



TUIN VAN HERINNERING

Ter nagedagtenis aan die vrouens en kinders wat tydens die Suid-Afrikaanse Oorlog (Anglo-Boereoorlog) in konsentrasiekampe en te velde gesterf het.

TSHIMO YA SEHOPOTSO

Sehopotso sa basadi le bana ba hlakahlalelseng dikamong tsa diteronko le ntweng nakong ya Ntwa ya Aforika Borwa (Ntwa ya Maburu le Manyesemane)

GARDEN OF REMEMBRANCE

In commemoration of all the women and children who died in concentration camps and in the field during the South African War (Anglo-Boer War).

1899 - 1902



an agency of the
Department of Arts and Culture

War Museum of the Boer Republics

STRATEGIC PLAN

2020/2021 – 2024/2025

An Agency of the Department of Sports, Arts and Culture

STRATEGIC PLAN OF THE WAR MUSEUM OF THE BOER REPUBLICS 2020/2021 to 2024/2025

ACCOUNTING OFFICER STATEMENT

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

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

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

Key accomplishments of the War Museum during the previous planning period:

Awards

- Trip Advisor awards to the War Museum for five consecutive years.
- PMR.africa Diamond awards to the War Museum as the best Heritage Site for five consecutive years.

Transformation

- Establishment of the Sol Plaatje Gallery.
- The erection of an Agterryer Statue.
- Unveiled a Monument for Black and White South African Women in Concentration Camps during the war.

- Compiling of two major publications: *Black Concentration Camps of the Anglo-Boer War* and *An Illustrated History of Black South Africans in the Anglo-Boer War*. This included a publication in conjunction with the Executive Authority on Black involvement in the South African War for schools.
- The compiling of two DVD's on Black involvement in the South African War (*Illustrated History* and *Agterryer*).
- Language equality in accordance with the Museum's Language Policy (Afrikaans, English and Sesotho).
- Unveiled a Garden of Remembrance for the victims of the Concentration Camps (Black and White). It contains the names of 35 000 Black and White women and children who perished during the South African War .

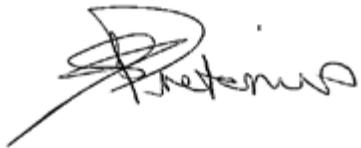
Accessibility

- Accessibility of the Museum by means of elevators, braille information at displays and restroom facility for the physically handicapped.

Audit Outcomes

- No fruitless, wasteful or irregular expenditure incurred during the five year period.

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



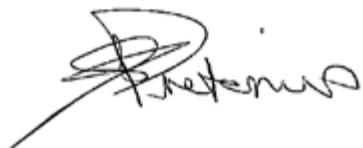
TOKKIE PRETORIUS
Director
War Museum of the Boer Republics

STRATEGIC PLAN OF THE WAR MUSEUM OF THE BOER REPUBLICS 2020/2021 to 2024/2025

Official Sign-off

It is hereby certified that this Strategic Plan:

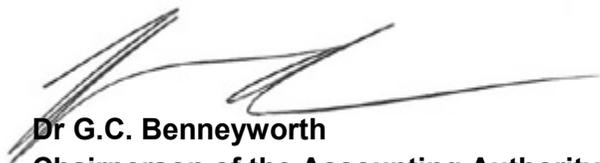
1. was developed by the management of the War Museum of the Boer Republics under the guidance of the Department of Sports, Arts and Culture.
2. takes into account all the relevant policies, legislation and other mandates for which the War Museum of the Boer Republics is responsible.
3. accurately reflects the Impact, Outcomes, and Outputs which the War Museum of the Boer Republics will endeavour to achieve over the periods 2020/2021 – 2024/2025.



