

War Museum of the Boer Republics
ANNUAL PERFORMANCE PLAN
2019/2020


An Agency of the Department of Arts and Culture

ANNUAL PERFORMANCE PLAN OF THE WAR MUSEUM OF THE BOER REPUBLICS FOR 2019/2020

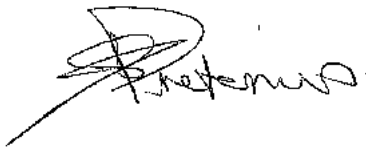
Official Sign-off

It is hereby certified that this Annual Performance Plan:

1. was developed by the management of the War Museum of the Boer Republics under the guidance of the Department of Arts and Culture.
2. was prepared in line with the current Strategic Plan of the War Museum of the Boer Republics
3. accurately reflects the performance targets which the War Museum of the Boer Republics will endeavour to achieve, given the resources made available in the budget for 2019/2020.



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Abbreviations/Acronyms

ACH – Arts, Culture and Heritage

AFS – Annual Financial Statements

ASP – Approved Strategic Plan

CAPS – Curriculum Assessment Policy Statements

CEO – Chief Executive Officer

CFO – Chief Financial Officer

DAC – Department of Arts and Culture

DPW – Department of Public Works

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

MTEF – Medium Term Expenditure Framework

OHS – Occupational Health and Safety

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

SCM – Supply Chain Management

SWOT – Strengths, Weaknesses, Opportunities, Threats

UAMP – User Asset Management Plan

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PART A: Strategic overview

1. Updated situational analysis

The annual performance plan represents the year 2019/2020 of the years noted in the strategic plan.

The War Museum on an annual basis prior to its assessment of risk performs a SWOT analysis. The latter provides assurance that all new opportunities are exploited to obtain maximum benefit for the War Museum and the sector and also ensures that all new potential risks (incl. fraud risk) are timeously mitigated by responsive actions, if possible. Where necessary, in response to the results of both the risk assessment and the SWOT analysis, Management of the War Museum updates its strategic and annual performance plans.

Management on an annual basis, during its planning sessions ensures that it is informed of the focus areas, priorities and outcomes of the Department of Arts and Culture, which also supports those of Government. The goals and objectives of the War Museum are directly aligned to these, therefore ensuring that the War Museum's activities in all instances contribute to the objectives of the sector. Refer to 1.2 below for a detailed description of the goals, objectives and its links to the outcomes supported by the Department of Arts and Culture.

The following changes in the internal and/or external environment have taken place:

1.1 Performance delivery environment

The performance delivery environment of the Museum remained the same, it is however informed by the following:

a) Chairperson's/CEO/CFO Forums

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

A CEO's forum comprises of the CEO's of the Public Entities of the Department of Arts and Culture. The main purpose of the forum is to discuss strategic issues that affect the performance and smooth running of the entities as well as deliberating on areas of policy or policy formation that can have a negative impact on the viability of the entities. This forum further provides a platform for the CEO's

and the Director-General of the Department to collectively discuss and agree on the most effective approach to coordinate the public entity oversight function.

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

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

b) Conclusion of the Shareholder's Compact

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

1.2 Organisational environment

There have been no significant changes to the organisational environment.

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.

Strategic goals

Strategic Outcome Oriented Goal 1	Educate the community/visitor/learner on the inclusive history of the Anglo-Boer War.
Goal Statement	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.
Link to government priorities	Outcome 14: A diverse, socially cohesive society with a common national identity
Strategic objectives flowing from this goal	Objective 2 and 5

Strategic Outcome Oriented Goal 2	Encourage tourism, economic development/upliftment and skills development/transfer.
Goal Statement	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.
Link to government priorities	Outcome 14: A diverse, socially cohesive society with a common national identity
Strategic objectives flowing from this goal	Objective 3 and 6

Strategic Outcome Oriented Goal 3	Promote and preserve cultural heritage and promote heritage awareness among all communities, urban and rural.
Goal Statement	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.
Link to government priorities	Outcome 14: A diverse, socially cohesive society with a common national identity
Strategic objectives flowing from this goal	Objective 1 and 4

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

Strategic objectives

Strategic Objective 1	Heritage preservation and conservation
Objective Statement	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).
Baseline*	Number of items collected: 10 per annum Collections maintained (including restoration)/conserved: 1 type/category of items or part thereof.
Justification	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.
Link to DAC goal	An effective/impactful nation building and social cohesion programme. A sector that actively develops, preserves, protects and promotes ACH.

Strategic Objective 2	Promoting access to information
Objective Statement	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.
Baseline*	Number of publications which the War Museum assisted in producing or published itself: 1 publication per annum
Justification	This objective will contribute to education of all communities by providing access to information and will encourage economic development through the sale of publications.
Link to DAC goal	An effective/impactful nation building and social cohesion programme. A sector that actively develops, preserves, protects and promotes ACH.

