It was noted that no significant or material non-compliance with prescribed policies and procedures has been reported. Accordingly, we can report that the systems of internal financial control, for the period under review, seems to be functioning effective and efficiently.

## **Evaluation of Annual Financial Statements**

The Audit Committee has:

- reviewed and discussed the audited Annual Financial Statements included on pg. 36 to 74 in the annual report with the Auditor-General and the Accounting Officer;
- reviewed the Auditor-General's Management Report and Management's response thereto; and
- reviewed changes in accounting policies and practices, where applicable.

The Audit Committee agrees with the Museum's rejection of the Auditor-General's conclusions on the Annual Financial Statements with regard to GRAP 103 (see notes 1.1, 1.14 and 40 to the Annual Financial Statements) included in its report as set out on pg. 32 to 35. The Museum intends to take the matter on review to the High Court in order to set aside the qualification expressed. The Committee is of the opinion that the audited Annual Financial Statements included on pg. 36 to 74 can be accepted.



**ADV. J. LUBBE SC**  
**CHAIRPERSON OF THE AUDIT COMMITTEE**  
**31 July 2016**

# **Report of the auditor-general to Parliament on the War Museum of the Boer Republics**

## **Report on the financial statements**

### **Introduction**

1. I have audited the financial statements of the War Museum of the Boer Republics set out on pages 36 to 74, which comprise the statement of financial position as at 31 March 2016, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget information with actual information for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

### **Accounting authority's responsibility for the financial statements**

2. The accounting authority is responsible for the preparation and fair presentation of these financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA), and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor-general's responsibility**

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial

statements.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

## **Basis for qualified opinion**

### **Heritage assets**

6. The public entity did not measure its heritage assets at cost or fair value in accordance with GRAP 103, *Heritage assets*. As stated in accounting policy 1.1 and 1.14 and note 40 to the financial statements, the public entity was granted exemption from measuring its heritage assets in terms of the requirements of the standard. I am unable to accept the exemption, as it was not granted for the purpose of achieving fair presentation. I was unable to determine the impact of the non-measurement on this value, as it was impracticable to do so.

## **Qualified opinion**

7. In my opinion, except for the possible effect of the matter described in the basis for qualified opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the War Museum of the Boer Republics as at 31 March 2016 and its financial performance and cash flows for the year then ended in accordance with Standards of GRAP and the requirements of the PFMA.

## **Additional matter**

8. I draw attention to the matter below. My opinion is not modified in respect of this matter.

## **Unaudited supplementary schedules**

9. The supplementary information set out on pages 75 to 80 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon.

## **Report on other legal and regulatory requirements**

10. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives of selected objectives presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

## **Predetermined objectives**

11. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information of the following selected objectives presented in the annual performance report of the public entity for the year ended 31 March 2016:
- Objective 1: Heritage preservation and conversation on page 19
  - Objective 2: Promoting access to information on page 19
  - Objective 3: Heritage promotion and marketing of the heritage sector on pages 19 to 20
  - Objective 4: Promote inclusivity through heritage awareness and linguistic diversity on page 21
  - Objective 5: Education on pages 21 to 22
  - Objective 6: Employment and skills development on page 22
  - Objective 7: Ensure public accountability and good corporate governance on page 22
12. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned objectives. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's *Framework for managing programme performance information* (FMPPI).
13. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
14. I did not identify any material findings on the usefulness and reliability of the reported performance information for the selected objectives.

## **Compliance with legislation**

15. I performed procedures to obtain evidence that the public entity had complied with applicable legislation regarding financial matters, financial management and other related matters. My material findings on compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:

## **Financial statements**

16. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework as required by section 55(1)(b)

of the PFMA. Material misstatements identified by the auditors in the submitted financial statements were not adequately corrected which resulted in the financial statements receiving a qualified audit opinion.

### **Internal control**

### **Financial and performance management**

17. Management did not value heritage assets as required by GRAP103. Management considered it impractical for the entity to perform the valuation and are of the opinion that it is not possible to measure accurately and reliably the value of heritage assets held by the entity.

*Auditor-General*

Bloemfontein

31 July 2016



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

## Statement of Financial Position as at 31 March 2016

		2015/16 R	2014/15 R
	Notes		
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	4	152 389	621 303
Trade and other receivables from exchange transactions	5	44 153	22 969
Inventories	6	557 548	592 723
<b>Total current assets</b>		<b>754 090</b>	<b>1 236 995</b>
<b>Non-current assets</b>			
Investment	7	5 551 895	6 776 166
Intangible Assets	8	25 042	29 967
Property, Plant and Equipment	9	1 382 294	847 264
<b>Total non-current assets</b>		<b>6 959 231</b>	<b>7 653 397</b>
<b>Total assets</b>		<b>7 713 321</b>	<b>8 890 392</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables from exchange transactions	10	915 539	954 097
Liabilities for transfers for special projects DAC	11	2 434 148	3 903 486
Liabilities for transfers for special projects NLDTF – Lotto	12	355 958	34 972
<b>Total current liabilities</b>		<b>3 705 645</b>	<b>4 892 555</b>
<b>Non-current liabilities</b>			
Post-employment health care benefit liability	13,14	5 680 000	5 640 000
<b>Total non-current liabilities</b>		<b>5 680 000</b>	<b>5 640 000</b>
<b>Total liabilities</b>		<b>9 385 645</b>	<b>10 532 555</b>
<b>Net assets/(liabilities)</b>		<b>(1 672 324)</b>	<b>(1 642 164)</b>
<b>NET ASSETS/(LIABILITIES)</b>			
Reserves	15	44 762	335 292
Accumulated surplus/(deficit)	15	(1 717 086)	(1 977 456)
<b>Total net assets/(liabilities)</b>		<b>(1 672 324)</b>	<b>(1 642 164)</b>

## Statement of Financial Performance for the year ended 31 March 2016

		2015/16 R	2014/15 R
	Notes		
<b>REVENUE</b>			
<b><i>Revenue from Exchange Transactions</i></b>			
Operating revenue	16	228 197	224 117
Rental income	17	8 453	14 725
Other revenue	18	100 819	24 813
Interest Income	19	196 486	198 767
<b><i>Revenue from Non-Exchange Transactions</i></b>			
Gifts, sponsorships and donations received	20	87 901	355 086
Transfers and subsidies received	21	9 907 202	9 090 676
Transfers for special projects NLDTF	22	1 036 014	-
Transfers for special projects DAC	23	2 825 481	10 937 463
Transfers of assets	24	35 000	-
Transfers for audit fees NT	25	338 556	811 125
<b>Total revenue</b>		<b>14 764 109</b>	<b>21 656 772</b>
<b>EXPENSES</b>			
Administrative expenses	26	195 157	190 756
Audit fees	27	591 330	608 127
Amortisation charge	28	7 490	7 034
Depreciation charge	29	114 887	119 198
Other expenses	30	5 560 514	12 368 648
Staff costs	31	8 692 160	8 244 926
<b>Total expenses</b>		<b>15 161 538</b>	<b>21 538 689</b>
<b>Surplus/(deficit) from operations</b>		<b>(397 429)</b>	<b>118 083</b>
Loss from write-off of property plant and equipment	9	(8 731)	(1 901)
Actuarial (loss)/gain	14	376 000	(129 000)
<b>Surplus/(deficit) for the year</b>		<b>(30 160)</b>	<b>(12 818)</b>

## Statement of changes in net assets for the year ended 31 March 2016

		Accumulated Surpluses R	Reserves R	Total R
	<b>Note</b>			
<b>Balance at 1 April 2014</b>		<b>(1 715 746)</b>	<b>86 400</b>	<b>(1 629 346)</b>
Adjusted deficit for the year	15	(12 818)	-	(12 818)
Deficit for the year		(11 608)	-	(11 608)
Prior period errors	37	(1 210)	-	(1 210)
Transfers from reserves	15	(248 892)	248 892	-
<b>Restated balance at 1 April 2015</b>		<b>(1 977 456)</b>	<b>335 292</b>	<b>(1 642 164)</b>
Deficit for the year		(30 160)	-	(30 160)
Transfers from reserves	15	290 530	(290 530)	-
<b>Balance at 31 March 2016</b>	<b>15</b>	<b>(1 717 086)</b>	<b>44 762</b>	<b>(1 672 324)</b>

## Cash Flow Statement for the year ended 31 March 2016

		2015/16 R	2014/15 R
	Notes		
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Cash receipts from Government Grants and customers		12 576 885	11 103 475
Cash paid to suppliers and employees		(13 840 342)	(20 508 751)
<b>Cash generated/(utilised) from operations</b>	<b>33</b>	<b>(1 263 457)</b>	<b>(9 405 276)</b>
Interest received	19	196 486	198 767
<b>Net cash flows from operating activities</b>		<b>(1 066 971)</b>	<b>(9 206 509)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of plant and equipment	9	(623 649)	(277 164)
Purchase of intangible assets	8	(2 565)	(5 476)
(Increase)/decrease in investments		1 224 271	9 864 989
<b>Net cash flows from investing activities</b>		<b>598 057</b>	<b>9 582 349</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
(Increase)/decrease in long-term debtor		-	-
<b>Cash flows from financing activities</b>		<b>-</b>	<b>-</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(468 914)</b>	<b>375 840</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>4</b>	<b>621 303</b>	<b>245 463</b>
<b>Cash and cash equivalents at end of the year</b>	<b>4</b>	<b>152 389</b>	<b>621 303</b>

## Statement of comparison of budget and actual amounts for the year ended 31 March 2016

	Note	Approved Budget	Adjustments	Final Budget	Actual Amounts on comparable basis	Difference between final budget and actual
		R	R	R	R	R
<b>OPERATIONS</b>		<b>9 520 400</b>	<b>** (7 340)</b>	<b>9 513 060</b>	<b>9 629 107</b>	<b>** 116 047</b>
<b>INCOME</b>						
Grant income	21	9 121 000	-	9 121 000	9 121 000	-
Interest	19	168 000	-	168 000	196 486	28 486
Entrance fees	16	90 000	-	90 000	83 990	(6 010)
Sales	16	112 500	-	112 500	109 795	(2 705)
Rental income	17	21 400	(9 340)	12 060	7 230	(4 830)
Donations	20	6 000	-	6 000	5 661	(339)
Other income	16	1 500	2 000	3 500	104 945	101 445
<b>EXPENDITURE</b>		<b>9 520 400</b>	<b>** (7 340)</b>	<b>9 513 060</b>	<b>9 617 798</b>	<b>** (104 738)</b>
Administrative costs	26	168 980	11 000	179 980	195 157	(15 177)
Audit fees	27	309 000	(17 500)	291 500	281 395	10 105
Other Expenses	30	970 720	22 767	993 487	1 096 895	(103 408)
Staff Costs	31	8 026 700	(19 207)	8 007 493	7 973 520	33 973
Leave	10,31	20 000	-	20 000	36 640	(16 640)
Assets	8,9	25 000	(4 400)	20 600	34 191	(13 591)
<b>Surplus/(deficit)</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11 309</b>	<b>11 309</b>
<b>NLDTF</b>						
Income	12,21	*34 972	1 357 000	1 391 972	1 391 972	-
Expenditure	12,30	34 972	1 357 000	1 391 972	1 036 014	355 958
<b>Surplus/(deficit)</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>355 958</b>	<b>355 958</b>
Amount carried forward	12	-	-	-	(355 958)	(355 958)
<b>Surplus/(deficit)</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\*Balance carried over from previous year