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



C.A. Swanepoel
Chief Financial officer



Dr G.C. Benneyworth
Chairperson of the Accounting Authority

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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

DSAC – Department of Sports, Arts and Culture

DPW – Department of Public Works

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

MTEF – Medium Term Expenditure Framework

OHS – Occupational Health and Safety

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

SCM – Supply Chain Management

SWOT – Strengths, Weaknesses, Opportunities, Threats

UAMP – User Asset Management Plan

PART A: Our Mandate

1. Constitutional Mandate

The Constitution of the Republic of South Africa Act 108 of 1996 is conscious of the tangible and intangible heritage of the country. The following provisions within the Constitution are applicable:

- 1.1 Section 31, Chapter 2: Rights of persons belonging to a cultural, religious or linguistic community is applicable to the museums.
- 1.2 Schedule 4: Functional areas of concurrent national and provincial legislative competence: Cultural matters.
- 1.3 Section 55, Chapter 4: Powers of National Assembly: Parliament ensures that all Entities are accountable to it and maintains oversight of the Entity.

2. Legislative and policy mandates

The War Museum must comply with amongst others the following:

- 2.1 The Cultural Institutions Act, Act 119 of 1998, as amended by the Cultural Laws Second Amendment Act 69 of 2001
- 2.2 National Heritage Resources Act, Act 25 of 1999
- 2.3 Public Finance Management Act, Act 1 of 1999 as amended
- 2.4 Treasury Regulations
- 2.5 Labour Relations Amendment Act, Act 127 of 1998
- 2.6 Basic Conditions of Employment Amendment Act, Act 11 of 2002
- 2.7 The Employment Equity Act, Act 55 of 1998
- 2.8 The Preferential Procurement Policy Framework Act, Act 5 of 2000
- 2.9 Preferential Procurement Regulations

3. Institutional Policies and Strategies over the five year planning period

The White Paper on Arts, Culture and Heritage, 1996 is currently the guiding policy document for Museums. However a revised White Paper on Arts and Culture, currently in a draft stage, will have an influence on museums and heritage in general.

The following key issues and factors have further informed the development and formulation of the Strategic plan:

- 3.1 Alignment to Government's priorities and outcomes.
- 3.2 Alignment to Department of Sports, Arts and Culture's strategic priorities and focus areas.
- 3.3 Achievement of the Vision and Mission of the War Museum.

4. Relevant Court Rulings

None

PART B: Our Strategic Focus

5. 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.

6. 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.

7. Values

The War Museum of the Boer Republics strives to follow these principles of conduct in carrying out its mission:

- 7.1 Inclusivity of the Institution in its public mission
- 7.2 Integrity and objectiveness in all activities
- 7.3 Accountability and transparency in all activities
- 7.4 Honesty and openness
- 7.5 Accessibility
- 7.6 Professionalism
- 7.7 Competency

8. Situational analysis

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

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

The following key issues and factors have informed the development and formulation of the Strategic plan:

- Alignment to Government's strategic priorities and outcomes.
- Alignment to Department of Sports, Arts and Culture's strategic outcomes and focus areas.
- Achievement of the Vision and Mission of the War Museum.
- Addressing the expectations of the War Museum's stakeholders.
- Addressing public perceptions, knowledge, attitudes and practices of particular population groups by ensuring the transformation and strengthening of the message of Inclusivity of the War Museum by way of education.
- Addressing the need to further the exposure of learners to the history of the South African War.
- Addressing priorities on women and children, specifically prevention of abuse and violence against women and children.
- The effective marketing of the War Museum and Tourism.
- The International stature of the War Museum.
- Ensuring continued research on the South African War.
- The preservation and promotion of cultural heritage.
- Compliance to legislative and other prescripts.
- Addressing matters of importance highlighted at Chairperson's/CEO/CFO Forums.
- Addressing the responsibilities of the War Museum as concluded with the Executive Authority in the annual Shareholder's Compact.
- Current economic climate, government resource allocations and the availability of private sector resources relevant to the project initiatives.
- New information technology innovations.
- Partnerships and memorandums of understanding with National and International Entities.