Strategic Objective 3	Heritage promotion and marketing of the heritage sector
Objective Statement	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 celebrating National Days and participating in 1 external heritage event per annum. This will provide information, educate the public and encourage economic development.
Baseline*	Number of articles published: 5 per annum Number of updates to website and/or social media page: 4 updates per annum Number of heritage events hosted celebrating National Days: 3 per annum (Youth day, Women's day and Heritage day – during the applicable month) Number of heritage events in which the War Museum participated: 1 per annum
Justification	This objective will aim to promote the heritage sector and encourage tourism whilst at the same time will aim to provide educational information.
Link to DAC goal	An effective/impactful nation building and social cohesion programme. A sector that actively develops, preserves, protects and promotes ACH.

Strategic Objective 4	Promote inclusivity and transformation through heritage awareness amongst all communities, urban and rural
Objective Statement	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. To facilitate one heritage awareness campaign (disseminating information) per annum to rural educational or other institutions.
Baseline*	Number of permanent exhibitions which are new, were updated or transformed: 2 per annum Number of temporary exhibitions: 4 per annum Number of heritage awareness campaigns (dissemination of information): 1 per annum
Justification	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.
Link to DAC goal	An effective/impactful nation building and social cohesion programme. A sector that actively develops, preserves, protects and promotes ACH.

Strategic Objective 5	Education
Objective Statement	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).
Baseline*	Number of schools visited: 16 per annum
Justification	This objective will contribute to the improvement of basic education by educating learners on the inclusive role of all communities in the war.
Link to DAC goal	An effective/impactful nation building and social cohesion programme. A sector that actively develops, preserves, protects and promotes ACH.

Strategic Objective 6	Employment and skills development/transfer
Objective Statement	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.
Baseline*	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
Justification	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.
Link to DAC goal	A skilled and capacitated ACH Sector to ensure excellence.

Strategic Objective 7	Ensure public accountability and good corporate governance
Objective Statement	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.
Baseline*	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
Justification	Sound management and administrative systems are necessary to effectively support the achievement of the core mandate.
Link to DAC goal	Sound governance systems to ensure service delivery.

*Baselines for each objective are determined in accordance to available resources (both financial and human resources).

2. Revisions to legislative and other mandates

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

3. Overview of 2019/20 budget and MTEF estimates

3.1 Expenditure estimates

War Museum of the Boer Republics

Due to the Museum's size, it does not have different defined programmes as may be the case with larger Entities or Government Departments and therefore for purposes of reporting makes use of those programmes as prescribed by the Department of Arts and Culture for Heritage Institutions. These programmes includes: Programme 1: Administration (Executive Office, Finance, HR and Support services), Programme 2: Business Development (Curation and Conservation of Collections as well as Research and Information Management) and Programme 3: Public Engagement (Marketing, Public Educational Programmes and Exhibitions). The Museum as a whole strives to achieve its strategic oriented goals and objectives, and its budget is structured in the same manner.

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

Programme	Audited Outcomes			Preliminary	Medium-term estimate		
	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
For the entity as a whole							
Programme 1:							
Administration	10 936	27 406	20 799	8 597	8 859	9 310	9 793
Compensation of employees	4 900	5 367	5 560	5 958	6 334	6 685	7 053
Goods and services	6 036	22 039	15 239	2 639	2 525	2 625	2 740
Programme 2:							
Business development	2 270	1 558	1 525	1 574	1 692	1 788	1 890
Compensation of employees	1 636	1 389	1 452	1 541	1 630	1 719	1 814
Goods and services	634	169	73	33	62	69	76
Programme 3:							
Public Engagement	1 714	1 707	1 895	1 953	2 053	2 135	2 253
Compensation of employees	1 407	1 668	1 795	1 861	1 969	2 078	2 192
Goods and services	307	39	100	92	84	57	61
Assets purchases	626	2 761	2 386	46	18	34	38
Increase operational cost					2 132	2 242	2 373
Total	15 546	33 432	26 605	12 170	14 754	15 509	16 347
Economic classification							
Revenue							
Non-tax Revenue	945	1 277	1 328	444	426	398	400
Sale of goods and services:	237	222	266	237	245	212	214
Administrative fees	84	68	84	100	100	100	100
Sales	153	154	182	137	145	112	114
Other non-tax revenue	708	1 055	1 062	207	181	186	186
Transfers received	13 945	13 350	15 026	11 726	12 196	12 869	13 574
Increase operational cost					2 132	2 242	2 373
Fair value free use of building	-	6 622	7 284	-	-	-	-
Total revenue	14 890	21 249	23 638	12 170	14 754	15 509	16 347
Current expenses	14 920	30 671	24 219	12 124	12 604	13 233	13 936
Compensation of Employees	7 943	8 424	8 807	9 360	9 933	10 482	11 059
Goods and services:	6 977	22 247	15 412	2 764	2 671	2 751	2 877
1: Communication	138	115	131	144	150	154	163
1: Maintenance, repair and running costs	193	103	98	119	110	115	117
1: Travel and subsistence	195	217	261	199	163	150	150
1: Municipal charges	786	1 001	881	1 057	981	1 036	1 091
2: Conservation, books & archive	530	104	11	23	20	19	23
2: Purchases of artefacts	-	-	-	-	-	6	6
2: Publications	99	65	62	10	42	42	45
2: Website	5	-	-	-	-	2	2
1: Events	35	34	27	30	30	30	33
3: Exhibitions	279	24	83	75	66	43	45
3: Advertisements	12	5	8	7	8	8	8
1: Training	8	9	11	11	12	10	10
3: Education	17	10	9	10	10	6	8
1: Council Honorarium	18	16	28	30	30	30	30
1: Audit (external and internal)	281	244	270	225	240	237	252
1: Transfer of assets	-	11 535	2 001	-	-	-	-
1: Fair value free use of building	-	6 622	7 284	-	-	-	-
1: Other costs	4 381	2 143	4 247	824	809	863	894
Increase operational cost					2 132	2 242	2 373
Total expenses	14 920	30 671	24 219	12 124	14 736	15 475	16 324
Surplus/(deficit) before assets	(30)	(9 422)	(581)	46	18	34	38
Payments for capital assets	626	2 761	2 386	46	18	34	38
Property, plant and equipment	623	2 753	2 381	42	12	28	32
Intangible assets	3	8	-	4	6	6	6
Heritage Assets	-	-	5	-	-	-	-
Surplus/(deficit) after assets	-	-	-	-	-	-	-

