



Die Afrikaanse
**Taalmuseum
& -monument**

an agency of the
Department of Arts and Culture

ANNUAL PERFORMANCE PLAN 2020/2021

RP16/2020
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Foreword by the Chairperson

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

Drawing from lessons learnt from the previous year, the APP 2020/2021 was collectively developed to set out realistic and clear performance indicators and targets. These indicators and targets are developed in a collaborative and consultative manner, and have therefore the support of Council, Management and the staff of the ATM. To this end, the performance plan will help empower staff to perform the duties assigned to them in a mutually constructive spirit, and improve service delivery performance. The viable targets will help Council to measure whether the strategic objectives, as set out by it, are effectively implemented and attained.

One of the strategic focus areas for the 2020/2021 financial year is the ongoing expansion and transformation of our collections and exhibitions as well as the review of our educational programmes. New research projects will be undertaken in various provinces to ensure that our collections, exhibitions and programmes remain relevant and reflect the diversity of the Afrikaans language community. New educational programmes, informed by research, will be developed cognisant of the specific curriculum needs of the targeted schools. Furthermore, Council is committed to enhance access to information on the history of Afrikaans by digitising a selection of its archival collection over the next three years.

This APP 2020/2021 has been developed taking into account the significant economic and fiscal challenges the country is facing, as well as the intended changes to the heritage landscape as expressed in the revised draft White Paper on Arts, Culture and Heritage. The performance plan outlines the risks and challenges that the entity encounters on a regular basis, and how the entity intends to deal with these challenges in the next three years amidst fiscal constraints. The maintenance, upgrading and expansion of the facilities of the ATM remain an ongoing challenge. Council is of the considered view that by working closely with the DSAC, significant progress could be made in the next three years regarding the upgrading of the 45-year-old infrastructure and the expansion of some of its facilities to elicit greater public participation in ATM events and activities.

Council is confident that the outlined performance plan supports the strategic objectives of the DSAC as well as some key objectives of the National Development Plan. Council remains committed to manage the institution on sound governance principles and, to this end, will provide the necessary support to Management and staff to implement the performance plans effectively to improve service delivery. It is Council's view that by maintaining high levels of excellence in our performance, the ATM will grow from strength to strength to the benefit and service of the South African community at large, and continually contribute to the cherished goal of social cohesion and nation-building.



Prof EO Saal
Chairperson of the Council

Director's Report

After several strategic and sector-wide engagements with the Department of Sport, Arts and Culture (DSAC) and with the newly incorporated Department of Sport and Recreation, Management, in consultation with all the relevant stakeholders, had to rethink its priorities and desired outcomes. In rethinking the Afrikaanse Taalmuseum en -Monument's (ATM's) strategic objectives and outcomes, the emphasis for 2020/2021 will be on building social cohesion and human capital, providing universal access, and including the youth, the aged, children, women and people with special needs in our programmes. The values of the Constitution of the Republic of South Africa and the National Development Plan and Vision: 2030 will be central to all the ATM's operational activities and programmes.

The Annual Performance Plan (APP) details the approach that the ATM will follow in implementation, delivering and monitoring our performance for the 2020/2021 financial year. We will focus on the SMART principles in achieving our targets to guarantee that all our performance indicators are realistic and achievable. Our management approach's key strategies will include maintaining high levels of governance by continuously reviewing our strategies, policies, working operations, services and programming to ensure the ATM remains relevant and addresses the target audiences' needs. In order to achieve this, we need to building a competent, accountable ATM workforce through training and the personal development of each staff member. In return, a capable workforce will be better equipped to adhere to legislative and procurement compliance, implement management strategies, and manage resources efficiently, effectively and sustainably.

Phase two of the new communication strategy will be developed and implemented during the 2020/2021 financial year. The aim is to develop different platforms/mediums through which the ATM can reposition itself to become a leading language and cultural entity of the national DSAC. Through the diverse means/mediums of communication we furthermore will be able to communicate, market and promote greater visibility in the rest of the country and on all social media platforms.

A big concern and daily challenge, however, is our dire financial situation. Most of our programmes and projects are funded by self-generated income, which constitutes between 21% and 27% of the ATM's budget. A growing concern is the lack of suitable infrastructure that could support our fundraising efforts. To enhance economic development, we aim to increase the income potential of our facilities by compiling a master plan for all future infrastructure developments at the Monument. The proposed master plan will address existing as well as future needs of the public entity.