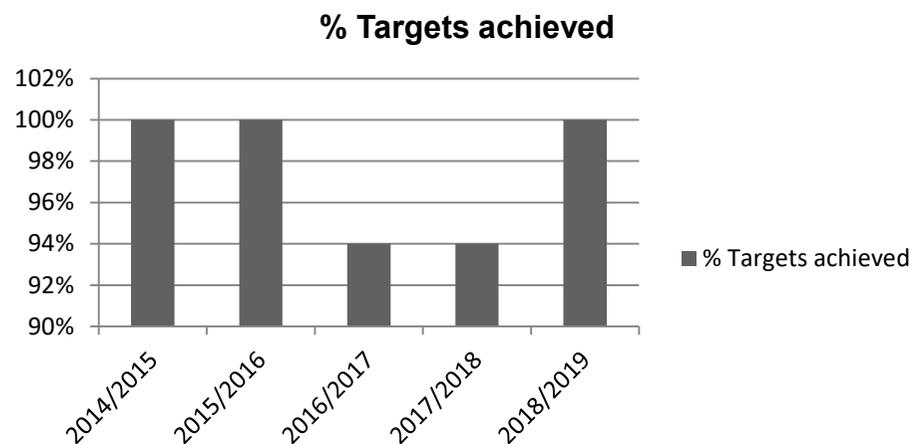
The War Museum's outcomes supports Government's Outcome 14:

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

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

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

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



The 94% achievement rate in 2016/17 and 2017/2018 is attributed to the implementation of GRAP 103 on Heritage Assets – the Standard could only be implemented by the Museum in 2018/2019 after receipt of funds from National Treasury.

The White Paper on Arts, Culture and Heritage, 1996 is currently the guiding policy document for Museums. However a revised White Paper on Arts and Culture, currently in a draft stage, will have an influence on museums and heritage in general. The War Museum's outcomes supports Government's Outcome 14: A diverse, socially cohesive society with a common national identity.

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

The War Museum has Human Resources capacity constraints. These include 10 essential vacant staff positions: 2 Educational officers, 1 Collections assistant, a Public Relations officer, 2 Security Guards, a Driver/Messenger and a Weekend Cashier – these appointments will also assist in improving equity figures.

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

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

8.1 External Environment Analysis

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

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

The 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 Sports, 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 Sports, 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 Museums. The forum provides a platform for the CEO's to deliberate on heritage related matters.

b) Conclusion of the Shareholder's Compact

The shareholder's compact represents the agreement between the Executive Authority and the Accounting Authority. It 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 as well as the need for certain supporting documentation to be kept and maintained by the War Museum.

Challenges:

Changing legislative environment

Economic realities in South Africa

Lack of a Funding Model for Museums

The Museum mitigates these strategic challenges through risk management processes

8.2 Internal Environment Analysis

The following constraints informed the development of the strategic plan:

Shortage of staff, which resulted from financial constraints.

The War Museum has Human Resources capacity constraints. These include 10 essential vacant staff positions: 2 Educational officers, 1 Collections assistant, a Public Relations officer, 2 Security Guards, a Driver/Messenger and a Weekend Cashier – these appointments will also assist in improving equity figures.

The Museum staff complement currently consist of 25 staff, this results in staff having to perform various functions for which they were not necessarily appointed.