Programme	2019/2020 (preliminary projection per quarter)				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL
	R'000	R'000	R'000	R'000	R'000
Programme 1:					
Administration	2 408	2 151	2 050	2 250	8 859
Compensation of employees	1 680	1 566	1 486	1 602	6 334
Goods and services	728	585	564	648	2 525
Programme 2:					
Business development	489	397	384	422	1 692
Compensation of employees	442	392	379	417	1 630
Goods and services	47	5	5	5	62
Programme 3:					
Public Engagement	516	472	554	511	2 053
Compensation of employees	485	456	538	490	1 969
Goods and services	31	16	16	21	84
Assets purchases	6	6	-	6	18
Increase operational cost	-	-	-	2 132	2 132
Total	3 419	3 026	2 988	5 321	14 754
Economic classification					
Revenue					
Non-tax Revenue	106	106	106	108	426
Sale of goods and services	61	61	61	62	245
Administrative fees	25	25	25	25	100
Sales	36	36	36	37	145
Other non-tax revenue	45	45	45	46	181
Transfers received	3 049	3 049	3 049	3 049	12 196
Increase operational cost	-	-	-	2 132	2 132
Total revenue	3 155	3 155	3 155	5 289	14 754
Current expenses	3 413	3 020	2 988	3 183	12 604
Compensation of Employees	2 607	2 414	2 403	2 509	9 933
Goods and services:	806	606	585	674	2 671
1: Communication	37	37	37	39	150
1: Maintenance, repair and running costs	28	28	28	26	110
1: Travel and subsistence	41	41	41	40	163
1: Municipal charges	245	245	245	246	981
2: Conservation, books & archive	5	5	5	5	20
2: Purchases of artefacts	-	-	-	-	-
2: Publications	42	-	-	-	42
2: Website	-	-	-	-	-
1: Events	10	10	5	5	30
3: Exhibitions	16	16	16	18	66
3: Advertisements	5	-	-	3	8
1: Training	6	6	-	-	12
3: Education	10	-	-	-	10
1: Council Honorarium	9	10	-	11	30
1: Audit (external and internal)	150	6	6	78	240
1: Transfer of assets	-	-	-	-	-
1: Fair value free use of building	-	-	-	-	-
1: Other costs	202	202	202	203	809
Increase operational cost	-	-	-	2 132	2 132
Assets purchases	6	6	-	6	18
Total expenses	3 419	3 026	2 988	5 321	14 754
Surplus/(Deficit)	(264)	129	167	(32)	-

The preliminary and projected financial position and cash flows below is based on the assumption that all outstanding debt of 17/18 will be paid, all debts owed to the Museum will be collected and that income will equal expenditure for the preliminary and projected results. Adjustments were made for cash based transactions set out above only – thus on cash basis.