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



MJ Jonas
Director

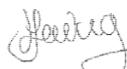
Official Sign-off

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of the Afrikaanse Taalmuseum en -Monument (Afrikaans Language Museum and Monument, ATM) under the guidance of the Director.
- Takes into account all the relevant policies, legislation and other mandates for which the ATM is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the ATM will endeavour to achieve over the period 2020/2021, given the resources made available in the budget.

T Laing
Chief Financial Officer

Signature:



MJ Jonas
Director

Signature:



Approved by:

Prof EO Saal
Chairperson of the Board

Signature:



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Part A: Our mandate

1. Updates to the relevant legislative and policy mandates

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

In addition, the ATM's mandate is to:

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

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

2. Updates to institutional policies and strategies

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

3. Updates to relevant court rulings

No relevant court rulings to report on.

Part B: Our strategic focus

1. Updated situational analysis

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

2. External environment analysis

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

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

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

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

3. Internal environment analysis

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

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

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

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

Part C: Measuring our performance

1. Institutional performance information

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

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

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

Budget programmes

Administration
Business Development
Public Engagement

Changes to the Strategic Plan

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

2. Strategic objectives, performance indicators and annual targets

2.1 Strategic objectives, performance indicators and annual targets for 2020/2021

Programme: Administration

Entrance to the Museum and Monument

Strategic outcome-oriented goal: 3

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

Links: National Outcome 12 and 14

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
To increase visitors and revenue at the Museum & Monument	Increase visitors by 2% per annum on average	Number of visitors per annum	89 912	78 247	72 032	66 000	67 320	68 700	70 074
	Number of events and concerts per annum	Number of picnic events and concerts per annum	18	19	18	15	15	15	15

Human resources management

Strategic outcome-oriented goal: 4

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

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

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
To maintain a 100% evaluation rate and ensure well-trained staff	HR plan for training	Number of staff performance evaluations done per annum	100%	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)
	Evaluation schedule	Coordinate and manage training per annum	13 training interventions	11 training interventions	7 training interventions	6 training interventions	6 training interventions	6 training interventions	6 training interventions

* Targets adjusted to reflect measurable targets as the percentages were not clearly defined.

Property management

Strategic outcome-oriented goal: 4

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

Links: Reporting and Compliance, National Outcome 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
To adhere to the annual property maintenance work programme	Annual repairs and maintenance done as per the annual work programme	Annual repairs and maintenance completed*	Completed: 75%	Completed: Paintwork done 30 Jun	Completed: Paintwork done – 30 Jun	Completed: Maintenance 30 Jun	Completed: 5	Completed: 5	Completed: 5
		- Museum - Monument - Amphitheatre - Parking area - Hiking trails	100%	Buildings repaired 30 Nov	Buildings repaired – 30 Nov	30 Nov			
	Annual eco-management plan managed according to work programme for eco-management	Annual eco-management plan completed*	Completed: 100%	Completed: 30 Sep	Completed: 30 Jun	Completed: 30 Jun	Completed: 30 Jun	Completed: 30 Jun	Completed: 30 Jun
		- Water ditches cleaned	100%	31 Oct	29 Mar	31 Oct	31 Oct	31 Oct	31 Oct
		- Invasive alien trees cleared	100%	30 Sep	20 Nov	30 Sep	30 Sep	30 Sep	30 Sep
		- Firebreaks cleared							

* Targets adjusted to reflect measurable targets as the percentages were not clearly defined.

Applicable legislation

Strategic outcome-oriented goal: 4

Strategic objective: To fully comply with applicable legislation

Links: Reporting and Compliance, National Outcome 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
To fully comply with applicable legislation	Annual performance plan	Annual performance plan	Accurate and on time	1 plan	1 plan	1 plan per annum			
	Quarterly reports	Quarterly reports	Accurate and on time	4 reports	4 reports	4 reports per annum			
	Performance information and financial statements audited	Performance information and financial statements audited	Accurate and on time	1	1	1 per annum	1 per annum	1 per annum	1 per annum
	Annual report audited	Annual report audited	Accurate and on time	1 report	1 report	1 report per annum			
	Strategic plan	Strategic plan	Accurate and on time	-	-	1 every 5 years	-	-	-
	Financial management systems and procedures updated	Financial management systems and procedures updated	100% compliant	1 updated	1 updated	1 updated per annum			
	Number of policies reviewed	Number of policies reviewed	100% implemented	4 reviewed	2 reviewed	1 reviewed per annum			
	Enterprise risk management plan reviewed	Enterprise risk management plan reviewed	Plan approved and implemented	1 plan	1 plan	1 plan reviewed per annum			

* Targets adjusted to reflect measurable targets as the percentages were not clearly defined.