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

PART C: Measuring Our Performance

9. Institutional Performance Information

9.1 Programme 1: Administration

Purpose of the programme

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

Key programmes outcomes

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

9.1.1 Measuring the Impact

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

9.1.2 Measuring Outcomes

No	Outcome	No	Outcome Indicator	Baseline	Five Year Target
1.1	Effective and efficiently functioning governance and oversight structures	1.1.1	Properly mandated governance and oversight structures in terms of approved and updated Charters – Number of approved and updated Charters	3 Charters updated and approved per annum	3 Charters updated and approved per annum: Council, Executive Committee and Audit Committee
		1.1.2	Regular Council meetings – Number of meetings per annum	4 meetings per annum	4 meetings per annum
		1.1.3	Regular Audit Committee meetings – Number of meetings per annum	2 meetings per annum	2 meetings per annum
1.2	Efficient and skilled staff exhibiting ethical behaviour and conduct	1.2.1	Staff awareness of current updated code of conduct and ethics – Code of conduct and ethics workshopped following annual review	Code annually updated	Code annually updated and workshopped
		1.2.2	Regular training of staff – Number of training topics per annum	Training on 4 topics per annum	Training on 4 topics per annum
1.3	Unqualified audit reports with no recurring audit findings	1.3.1	Unqualified audit report	Unqualified audit report	Unqualified audit report
		1.3.2	Non-recurrence of audit findings – Percentage of audit findings (Management Letter) addressed	100% of findings addressed by due date	100% of findings addressed by due date set out in the audit implementation plan
1.4	90% Satisfaction rating by public visiting the War Museum	1.4.1	Less than 10% negative comments by public in visitors book per annum – Percentage of comments	-	90% satisfied/positive/neutral comments per annum
1.5	Good relations and coordination with stakeholders	1.5.1	100% attendance of CEO Forum meetings – Percentage attendance	-	100% attendance per annum
		1.5.2	100% attendance of CFO Forum meetings – Percentage attendance	-	100% attendance per annum
		1.5.3	100% attendance of Heritage Sector Forum meetings – Percentage attendance	-	100% attendance per annum

9.1.3 Planned Performance over the Five Year Period

The outcomes will directly contribute to the following government priorities and priorities of the Executive Authority:

Outcome of Government	Outcome of DSAC
6: A capable, ethical and developmental state	6.1 Strengthened intergovernmental relations and coordination within the sector
	6.2 Improved governance and oversight structure
	6.3 Skilled and ethical sports, arts and culture civil service
	6.5 Improved service delivery in sports, arts and culture – SOCIAL COMPACTS
	6.7 Corruption reduced in sports, arts and culture sector

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

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

The following enablers will contribute to the achievement the five-year targets

- Stakeholders
- Funding
- Human Resources
- Leadership
- Strategic partnerships

9.2 Programme 2: Business Development

Purpose of the programme

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

Key programme outcomes

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

9.2.1 Measuring the Impact

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

9.2.2 Measuring Outcomes

No	Outcome	No	Outcome Indicator	Baseline	Five Year Target
2.1	Improved printed and online platform media presence and creating awareness of South African Heritage	2.1.1	Development and implementation of a marketing strategy addressing among others printed media presence – % achievement of strategy	-	100% Implementation of strategy
		2.1.2	Development and implementation of a marketing strategy addressing among others online platform media presence – % achievement of strategy	-	100% Implementation of strategy
		2.1.3	Participation in heritage events to create awareness of South African War – Number of events per annum	1 Event per annum	4 Events per annum
2.2	Preservation of the South African War Heritage and Collections which are representative of all affected parties in the South African War	2.2.1	Expanded collection relating to Black and British participation – Number of items added to collection per annum	Collect 10 Heritage items per annum relating Black and British participation	Collect 10 Heritage items per annum relating Black and British participation
		2.2.2	Preventing the deterioration of the condition of heritage assets – Number of assets conserved or maintained per annum	Conserve or maintain 2 categories of items or parts thereof per annum	Conserve or maintain 2 categories of items or parts thereof per annum
2.3	Dissemination of perspectives on the South African War	2.3.1	Internal publications and/or contributions to research for external publications – Number of publications and/or research contributions	Publish 1 internal publication per annum or contribute to the research of 1 external publication per annum	Publish 1 internal publication per annum or contribute to the research of 1 external publication per annum

9.2.3 Planned Performance over the Five Year Period

The outcomes will contribute to the following government priorities and priorities of the Executive Authority:

Outcome of Government	Outcome of DAC
5: Social cohesion and safe communities	5.1 Social cohesion and nation building

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

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

The following enablers will contribute to the achievement the five-year targets

- Stakeholders
- Funding
- Human Resources
- Leadership
- Strategic partnerships

9.3 Programme 3: Public Engagement

Purpose of the programme

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

Key programme outcomes

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

9.3.1 Measuring the Impact

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

9.3.2 Measuring Outcomes

No	Outcome	No	Outcome Indicator	Baseline	Five Year Target
3.1	New and/or upgraded inclusive and representative exhibitions	3.1.1	New and/or upgraded exhibitions (permanent or temporary) – Number of exhibitions per annum	6 new and/or upgraded exhibitions (permanent/temporary) per annum	6 new and/or upgraded exhibitions (permanent/temporary) per annum
3.2	Supporting National Initiatives and creating awareness of abuse and violence against women and children	3.2.1	Events and/or exhibitions and/or heritage awareness initiatives in support of National Initiatives – Number of National Initiatives supported per annum	4 per annum	5 projects per annum
		3.2.2	Awareness campaigns – abuse and violence against women and children – Number of campaigns per annum	-	1 campaign per annum
3.3	Information and Exhibitions to be accessible	3.3.1	Information and Exhibitions in three languages in accordance with Museum Language Policy – Number of exhibitions (new and/or upgraded exhibitions) in three languages per annum	-	Three languages at 6 exhibitions (new and/or upgraded exhibitions) per annum
3.4	Contributing to economic empowerment	3.4.1	Hosting skills development programme to empower community – Number of skills development programmes hosted	1 skills development programme per annum	1 skills development programme per annum
3.5	Promoting South African War History and universal access to the Museum	3.5.1	Educational outreach programmes – Number of programmes presented at educational institutions per annum	Visit 16 schools per annum	Visit and present programmes at 16 educational institutions per annum
		3.5.2	School Olympiad on South African War History – Number of School Olympiads per annum	1 School Olympiad per annum	1 School Olympiad per annum
		3.5.3	Community outreach programmes promoting universal access – Number of outreach programmes per annum	-	4 Community outreach programmes per annum

9.3.3 Planned Performance over the Five Year Period

The outcomes will contribute to the following government priorities and priorities of the Executive Authority:

Outcome of Government	Outcome of DAC
2: Education, skills and health	2.1 Improved access to indigenous languages
	2.2 Improved employability of youth in the sports, arts and culture sector through skills training
5: Social cohesion and safe communities	5.1 Social cohesion and nation building

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

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

The following enablers will contribute to the achievement the five-year targets

- Stakeholders
- Funding
- Human Resources
- Leadership
- Strategic partnerships

10 Key Risks

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

a) Limited staff complement due to funding constraints:

The limited staff complement results in the War Museum staff performing many functions beyond the scope of their respective appointments, this in itself poses a risk to the Museum as these staff members may not be properly capacitated to perform these tasks. Various positions are required, among these dedicated staff for Information Technology, Education, Public Relations, additional Collections Management staff, etc. Resource mobilisation and funding play a pivotal role in the achievement of the War Museum's strategic objectives.

Mitigating actions:

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

b) Changing Legislative Environment

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

Mitigating actions:

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

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

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

Mitigating actions:

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

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

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

Mitigating actions:

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

PART D: Technical Indicator Descriptions

Programme 1: Administration

1.1.1	Indicator title	Properly mandated governance and oversight structures in terms of approved and updated Charters – Number of approved and updated Charters
	Definition	Updated Charters refer Charters of the Council, Audit Committee and Executive Committee being reviewed and amended if necessary on an annual basis by the Council
	Source of data	Minutes of meetings of Council maintained by the Secretariat or Internal Audit review reports maintained by the Chief Financial Officer
	Method of Calculation/ Assessment	Quantitative: Simple count Non-Cumulative – per annum
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	All 3 Charters annually reviewed and updated if and where necessary
	Indicator responsibility	Director and Secretariat/CFO
1.1.2	Indicator title	Regular Council meetings – Number of meetings per annum
	Definition	Regular Council meetings refer to any sitting of Council where a quorum is present
	Source of data	Minutes of meetings of Council or attendance registers maintained by the Secretariat
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	Regular Council meetings, 4 per annum
	Indicator responsibility	Director and Secretariat
1.1.3	Indicator title	Regular Audit Committee meetings – Number of meetings per annum
	Definition	Regular Audit Committee meetings refer to any sitting of the Audit Committee where a quorum is present
	Source of data	Minutes of meetings of Audit Committee or attendance registers maintained by the Secretariat
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	Regular Audit Committee meetings, 2 per annum
	Indicator responsibility	Director and Secretariat

1.2.1	Indicator title	Staff awareness of current updated code of conduct and ethics – Code of conduct and ethics workshopped following annual review
	Definition	Current Code of Conduct and ethics refer to latest revision approved by Council. Being workshopped refers to being discussed at staff meeting to update staff on the content of the Code.
	Source of data	Minutes of meetings of Council maintained by the Secretariat or Internal Audit review reports maintained by the Chief Financial Officer Attendance register of the staff meeting at which the document was discussed maintained by the HR Section Manager
	Method of Calculation/ Assessment	Quantitative: Simple count Non-Cumulative
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	Annually reviewed and approved Code of Conduct and Ethics workshopped with staff
	Indicator responsibility	Director, HR and Secretariat/CFO
1.2.2	Indicator title	Regular training of staff – Number of training topics per annum
	Definition	Training refers to any course presented to staff (all staff/groups of staff/single staff members) on a specific topic
	Source of data	Expenditure vouchers/Attendance Registers/Attendance Certificates maintained by the Finance Section and/or the relevant Section Manager and/or Staff records by HR
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	The same or all staff will not necessarily receive training all 4 topics. Different staff members may receive training on one or more topics.
	Reporting cycle	Annually
	Desired performance	Staff training on 4 topics per annum
Indicator responsibility	Director and all Section Managers	
1.3.1	Indicator title	Unqualified audit report
	Definition	An unqualified audit report issued by the Auditor-General in the particular period covered by the plan/s
	Source of data	Auditor-General Audit Report as published in the Annual Report
	Method of Calculation/ Assessment	Quantitative: Simple count Non-Cumulative
	Assumptions	The report issued during the particular period, to be assessed for that particular period
	Reporting cycle	Annually
	Desired performance	Unqualified Audit-Report
Indicator responsibility	Director	

1.3.2	Indicator title	Non-recurrence of audit findings – Percentage of audit findings (Management Letter) addressed
	Definition	Non-recurrence means all (100%) audit findings of the prior period was addressed within the audit implementation plan due date and no finding reoccurred
	Source of data	Auditor General Management Letter maintained by the Chief Financial Officer
	Method of Calculation/ Assessment	Quantitative: Simple count Non-Cumulative
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	100% of audit findings addressed by due date
	Indicator responsibility	Director and all Section Managers
1.4.1	Indicator title	Less than 10% negative comments by public in visitors book per annum – Percentage of comments
	Definition	Total negative comments refers to comments which are not positive recorded by the public in the visitors book at the Museum to be less than 10% of total comments per annum
	Source of data	Visitors Book
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	No negative comment on service delivery
	Indicator responsibility	Director and all Section Managers
1.5.1	Indicator title	100% attendance of CEO Forum meetings – Percentage attendance
	Definition	Director or nominee to attend all CEO Forum meetings arranged by the Executive Authority
	Source of data	Expenditure vouchers maintained by the Finance Section or Minutes of meetings compiled by the Executive Authority distributed to the Director
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	It is assumed that the Executive Authority will hold two meetings per annum. The Museum can only attend meetings if arranged by the Executive Authority.
	Reporting cycle	Annually
	Desired performance	Attendance of all CEO Forum meetings
	Indicator responsibility	Director