	2017/2018	2018/2019	2019/2020
	Audited Outcome	Preliminary	Projected
	R'000	R'000	R'000
Current Assets	14 743	2 716	2 716
<i>Cash and cash equivalents</i>	13 989	2 034	2 034
<i>Trade and other receivables</i>	72	-	-
<i>Inventories</i>	682	682	682
Non-current Assets	72 421	72 467	72 485
<i>Intangible assets</i>	18	22	28
<i>Property, plant and equipment</i>	7 663	7 705	7 717
<i>Heritage Assets</i>	64 740	64 740	64 740
Total Assets	87 163	75 183	75 201
Current liabilities	13 999	1 972	1 972
<i>Trade and other payables</i>	1 803	1 656	1 656
<i>Devolution Municipal Charges</i>	1 000	-	-
<i>Unspent DAC conditional grants</i>	10 013	-	-
<i>Unspent NLC conditional grants</i>	867	-	-
<i>Post-employment health care liability</i>	316	316	316
Non-current liabilities	5 797	5 797	5 797
<i>Post-employment health care liability</i>	5 797	5 797	5 797
Total Liabilities	19 796	7 769	7 769
Net assets/(liabilities)	67 367	67 414	67 432
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash receipts from Government Grants and Customers	23 775	11 970	14 579
Cash paid to suppliers and employees	(12 661)	(24 079)	(14 736)
Cash generated/(utilised) from operations	11 114	(12 109)	(157)
Interest received	206	200	175
Net cash flows from operating activities	11 320	(11 909)	18
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of plant and equipment	(2 381)	(42)	(12)
Purchase of intangible assets	-	(4)	(6)
Purchase of heritage assets	(6)	-	-
Net cash flows from investing activities	(2 387)	(46)	(18)
Net increase/(decrease) in cash and cash equivalents	8 933	(11 955)	-
Cash and cash equivalents at beginning of the year	5 056	13 989	2 034
Cash and cash equivalents at end of the year	13 989	2 034	2 034

3.2 Relating expenditure trends to strategic outcome oriented goals

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

Budget allocations play a pivotal role in the achievement of performance targets. Limited funds places increased pressure on the War Museum. Limited funding resulted in the Museum having to function without sufficient number of staff (and in some instances with no staff at all) in critical positions, which include among others marketing, education, compliance (OHS, SCM, etc.), security and collections staff.

Targets are determined in accordance with available resources (both financial and human resources). The programmes presented are focused on inclusivity, social cohesion and the Arts, Culture and Heritage Sector. The increase in allocation envisaged for 2019/20 and shown separately will alleviate budget pressures and will assist the Museum to achieve its mandate, save for critical positions referred to in paragraph 2 above.

PART B: Programme and sub-programme plans

4. War Museum of the Boer Republics

4.1 Strategic objectives, performance indicators and annual targets for 2019/2020

Strategic objective 1	Programme performance indicator	Audited/Actual Performance			Estimated performance	Medium-term targets		
		2015/2016	2016/2017	2017/2018		2018/2019	2019/2020	2020/2021
Budget Programme 2:	Expenditure Description	R'000	R'000	R'000	R'000	R'000	R'000	R'000
	Compensation of Employees	1 636	1 389	1 452	1 541	1 630	1 719	1 814
	Conservation, books and periodicals	530	104	11	23	20	19	23
Preservation and conservation of heritage items (number of items obtained and maintenance and conservation of current collection)	Number of conservation, preservation & maintenance activities on collections (items maintained/conserved/restored)	Parts of 2 types/categories of items	Parts of 2 types/categories of items	1 type/category of items or part thereof	1 type/category of items or part thereof	1 type/category of items or part thereof	1 type/category of items or part thereof	1 type/category of items or part thereof
	Number of heritage items obtained (new acquisitions – Black and British participation)	11 items	11 items	10 items	10 items	10 items	10 items	10 items

Strategic objective 2	Programme performance indicator	Audited/Actual Performance			Estimated performance	Medium-term targets		
		2015/2016	2016/2017	2017/2018		2018/2019	2019/2020	2020/2021
Budget Programme 2:	Expenditure Description	R'000	R'000	R'000	R'000	R'000	R'000	R'000
	Compensation of Employees	1 636	1 389	1 452	1 541	1 630	1 719	1 814
	Publications	99	65	62	10	42	42	45
Research support provided to writers and own books published (number of publications culminating from these activities)	Number of publications for which the museum provided research support or were directly involved in publishing	3 publications	2 publications	1 publication	1 publication	1 publication	1 publication	1 publication

Strategic objective 4	Programme performance indicator	Audited/Actual Performance				Estimated performance	Medium-term targets			
		2015/2016	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2021/2022	
Budget Programme 3:	Expenditure Description	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
	Compensation of Employees	1 407	1 668	1 795	1 861	1 969	2 078	2 192		
	Exhibitions	279	24	83	75	66	43	45		
	Advertisements	12	5	8	7	8	8	8		
	Number of permanent exhibitions (new/updated/transformed)	5 exhibitions	3 exhibitions	2 exhibitions	2 exhibitions	2 exhibitions	2 exhibitions	2 exhibitions	2 exhibitions	
Number of exhibitions and heritage awareness campaigns	Number of temporary exhibitions	5 exhibitions	5 exhibitions	4 exhibitions	4 exhibitions	4 exhibitions	4 exhibitions	4 exhibitions	4 exhibitions	
	Number of heritage awareness campaigns (dissemination of information)	1 campaign	2 campaigns	1 campaign	1 campaign	1 campaign	1 campaign	1 campaign	1 campaign	

Strategic objective 5	Programme performance indicator	Audited/Actual Performance				Estimated performance	Medium-term targets			
		2015/2016	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2021/2022	
Budget Programme 3:	Expenditure Description	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
	Compensation of Employees	1 407	1 668	1 795	1 861	1 969	2 078	2 192		
	Education	17	10	9	10	10	6	8		
Number of educational outreach initiatives	Number of schools visited	19 schools	16 schools	16 schools	16 schools	16 schools	16 schools	16 schools	16 schools	16 schools