\*\*Refer to note 32 for explanations for material differences between the original and final budget as well as budget and actual comparable amounts

# Statement of comparison of budget and actual amounts for the year ended 31 March 2016 (continued)

	Note	Approved Budget	Adjustments	Final Budget	Actual Amounts on comparable basis	Difference between final budget and actual
		R	R	R	R	R
<b>DAC SPECIAL PROJECTS – RESERVES</b>						
Income	15	*9 584	-	9 584	9 584	-
Expenditure	15,30	9 584	-	9 584	-	9 584
<b>Surplus/(deficit)</b>		-	-	-	<b>9 584</b>	<b>9 584</b>
Amount carried forward	15	-	-	-	(9 584)	(9 584)
<b>Surplus/(deficit)</b>	<b>32</b>	-	-	-	-	-
<b>SPONSORSHIPS/DONATIONS – RESERVES</b>						
Income	15,20	*325 708	82 240	407 948	407 948	-
Expenditure	15,30	325 708	82 240	407 948	372 770	35 178
<b>Surplus/(deficit)</b>		-	-	-	<b>35 178</b>	<b>35 178</b>
Amount carried forward	15	-	-	-	(35 178)	(35 178)
<b>Surplus/(deficit)</b>	<b>32</b>	-	-	-	-	-

\*Balance carried over from previous year

\*\*Refer to note 32 for explanations for material differences between the original and final budget as well as budget and actual comparable amounts

## Statement of comparison of budget and actual amounts for the year ended 31 March 2016 (continued)

Reconciliation between Actual Amounts on a comparable basis presented above to net increase/(decrease) in cash and cash equivalents for the year per the Cash Flow Statement:

	Notes	Operating Activities R	Investing Activities R	Financing Activities R	Total R
Total income on a comparable basis	15	11 438 611	-	-	11 438 611
<i>Balances carried over from prior period</i>		(370 264)	-	-	(370 264)
Adjusted for Basis Differences:		11 068 347	-	-	11 068 347
Liability for funds for special projects (DAC)	11	1 508 538	-	-	1 508 538
Interest received	19	(1 469 338)	-	-	(1 469 338)
Trade and other receivables	5	(196 486)	-	-	(196 486)
Royalties	10	(21 184)	-	-	(21 184)
Straight-lining of Operating lease	25	30 287	-	-	30 287
Transfers for audit fees	23	1 222	-	-	1 222
Transfers for special projects (DAC)		338 556	-	-	338 556
		2 825 481	-	-	2 825 481
<b>Actual amount in the Statement of Cash Flows</b>		<b>12 576 885</b>	<b>-</b>	<b>-</b>	<b>12 576 885</b>
Total expenditure on a comparable basis		(11 026 582)	-	-	(11 026 582)
Adjusted for Basis Differences:		(2 813 760)	598 057	-	(2 215 703)
Purchases of property, plant and equipment	9	532 236	(623 649)	-	(91 413)
Purchases of intangible assets	8	2 565	(2 565)	-	-
Trade and other payables	10	23 093	-	-	23 093
Leave accrual	10	(33 030)	-	-	(33 030)
Medical aid benefits Continuation members	14	(266 000)	-	-	(266 000)
Transfers for audit fees	25	(338 556)	-	-	(338 556)
Transfers of assets	24	(35 000)	-	-	(35 000)
Special project expenditure	30	(2 699 068)	-	-	(2 699 068)
Investments	7	-	1 224 271	-	1 224 271
<b>Actual amount in the Statement of Cash Flows</b>		<b>(13 840 342)</b>	<b>598 057</b>	<b>-</b>	<b>(13 242 285)</b>
Interest received	19	196 486	-	-	196 486
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>4</b>	<b>(1 066 971)</b>	<b>598 057</b>	<b>-</b>	<b>(468 914)</b>

## Notes to the Financial Statements for the year ended 31 March 2016

### 1. Accounting Policies

These financial statements are for The War Museum of the Boer Republics. The following are the principle accounting policies of the Museum which are, in all material respects, consistent with those applied in the previous financial year, except as otherwise indicated:

#### 1.1 Basis of preparation

The financial statements, to the extent that it is practicable, have been prepared in accordance with the effective Standards of Generally Recognised Accounting Practice (GRAP), including any interpretations and directives issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act (PFMA), Act 1 of 1999. It is impracticable to apply a requirement of GRAP when the Museum cannot apply it after making every reasonable effort to do so.

The financial statements have been prepared on an accrual basis of accounting and are in accordance with the historical cost convention, unless specified otherwise.

The cash flow statement was prepared in accordance with the direct method.

The amount and nature of any restrictions on cash balances were disclosed where appropriate.

GRAP Exemptions:

In accordance with Government Gazette No. 39777 dated 4 March 2016, the Minister of Finance, in terms of section 92 of the Public Finance Management Act, 1999 (Act No. 1 of 1999) exempted all public entities listed in Schedule 3 to the aforementioned Act for which the Minister of Arts and Culture is the Executive Authority. The Museum has therefore been exempted for the periods 2015/16 and 2016/17 from measuring heritage assets for purposes of the Annual Financial Statements. During this period the Museum will provide information on heritage assets as part of the notes to financial statements only.

#### 1.2 Currency

These financial statements are presented in South African Rand (R) since that is the currency in which the majority of the Museum's transactions are denominated. Amounts presented have been rounded to the nearest R1.

#### 1.3 Revenue recognition

##### ***Revenue from Exchange Transactions***

These are transactions where revenue accrued to the entity directly in return for services rendered and goods sold, the value of which approximates the consideration received or receivable, excluding indirect taxes, rebates and discounts.

Revenue from exchange transactions are only recognised once all of the following criteria have been satisfied:

- The Museum retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- The amount of revenue can be measured reliably; and
- It is probable that the economic benefits or services potentially associated with the transaction will flow to the Museum and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

## Notes to the Financial Statements for the year ended 31 March 2016

### 1.3 Revenue recognition (continued)

#### *Income received from entrance fees, sale of goods and royalties*

Revenue from the sale of goods and royalties is recognized when significant risks and rewards of ownership of the goods have been transferred to the purchaser and the amounts of revenue can be measured reliably.

Revenue from the sale of tickets for entrance fees is only recognised when the Museum's related obligation to perform has been extinguished.

Revenue is measured at the fair value of the consideration received or receivable.

#### *Interest income*

Interest income earned is recognised on a time proportion basis, taking into account the principal outstanding and the effective rate over the period to maturity.

#### **Revenue from Non-Exchange Transactions**

These are transaction where the entity receives value from another entity without directly giving approximately equal value in exchange.

#### *Government Grants, sponsorships and donations*

Income received from grants, sponsorships and donations are recognised as revenue when the entity gains control of the resources that meet the definition of an asset and thus where it is probable that future economic benefits or service potential will flow to the entity and these benefits can be measured reliably. Revenue is recognised to the extent that a liability is not also recognised in respect of the same income i.e. where no conditions exist with a corresponding requirement to return the income to the transferor. Where a condition exist with a corresponding requirement to the return the income to the transferor a liability is recognised until such time as the condition is fulfilled and no further obligation to return the income to the transferor exists in which case revenue is recognised.

### 1.4 Retirement benefit costs

The Museum operates a defined contribution retirement plan, the assets of which are generally held in separate trustee-administered funds. The plan is generally funded by payments from the Museum's employees, taking account of the recommendations of independent qualified actuaries.

Payments to defined contribution retirement plans are charged to the statement of financial performance in the year to which they relate.

The museum also operates a post-employment health care benefit plan. The current service cost, interest cost and liability are determined by means of an actuarial valuation. The vested current service cost is immediately acknowledged in the statement of financial performance as an expense, while the non-vested current service cost, if any, is acknowledged as an expense on a straight line basis over the average period until the benefit will be vested.

Actuarial gains and losses are recognised through surplus and deficit in the period in which they occur.

## Notes to the Financial Statements for the year ended 31 March 2016

### 1.5 Property, plant and equipment

Property, plant and equipment are tangible non-current assets that are held for use in the supply of goods or service or for administrative purposes and are expected to be used during more than one year. Items of property, plant and equipment are recognised as assets when it is probable that future economic benefits or service potential associated with the item will flow to the Museum and the cost or fair value of the item can be measured reliably.

Property, plant and equipment are stated at cost (where acquired through exchange transactions) less accumulated depreciation and any accumulated impairment losses. Items of property, plant and equipment acquired through non-exchange transactions, are measured at their fair value as at the date of acquisition.

Depreciation is charged so as to systematically write off the cost or valuation of assets over their estimated useful lives to its residual value, using the straight line method.

Annual depreciation rates are based on the following ranges of estimated asset useful lives:

Vehicles	9 - 25 years
Computer equipment	3 - 16 years
Electronic equipment	2 - 30 years
Donated assets	5 - 20 years
Other assets	3 - 38 years

Depreciation commences when the asset is ready for its intended use.

If the cost of a part of an item is considered to be significant in relation to the total cost of the item, that part is depreciated separately. The useful lives and residual value of assets are reviewed at each financial year-end and adjusted prospectively, if appropriate.

The gain or loss arising from the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the Statement of financial performance.

The museum at each reporting date assesses whether there is any indication that assets may be impaired. Where the recoverable amount of an asset is less than its carrying amount the carrying amount of the asset is reduced to its recoverable amount. Impairment losses are recognised immediately in the surplus and deficit.

### 1.6 Intangible Assets

An intangible asset is an identifiable non-monetary asset without physical substance.

Intangible assets are recognised in the Statement of Financial Position only when it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the Museum and the cost can be reliably measured.

Intangible assets are initially recognised at cost. Where an intangible asset is acquired by the Museum for no consideration, the cost is deemed to be equal to the fair value of the asset on the date acquired. Subsequent to initial recognition, intangible assets shall be carried at its cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is charged so as to systematically write off the cost or valuation of assets over their estimated useful lives to its residual value, using the straight line method on the following bases.

## Notes to the Financial Statements for the year ended 31 March 2016

### 1.6 Intangible Assets (continued)

The annual amortisation rates are based on the following estimated average asset lives:

Computer software	2 - 11 years
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The residual value of an intangible asset with a finite useful life shall be assumed to be zero.

The amortisation period and the amortisation method are reviewed at each financial year-end.

The museum at each reporting date assesses whether there is any indication that assets may be impaired. Where the recoverable amount of an asset is less than its carrying amount the carrying amount of the asset is reduced to its recoverable amount. Impairment losses are recognised immediately in the surplus and deficit.

The gain or loss arising from the derecognition of an intangible asset (upon disposal or when no future economic benefits/service potential are expected from its use or disposal) is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the asset and is recognised in surplus and deficit when the asset is derecognised.

### 1.7 Inventories

Inventories are carried at the lower of cost or net realisable value. Net realisable value represents the estimated selling price in the ordinary course of operations less the estimated costs of completion and estimated costs necessary to make the sale, exchange or distribution. Inventories are measured using the First-in-first-out technique. Inventory acquired at no cost are carried at its fair value as at the date of acquisition.

### 1.8 Financial instruments

#### **Recognition**

Financial assets and financial liabilities are recognised on the Museum's statement of financial position when and only when the Museum becomes a party to the contractual provisions of the instrument.

Upon initial recognition the entity classifies financial instruments as financial liabilities, financial assets or residual interests in conformity with the substance of the contractual arrangement and to the extent that the instrument satisfies the definitions of a financial liability, a financial asset or a residual interest.