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

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

Programme 2: Business Development

2.1.1	Indicator title	Development and implementation of a marketing strategy addressing among others printed media presence – % achievement of strategy
	Definition	Strategy guiding marketing activities specifically covering articles in printed media on the Museum and approved by the Director
	Source of data	Record/proof of activities as maintained by the Human Sciences Section
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	100% implementation of marketing strategy
	Indicator responsibility	Director and Chief Human Sciences Manager

2.1.2	Indicator title	Development and implementation of a marketing strategy addressing among others online platform media presence – % achievement of strategy
	Definition	A strategy guiding marketing activities specifically covering online platforms media for the Museum and as approved by the Director
	Source of data	Record/proof of activities as maintained by the Human Sciences Section
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	100% implementation of marketing strategy
	Indicator responsibility	Director and Chief Human Sciences Manager
2.1.3	Indicator title	Participation in heritage events to create awareness of South African War – Number of events per annum
	Definition	Participation by the Museum (actual attendance or contributions such as displays or research support etc.) in 4 heritage events hosted by external parties/institutions
	Source of data	Expenditure vouchers maintained by the Finance Section or programmes/ invitations or correspondence maintained by the Human Sciences Section
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	Participate in 4 heritage events per annum
	Indicator responsibility	Director and Chief Human Sciences Manager
2.2.1	Indicator title	Expanded collection relating to Black and British participation – Number of items added to collection per annum
	Definition	The Museum to acquire through donation or purchase at least 10 heritage items per annum relating to Black and British participation in the War
	Source of data	Accession records maintained by Collections Manager
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	10 Items per annum specifically related to Black and British participation in the War
	Indicator responsibility	Director and Chief Human Sciences Manager

2.2.2	Indicator title	Preventing the deterioration of the condition of heritage assets – Number of assets conserved or maintained per annum
	Definition	Conservation or maintenance activities on 2 categories of heritage items or parts thereof, thus cleaning, conservation or restoration
	Source of data	Conservation registers maintained by Collections Manager
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	Conservation or maintenance activities on 2 categories of heritage items or parts thereof per annum
	Indicator responsibility	Director and Chief Human Sciences Manager

2.3.1	Indicator title	Internal publications and/or contributions to research for external publications – Number of publications and/or research contributions
	Definition	Publish internal (own) publication per annum or contribute to the research (information/photographs/interviews) of 1 external publication per annum
	Source of data	Expenditure vouchers maintained by the Finance Section or the publication itself or correspondence on research support provided as maintained by the Chief Human Sciences Section
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	1 Publications per annum
	Indicator responsibility	Director

Programme 3: Public Engagement

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

3.2.1	Indicator title	Events and/or exhibitions and/or heritage awareness initiatives in support of National Initiatives – Number of National Initiatives supported per annum
	Definition	Projects (event and/or exhibition and/or heritage awareness initiatives) in support of National Initiatives: Youth Day, Mandela Day, Women’s Day, Heritage Day and Day of Reconciliation.
	Source of data	Expenditure vouchers maintained by the Finance Section or Heritage asset movement forms maintained by the Human Sciences Section or the exhibition itself or programmes/brochures of the event/exhibition/initiative
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	5 projects in support of National Initiatives: Youth Day, Mandela Day, Women’s Day, Heritage Day and Day of Reconciliation
	Indicator responsibility	Director and Chief Human Sciences Manager
3.2.2	Indicator title	Awareness campaigns – abuse and violence against women and children – Number of campaigns per annum
	Definition	An awareness campaign in support of National Initiatives specifically on preventing abuse of and violence against women and children
	Source of data	Expenditure vouchers maintained by the Finance Section or Heritage asset movement forms maintained by the Human Sciences Section or the exhibition itself or programmes/brochures/pamphlets of the event/exhibition/initiative
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	An awareness campaign in support of National Initiatives specifically on preventing abuse of and violence against women and children
	Indicator responsibility	Director and Chief Human Sciences Manager
3.3.1	Indicator title	Information in exhibitions in three languages in accordance with Museum Language Policy – Number of exhibitions (new and/or upgraded exhibitions) in three languages per annum
	Definition	Information to be provided in new and/or upgraded exhibitions in the three languages specified in the Museum Language Policy
	Source of data	Expenditure vouchers maintained by the Finance Section or the exhibition itself
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	All information to be presented in the three languages specified in the Museum Language Policy
	Indicator responsibility	Director and Chief Human Sciences Manager