4.2 Quarterly targets for 2019/2020

Performance indicator	Reporting period	Annual target 2019/2020	Annual/Quarterly targets			
			1 st	2 nd	3 rd	4 th
1.1.1	Annually	1 type/category of items or part thereof	1 type/category of items or part thereof			
1.1.2	Annually	10 items (Black and British participation)	10 items (Black and British participation)			
2.1.1	Annually	1 publication	1 publication			
3.1.1	Quarterly	5 articles	1 article	1 article	1 article	2 articles
3.2.1	Quarterly	4 updates	1 update	1 update	1 update	1 update
3.3.1	Quarterly	3 events (Youth, Women's and Heritage day)	1 event (Youth day)	2 events (Women's and Heritage day)		
3.3.2	Annually	1 event	1 event			
4.1.1	Annually	2 exhibitions	2 exhibitions			
4.1.2	Annually	4 exhibitions	4 exhibitions			
4.1.3	Annually	1 campaign	1 campaign			
5.1.1	Annually	16 Schools	16 schools			
6.1.1	Annually	4 Topics per annum	4 topics per annum			
6.1.2	Annually	1 programme presented per annum	1 programme presented per annum			
7.1.1	Annually	Unqualified audit report	Unqualified audit report			
7.1.2	Annually	100% audit issues addressed by deadline	100% audit issues addressed by deadline			
7.1.3	Annually	Review of all 4 documents	Review of all 4 documents			

4.3 Reconciling performance targets with the Budget and MTEF

See expenditure estimates presented in point 3.1 above. The War Museum's budget has been aligned to indicate the expenditure items which directly or indirectly relate to the aforementioned targets.

Performance and expenditure trends

Funding plays a pivotal role in the achievement of performance targets. Limited budget places increased pressure on the War Museum.

The high achievement in previous periods (actual audited targets) can be attributed to the receipt of sponsorships/donor funding and partnerships. The War Museum continues its efforts to increase externally generated and own funds in order to increase the achievement of targets on a continuous basis. The increase in allocation envisaged for 2019/20 and shown separately will alleviate budget pressures and will assist the Museum to achieve its mandate.

PART C: Links to other plans

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

USER ASSET MANAGEMENT PLAN (UAMP)

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

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

The broader UAMP planning process included:

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

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

A. Strategic needs assessment

1. Strategic intent

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

These are:

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

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

2. Effective utilization

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

- a. An area designed and previously used for accommodation has been modified and are now housing the conservation department of the museum.
- b. As a result of (a) space was reallocated and freed up for use as storage areas for the museum collection.
- c. An outside hall area was upgraded and is now being utilized as an educational centre for especially children.
- d. Display halls in the main building were redesigned internally to more effectively utilise space for exhibits.
- e. The lack of a meeting venue was met by enclosing an outside area to transform it into a conference room.

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

3. Service delivery requirements

The War Museum has a collection of more than 36 000 heritage assets that must be accommodated in its existing structures and furthermore must also support the strategically identified functions of the institution. These structures must comply with certain minimum criteria acceptable for museums of international stature in order to comply with accepted norms and standards for proper conservation of its heritage assets.

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

- 1. Installation of a new central air conditioner system.
- 2. Expansion of the fire detection/suppression system to encompass all exhibits and storage areas.
- 3. Upgrading of the public parking areas.
- 4. The installation of lifts and disabled ablution areas for the disabled.

B. Acquisition plan

The acquisition plan is a strategic accommodation plan that consists of prioritised accommodation needs. In certain cases budgeting for maintenance are constricted by a serious lack of funding and the lack of life cycle planning.

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

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

Funded Immovable Asset Requirements

<u>Requirement</u>	<u>Purpose/Objective</u>	<u>MTEF Period</u>	<u>Budget R</u>
Replacement of Fence	The final section of the Museum's fence is to be replaced.	2019/20	1 583 000
Refurbished and upgraded workshop	The workshop must be renovated to be fully operational and to comply with safety standards.		
Maintenance of air-conditioning units	Remaining funds to be utilised to secure a maintenance contract for air-conditioning units.		
Upgrading of IT system	The current IT system is not fully functional	2019/20	90 000

Unfunded Immovable Asset Requirements

<u>Requirement</u>	<u>Purpose/Objective</u>	<u>MTEF Period</u>	<u>Budget R</u>
Fire System and HVAC	Fire System in need of full overhaul. HVAC needs urgent maintenance and fire dampers which communicates with the Fire System. Various pertinent issues needs to be addressed on both Fire System and HVAC. Fire system currently not functioning.	2019/20 – 2020/21	Currently under investigation by DAC and DPW
Art Gallery and Community Centre	To construct and add an Art Gallery and Community Centre to address national healing per the submitted business plan.	2019/20 – 2021/22	32 800 000

C. Operations plan

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

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

Planning/Design –Procurement -- Construction –Operation -- Disposal

1. *Maintenance*

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

Maintenance issues include:

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

Maintenance does not include:

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

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

2. *Partners*

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

DAC – The Department of Arts and Culture is responsible for the immovable asset management function at all the entities under its auspices and the entities are responsible for facility management. All major repairs, new asset requirements and

restorations needed at the War Museum must be reported to DAC for action to be taken by them.