Risk management

Risk	Mitigation action
Weather suitability for outdoor events	Tickets for picnic concerts are pre-sold and events continue even in the case of inhospitable weather A temporary tent is erected over the stage in order to enable artists to still perform
Crowd control and medical emergencies at events	Sufficient security and ambulance services
Insufficient infrastructure (electricity, lighting, stage) in Garden Theatre	Phase in upgrade of electricity, lighting and stage
Poor maintenance of buildings, structures and equipment poses threat to visitors and staff	Keeping up with maintenance through the work programme to ensure well-kept buildings, structures and equipment Museum building identified as high risk, therefore limiting group sizes, school groups limited to certain rooms, floors stabilised in certain areas, reparation of the roof and gutters, and painting the first floor
Veld fires on Paarl Mountain	Clearing the firebreaks annually ensures that veld fires are less of a threat to the Monument, its structures and buildings, visitors and staff
High governance cost – audit fees, printed reports etc.	Ensuring low printing costs by sourcing local printers, negotiate lower rates for audit

Security at the Language Monument and Amphitheatre	Extra security guards at the Monument and Amphitheatre especially during evenings/nights, extra security arranged during events to ensure the safety of staff and visitors, planning to increase current security cameras
Unpaid municipal costs	Currently the Department of Public Works is still responsible for payment of this account. Unpaid municipal accounts are communicated to the Department of Arts and Culture to follow up
Electricity and water supply	Security guards to ensure that electrical cables are not stolen, requested funds to procure backup generators as the Monument uses pumps to pump water to restrooms, the restaurant and offices

Expenditure estimates: Administration

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
R thousand							
Entrance to the Museum & Monument	1044	1039	1475	1544	1473	1453	1576
Human Resources Management	121	147	113	159	169	181	181
Property Management	1048	1279	1733	4971	6715	6790	7034
Other Administrative Expenses	6709	7542	8070	8559	9303	10011	10266
Total	8922	10007	11391	15233	17660	18435	19057
Change to budget estimate				0	0	0	0

Economic classification

Current payments	8922	10008	11393	15232	17660	18435	19057
Compensation of employees	3576	3752	4472	5560	5766	6158	6487
Goods and services							
<i>of which:</i>							
Advertising	112	47	133	148	140	147	147
Audit costs	583	104	472	684	665	721	726
Bank charges	59	67	68	72	76	79	79
Board costs	162	114	148	208	219	231	235
Catering: Internal activities	2640	3632	3072	2684	2863	2919	3089
Communication	103	108	115	101	108	112	112
Computer services	34	53	62	106	112	118	118
Consultants, contractors and special services	302	650	768	870	859	919	842
Inventory	59	-16	31	32	34	36	36
Maintenance repair and running cost	362	604	1081	4027	6144	6190	6403
Operating leases	63	37	0	45	48	51	51
Printing and publication	67	35	46	110	76	78	78
Training and staff development	32	39	45	62	66	72	72
Travel and subsistence	96	108	139	118	126	133	133
Insurance	63	86	78	79	84	88	88
Memberships and subscriptions	12	16	11	18	19	20	20
Cleaning services	33	22	24	33	35	37	37
Depreciation and amortisation	288	322	462	0	0	0	0
Other	276	228	166	275	220	326	303
Interest and rent on land	0	0	0	0	0	0	0
Financial transactions in assets and liabilities	0	0	0	0	0	0	0
Total	8922	10008	11393	15232	17660	18435	19057

Revenue estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
R thousand							
Economic classification							
Sale of goods and services other than capital assets	2 144	2 311	2 127	2 332	2 408	2 536	2 670
Entity revenue other than sales	757	818	1 050	315	288	291	291
Transfers received	7 907	9 762	11 565	13 976	10 939	11 512	11 939
Capital works funding					5 687	5 736	5 949
Total Revenue	10 808	12 891	14 742	16 623	19 322	20 075	20 849

Programme: Business Development

Fundraising and marketing

Strategic outcome-oriented goal: 4

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

Links: National Outcome 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Present skills development courses to generate additional funds	Number of courses per annum	Number of fundraising events per annum	3	1	2	1	-	-	-
		Number of skills development courses per annum	9	5	5	4	4	4	4