3.4.1	Indicator title	Hosting a skills development programme to empower community – Number of skills development programmes hosted
	Definition	A programme presented to the community to teach them a skill
	Source of data	Expenditure vouchers maintained by the Finance Section or event programme and/or attendance registers maintained by the Human Sciences Section
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	Hosting skills a development programme to empower community
	Indicator responsibility	Director

3.5.1	Indicator title	Educational outreach programmes – Number of programmes presented at educational institutions per annum
	Definition	Education outreach programmes refers to visits to educational institutions: pre-primary, primary, secondary schools or any tertiary education institution
	Source of data	Visitation form maintained by the Human Sciences Section
	Method of Calculation/ Assessment	Quantitative: Simple count Cumulative (Year-end)
	Assumptions	None
	Reporting cycle	Annually
	Desired performance	16 outreach programmes per annum
	Indicator responsibility	Director and Chief Human Sciences Manager

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

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

PART E: Materiality and Significance Framework

1. Definitions and standards

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

2. Applicable sections of the PFMA

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

3. Treasury regulation

- 28.3.1

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

4.2 Section 54(2): Information to be submitted by the Accounting Authority	Value(Quantitative)	Nature of event(Qualitative)
<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.</p> <p>Any involvement in the establishment process regardless of the degree of the involvement where an interest (equity or loans) is to be taken by the public entity in the company to be established.</p> <p>Any participation outside the Republic of South Africa irrespective of the rand amount involved.</p>	<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</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 F: Council Charter

1. Introduction

Governance in Public Entities

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

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

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

Part 2 of Section 49 of the PFMA reflects:

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

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

2. Fiduciary Duties of Council Members

Conflict of Interest

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

Independence of Action

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

King Report Duties and Responsibilities of Directors

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

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

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

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

PFMA Duties and Responsibilities

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

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

Cultural Institutions Act

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

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

3. Council Charter

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

Duties and Responsibilities

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

Museum, whilst taking into account the interests of the various stakeholders, including employees, creditors, suppliers and local communities.

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

PART G: Fraud prevention strategy and policy

INTRODUCTION

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

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

POLICY STATEMENT

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

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

FRAUD PREVENTION POLICY

PURPOSE

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

DEFINITIONS

In South Africa Fraud is defined as:

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

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

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

REQUIRED BEHAVIOUR

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

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

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

APPROACH

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

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

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

- a) Clear anti-fraud practice and actions.
- b) Management at all levels must encourage an anti-fraud culture within the War Museum.
- c) Management at all levels must be held accountable for fraud, theft, corruption and maladministration in their responsibilities.
- d) A facility for employees to resolve ethical conflicts and problems must be developed and remain in place.
- e) Management must position the business of the War Museum to conduct its service delivery and incur expenditure fairly and honestly.

- f) All management and staff alike must act with fidelity, honesty, integrity and in the best interest of the government within a framework of good corporate governance.
- g) Staff must be informed about the fraud management strategy.
- h) Suppliers must be exposed to the War Museum's values and subscribe to providing its products and or services within such ethics and standards.
- i) Regular reporting of incidents of fraud, theft and corruption and the results of the outcome of criminal or internal action.



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