#### **Measurement**

Financial instruments are initially measured at fair value, plus, in the case of a financial asset or financial liability not subsequently measured at fair value, transaction costs directly attributable to the acquisition or use of the financial asset or financial liability.

Subsequent to initial recognition these instruments are measured as set out below:

#### Financial assets

The Museum's principle financial assets are investments, trade and other receivables and cash and cash equivalents.

- Trade and other receivables

## Notes to the Financial Statements for the year ended 31 March 2016

### 1.8 Financial instruments (continued)

Trade and other receivables are initially recognised at fair value plus transaction costs that are directly attributable to the acquisition. Subsequent to initial measurement, trade and other receivables are stated at amortised cost, less provisions for impairment. All trade and other receivables are assessed at least annually for possible impairment.

Bad debts are written off in the year in which they are identified as irrecoverable. Amounts receivable within 12 months from the reporting date are classified as current.

- Investments at amortised costs

Investments, which include fixed and short-term deposits held at registered commercial banks and the Reserve Bank, are categorised as financial instruments at amortised cost and are subsequently measured at amortised cost.

Where investments have been impaired, the carrying value is adjusted by the impairment loss, which is recognised as an expense in the period that the impairment is identified.

On disposal of an investment, the difference between the net disposal proceeds and the carrying amount is charged to the Statement of Financial Performance.

- Cash and cash equivalents

Cash and cash equivalents are measured at amortised cost.

Cash includes cash on hand and cash with banks. Cash equivalents are short-term highly liquid investments that are held with registered banking institutions with maturities of three months or less and are subject to an insignificant risk of change in value.

#### Financial liabilities

The Museum's principle financial liabilities include accounts and other payable.

- Trade and other payables

Trade and other payables are initially measured at fair value plus transaction costs that are directly attributable to the acquisition and are subsequently measured at amortised cost using the effective interest rate method.

### 1.9 Provisions

Provisions are recognized when the Museum has a present obligation as a result of a past event and it is probable that this will result in an outflow of economic benefits that can be estimated reliably.

## **Notes to the Financial Statements for the year ended 31 March 2016**

### **1.10 Comparative figures**

When the presentation or classification of items in the financial statements is amended, prior period comparative amounts are also restated and reclassified. The nature and reason for the reclassification will be disclosed where necessary. Where accounting errors relating to prior periods have been identified in the current year, the correction is made retrospectively as far as it is practicable, and the prior year comparatives are restated accordingly. Where there has been a change in accounting policy in the current year, the adjustment is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly.

The presentation and classification of items in the current year is consistent with prior periods, unless specified otherwise.

### **1.11 Cash and cash equivalents**

Cash and cash equivalent comprise cash and short-term investments held with registered banking institutions. Investments are highly liquid and are readily convertible to known amounts of cash which are subject to an insignificant risk of changes in value. Cash and cash equivalents are stated at amortised cost, which equates their fair value.

### **1.12 Post reporting date events**

Where an event occurs after the reporting date that has an effect on a situation that occurred before the reporting date, the effect will be acknowledged in the financial statements.

However, where an event occurs after the reporting date that has no effect on a situation that occurred before the reporting date, the effect will be acknowledged in a note to the financial statements, if the fair presentation of the financial statements, are affected.

### **1.13 Income taxation**

In terms of section 10(1) the War Museum of the Boer Republics is exempted from taxation and the approval for exemption was granted in terms of section 18A of the Income tax Act, No. 58 of 1962.

### **1.14 Heritage Assets**

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

Heritage assets are, to the extent that it is practicable, recognised if it is probable that future economic benefits or service potential associated with the asset will flow to the Museum and if the cost or fair value of the asset can be measured reliably. Heritage assets are initially measured at its cost unless acquired through a non-exchange transaction, when cost shall be measured at the fair value of the asset as at the date of acquisition. After initial recognition as an asset, a class of heritage assets, whose fair value can be measured reliably, shall be carried at a re-valued amount, being its fair value at the date of the re-valuation less any subsequent impairment losses. Revaluations shall be made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the reporting date.

Heritage assets shall not be depreciated but the Museum shall assess at each reporting date whether there is an indication that it may be impaired. If any such indication exists, the entity shall estimate the recoverable amount or the recoverable service amount of the heritage asset.

## Notes to the Financial Statements for the year ended 31 March 2016

### 1.14 Heritage Assets (continued)

Fair value of a heritage asset will be determined from market-based evidence determined by an appraisal. An appraisal of the value of the asset is normally undertaken by a member of the valuation profession, who holds a recognised and relevant professional qualification. The fair value will be ascertained by reference to quoted prices in an active and liquid market. Where no evidence is available to determine the market value in an active market of a heritage asset, a valuation technique will be used to determine fair value.

Judgement is required in applying the initial recognition criteria to the specific circumstances surrounding the Museum and the asset. If, on initial recognition of a heritage asset, it cannot be reliably measured, then it should not be recognised as such in the financial statements.

When the Museum does not recognise a heritage asset or class of heritage assets as a result of reliable measurement not being possible on initial recognition, the Museum shall disclose a description of the heritage asset or class of heritage assets as well as the reason why the heritage asset or class of heritage assets could not be measured reliably.

In accordance with Government Gazette No. 39777 dated 4 March 2016, the Minister of Finance, in terms of section 92 of the Public Finance Management Act, 1999 (Act No. 1 of 1999) exempted all public entities listed in Schedule 3 to the aforementioned Act for which the Minister of Arts and Culture is the Executive Authority. The Museum has therefor been exempted for the periods 2015/16 and 2016/17 from measuring heritage assets for purposes of the Annual Financial Statements. During this period the Museum will provide information on heritage assets as part of the notes to financial statements only.

### 1.15 Budget information

The War Museum's budget is compiled on a cash basis with an economic classification. It covers the same period as the financial statements, namely 1 April to 31 March of each year.

### 1.16 Operating leases

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership. Lease revenue from operating leases shall be recognised as revenue on a straight-line basis over the lease term.

## 2. Adoption of Standards of Generally Recognised Accounting Practice

Where applicable the Museum adopted the following new GRAP standards to the circumstances of the Museum during the current financial year.

Reference	Topic
GRAP 18	Segment Reporting (effective: 1 April 2015)
GRAP 105	Transfer of function between Entities under common control (effective: 1 April 2015)
GRAP 106	Transfer of functions between Entities not under common control (effective: 1 April 2015)
GRAP 107	Mergers (effective: 1 April 2015)

## 3. Critical Accounting estimates and judgements in applying accounting policies

The Museum makes estimates and assumptions that affect the reported amounts of assets and liabilities at date of financial position as well as the reported income and expenses for the year.

Estimates and judgements are evaluated annually and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

## Notes to the Financial Statements for the year ended 31 March 2016

### 3.1 Post-employment health care benefit liabilities

The costs of the benefits and the present value of the post-employment health care benefit liability depend on a number of factors that are determined by an actuarial valuation using a number of assumptions. The main assumptions used in determining the charge to the income statement arising from these obligations include discount rates, medical aid inflation and expected retirement age. Any changes in these assumptions will impact the charge to the statement of financial performance.

#### *Discount rate*

The discount rate is determined by reference to market yields at the end of the reporting period on high quality corporate bonds or, in countries where there is no deep market in such bonds, like South Africa, government bonds of a currency and term consistent with the currency and term of the post-employment benefit obligations.

The methodology of setting the financial assumptions is duration specific. The duration of liabilities was estimated to be 19.4 years. At this duration the discount rate determined by

Using the Bond Exchange Zero Coupon Yield Curve as at 31 March 2016 is 10.19% per annum (8.9% in the previous valuation).

#### *Medical aid inflation*

Future medical aid premiums will be dependent on the level of medical aid inflation in the future. Medical aid inflation is dependent on a number of factors including possible changes in legislation, changes in the balance between public and private health sectors, economic trends, improvement in medical technology, utilisation trends, the influence of financial incentives / disincentives, managed care initiatives, political influences and AIDS. Collectively these factors have led to increases in medical aid inflation in excess of general price inflation and it is expected that this trend will continue in the foreseeable future.

For the purposes of the valuation it is assumed that medical inflation will be 1% higher than the general inflation at the implied duration. General inflation of 7.74% is assumed, based on the nominal bond and real bond yields as taken from the Bond Exchange Zero Coupon Yield Curve as at 31 March 2016 at duration 19.4 years as well as an inflation risk premium of 0.5% per annum. The medical inflation of 8.74% was therefore assumed (8.0% in the previous valuation).

#### *Expected retirement age*

The normal retirement age of active employees is age 65 and it is assumed that all employees will retire at this age if they are still employed.

Additional information is provided in Note 13 and 14 of these financial statements

### 3.2 Asset lives and residual values

Assets are depreciated over its useful life taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In reassessing asset lives, factors such as technological innovation, extent of usage and maintenance requirements are taken into account. Residual value assessments consider the current market value for similar assets that were already of the age and condition expected at the end of the asset's life should it be disposed off.

## Notes to the Financial Statements for the year ended 31 March 2016

### 4. Cash and cash equivalents

Cash and cash equivalents comprise cash and short-term, highly liquid investments that are held with registered banking institutions with maturities of 3 months or less and that are subject to insignificant interest rate risk. The carrying amount of these assets approximates their fair value.

	2015/16 R	2014/15 R
Cash at bank (ABSA – account: 047 060 1302)	150 389	619 403
Cash on hand	2 000	1 900
<b>Total</b>	<b>152 389</b>	<b>621 303</b>

As required in sections 7(2) and 7(3) of the Public Finance Management Act, the National Treasury has approved the bank where the bank account is held.

See note 35 – Financial instruments

### 5. Trade and other receivables from exchange transactions

Trade receivables	43 328	21 644
Deposits with suppliers	825	1 325
<b>Total</b>	<b>44 153</b>	<b>22 969</b>

Age analysis of trade receivables from exchange transactions:

None of the debt was past due at 31 March 2016 or impaired.

Less than 30 days	43 153	4 690
Less than 60 days	-	6 757
Less than 90 days	175	10 197
<b>Total</b>	<b>43 328</b>	<b>21 644</b>

See note 35 – Financial instruments

### 6. Inventories

Consumables	17 914	20 015
Publications	532 459	563 958
Curio items	7 175	8 750
<b>Total</b>	<b>557 548</b>	<b>592 723</b>

### 7. Investment

Corporation for Public Deposits (SA Reserve Bank - accounts: 95271074 & 95181172)	5 551 895	6 776 166
<b>Total</b>	<b>5 551 895</b>	<b>6 776 166</b>

The financial instrument consists of an investment at the Corporation for Public Deposits and interest is received at an effective rate of 7.14% (2014/15: 5.76%).