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

Public programmes and communication

Strategic outcome-oriented goal: 3

Strategic objective: To host special days per annum

Links: Promotion of language, National Outcome 1

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
To develop public awareness of our institution and to encourage the public to visit us	Number of special days per annum	Number of special days per annum	7	10	9	8	6	6	6
		Sponsor-A-Bus project: number of groups transported	1	1	1	1	-	-	-

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

Collection management

Strategic outcome-oriented goal: 2

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

Links: Promotion of language, National Outcome 1 and 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Ensuring the preservation of artefacts, documents and books for the future	Electronic catalogue for artefacts, books and documents. Inspection registers for collection, archive and exhibition	Number of artefacts acquired per annum	3	2	72	-	-	-	-
		Number of conservation, preservation and maintenance activities for Museum collection	-	-	-	-	12	12	12
		Number of items restored or repaired per annum	3	8	3	2	-	-	-
		Maintaining the register for the textile collection per annum	5	4	4	4	4	4	4
		Maintaining the register for inspection of the archives per annum	5	4	4	4	4	4	4
		Maintaining the register for climatic conditions in archives per annum	50	50	50	50	50	50	50
		Maintaining the register for inspection of the total exhibition per annum	9	12	12	12	12	12	12

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

Research

Strategic outcome-oriented goal: 2

Strategic objective: Dissemination of research results in various formats

Links: Promotion of language, National Outcome 1 and 12

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Dissemination of research results in various formats	Produce content for website/Facebook	Number of articles written or lectures presented per annum	3	5	4	2	-	-	-
		Number of active research projects per annum	-	-	-	-	4	4	4
		Number of history snippet written for website/Facebook per annum	6	24	42	6	6	6	6

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

Risk management

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

Expenditure estimates: Business development

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2021/2022
R thousand							
Funding and marketing	50	30	29	56	57	63	63
Public programmes and communication	669	775	439	94	104	103	104
Collection management	5	0	51	178	260	224	236
Research	602	565	655	627	682	722	762
Heritage	0	9	6	0	0	0	0
Total	1326	1379	1180	955	1103	1112	1165
Change to budget estimate				0	0	0	0

Economic classification

	2016/2017	2017/2018	2018/2019	Adjusted appropriation	2020/2021	2021/2022	2022/2023
Current payments	1326	1378	1180	955	1103	1112	1165
Compensation of employees	1184	1017	801	774	907	910	961
Goods and services							
<i>of which:</i>							
Funding & marketing	50	29	30	56	57	63	63
Public programmes	78	113	246	94	103	104	103
Research and development	10	209	87	25	27	29	29
Curation and collection	5	0	10	7	7	8	8
Heritage programmes and projects	-1	10	6	0	0	0	0
Other	0	0	0	0	0	0	0
Total	1326	1378	1180	955	1103	1112	1165

Revenue estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2021/2022
R thousand							
Economic classification							
Sale of goods and services other than capital assets	2 144	2 311	2 127	2 332	2 408	2 536	2 670
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Total Revenue	10 808	12 891	14 742	16 623	19 322	20 075	20 849

Programme: Public Engagement

Exhibitions

Strategic outcome-oriented goal: 2

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

Links: Promotion of language, National Outcome 1

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2021/2022
To convey information to the public by means of exhibitions	Exhibitions on display	Number of exhibitions held or updated per annum	1	1	3	1	1	1	1

Education

Strategic outcome-oriented goal: 3

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

Links: Promotion of language, National Outcome 1

Outcome	Outputs	Indicator	Actual performance			Estimated performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2020/2021
To educate, and to liaison and undertake outreach programmes to reach as many schools as possible	Liaise and invite schools by means of a database	Number of school tours conducted per annum	114	111	129	70	80	80	80
		Number educational programmes developed per annum	-	-	-	-	2	2	2
		Number of educational programmes upgraded per annum	-	-	-	-	2	2	2
	Schools apply for sponsorships	Sponsor-A-Bus project: number of school groups transported per annum	18	15	15	15	16	16	16
	Reading campaign through reading groups	Language projects: Established reading group per annum	3	5	2	2	2	2	2
	Writing and public speaking competition to stimulate learners' creativity and teaching them techniques of public speaking	Number of competitions held for learners per annum	2	2	2	2	2	2	2
	Provide access to the Museum's activities	Number of outreach projects per annum	2	0	1	0	2	2	2

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

Risk management

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

Expenditure estimates: Public engagement

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2021/2022
R thousand							
Exhibitions	1	39	7	124	211	192	281
Education	253	244	298	312	345	338	348
Total	254	283	305	436	556	530	629
Change to budget estimate				0	0	0	0