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

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

D. Immovable asset surrender plan

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

6. Conditional grants

N/A

7. Public entities

N/A

8. Public-private partnerships

None

9. Risk Management

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

- a) Limited funding and overall financial sustainability (Going concern):
 - Limited operation funding
 - Baseline allocation with limited growth
 - Post-retirement medical aid liability - funding almost depleted
 - Audit Fees - Museum can only afford 1%.

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

Mitigating actions:

The War Museum continuously approaches various third parties for additional funding and has also embarked on various initiatives to raise additional funds. Funding from the aforementioned initiatives are however not guaranteed and proving increasingly difficult to obtain. The post-retirement medical aid obligation of the War Museum contributes to further financial concerns, National Treasury and the Department of Arts and Culture have reported that the possible resolution of this matter is receiving attention. Budget for audit fees is limited to 1% with assistance for amounts over and above this not being received from National Treasury per the past practise. The Council and Management have approached the Department of Arts and Culture for urgent assistance with the limited baseline allocation and efforts in this regard are continuous.

b) Changing Legislative Environment

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

Mitigating actions:

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

c) Restriction on outreach to communities due to staff and funding shortages.

Opportunities to make noteworthy contributions to for instance education (such as through school programmes presented to rural communities in all provinces) are lost to the Museum because of resource limitations. The programmes presented to schools are focused on inclusivity, social cohesion, nation building and the Arts, Culture and Heritage Sector.

Mitigating actions:

The Council and Management have approached the Department of Arts and Culture for urgent assistance with the limited baseline allocation and efforts in this regard are continuous. If received this should address not only funding of core functions such as outreach but also critically needed staff positions to perform these functions.

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

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

Mitigating actions:

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

- e) Baseline allocation lower than similar Entities of the Department of Arts and Culture.

Due to historical reasons the baseline allocation of the Museum is lower in comparison with similar Museums resorting under the Department of Arts and Culture.

Mitigating actions:

The Museum has been transformed from an exclusive Afrikaner Museum to an inclusive South African Museum. There is no justification for this discrepancy to prevail.

10. Audit Implementation plan

The War Museum received an unqualified audit report (with no findings) for the period 2017/2018. No matters were reported and should therefore be addressed in the implementation plan:

Type of Audit Finding	Description of Audit Finding	Activity to address the issue	Due date for completion	Responsibility	Comments
Unqualified	-	-	-	-	-

PART D: Materiality and Significance Framework

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

- 2. Applicable sections of the PFMA**
 - Section 51(1)(g)
 - Section 54(2)
 - Section 55(2)

- 3. Treasury regulation**
 - 28.3.1

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

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

<p>(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement;</p>	<p>Any transaction not entailing incorporation under the Companies Act of which the amount exceeds 2% of the total value of assets per AFS and for museum collections over R 100 000.</p>	<p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.</p>
<p>(c) acquisition or disposal of a significant shareholding in a company;</p>	<p>Any transaction where:</p> <ol style="list-style-type: none"> 1. ownership control is affected; or 2. the public entity's right to pass or block a special resolution is affected; or 3. there is a change in shareholding of at least 20%; or 4. for an acquisition, any transaction that results in a shareholding of at least 20% in a company. 	<p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.</p>
<p>(d) acquisition or disposal of a significant asset (including the acquisition of assets through a finance lease);</p>	<p>Any transaction of which the amount exceeds 2% of the total value of assets per AFS and for museum collections over R 100 000.</p>	<p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.</p>
<p>(e) commencement or cessation of a significant business activity;</p>	<p>Any business activity that falls outside of the public entities</p>	<p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.</p>

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

PART E: Council Charter

1. Introduction

Governance in Public Entities

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

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

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

Part 2 of Section 49 of the PFMA reflects:

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

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

2. Fiduciary Duties of Council Members

Conflict of Interest

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

Independence of Action

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

King Report Duties and Responsibilities of Directors

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

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

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

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

PFMA Duties and Responsibilities

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

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

Cultural Institutions Act

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

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

3. Council Charter

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

Duties and Responsibilities

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

PART F: Fraud prevention strategy and policy

INTRODUCTION

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

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

POLICY STATEMENT

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

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

FRAUD PREVENTION POLICY

PURPOSE

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

DEFINITIONS

In South Africa Fraud is defined as:

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

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

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

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

REQUIRED BEHAVIOUR

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

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

APPROACH

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

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

- of the War Museum. It is not the function of internal auditor or external audit to take ownership of the control environment or to manage and prevent the incidence of fraud.
- c) The acceptance of, and commitment to the fraud prevention plan by all role players (management and staff) as well as the enforcement of responsibility and accountability are the key success factors to curbing fraud, theft and corruption.
 - d) The ultimate responsibility to prevent and detect fraud lies with the Board and the Director, in terms of the Public Finance Management Act, 1 of 1999 (PFMA), read together with the Treasury Regulations of Departments, constitutional institutions and Public Entities. The accounting authority is therefore responsible for adopting sound policies, for maintaining “*effective, efficient and transparent systems of financial and risk management and internal control*” that will inter alia, assist in the production of adequate financial statements, and deter theft, corruption and fraud.