## Notes to the Financial Statements for the year ended 31 March 2016

### 8. Intangible Assets

	Computer Software	Total
<b>Year ended 31 March 2015</b>		
Cost	58 702	58 702
Accumulated Amortisation	(27 177)	(27 177)
<b>Opening net carrying amount</b>	<b>31 525</b>	<b>31 525</b>
Additions	5 476	5 476
Amortisation	(7 034)	(7 034)
Write-off at carrying value	-	-
<b>Net carrying amount 31 March 2015</b>	<b>29 967</b>	<b>29 967</b>
<b>Reconciliation at 31 March 2015</b>		
<b>Cost price</b>	<b>61 963</b>	<b>61 963</b>
Cost price	64 178	64 178
Write-off at cost	(2 215)	(2 215)
<b>Accumulated Amortisation</b>	<b>(31 996)</b>	<b>(31 996)</b>
Accumulated Amortisation	(34 211)	(34 211)
Write-off - Accumulated Amortisation	2 215	2 215
	<b>29 967</b>	<b>29 967</b>
<b>Year ended 31 March 2016</b>		
Opening net carrying amount	29 967	29 967
Additions	2 565	2 565
Amortisation	(7 490)*	(7 490)
Write-off at carrying value	-	-
<b>Net carrying amount 31 March 2016</b>	<b>25 042</b>	<b>25 042</b>
<b>Reconciliation at 31 March 2016</b>		
<b>Cost price</b>	<b>58 740</b>	<b>58 740</b>
Cost price	64 528	64 528
Write-off at cost	(5 788)	(5 788)
<b>Accumulated Amortisation</b>	<b>(33 698)</b>	<b>(33 698)</b>
Accumulated Amortisation	39 486	39 486
Write-off - Accumulated Amortisation	(5 788)	(5 788)
	<b>25 042</b>	<b>25 042</b>

\*Amortisation is net of changes in estimates disclosed in note 38.

## Notes to the Financial Statements for the year ended 31 March 2016

### 9. Property, Plant and Equipment

	Computer equipment	Electronic equipment	Vehicles	Donated assets	Other assets	Total
<b>Year ended 31 March 2015:</b>						
Cost	218 998	444 881	330 163	39 937	434 412	1 468 391
Accumulated Depreciation	(105 527)	(340 078)	(52 315)	(24 833)	(254 439)	(777 192)
<b>Opening net carrying amount</b>	<b>113 471</b>	<b>104 803</b>	<b>277 848</b>	<b>15 104</b>	<b>179 973</b>	<b>691 199</b>
Additions	11 633	48 655	-	-	216 876	277 164
Depreciation	(35 302)	(42 970)	(12 208)	(7 336)	(21 382)	(119 198)
Write-off at carrying value	(1 182)	(6)	-	-	(713)	(1 901)
<b>Net carrying amount</b>	<b>88 620</b>	<b>110 482</b>	<b>265 640</b>	<b>7 768</b>	<b>374 754</b>	<b>847 264</b>
<b>31 March 2015</b>						
<b>Reconciliation at 31 March 2015:</b>						
<b>Cost price</b>	<b>223 511</b>	<b>474 354</b>	<b>330 163</b>	<b>39 937</b>	<b>641 084</b>	<b>1 709 049</b>
Cost price	230 631	493 536	330 163	39 937	651 288	1 745 555
Write-off at cost	(7 120)	(19 182)	-	-	(10 204)	(36 506)
<b>Accumulated Depreciation</b>	<b>(134 891)</b>	<b>(363 872)</b>	<b>(64 523)</b>	<b>(32 169)</b>	<b>(266 330)</b>	<b>(861 785)</b>
Accumulated Depreciation	(140 829)	(383 048)	(64 523)	(32 169)	(275 821)	(896 390)
Write-off Accumulated Depreciation	5 938	19 176	-	-	9 491	34 605
	<b>88 620</b>	<b>110 482</b>	<b>265 640</b>	<b>7 768</b>	<b>374 754</b>	<b>847 264</b>
<b>Year ended 31 March 2016:</b>						
Opening net carrying amount	88 620	110 482	265 640	7 768	374 754	847 264
Additions	54 029	85 906	432 472	35 000	51 242	658 649
Depreciation charge	(34 224)*	(28 397)*	(17 736)*	(7 220)*	(27 310)*	(114 887)
Write-off at carrying value	(286)	(6 496)	-	-	(1 949)	(8 731)
<b>Net carrying amount</b>	<b>108 139</b>	<b>161 494</b>	<b>680 376</b>	<b>35 548</b>	<b>396 737</b>	<b>1 382 294</b>
<b>31 March 2016</b>						
<b>Reconciliation at 31 March 2016:</b>						
<b>Cost price</b>	<b>272 351</b>	<b>532 016</b>	<b>762 033</b>	<b>74 937</b>	<b>663 755</b>	<b>2 305 092</b>
Cost price	277 540	560 260	762 633	74 937	691 786	2 367 156
Write-off at cost	(5 189)	(28 244)	(600)	-	(28 031)	(62 064)
<b>Accumulated Depreciation</b>	<b>(164 212)</b>	<b>(370 522)</b>	<b>(81 657)</b>	<b>(39 389)</b>	<b>(267 018)</b>	<b>(922 798)</b>
Accumulated Depreciation	169 115	392 269	82 257	39 389	293 100	976 130
Write-off Accumulated Depreciation	(4 903)	(21 747)	(600)	-	(26 082)	(53 332)
	<b>108 139</b>	<b>161 494</b>	<b>680 376</b>	<b>35 548</b>	<b>396 737</b>	<b>1 382 294</b>

\*Depreciation is net of changes in estimates disclosed in note 38.

## Notes to the Financial Statements for the year ended 31 March 2016

### 10. Trade and other payables from exchange transactions

	2015/16 R	2014/15 R
Trade payables	415 401	420 929
Trade creditors	51 668	9 835
Retention fees payable	363 733	382 473
Payable for audit fees*	-	28 621
Accrual – Leave	500 138	533 168
Opening balance	533 168	479 947
Increase during the year	36 640	82 316
Amounts paid during the year	(69 670)	(29 095)
<b>Total</b>	<b>915 539</b>	<b>954 097</b>

See note 36 – Financial instruments

\*The Auditor-General on an annual basis in terms of statutory requirements (Section 11 of the Cultural Institutions Act and Section 58 of the PFMA) performs an audit of the Museum's financial affairs and issues an audit report to parliament.

Section 23(6) of the Public Audit Act, which deals with audit fees, states that:

"If the audit fee exceeds 1% of the total current and capital expenditure of such auditee for the relevant financial year, such excess must be defrayed from the National Treasury's vote, provided that the National Treasury is of the view that the auditee has financial difficulty to settle the cost. This excludes national and provincial departments."

The Museum has always in the past been among Entities listed by National Treasury with financial difficulty to settle cost of audit fees. The subsidy and income of the Museum does not allow for the budget provision of audit fees in excess of 1% of the Museum's total current and capital expenditure. Therefore audit fees in excess of 1% of the total current and capital expenditure must be defrayed from the National Treasury's vote and thus be paid by National Treasury to the Auditor-General.

It is the practice of National Treasury that invoices in excess of the 1% which is to be defrayed from its vote be submitted for payment to National Treasury by the Auditor-General directly, payment of such is then made by National Treasury to the Auditor-General.

**The payable for audit fees included in the balances above relates to amounts which, in terms of Section 23(6) of the Public Audit Act, must be defrayed from the National Treasury's vote and will therefore not be settled by the Museum.**

**The Museum, after consultation with the Auditor-General, resolved to include the balances subject to an understanding between the parties that it does so with the proviso that the inclusion thereof not infringe on the Museum's rights in this regard.**

### 11. Liabilities for transfers for special projects DAC

Carpets and lighting rails	40	40
New exhibition wing and storage facility	1 431 022	2 960 353
Garden of remembrance	117 833	824 393
Sod turning ceremony – Garden of remembrance	-	173
Extension of restaurant kitchen and electrical infrastructure	48 282	501 000
Guard House	1 200 704	-
Retention fees payable	(363 733)	(382 473)
<b>Total</b>	<b>2 434 148</b>	<b>3 903 486</b>

## Notes to the Financial Statements for the year ended 31 March 2016

### 11. Liabilities for transfers for special projects DAC (continued)

Amounts received from the Department of Arts and Culture was for the following purposes:

	2015/16 R	2014/15 R
The extension of the Kitchen area of the Museum's restaurant and upgrading of related electrical infrastructure	-	501 000
The construction of a Guard House at the entrance road to the Museum	1 200 000	-
<b>Total</b>	<b>1 200 000</b>	<b>501 000</b>

In accordance with the conditions attached to the grants, the grants must be utilized exclusively for the purposes stated above and the Museum will be required to repay the funds should it be used for purposes other than those stated above without prior authorisation from National Treasury. Income is recognised to the extent that expenditure has been incurred. The unspent amounts represent the liability.

The funds received for the projects stated above are held at the Corporation for Public Deposits (SA Reserve Bank) in order to earn interest during periods in which expenses are not payable. Interest earned is added to the unspent portions disclosed.

Refer to note 23 and 30 respectively for income and expenditure.

### Reconciliation at 31 March 2016:

<b>Opening balance:</b>	<b>3 903 486</b>	<b>13 802 704</b>
Carpets and lighting rails	40	40
New exhibition wing and storage facilities	2 960 353	9 139 270
Retention fees provided	(214 658)	(34 281)
Garden of remembrance	824 566	4 501 372
Retention fees provided	(167 815)	-
Sod turning ceremony – Garden of remembrance	-	173
Fire system	-	196 130
Extension of restaurant	501 000	-
<b>Amounts received during the period - DAC:</b>	<b>1 200 000</b>	<b>501 000</b>
Extension of restaurant	-	501 000
Guard House	1 200 000	-
<b>Amounts spent during the period:</b>	<b>(2 825 481)</b>	<b>(10 937 463)</b>
New exhibition wing and storage facilities	(1 663 238)	(6 547 664)
Retention fees provided during the period	(41 896)	(180 377)
Garden of remembrance	(728 124)	(3 845 477)
Retention fees provided during the period	70 999	(167 815)
Fire system	-	(196 130)
Extension of restaurant	(452 859)	-
Retention fees provided during the period	(10 363)	-
<b>Interest earned on project funding:</b>	<b>156 143</b>	<b>537 245</b>
New exhibition wing and storage facilities	133 907	368 747
Garden of remembrance	21 391	168 498
Extension of restaurant	141	-
Guard House	704	-
<b>Closing balance</b>	<b>2 434 148</b>	<b>3 903 486</b>

## Notes to the Financial Statements for the year ended 31 March 2016

### 12. Liabilities for transfers for special projects NLDTF - Lotto

	2015/16 R	2014/15 R
NLDTF – Lotto # 43147	12 067	34 972
NLDTF – Lotto # 73476	343 891	-
<b>Total</b>	<b>355 958</b>	<b>34 972</b>

#### NLDTF – Lotto # 43147

The War Museum received an award of R2 173 000 (2012/2013: R866 200) (2010/2011: R1 306 800.00) from the National Lotteries Distribution Trust Fund (NLDTF), for projects portraying black participation in the War of 1899-1902. Income is recognised to the extent that expenditure has been incurred. The unspent amounts represents the liability due to certain conditions attached thereto, stipulating that should the grant agreement be breached funds must be returned to the transferor, refer to note 30 for the amount of expenditure incurred and note 22 for income recognised.

#### NLDTF – Lotto # 73476

The War Museum received an award of R2 313 000 (2015/2016: R1 357 000) from the National Lotteries Distribution Trust Fund (NLDTF), for projects relating to education, conservation, access for the blind and publications. Income is recognised to the extent that expenditure has been incurred. The unspent amounts represents the liability due to certain conditions attached thereto, stipulating that should the grant agreement be breached funds must be returned to the transferor, refer to note 30 for the amount of expenditure incurred and note 22 for income recognised.