Economic classification

Current payments	255	283	306	436	556	530	629
Compensation of employees	140	165	170	178	205	194	204
Goods and services							
<i>of which:</i>							
Exhibitions	1	39	8	124	211	192	282
Education	114	79	128	133	140	144	143
Other	0	0	0	0	0	0	0
Total	255	283	306	436	556	530	629

Revenue estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2021/2022
R thousand							
Economic classification							
Sale of goods and services other than capital assets	2 144	2 311	2 127	2 332	2 408	2 536	2 670
Entity revenue other than sales	757	818	1 050	315	288	291	291
Transfers received	7 907	9 762	11 565	13 976	10 939	11 512	11 939
Capital works funding					5 687	5 736	5 949
Total Revenue	10 808	12 891	14 742	16 623	19 322	20 075	20 849

2.2 Quarterly targets for 2020/2021

Programme: Administrative

Entrance to the Museum and Monument

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Number of visitors per annum	67 320	12 000	12 000	21 320	22 000	Visitor statistics
Number of picnic events and concerts per annum	15	-	-	7	8	Events calendar

Human resources management

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Number of staff performance evaluations done per annum	2 (bi-annually)	-	1	-	1	Performance evaluations
Coordinate and manage training per annum	6 training interventions	1	2	1	2	Invoices, reports

Property management

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Annual repairs and maintenance completed - Museum - Monument - Amphitheatre - Parking area - Hiking trails	Completed: 5	Completed: 2	1	Completed: 2	-	Invoices, work programme
Annual eco-management plan completed - Water ditches cleaned - Invasive alien trees cleared - Firebreaks cleared	Completed: 30 Jun 31 Oct 30 Sep	Completed: 30 June	Completed: 30 Sep	Completed: 31 Oct	-	Invoices, work programme

Quarterly budget for Administration

Sub-programme	Actual target	Quarterly targets			
	2020/2021	1 st	2 nd	3 rd	4 th
R thousand					
Entrance to the Museum & Monument	1473	291	291	445	445
Human Resources management	169	22	62	22	62
Property management	6715	1179	2179	2079	1279
Other administrative expenses	9303	1326	1526	3226	3226
Total	17660	2818	4058	5772	5012

Programme: Business Development

Fundraising and marketing

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Number of skills development courses per annum	4	1	3	-	-	Events calendar

Public programmes and communication

Strategic objective: To host special days per annum

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Number of special days per annum	6	2	1	2	1	Events calendar

Collection management

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Number of conservation, preservation and maintenance activities on Museum collection	12	3	3	3	3	Invoices
Maintaining the register for textile collection per annum	4	1	1	1	1	Monitoring form
Maintaining the register for inspection of the archives per annum	4	1	1	1	1	Monitoring form
Maintaining the register for climatic conditions in archives per annum	50	13	13	12	12	Monitoring form
Maintaining the register for inspection of the total exhibition per annum	12	3	3	3	3	Monitoring form

Research

Strategic objective: Dissemination of research results in various formats

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Number of active research projects per annum	4	1	1	1	1	Articles/lecture papers
Number of history snippet written for website/Facebook per annum	6	2	1	2	1	Written snippets

Quarterly budget for Business Development

Sub-programme	Actual target	Quarterly targets			
	2020/2021	1 st	2 nd	3 rd	4 th
R thousand					
Funding and marketing	57	13	18	14	13
Public programmes and communication	104	30	32	32	11
Collection management	260	58	73	56	75
Research	682	191	150	191	151
Total	1103	291	272	292	249

Programme: Public Engagement

Exhibitions

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Number of exhibitions held or updated per annum	1	-	-	-	1	Invoices, finished exhibition

Education

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

Indicator	Actual target	Quarterly targets				Sources of verification
	2020/2021	1 st	2 nd	3 rd	4 th	
Number of school tours conducted per annum	80	25	20	15	20	Booking forms
Number educational programmes developed per annum	2	1	-	1	-	Educational programmes
Number of educational programmes upgraded per annum	2	1	-	1	-	Educational programmes
Sponsor-A-Bus project: number of school groups transported per annum	16	7	5	1	3	Invoices and booking forms
Language projects: Established reading group per annum	2	0	1	0	1	Attendance registers
Number of competitions held for learners per annum	2	1	0	1	0	Invoices and programme
Number of outreach projects per annum	2	1	1	-	-	Invoices and programme

Quarterly budget for Public Engagement

Sub-programme	Actual target	Quarterly targets			
	2020/2021	1st	2nd	3rd	4th
R thousand					
Exhibitions	211	84	53	53	21
Education	345	69	104	69	104
Total	556	153	156	122	125