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

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

PART G: Technical Indicator Descriptions

1.1.1	Indicator title	Maintenance and conservation of Heritage items
	Short definition	Number of conservation, preservation & maintenance activities on collections – number of categories/types of collections or parts thereof restored, maintained or conserved (depending on the need).
	Purpose/importance	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.
	Source/collection of data	Collections conservation records (lists) maintained by Collections Management Section
	Method of calculation	Simple count of categories/types of items
	Data limitations	Maintenance will in most cases be performed by own staff and therefore proof may in many cases only be provided in the form of a record of items signed off by Staff Member and Collections Manager
	Type of indicator	Output
	Calculation type	Cumulative – per annum
	Reporting cycle	Annually
	New indicator	No
	Desired performance	Notwithstanding budgetary constraints, maintenance of entire collection on a 15 year cycle, but at least annual conservation/maintenance of items on display.
Indicator responsibility	Chief Human Science Manager	
1.1.2	Indicator title	Heritage items obtained
	Short definition	Number of heritage items obtained (new acquisitions – Black and British participation)
	Purpose/importance	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.
	Source/collection of data	Accession records maintained by Collections Management Section
	Method of calculation	Simple count
	Data limitations	Confirmation needs to be provided by Chief Human Science Manager that items relates to British/Black participation
	Type of indicator	Output
	Calculation type	Cumulative – per annum
	Reporting cycle	Quarterly
	New indicator	No
	Desired performance	Continual receipt of items on British/Black Participation.
Indicator responsibility	Chief Human Science Manager	

2.1.1	Indicator title	Publications and research support
	Short definition	Number of publications for which the museum provided research support or were directly involved with publishing
	Purpose/importance	This objective will contribute to education of all communities by providing access to information and will encourage economic development through the sale of publications.
	Source/collection of data	Physical publications/manuscripts/third party communications
	Method of calculation	Simple count
	Data limitations	None
	Type of indicator	Output
	Calculation type	Cumulative – per annum
	Reporting cycle	Annually
	New indicator	No
	Desired performance	1 per annum
Indicator responsibility	Director	

3.1.1	Indicator title	Written media coverage
	Short definition	Number of articles published to promote the museum and encourage tourism trade
	Purpose/importance	This objective will aim to promote the heritage sector and encourage tourism whilst at the same time will aim to provide educational information.
	Source/collection of data	Record (clippings) of articles in the written media as collected and maintained by the Office of the Director
	Method of calculation	Simple count
	Data limitations	It may prove difficult to guarantee 100% completeness of data, as there may be more than reported.
	Type of indicator	Output
	Calculation type	Cumulative – per annum
	Reporting cycle	Quarterly
	New indicator	No
	Desired performance	Regular coverage
Indicator responsibility	Director	

3.2.1	Indicator title	Website and/or social media page updates
	Short definition	Number of updates to the Museum's website and/or social media page
	Purpose/importance	This objective will aim to promote the heritage sector and encourage tourism whilst at the same time will aim to provide educational information.
	Source/collection of data	Expenditure vouchers maintained by the Finance Section/electronic website update register maintained by website administrator/manual printed reports/screen prints of updates
	Method of calculation	Simple count
	Data limitations	None
	Type of indicator	Output
	Calculation type	Cumulative – per annum
	Reporting cycle	Quarterly
	New indicator	No
	Desired performance	Current and completely up to date website and social media page 100% of the time
	Indicator responsibility	Director

3.3.1	Indicator title	Public events hosted in celebration of selected National Days during the relevant month
	Short definition	Number of public events hosted
	Purpose/importance	This objective will aim to promote the heritage sector and encourage tourism whilst at the same time will aim to provide educational information.
	Source/collection of data	Expenditure vouchers/events programmes maintained by Finance Section
	Method of calculation	Simple count
	Data limitations	None
	Type of indicator	Output
	Calculation type	Cumulative – per annum
	Reporting cycle	Quarterly
	New indicator	No
	Desired performance	3 per annum (Youth, Women's and Heritage Day – during the relevant month)
	Indicator responsibility	Director

3.3.2	Indicator title	Public events attended/participated in.
	Short definition	Number of heritage events attended/participated in.
	Purpose/importance	This objective will aim to promote the heritage sector and encourage tourism whilst at the same time will aim to provide educational information.
	Source/collection of data	Expenditure vouchers/events programmes maintained by Finance Section
	Method of calculation	Simple count
	Data limitations	None
	Type of indicator	Output
	Calculation type	Cumulative – per annum
	Reporting cycle	Annually
	New indicator	No
	Desired performance	1 per annum
	Indicator responsibility	Director