### Reconciliation at 31 March 2016:

NLDTF – Lotto # 43147		
Opening balance	34 972	34 972
Amounts spent during the period	(22 905)	-
<b>Closing balance</b>	<b>12 067</b>	<b>34 972</b>

NLDTF – Lotto # 73476		
Amounts received during the period	1 357 000	-
Amounts spent during the period	(1 013 109)	-
<b>Closing balance</b>	<b>343 891</b>	<b>-</b>

### 13. Post-employment health care information

Employees of the War Museum participate in various medical schemes.

The post-employment subsidy policy valued is summarised as follows:

#### *Employees receiving 100% subsidy*

- Members who were employed before 1 April 2006 and were receiving a medical aid subsidy on that date (and will continue to do so without interruption until retirement) are entitled to 100% of medical scheme contributions in retirement;

#### *Employees receiving a partial subsidy*

- Members who were employed before 1 April 2010, who belonged to or partook in the in-service medical aid subsidy programme for at least 10 years of service (continuous) when they retire, are entitled to a 66.67% subsidy of medical scheme contributions in retirement.

## Notes to the Financial Statements for the year ended 31 March 2016

### 13. Post-employment health care information (continued)

- Members who were employed before 1 April 2010, who belonged to or partook in the in-service medical aid subsidy programme for at least 5 years (continuous), but less than 10 years of service when they retire, are entitled to a 50% subsidy of medical scheme contributions in retirement.
- Members who were employed before 1 April 2010, who belonged to or partook in the in-service medical aid subsidy programme for less than 5 years of service when they retire are not entitled to a subsidy of medical scheme contributions in retirement.

#### *Employees not eligible for subsidy*

- Members who were employed on or after 1 April 2010 will not be entitled to any subsidy in medical scheme contributions in retirement.

#### *Other stipulations*

- Employees must be members of a medical scheme for a continuous period prior to retirement in order to be eligible for the subsidy in retirement and for the stated number of years as set out above.
- Dependants of eligible continuation members will receive a subsidy before and after the death of the principal member.
- If a member eligible for a retirement subsidy dies while in service, their dependants are not eligible for a subsidy of medical scheme contributions as described above.
- Continuation members will only be funded as far as they remain on the same type of medical aid benefit structure as to which they belonged directly prior to retirement.

An actuarial valuation of the medical aid benefit is done on an annual basis, starting on 31 March 2006.

Valuation Method:

The actuarial valuation method used by valuers, Argen Actuarial Solutions, to value the liabilities is the Projected Unit Credit Method.

The main actuarial assumptions used on reporting date:

	2015/16	2014/15
Discount rate	10.19% p.a.	8.9% p.a.
Healthcare cost inflation	8.74% p.a.	8% p.a.
Membership discontinued at retirement	0%	0%
Expected retirement age	65	65

The valuation has been performed on the assumption that the current subsidy arrangement and members' current options will remain in force.

It was assumed that all employees will retire at age 65.

### 14. Post-employment health care benefit liability

	2015/16 R	2014/15 R
Present value of liability	5 680 000	5 640 000
<b>Net liability</b>	<b>5 680 000</b>	<b>5 640 000</b>
Reconciliation of movement in net liability during the year:		
Opening benefit liability	5 640 000	5 103 000
Service cost	180 000	177 000
Interest cost	502 000	468 000
Actuarial loss/(gain)	(376 000)	129 000
Benefits paid	(266 000)	(237 000)
<b>Closing benefit liability</b>	<b>5 680 000</b>	<b>5 640 000</b>

All actuarial (gains)/losses are recognised in surplus/deficit during the year in which it occurs.

## Notes to the Financial Statements for the year ended 31 March 2016

### 14. Post-employment health care information (continued)

#### Trend information:

End of financial period:	2011/12	2012/13	2013/14	2014/15	2015/16
	R	R	R	R	R
Present value of obligations	3 973 000	4 928 000	5 103 000	5 640 000	5 680 000
Fair value of plan assets	-	-	-	-	-
<b>Present value of obligations in excess of plan assets</b>	<b>3 973 000</b>	<b>4 928 000</b>	<b>5 103 000</b>	<b>5 640 000</b>	<b>5 680 000</b>
Experience adjustments: (gain)/loss					
In respect of present value of obligations	147 000	(432 000)	-	441 000	(376 000)
In respect of fair value of plan assets	-	-	-	-	-

#### Sensitivity Results:

The valuation results and the expected future cost of the subsidy are dependent on the assumptions made about future experience. If actual experience is worse than expected the total cost to the employer will be greater than expected and likewise favourable experience will lead to a lower than expected cost.

#### Discount rate and rate of medical inflation

The valuation basis assumes a real discount rate of 1.328%. The following table show the effect on the accrued liability of the discount rate being 0.5% greater and less than the valuation rate.

	-0.50%	Valuation assumption	0.50%
Liability	6 100 000	5 700 000	5 200 000
Percentage	7.0%	N/A	-9.0%

#### Current service cost + interest cost 2016/17

The valuation basis assumes that medical aid inflation will be 8.74% per annum. The following table shows the effect on the current service cost plus interest cost of medical aid inflation being 1.0% greater and less than the assumed rate.

	-1.00%	Valuation assumption	1.00%
Current service cost plus interest cost	600 000	700 000	900 000
Percentage	-20.0%	N/A	20.0%

#### Rates of resignation

The future liability to the employer will be extremely sensitive to future member movements in light of the small number of members entitled to benefits. A single resignation reduces the active membership by 14.3% and, depending who the member is, can reduce the liability by as much as R275 000.

#### Rates of mortality

The longer a retiree or the spouse of a retiree/active employee lives the greater the cost of the subsidy. The following table shows the effect of retirees and spouse experiencing morality rates equivalent to those 3 years younger or older than assumed on the accrued liability.

	-3 years	Valuation assumption	+3 years
Liability	6 300 000	5 700 000	5 000 000
Percentage	10.5%	N/A	-12.3%

## Notes to the Financial Statements for the year ended 31 March 2016

### 15. Reserves and accumulated surplus

Reserves	R
<b>DEPARTMENT OF ARTS AND CULTURE - UNSPENT FUNDS FOR SPECIAL PROJECTS</b>	
<b>Balance at 1 April 2014</b>	<b>11 765</b>
Net movement during the year	(2 181)
Income	-
Expenditure	(2 181)
<b>Balance at 1 April 2015</b>	<b>9 584</b>
Net movement during the year	-
Income	-
Expenditure	-
<b>Balance at 31 March 2016</b>	<b>9 584</b>
<b>UNSPENT SPONSORSHIP FUNDS</b>	
<b>Balance at 1 April 2014</b>	<b>74 635</b>
Net movement during the year	251 073
Income	350 000
Expenditure	(98 927)
<b>Balance at 1 April 2015</b>	<b>325 708</b>
Net movement during the year	(290 530)
Income	82 240
Expenditure	(372 770)
<b>Balance at 31 March 2016</b>	<b>35 178</b>
<b>ACCUMULATED SURPLUS/(DEFICIT)</b>	
<b>Balance at 1 April 2014</b>	<b>(1 715 746)</b>
Adjusted deficit for the year	(12 818)
Deficit for the year	(11 608)
Prior period errors	(1 210)
Transfer to reserves	(248 892)
<b>Balance at 1 April 2015</b>	<b>(1 977 456)</b>
Net movement during the year	(30 160)
Deficit for the year	(30 160)
Other adjustments	-
Transfer from reserves	290 530
<b>Balance at 31 March 2016</b>	<b>(1 717 086)</b>

### 16. Other operating revenue

	2015/16	2014/15
	R	R
Recovery of expenses	1 741	1 715
Entrance fees	83 990	97 175
Sales of goods (photos)	6 230	2 500
Sales of goods (publications and DVD's)	103 565	107 180
Royalties – publications	30 671	3 547
Conferences hosted	2 000	12 000
<b>Total</b>	<b>228 197</b>	<b>224 117</b>

## Notes to the Financial Statements for the year ended 31 March 2016

### 17. Rental income

	2015/16 R	2014/15 R
Rental received from employees	2 400	2 400
Rental of Restaurant and other facilities (ad hoc)	6 053	12 325
	<b>8 453</b>	<b>14 725</b>

Future minimum rental income:

#### Employees

Due within one year	2 400	2 400
Due between one and five years	9 600	9 600
	<b>12 000</b>	<b>12 000</b>

#### Restaurant

Due within one year	20 769	9 023
Due between one and five years	95 654	-
	<b>116 423</b>	<b>9 023</b>

Employees fulfilling a security function and staying on the property of the Museum, have to pay rent of R200 per month, according to the regulations of the Department of Public Works, Roads and Transport.

The restaurant was leased out on a fixed term contract from 1 December 2009, the contract later being extended upon agreement between the parties up to 30 November 2020.

### 18. Other Revenue

Insurance income – assets written off	100 819	24 813
<b>Total</b>	<b>100 819</b>	<b>24 813</b>

### 19. Interest Income

Investment at Corporation for Public Deposits	196 486	198 767
<b>Total</b>	<b>196 486</b>	<b>198 767</b>

### 20. Gifts, sponsorships and donations received

ITEC	-	10 000
Hiemstra Trust	60 000	58 000
NASPERS		250 000
Various other smaller sponsorships	22 240	32 000
Anonymous cash donations	5 661	5 086
<b>Total</b>	<b>87 901</b>	<b>355 086</b>

Various sponsorships were received during the current financial period. No unfulfilled conditions are attached to these. Unspent amounts are included in reserves, refer to note 15.

### 21. Transfers and subsidies received

National Department of Arts and Culture	9 121 000	8 613 000
Municipal Charges paid on behalf of the Entity to DPW	786 202	477 676
<b>Total</b>	<b>9 907 202</b>	<b>9 090 676</b>

## Notes to the Financial Statements for the year ended 31 March 2016

### 21. Transfers and subsidies received (continued)

#### Other government assistance:

The War Museum has been housed in buildings which are the property of the Department of Arts and Culture since the early 1950's. These buildings include a main building in which the museum and office facilities are situated, a residential house and a separate general hall which is currently used to house a restaurant, curio shop and educational centre/children's museum. The use of the buildings is provided free of charge.

There are no unfulfilled conditions and other contingencies attached to the grants and assistance that have been recognised and disclosed.

### 22. Transfers for special projects NLDTF

	2015/16 R	2014/15 R
Income from NLDTF – Lotto # 43147	22 905	-
Income from NLDTF – Lotto # 73476	1 013 109	-
<b>Total</b>	<b>1 036 014</b>	<b>-</b>

The War Museum received funding for various projects from the National Lotteries Distribution Trust Fund (NLDTF), see note 12. Income is recognised to the extent that expenditure has been incurred. The remaining unspent amount is regarded as a liability due to certain conditions attached to it which stipulates that should the grant agreement be breached funds must be returned to the transferor, refer to note 30 for the amount of expenditure incurred and note 12 for the liability.

### 23. Transfers for special projects DAC

Income from Department of Arts and Culture (DAC)	2 825 481	10 937 463
<b>Total</b>	<b>2 825 481</b>	<b>10 937 463</b>

The War Museum received funding for various projects from the Department of Arts and Culture over the 2014/15 and 2015/2016 periods, see note 11. Due to conditions attached to these grants, income is recognised to the extent that expenditure has been incurred. The remaining unspent amount is regarded as a liability. Refer to note 30 for the amount of expenditure incurred and note 11 for the liability.

### 24. Transfers of asset

Income from assets donated to the Museum	35 000	-
<b>Total</b>	<b>35 000</b>	<b>-</b>

A photocopier was donated to the Museum during the period under review. The donation was made with the condition that the old machine be "traded-in" for the new. See note 9 for write-off at carrying value which included a value of R985 relating to the old machine. The income recognised comprised the fair value of the assets at the date received.