2.3 Reconciling performance targets with the budget and MTEF

Income estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
R thousand							
Economic classification							
Revenue							
Sale of goods and services other than capital assets							
<i>Of which:</i>							
Administrative fees							
Entrance fees	1683	1936	1621	1799	1823	1913	2004
Sales by market establishments							
Rent on buildings	461	375	506	533	585	623	666
Entity revenue other than sales							
<i>Of which:</i>							
Interest, dividends and rent on land							
Interest	151	305	402	186	155	151	143
Unclassified revenue							
Funding and marketing	473	407	550	79	80	84	88
Other income	133	106	98	50	53	56	60
Transfers received							
Other government units							
National government's Executive authority (Department of Arts and Culture)	7907	9762	11565	13976	10 939	11 512	11 939
Capital works funding					5 687	5 736	5 949
Total Revenue	10808	12891	14742	16623	19322	20075	20849

Expenditure estimates

Programme: Administration

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
R thousand							
Entrance to the Museum & Monument	1044	1039	1475	1544	1473	1453	1576
Human Resources management	121	147	113	159	169	181	181
Property management	1048	1279	1733	4971	6715	6790	7034
Other administrative expenditures	6709	7542	8070	8559	9303	10011	10266
Total	8922	10007	11391	15233	17660	18435	19057
Change to budget estimate				0	0	0	0

Economic classification

Current payments	8922	10008	11393	15232	17660	18435	19057
Compensation of employees	3576	3752	4472	5560	5766	6158	6487
Goods and services							
Advertising	112	47	133	148	140	147	147
Audit costs	583	104	472	684	665	721	726
Bank charges	59	67	68	72	76	79	79
Board costs	162	114	148	208	219	231	235
Catering: Internal activities	2640	3632	3072	2684	2863	2919	3089
Communication	103	108	115	101	108	112	112
Computer services	34	53	62	106	112	118	118
Consultants, contractors and special services	302	650	768	870	859	919	842
Inventory	59	-16	31	32	34	36	36
Maintenance repair and running costs	362	604	1081	4027	6144	6190	6403
Operating leases	63	37	0	45	48	51	51
Printing and publication	67	35	46	110	76	78	78
Training and staff development	32	39	45	62	66	72	72
Travel and subsistence	96	108	139	118	126	133	133
Insurance	63	86	78	79	84	88	88
Memberships and subscriptions	12	16	11	18	19	20	20
Cleaning services	33	22	24	33	35	37	37
Depreciation and amortisation	288	322	462	0	0	0	0
Other	276	228	166	275	220	326	303
Interest and rent on land	0	0	0	0	0	0	0
Financial transactions in assets and liabilities	0	0	0	0	0	0	0
Total	8922	10008	11393	15232	17660	18435	19057

Expenditure estimates

Programme: Business Development

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
R thousand							
Funding and marketing	50	30	29	56	57	63	63
Public programmes and communication	669	775	439	94	104	103	104
Collection management	5	0	51	178	260	224	236
Research	602	565	655	627	682	722	762
Heritage	0	9	6	0	0	0	0
Total	1326	1379	1180	955	1103	1112	1165
Change to budget estimate				0	0	0	0

Economic classification

Current payments	1326	1378	1180	955	1103	1112	1165
Compensation of employees	1184	1017	801	774	907	910	961
Goods and services							
<i>of which:</i>							
Funding and marketing	50	29	30	56	57	63	63
Public programmes	78	113	246	94	103	104	103
Research and development	10	209	87	25	27	29	29
Curation and collection	5	0	10	7	7	8	8
Heritage programmes and projects	-1	10	6	0	0	0	0
Other	0	0	0	0	0	0	0
Total	1326	1378	1180	955	1103	1112	1165

Expenditure estimates

Sub-programme	Expenditure outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2021/2022
R thousand							
Exhibitions	1	39	7	124	211	192	281
Education	253	244	298	312	345	338	348
Total	254	283	305	436	556	530	629
Change to budget estimate				0	0	0	0

Economic classification

Current payments	255	283	306	436	556	530	629
Compensation of employees	140	165	170	178	205	194	204
Goods and services							
<i>of which:</i>							
Exhibitions	1	39	8	124	211	192	282
Education	114	79	128	133	140	144	143
Other	0	0	0	0	0	0	0
Total	255	283	306	436	556	530	629

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

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

Municipal charges

From 2017/2018, the ATM has received extra funds from the DSAC to pay the local municipality for utility services - the expenses for municipal charges is disclosed under administrative expenses. The ATM is budgeting to receive funds in the MTEF period and is paying this over to the Department of Public Works (DPW), who in turn is making payments to the local municipality on behalf of the ATM. Unfortunately, the DPW is not making regular payments. The ATM classified the situation as high risk and included it in the risk register as the ATM cannot afford the Monument, which is a popular tourist attraction, to be without basic services.