4.1.1	Indicator title	New/updated/transformed permanent exhibitions
	Short definition	Number of permanent exhibitions (new/updated/transformed) to attract new audiences
	Purpose/importance	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.
	Source/collection of data	Expenditure vouchers maintained by Finance Section/collections management records maintained by Collections Management Section
	Method of calculation	Simple count
	Data limitations	None
	Type of indicator	Output
	Calculation type	Cumulative – per annum
	Reporting cycle	Bi-annually
	New indicator	No
	Desired performance	2 per annum
	Indicator responsibility	Chief Human Science Manager

4.1.2	Indicator title	Temporary exhibitions
	Short definition	Number of temporary exhibitions
	Purpose/importance	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.
	Source/collection of data	Expenditure vouchers maintained by Finance Section/collections management records maintained by Collections Management Section/third party letters received by the Human Sciences Section
	Method of calculation	Simple count
	Data limitations	None
	Type of indicator	Output
	Calculation type	Cumulative – per annum
	Reporting cycle	Quarterly
	New indicator	No
	Desired performance	4 per annum
	Indicator responsibility	Chief Human Science Manager

4.1.3	Indicator title	Heritage awareness campaigns
	Short definition	Number of heritage awareness campaigns (dissemination of information)
	Purpose/importance	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.
	Source/collection of data	Expenditure vouchers maintained by Finance Section/collections management records maintained by Collections Management Section/third party letters received by the Human Sciences Section/physical pamphlets
	Method of calculation	Simple count
	Data limitations	None
	Type of indicator	Output
	Calculation type	Cumulative – per annum
	Reporting cycle	Annually
	New indicator	No
	Desired performance	1 per annum
	Indicator responsibility	Chief Human Science Manager

5.1.1	Indicator title	Schools visited
	Short definition	Number of schools visited
	Purpose/importance	This objective will contribute to the improvement of basic education by educating learners on the inclusive role of all communities in the war.
	Source/collection of data	School visit information form maintained by the Education Section
	Method of calculation	Simple count
	Data limitations	None
	Type of indicator	Output
	Calculation type	Cumulative – per annum
	Reporting cycle	Quarterly
	New indicator	No
	Desired performance	16 per annum
Indicator responsibility	Chief Human Science Manager	

6.1.1	Indicator title	Training of staff
	Short definition	Number of topics on which staff received training
	Purpose/importance	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.
	Source/collection of data	Expenditure vouchers maintained by the Finance Section/course certificates maintained by the Human Resources Section
	Method of calculation	Simple count
	Data limitations	None
	Type of indicator	Output
	Calculation type	Cumulative – per annum
	Reporting cycle	Annually
	New indicator	No
	Desired performance	4 topic per annum
Indicator responsibility	Human Resources Manager	

6.1.2	Indicator title	Skills development programmes
	Short definition	Number of skills development programmes presented
	Purpose/importance	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.
	Source/collection of data	Expenditure vouchers maintained by the Finance Section/course certificates maintained by the Human Resources Section
	Method of calculation	Simple count
	Data limitations	None
	Type of indicator	Output
	Calculation type	Cumulative – per annum
	Reporting cycle	Annually
	New indicator	No
	Desired performance	1 programme per annum
	Indicator responsibility	Human Resources Manager

7.1.1	Indicator title	Unqualified Audit Reports
	Short definition	Achievement of unqualified audit report
	Purpose/importance	Sound management and administrative systems are necessary to effectively support the achievement of the core mandate.
	Source/collection of data	Audit report issued by Auditor-General and maintained by the Finance Section
	Method of calculation	None – opinion as per the report
	Data limitations	None
	Type of indicator	Output
	Calculation type	None – opinion as per the report
	Reporting cycle	Annually
	New indicator	No
	Desired performance	Clean audit report
	Indicator responsibility	Director

7.1.2	Indicator title	100% Audit Issues addressed
	Short definition	Addressing 100% of audit issues by agreed deadlines
	Purpose/importance	Sound management and administrative systems are necessary to effectively support the achievement of the core mandate.
	Source/collection of data	Responses to audit communications maintained by the Finance Section
	Method of calculation	Simple count
	Data limitations	None
	Type of indicator	Output
	Calculation type	Cumulative – per annum
	Reporting cycle	Annually
	New indicator	No
Desired performance	100% of all audit issues addressed by agreed deadlines	
Indicator responsibility	Chief Financial Officer	
7.1.3	Indicator title	Updated Charters and Code of conduct
	Short definition	Annual review of Council Charter, Audit Committee Charter, Internal Audit Charter and Code of Conduct.
	Purpose/importance	Sound management and administrative systems are necessary to effectively support the achievement of the core mandate.
	Source/collection of data	Minutes of meetings of Council and Audit Committee maintained by the Secretariat or reports by Internal Audit
	Method of calculation	Simple count
	Data limitations	None
	Type of indicator	Output
	Calculation type	Cumulative – per annum
	Reporting cycle	Annually
	New indicator	No
Desired performance	All documents annually reviewed and updated if necessary	
Indicator responsibility	Director	

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