## Notes to the Financial Statements for the year ended 31 March 2016

### 25. Transfers for audit fees NT

	2015/16 R	2014/15 R
Audit fees defrayed from National Treasury's vote	338 556	811 125
<b>Total</b>	<b>338 556</b>	<b>811 125</b>

The Auditor-General on an annual basis in terms of statutory requirements (Section 11 of the Cultural Institutions Act and Section 58 of the PFMA) performs an audit of the Museum's financial affairs and issues an audit report to parliament.

Section 23(6) of the Public Audit Act, which deals with audit fees, states that:

"If the audit fee exceeds 1% of the total current and capital expenditure of such auditee for the relevant financial year, such excess must be defrayed from the National Treasury's vote, provided that the National Treasury is of the view that the auditee has financial difficulty to settle the cost. This excludes national and provincial departments."

The Museum has always in the past been among Entities listed by National Treasury with financial difficulty to settle cost of audit fees. The subsidy and income of the Museum does not allow for the budget provision of audit fees in excess of 1% of the Museum's total current and capital expenditure. Therefore audit fees in excess of 1% of the total current and capital expenditure must be defrayed from the National Treasury's vote and thus be paid by National Treasury to the Auditor-General.

It is the practice of National Treasury that invoices in excess of the 1% which is to be defrayed from its vote be submitted for payment to National Treasury by the Auditor-General directly, payment of such is then made by National Treasury to the Auditor-General.

**The amount disclosed as non-exchange revenue above relates to the audit fees paid to the Auditor-General by National Treasury, in terms of Section 23(6) of the Public Audit Act, for statutory audits conducted of the Museum's affairs.**

### 26. Administrative expenses

Travel and subsistence	195 157	190 756
<b>Total</b>	<b>195 157</b>	<b>190 756</b>

### 27. Audit fees

External audit fees	525 255	531 423
Audit fees in excess of 1% of current and capital expenditure which must be defrayed from National Treasury's vote	309 935	406 683
Audit fees paid by the Museum	215 320	124 740
Internal audit fees	66 075	76 704
<b>Total</b>	<b>591 330</b>	<b>608 127</b>

The Auditor-General on an annual basis in terms of statutory requirements (Section 11 of the Cultural Institutions Act and Section 58 of the PFMA) performs an audit of the Museum's financial affairs and issues an audit report to parliament.

## Notes to the Financial Statements for the year ended 31 March 2016

### 27. Audit fees (continued)

Section 23(6) of the Public Audit Act, which deals with audit fees, states that:

“If the audit fee exceeds 1% of the total current and capital expenditure of such auditee for the relevant financial year, such excess must be defrayed from the National Treasury’s vote, provided that the National Treasury is of the view that the auditee has financial difficulty to settle the cost. This excludes national and provincial departments.”

The Museum has always in the past been among Entities listed by National Treasury with financial difficulty to settle cost of audit fees. The subsidy and income of the Museum does not allow for the budget provision of audit fees in excess of 1% of the Museum’s total current and capital expenditure. Therefore audit fees in excess of 1% of the total current and capital expenditure must be defrayed from the National Treasury’s vote and thus be paid by National Treasury to the Auditor-General.

It is the practice of National Treasury that invoices in excess of the 1% which is to be defrayed from its vote be submitted for payment to National Treasury by the Auditor-General directly, payment of such is then made by National Treasury to the Auditor-General.

### 28. Amortisation charge

	2015/16	2014/15
	R	R
Computer software	7 490	7 034
<b>Total</b>	<b>7 490</b>	<b>7 034</b>

Amortisation charge is net of changes in estimates disclosed in note 38.

### 29. Depreciation charge

Computer equipment	34 224	35 302
Electrical equipment	28 397	42 970
Vehicles	17 736	12 208
Donated assets	7 220	7 336
Other items	27 310	21 382
<b>Total</b>	<b>114 887</b>	<b>119 198</b>

Depreciation charge is net of changes in estimates disclosed in note 38.

## Notes to the Financial Statements for the year ended 31 March 2016

### 30. Other expenses

#### Operating expenses

	2015/16 R	2014/15 R
Advertisements	12 136	9 376
Bank charges	45 403	41 524
Books and periodicals	5 836	7 256
Cafeteria and Curio purchases	29 349	24 668
Conference fees	7 850	22 028
Conservation	4 267	17 288
Consumables	111 421	103 752
Consignment stock – payment of supplier portion	18 126	14 631
Education	4 011	5 271
Entertainment/Functions	15 131	27 966
Exhibitions and Artefacts	16 887	67 251
Gifts and flowers	245	1 282
Insurance	131 118	117 104
License fees	22 584	20 638
Maintenance, repairs and running costs:		
- General maintenance and repairs	175 797	79 229
- Vehicle maintenance, repairs and running costs	28 329	34 206
Paardeberg costs	9 041	11 554
Publications	46 346	67 603
Security	241 566	236 859
Inventory – opening balance	592 723	620 249
Inventory – closing balance	(564 236)	(599 349)
Loss due to impairment of inventory	6 689	6 626
Telephone and postage	137 661	122 376
Workmen's compensation	12 412	9 226
Valuation and other costs	14 820	16 530
Membership fees	1 700	2 050
Municipal Charges paid by DAC to DPW	786 202	477 676
Website	4 858	20 900
<b>Total</b>	<b>1 918 272</b>	<b>1 585 770</b>

#### Project expenses funded from sponsorships

Advertising	-	1 960
Conservation	3 979	3 677
Education	8 980	-
Exhibitions and Artefacts	261 800	20 986
Library	-	13 529
Publications	77 851	58 000
Other	13 357	775
Repairs and Maintenance	5 004	-
<b>Total</b>	<b>370 971</b>	<b>98 927</b>

## Notes to the Financial Statements for the year ended 31 March 2016

### 30. Other expenses (continued)

Project expenses funded from Department Arts and Culture special project funds (also see note 11 and 23):

	2015/16	2014/15
	R	R
Security	-	1 750
Storage and securing of collections/exhibitions and other	-	432
Repairs and maintenance	-	196 130
Garden of remembrance	657 125	4 001 585
New exhibition wing and storage facilities	1 578 721	6 484 054
Restaurant	463 222	-
<b>Total</b>	<b>2 699 068</b>	<b>10 683 951</b>

Expenses relating to NLDTF-Lotto projects (also see note 12 and 22):

Education	3 443	-
Function	19 463	-
Other	33 363	-
Conservation	515 934	-
<b>Total</b>	<b>572 203</b>	<b>-</b>
<b>TOTAL</b>	<b>5 560 514</b>	<b>12 368 648</b>

### 31. Staff costs

Wages and salaries:		
Basic salaries	3 284 957	3 122 970
Leave payments	36 640	82 316
Overtime pay	121 944	114 854
Periodic payments	276 447	255 790
Temporary staff	7 376	2 507
Service Awards	4 796	200
Social contributions (Employer's contributions):		
Medical aid fund	251 825	251 811
Pension fund	701 991	656 770
Pension fund – stabilisation account	59 107	53 728
Unemployment Insurance Fund	30 418	29 862
Social contributions (State contributions):		
Housing subsidy	20 817	27 756
Post-retirement medical aid benefit:		
Current service cost	180 000	177 000
Interest cost	502 000	468 000
Senior Management Salaries	3 196 370	2 984 910
Council Honorarium	17 472	16 452
<b>Total</b>	<b>8 692 160</b>	<b>8 244 926</b>

## Notes to the Financial Statements for the year ended 31 March 2016

### 31. Staff costs (continued)

#### Council Member's Honorarium (as required by Treasury Regulation 28.1.3)

	2015/16 R	2014/15 R
<b>Dr J.P. van der Merwe (Chairperson)</b>		
Travel and Subsistence	413	4 312
	<b>413</b>	<b>4 312</b>
<b>Prof J.J. Henning</b>		
Council Honorarium	-	3 240
	<b>-</b>	<b>3 240</b>
<b>Prof H.M. Thipa</b>		
Council Honorarium	3 840	1 216
Travel and Subsistence	343	119
	<b>4 183</b>	<b>1 335</b>
<b>Ms S. Myburgh</b>		
Council Honorarium	-	2 160
	<b>-</b>	<b>2 160</b>
<b>Mr K.C. Nemadzivhanani</b>		
Council Honorarium	3 408	1 080
Travel and Subsistence	10 494	
	<b>13 902</b>	<b>1 080</b>
<b>Prof P.J. Strauss</b>		
Council Honorarium	-	1 196
	<b>-</b>	<b>1 196</b>
<b>Dr C.M. Twala</b>		
Council Honorarium	1 136	3 240
	<b>1 136</b>	<b>3 240</b>
<b>Dr A. van Dyk</b>		
Council Honorarium	-	2 160
	<b>-</b>	<b>2 160</b>
<b>Mr M.O. Mbatha</b>		
Council Honorarium	3 408	-
Travel and Subsistence	1 307	-
	<b>4 715</b>	<b>-</b>
<b>Ms N.G. Maluleka/Bila</b>		
Council Honorarium	2 272	1 080
	<b>2 272</b>	<b>1 080</b>
<b>Ms M. Schoch</b>		
Council Honorarium	3 408	1 080
	<b>3 408</b>	<b>1 080</b>
<b>TOTAL</b>		
Council Honorarium (included in staff costs above)	<b>17 472</b>	<b>16 452</b>
Council Honorarium (from special project funds)	-	-
Travel and Subsistence (included in note 26)	<b>12 557</b>	<b>4 431</b>

## Notes to the Financial Statements for the year ended 31 March 2016

### 31. Staff costs (continued)

#### Senior Management Salaries (as required by Treasury Regulation 28.1.3)

	Salary	Bonuses	Pension	Medical	Other	Total
<b>Executive Director:</b>						
<b>2015/2016</b>						
JL Pretorius	823 332	68 611	200 687	88 744	121 785	<b>1 303 159</b>
<b>2014/2015</b>						
JL Pretorius	762 441	63 537	185 845	81 556	121 785	<b>1 215 164</b>
<b>Deputy director:</b>						
<b>2015/2016</b>						
JH du Pisani	458 304	38 192	111 712	32 603	62 768	<b>703 579</b>
<b>2014/2015</b>						
JH du Pisani	428 712	35 726	104 498	31 123	59 421	<b>659 481</b>
<b>Chief financial officer:</b>						
<b>2015/2016</b>						
CA Swanepoel	413 184	34 432	100 714	44 907	1 783	<b>595 020</b>
<b>2014/2015</b>						
CA Swanepoel	386 508	32 209	94 211	40 917	1 785	<b>555 631</b>
<b>Human Science Manager:</b>						
<b>2015/2016</b>						
JJR van Zyl	401 496	33 458	97 865	50 757	11 036	<b>594 612</b>
<b>2014/2015</b>						
JJR van Zyl	375 576	31 298	91 547	45 179	11 036	<b>554 637</b>
<b>TOTAL: 2015/2016</b>						
<b>Senior Management</b>	<b>2 096 316</b>	<b>174 693</b>	<b>510 978</b>	<b>217 011</b>	<b>197 372</b>	<b>3 196 370</b>
<b>TOTAL: 2014/2015</b>						
<b>Senior Management</b>	<b>1 953 237</b>	<b>162 770</b>	<b>476 101</b>	<b>198 775</b>	<b>194 027</b>	<b>2 984 910</b>

### 32. Reconciliation of budget surplus/(deficit) with the surplus/(deficit) in the statement of financial performance

The budget is approved on a cash basis by economical classification. The approved budget covers the fiscal period 1 April 2015 to 31 March 2016 and it is exclusively for the Museum.