Leasing of private property

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

Personnel expenditure

The ATM has 20 approved positions of which 18 are filled with permanent staff members, 1 is a part-time staff member and 1 position has not been filled. In total the ATM has a staff complement of 18 permanent staff members, 9 casual workers and 2 contract staff members.

The total staff costs will be average of 42% of the total budgeted expenses over the projected MTEF period. The ATM has allocated separate funds for a study fund for staff members who would like to study. Development of criteria and an agreement was done in 2019/2020. With the approval of a long-service policy, the long service recognition was implemented during 2018/2019 and R30 000 included in the budget for 2021/2022 for two qualifying staff members.

An amount of R143 200 for 2020/2021 (2021/2022 = R151 800, 2022/2023 = R160 600) is budgeted for performance bonuses and will form part of the ATM's new evaluation and performance system. The ATM also included a study fund for staff that would like to further their studies, but do not have the funds or are unable to get a loan from a financial institution.

Goods and services

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

With the growing interest in events that are held at the Monument, provision needed to be made for more security and first-aid services. Due to weather and venue restrictions, the number of events planned needed to be curbed. The ATM will also have two shows at the Amphitheatre, which can accommodate over 4 200 seated spectators. The Amphitheatre is also made available to interested parties on an ad hoc basis for a fee in order to cover any extra costs incurred. This has proved to be another revenue-generating asset and funds made through this initiative is used to maintain this facility. Some of the capital works funds the ATM received in the previous financial years had been used to do some upgrades as the current infrastructure dates from 1975. Upgrades and additions to the Amphitheatre has been identified and are mentioned later in this report under Part C.

It is also a concern for Management that the Monument should be a safe place to work at, but more importantly, to visit. For this reason, extra funds were allocated to security services and specifically for more security guards. Funds will also have to be allocated for security cameras for the Museum, Monument and Amphitheatre. Unfortunately, this is not possible within the ATM's MTEF budget and for this reason the ATM included this in its business plan for funding at the DSAC. Funding was received in 2018/2019 as it formed part of the maintenance to be done at the Monument and Amphitheatre, with the first phase of the security cameras that should be completed by 31 March 2020. The second phase is planned for 2020/2021.

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

It was considered that most service providers' fees and prices of goods and services increased exponentially, and provision was made for this in 2020/2021, where necessary. Overall, a price increase of 5% in goods and services was used.

Exhibitions

The visitor centre at the Monument hosts an exhibition that is an extension of the current exhibitions at the Museum. The visitors' centre also controls visitor flow, enquiries and visitor administrative logistics.

Furthermore, its lecture hall serves as a place where groups can be informed about the different activities and aspects concerning the heritage of Afrikaans, and the language's contribution to nation-building and social cohesion. In the 2020/2021 the ATM plans to update the current exhibition (funds to be sourced from the ATM's reserve funds).

4. Programme resource considerations

4.1 Summary of expenditure estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
R thousand							
Economic classification							
Administration	8 924	10 008	11 391	15 231	17 664	18 433	19 057
Business Development	1 325	1 379	1 179	956	1 103	1 113	1 164
Public Engagement	254	284	306	436	555	529	629
Total Expenditure	10 503	11 671	12 876	16 623	19 322	20 075	20 849

4.2 Revenue estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2021/2022
R thousand							
Economic classification							
Sale of goods and services other than capital assets	2 144	2 311	2 127	2 332	2 408	2 536	2 670
Entity revenue other than sales	757	818	1 050	315	288	291	291
Transfers received	7 907	9 762	11 565	13 976	10 939	11 512	11 939
Capital works funding					5 687	5 736	5 949
Total Revenue	10 808	12 891	14 742	16 623	19 322	20 075	20 849