The budget and accounting basis differs. The financial statements are prepared on the accrual basis and by economical classification.

The Museum is mainly subsidised by the National Department of Arts and Culture. The subsidy received is in accordance with that communicated by the Department and has been utilized in terms of an appropriately approved budget.

## Notes to the Financial Statements for the year ended 31 March 2016

### 32. Reconciliation of budget surplus/(deficit) with the surplus/(deficit) in the statement of financial performance (continued)

Reasons for material variances between the approved and final budget - Operations:

- The approved budget was amended with a mere 0.08% during the year under review, some re-prioritisations between different line items were also implemented.

Reasons for material variances between final budget and actual amounts on a comparable basis:

- A large insurance pay-out and subsequent expenditures in this regard mainly resulted in the disclosed variances between the final budget and actual amounts for both income and expenditure.
- A further saving was realised due to a vacancy in the fourth quarter, this compensated for smaller over expenditures on other line items.

	2015/16 R	2014/15 R
<b>Net surplus/(deficit) per the statement of financial performance</b>	<b>(30 160)</b>	<b>(12 818)</b>
Adjusted for:		
Items not included in the budget:		
Audit fees to be defrayed from NT	309 935	406 683
Non-exchange revenue: Audit fees defrayed from NT	(338 556)	(811 125)
Exchange revenue: Royalties	(30 287)	31 475
Operating lease revenue (straight-lining)	(1 222)	4 844
Change in inventory	35 175	27 526
Amortisation	7 490	7 034
Depreciation	114 887	119 198
Interest Cost	502 000	468 000
Service Cost	180 000	177 000
Actuarial (gain)/loss	(376 000)	129 000
Loss from write-off of Property, plant and equipment	8 731	1 901
Income from sponsorships, DAC and Lotto for specific projects	(3 943 735)	(11 287 463)
Project expenses (sponsorships, DAC and Lotto)	3 642 242	10 782 879
Assets purchased as part of normal operations	(69 191)	(26 946)
Over recovery of income	(116 047)	(19 367)
Variances due to (savings)/Overspending	104 738	2 179
<b>Net surplus/(deficit) per approved budget</b>	<b>-</b>	<b>-</b>

## Notes to the Financial Statements for the year ended 31 March 2016

### 33. Reconciliation of surplus/(deficit) to cash generated/(utilized) in operations

	2015/16 R	2014/15 R
<b>Surplus/(deficit)</b>	<b>(30 160)</b>	<b>(12 818)</b>
Adjusted for:		
Depreciation of property, plant and equipment	114 887	119 198
Amortisation of intangible assets	7 490	7 034
Income on financial assets	(196 486)	(198 767)
Increase/(decrease) in NLDTF liability – transfer arrangement	320 985	-
Increase/(decrease) in DAC liability – transfer arrangement	(1 469 337)	(9 899 219)
Transfer of asset	(35 000)	-
Loss from write-off of Property, plant and equipment	8 731	1 901
Heath care benefit liability costs	40 000	537 000
<b>Operating cash flows before working capital changes</b>	<b>(1 238 890)</b>	<b>(9 445 671)</b>
<b>Working capital changes</b>	<b>(24 567)</b>	<b>40 395</b>
Decrease/(increase) in inventories	35 175	27 526
Decrease/(increase) in receivables	(21 184)	22 365
Increase/(decrease) in payables	(38 558)	(9 496)
<b>Cash generated from operations</b>	<b>(1 263 457)</b>	<b>(9 405 276)</b>

### 34. Other Contractual Commitments

#### Construction of new exhibition space and storage facilities

The Roodt Partnership (Architects/Consulting engineers)	344 359	642 848
Varymix Nineteen (Pty) Ltd (Building contractor)	804 462	2 187 229
Principle commitment	1 061 016	2 401 887
Retention fees payable already provided for	(256 554)	(214 658)

#### Construction of the Garden of remembrance

The Roodt Partnership (Architects/Consulting engineers)	225 043	334 398
Varymix Nineteen (Pty) Ltd (Building contractor)	-	496 813
Principle commitment	96 816	664 628
Retention fees payable already provided for	(96 816)	(167 815)

#### Extension of restaurant kitchen and electrical infrastructure

Varymix Nineteen (Pty) Ltd (Building contractor)	-	-
Principle commitment	10 363	-
Retention fees payable already provided for	(10 363)	-

#### Construction of the Guard House

The Roodt Partnership (Architects/Consulting engineers)	185 336	-
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<b>Total</b>	<b>1 559 200</b>	<b>3 661 288</b>
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Council entered into agreements for the commitments disclosed. It is foreseen the commitments as at 31 March 2016 will be met during the next financial period. The projects are all funded from conditional grants received from the Department of Arts and Culture – see note 11.

Refer to notes 11, 23 and 30 for liabilities, income and expenditure in this regard

## Notes to the Financial Statements for the year ended 31 March 2016

### 35. Related parties

As required by International Public Sector Accounting Standard 20:

#### *National Department of Arts and Culture – Executive Authority*

	2015/16	2014/15
	R	R
Transfers and subsidies received	9 121 000	8 613 000
Special projects	1 200 000	501 000
Municipal charges paid on behalf of the Entity to DPW	786 202	477 676
<b>Total</b>	<b>11 107 202</b>	<b>9 591 676</b>

#### **2015/2016**

The Executive Authority provided a subsidy for the War Museum's operations. Funds were also received for the construction of a guard house at the entrance of the grounds. The Executive Authority on behalf of the Entity paid Municipal Charges to the Department of Public Works (DPW).

#### **2014/2015**

The Executive Authority provided a subsidy for the War Museum's operations. Funds were also received for the extension of the kitchen area of the Museum's restaurant as well as the upgrading of the electrical infrastructure pertaining to the restaurant. The Executive Authority on behalf of the Entity paid Municipal Charges to the Department of Public Works (DPW).

The War Museum has been housed in buildings which are the property of the Department of Arts and Culture since the early 1950's. These buildings include a main building in which the museum and office facilities are situated, a residential house and a separate general hall which is currently used for storage. The use of the buildings is provided free of charge. No lease agreement exists between the War Museum and the Department of Arts and Culture.

### 36. Financial instruments

#### **Credit risk**

##### Cash and cash equivalents and investments

Financial assets, which potentially subject the Museum to concentrations of credit risks, consist primarily of cash and cash equivalents, investments, and trade receivables. Credit risk is regarded to be insignificant and is mitigated by the fact that the Museum only deposits and invests funds with registered banks.

##### Trade receivables

The Museum does not consider there to be any significant concentration of credit risk, which had not been adequately provided for. Trade receivables are presented net of impairment losses and exposure is limited to the fair value of trade receivables as disclosed in note 5.

#### **Liquidity risk**

Liquidity risk is managed by keeping sufficient cash available. The Museum manages liquidity risk through monitoring of cash flow requirements and optimising cash return on investments. Adequate reserves and liquid resources are also maintained.

#### **Market risk**

Cash and cash equivalents and investments consist of deposits held at registered banks with high credit ratings. These deposits attract interest at rates linked directly to the prime overdraft rate.

## Notes to the Financial Statements for the year ended 31 March 2016

### 36. Financial instruments (continued)

#### Fair value

The Museum's financial instruments consist mainly of cash and cash equivalents, trade receivables, investments and trade payables.

No financial asset was carried at an amount in excess of its fair value and fair values could be reliably measured for all financial assets.

The following methods and assumptions are used to determine the fair value of each class of financial instruments:

#### Cash and cash equivalents

The carrying amount of cash and cash equivalents approximates fair value due to the relatively short-term maturity of these financial assets and financial liabilities.

#### Trade receivables

The fair value of trade receivables is determined by discounting the future cash flows involved at a market related rate (prime lending rate), the difference of which is considered to be negligible and therefore was trade receivables not recalculated at amortised cost. The carrying amount approximates the fair value.

#### Investment

Unlisted equity investments are carried at amortised cost. The carrying amount of the investment approximates its fair value due to the relatively short-term maturity of this deposit.

#### Trade payables

The fair value of trade payables is determined by discounting the future cash flows involved at a market related rate (prime lending rate), the difference of which is considered to be negligible and therefore was trade payables not recalculated at amortised cost. The carrying amount approximates the fair value.

#### Sensitivity analysis

Market risk (Interest rate risk) is presented by way of a sensitivity analysis. This illustrates the effect of changes in the market on the interest income. The sensitivity analyses are based on the assumption that changes in the market will affect the interest income.

One percentage movement in the effective interest rate would have the following effect on the net income for the year:

	<b>+1%</b>	<b>-1%</b>
	<b>R</b>	<b>R</b>
Cash and Cash equivalents (including the investment)	57 043	(57 043)

## Notes to the Financial Statements for the year ended 31 March 2016

### 37. Prior period errors

#### Reclassification of insurance income

Insurance income was previously presented as part of Operating Revenue. The revenue was subsequently reclassified and presented as part of Other Revenue.

#### Correction of straight-lining of leases

An extension of the operating lease of the Museum's restaurant agreed upon during the prior year was not considered in the straight-lining of the lease. The correction decreased prior year rental income as well as receivables. The error was corrected retrospectively.

#### Inclusion of Municipal Charges paid on behalf of the Entity by the Executive Authority

The Executive Authority informed the Museum of Municipal charges paid on behalf of the Entity amounting to R477 676 for the 2014/15 period. The amounts were corrected retrospectively resulting in an increase of transfers and subsidies received and other expenses.

The effect of the correction of prior period errors and adjustments are as follows:

	<b>2014/15 R</b>
<i>Statement of financial position</i>	
Trade and other receivables from exchange transactions	(1 210)
<b>Net liabilities</b>	<b>(1 210)</b>
Accumulated surplus/(deficit)	(1 210)
<b>Net assets</b>	<b>(1 210)</b>
<i>Statement of financial performance</i>	
Rental Income	(1 210)
Transfers and subsidies received	477 676
Other expenses	(477 676)
<b>Accumulated surplus/(deficit) for the year</b>	<b>(1 210)</b>
<i>Statement of changes in net assets</i>	
Accumulated surplus/(deficit) as at 1 April 2015	(1 210)
<b>Accumulated surplus/(deficit) for the year</b>	<b>(1 210)</b>

## Notes to the Financial Statements for the year ended 31 March 2016

### 38. Changes in estimates

During the year changes were made to the estimations employed in the accounting for depreciation, amortisation and assets due to changes in the estimated useful life embodied in various of the depreciable/amortised assets as well as the estimated residual values of vehicles which affects the depreciation and amortisation expenses for the current period and for each future period during the asset's remaining useful life.

The change in depreciation/amortisation resulting from reassessment of useful lives and residual values:

Categories effected:	Value derived using the original estimate	Value derived using amended estimate	Value impact of change in estimate
	R	R	R
Computer equipment	6 685	2 920	3 765
Electronic equipment	23 209	8 044	15 165
Vehicles	8 856	11 035	(2 179)
Other assets	967	348	619
Donated assets	2 820	905	1 915
Intangible assets	371	100	271
<b>Total</b>	<b>42 908</b>	<b>23 352</b>	<b>19 556</b>

### 39. Standards approved but not yet effective

The following standards of GRAP and/or amendments thereto have been issued by the Accounting Standards Board, but will only become effective in future periods or have not been given an effective date by the Minister of Finance. The War Museum has not early-adopted any of these new Standards or amendments thereto.

Reference	Topic
GRAP 20	Related Party Disclosures (effective date not yet determined)
GRAP 32	Service Concession Arrangements: Grantor (effective date not yet determined)
GRAP 108	Statutory Receivables (effective date not yet determined)
GRAP 109	Accounting by Principle Agents (effective date not yet determined)

The Museum is in the process of assessing the impact of these standards but does not foresee that the adoption of these standards in the effective periods will have a significant impact on the financial statements of the Museum.

### 40. Heritage Assets

The Museums Heritage Assets relates to the Anglo-Boer War of 1899-1902 and dates back to the late 1800's and early 1900's. The Heritage Assets have been divided in five different classes depending on the items.

These are:

- Object collection  
The objects range from textiles, household objects and clothing to POW trench art, paintings, sculptures, a garrison hospital, fire arms, edged weapons, ammunition, a numismatic collection, etc.
- Document collection  
The document collection includes original diaries, correspondence, scrapbooks, etc.
- Philatelic collection  
The collection consists of covers/envelopes, post cards, stamps, etc.

## Notes to the Financial Statements for the year ended 31 March 2016

### 40. Heritage Assets (continued)

- Library collection  
The library collection consists of books, magazines, newspaper articles, pamphlets, etc.
- Photographic collection  
The photographic collection comprises original photographic prints, glass negatives, stereographs, etc.

In terms of the Cultural Institutions Act, Act No. 199 of 1998, Section 4(6), a declared institution may not, without the prior approval of the Minister of Arts and Culture, sell or otherwise alienate any specimen or collection.

Number of Heritage Items:

	Objects	Documents	Philatelic	Library	Photographic	Total
<b>At 1 April 2014</b>	<b>13 864</b>	<b>10 343</b>	<b>779</b>	<b>4 774</b>	<b>6 559</b>	<b>36 319</b>
Database issues resolved	(1 041)	(308)	(27)	28	203	(1 145)
<b>At 1 April 2014 – Corrected</b>	<b>12 823</b>	<b>10 035</b>	<b>752</b>	<b>4 802</b>	<b>6 762</b>	<b>35 174</b>
Additions	131	237	13	130	32	543
De-accessioned	(3)	-	-	-	-	(3)
<b>At 31 March 2015</b>	<b>12 951</b>	<b>10 272</b>	<b>765</b>	<b>4 932</b>	<b>6 794</b>	<b>35 714</b>
<b>At 1 April 2015</b>	<b>12 951</b>	<b>10 272</b>	<b>765</b>	<b>4 932</b>	<b>6 794</b>	<b>35 714</b>
Database issues resolved	2	1	-	-	117	120
<b>At 1 April 2015 – Corrected</b>	<b>12 953</b>	<b>10 273</b>	<b>765</b>	<b>4 932</b>	<b>6 911</b>	<b>35 834</b>
Additions	96	72	1	151	14	334
De-accessioned	-	-	-	-	-	-
<b>At 31 March 2016</b>	<b>13 049</b>	<b>10 345</b>	<b>766</b>	<b>5 083</b>	<b>6 925</b>	<b>36 168</b>

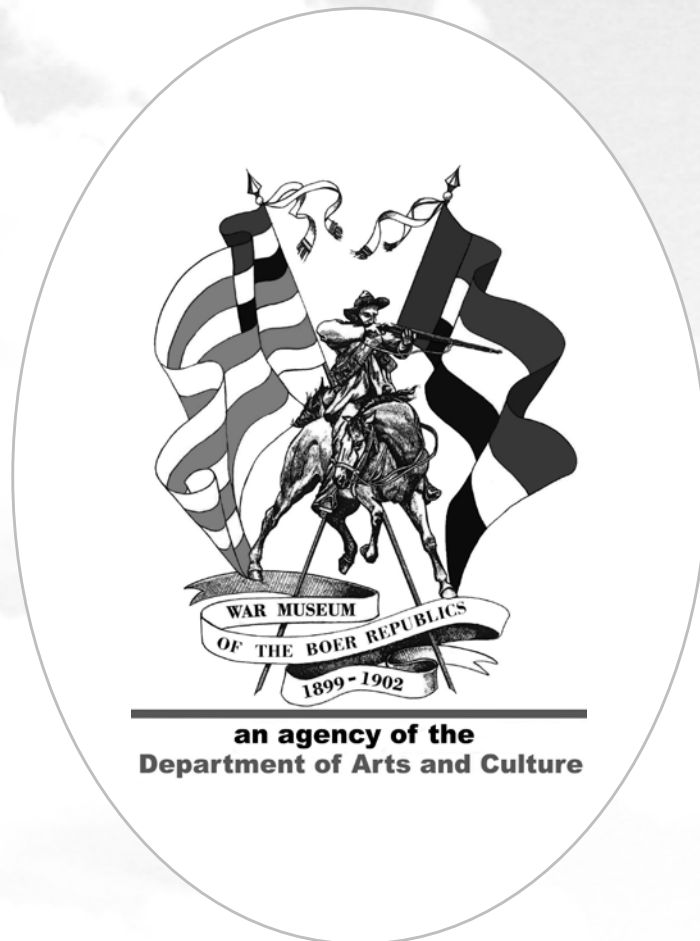
For the most part heritage assets of the Museum were acquired through non-exchange transactions as they were bequeathed to the Museum over periods since the establishment of the Museum in 1931 to date.

The Museum maintains registers/lists of its heritage assets with relevant detail regarding each item of heritage assets which are available for audit inspection. Heritage assets are sufficiently safeguarded and conserved by the Museum.

The Museum on a timeous basis notified the Executive Authority as well as the National Treasury that funding needs to be allocated if items are to be appraised and even then serious concerns about the availability of sufficiently qualified appraisers in the market to determine the fair value of heritage assets on a reliable basis will first need to be addressed. Various submissions in this regard were made to the Executive Authority with no result to date.

In accordance with Government Gazette No. 39777 dated 4 March 2016, the Minister of Finance, in terms of section 92 of the Public Finance Management Act, 1999 (Act No. 1 of 1999) exempted all public entities listed in Schedule 3 to the aforementioned Act for which the Minister of Arts and Culture is the Executive Authority. The Museum has therefore been exempted for the periods 2015/16 and 2016/17 from measuring heritage assets for purposes of the Annual Financial Statements. During this period the Museum will provide information on heritage assets as part of the notes to financial statements only.

# Human Resources Report





Suffering in a British concentration camp.

## 1. INTRODUCTION

The War Museum has a staff complement of 25 of which 48% are Black employees and 44% are female. Due to the museum's specialized theme, the South African War of 1899-1902, it remains a challenge to attract and retain suitably qualified candidates from designated groups. Staff relations with management and each other are good and stable and no unionized action has been experienced for decades.

Training and skills development remains an important tool to empower our staff. Several employees received training by attending workshops and conferences on various matters that include conservation of museum artefacts, financial reporting and risk management. A further feature at the War Museum is inter departmental skills transfer between staff, thereby achieving maximum staff utilization and alleviating problems associated with a small staff having to fulfil the museum's multiple needs. Employees at the Museum are well qualified with 48% of the 25 employees in possession of a degree or diploma. No less than 32% of employees are in possession of post graduate qualifications.

A framework for the evaluation of staff performance has been introduced at the museum but as staff expenses in the 2015/16 financial year are approximately 87% of the subsidy received from the Department of Arts and Culture the War Museum is currently not in a position to financially reward employees for exceptional performance. Staff on all levels received an annual cost of living adjustment of 6.9% as from April 2015.

As during previous years one of the focuses of the yearly audit was to review the current HR policies at the War Museum to ascertain relevance and compliance. No deficiencies were reported. The War Museum has also reviewed several of its policies that regulate its staff during the past two years. This includes among other the Leave policy, Code of Conduct, Overtime policy, Long service awards and the Code of Ethics.

## HUMAN RESOURCE OVERSIGHT STATISTICS

### Personnel cost by salary band

Level	Personnel Expenditure (R'000)	% of personnel exp. to total personnel cost (R'000)	No. of employees	Average personnel cost per employee (R'000)
Top Management	1303	16.4%	1	1303
Senior Management	1893	23.8%	3	631
Professional Qualified	1992	25.1%	6	332
Skilled	1202	15.1%	4	301
Semi-skilled	490	6.2%	3	163
Unskilled	1063	13.4%	8	133
<b>TOTAL</b>	<b>7943</b>	<b>100%</b>	<b>25</b>	<b>318</b>

### Performance Rewards

Due to financial constraints it is not policy for the War Museum to give performance awards to employees.

### Training Costs\*

Personnel Expenditure (R'000)	Training Expenditure (R'000)	Training Expenditure as a % of Personnel Cost	No. of Employees trained	Avg. training cost per employee (R'000)
7943	6	0.08	4	0.240

\* Expenditure does not include travel and lodging costs

### Employment and vacancies

Programme	2014/2015 No. of Employees	2015/2016 Approved Posts	2015/2016 No. of Employees	2015/2016 Vacancies	% of vacancies
Top Management	1	1	1	-	-
Senior Management	3	3	3	-	-
Professional Qualified	6	5	5	-	-
Skilled	4	4	4	-	-
Semi-skilled	4	3	3	-	-
Unskilled	8	9	9	-	-
<b>TOTAL</b>	<b>26</b>	<b>25</b>	<b>25</b>	<b>-</b>	<b>-</b>

### Employment changes

Salary Band	Employment at beginning of period	Appointments	Terminations	Regraded	Employment at end of the period
Top Management	1	-	-	-	1
Senior Management	3	-	-	-	3
Professional qualified	6	1	2	-	5
Skilled	4	-	-	-	4
Semi-skilled	4	-	-	-1	3
Unskilled	8	1	1	+1	9
<b>TOTAL</b>	<b>26</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>25</b>

### Reasons for staff leaving

Reason	Number	% of total no. of staff leaving
Death	-	-
Resignation	1	4
Dismissal	-	-
Retirement	1	4
Ill health	-	-
Expiry of contract	1	4
Other	-	-
<b>TOTAL</b>	<b>3</b>	<b>12</b>

### Labour Relations: Misconduct and disciplinary action

Nature of disciplinary Action	Number
Verbal Warning	2
Written Warning	1
Final Written Warning	1
Dismissal	-

Equity Target and Employment Equity Status

Levels								
MALE								
	AFRICAN		COLOURD		INDIAN		WHITE	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	-	-	-	-	-	-	1	1
Senior Management	-	-	-	-	-	-	2	2
Professional qualified	-	1	-	-	-	-	2	1
Skilled	-	-	-	-	-	-	-	1
Semi-skilled	2	2	-	-	-	-	-	-
Unskilled	7	6	-	1	-	-	-	-
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>5</b>

Levels								
FEMALE								
	AFRICAN		COLOURD		INDIAN		WHITE	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	-	1	1
Professional qualified	1	1	-	-	-	-	2	2
Skilled	-	1	-	-	-	-	4	4
Semi-skilled	1	-	-	-	-	-	-	-
Unskilled	2	2	-	-	-	-	-	-
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7</b>	<b>7</b>

The War Museum currently has only 1 disabled (a staff member that lost 33% of limb functions after a vehicle accident) employee, a senior manager white male.





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