4.3 Expenditure estimates by economic classification

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2021/2022
R thousand							
Economic classification							
Current payments							
Compensation of employees							
Salary & wages	4 340	4 431	4 896	5 851	6 161	6 532	6 850
Social contributions (employer only)	631	602	623	820	868	920	972
Goods and services							
Advertising	114	42	143	124	130	136	136
Audit costs	583	104	472	684	665	721	726
Bank charges	59	67	68	72	76	79	79
Board costs	162	114	148	208	219	231	235
Catering: internal activities	931	902	1 358	1 299	1 399	1 368	1 468
Communication	103	108	115	101	108	112	112
Computer services	34	53	62	106	112	118	118
Consultants	93	137	143	210	221	232	243
Contractors	209	514	625	660	638	687	599
Inventory	59	-16	31	32	34	36	36
Operating leases	63	37	0	45	48	51	51
Legal fees	0	0	0	0	0	0	0
Printing and publication	67	35	46	110	76	78	78
Repairs and maintenance	362	604	1 081	4 027	6 144	6 190	6 403
Research and development	10	209	87	25	27	29	29
Training and staff development	121	147	113	159	169	181	181
Travel and subsistence	96	108	139	118	126	133	133
Insurance	63	86	78	79	84	88	88
Memberships and subscriptions	12	16	11	18	19	20	20
Administrative expenses	2 097	3 016	2 158	1 738	1 775	1 929	1 999
Curation and exhibitions	6	39	17	132	218	199	288
Cleaning services	0	0	0	5	5	5	5
Depreciation and amortisation	288	322	462	0	0	0	0
Total Expenditure	10 503	11 677	12 876	16 623	19 322	20 075	20 849

4.4 Statement of Financial Position

Statement of Financial Position	Audited Outcome			Approved budget	Medium-term estimate		
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
ASSETS							
Current assets	4 560	6 569	5 129	4 834	4 448	4 147	3 652
Current investments	2 906	4 984	3 869	3 531	3 381	3 503	2 800
Inventory	32	72	80	28	32	30	35
Trade and other receivables from exchange transactions	44	5	93	7	15	8	30
Prepayments	50	42	198	48	50	46	45
Cash and cash equivalents	1 528	1466	889	1 220	970	560	742
Non-current assets	3 290	4 862	5 745	4 267	4 390	4 208	4 107
Property, plant and equipment	1 675	3 254	4 136	2 604	2 730	2 550	2 449
Intangible assets	14	7	10	13	10	8	8
Heritage assets	1 601	1 601	1 601	1 650	1 650	1 650	1 650
Non-current investments	-	-	-	-	-	-	-
Total assets	7 850	11 431	10 874	9 101	8 838	8 355	7 759
LIABILITIES							
Current liabilities	2 409	4 573	2 422	1 906	1 636	1 146	555
Payments received in advance	24	-	-	-	-	-	-
Trade and other payables from exchange transactions	582	2 192	396	525	533	549	555
Current provisions	537	472	2 026	531	563	597	-
Leave	64	-	-	-	-	-	-
Provisions for outstanding claims	473	472	-	531	563	597	-
Deferred income	1 266	1 909	2 026	850	540	-	-
Non-current liabilities	103	110	106	116	123	130	125
Non-current provisions	103	110	106	116	123	130	125
Total liabilities	2 512	4 683	2 528	2 022	1 759	1 276	680
NET ASSETS	5 338	6 748	8 346	7 079	7 079	7 079	7 079
Accumulated surplus / (deficit)	3 737	5 147	6 745	5 429	5 429	5 429	5 429
Reserves	1 601	1 601	1 601	1 650	1 650	1 650	1 650
Non-cash reserves	1 601	1 601	1 601	1 650	1 650	1 650	1 650
Total net assets and liabilities	7 850	11 431	10 874	9 101	8 838	8 355	7 759

Part D: Technical indicator descriptions

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

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

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

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

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

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

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

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

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

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

Part E: Infrastructure and other capital plans

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

Requests: Capital works budget

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

	(101ha): water ditches, fire breaks, invasive alien plants and trees, protection of natural flora								
Total maintenance and repairs						11 698	-		
3. Upgrades and additions (R thousand)									
	Increasing the reservoir capacity at the Monument and Amphitheatre – more water tanks with larger pumps to accommodate the increasing number of visitors	Heritage promotion	Paarl	Monument and Amphitheatre		Identified – no estimate yet	-		
	Waterproofing of roof surface areas	Heritage promotion	Paarl	Monument		17 400	-		
	Redevelopment of coffee shop and put-put area	Heritage promotion	Paarl	Monument		5 000			
	Upgrading of parking area	Heritage promotion	Paarl	Amphitheatre		22 605	-		
Total upgrades and additions						45 005			
4.Rehabilitation, renovations and refurbishments (R thousand)									
	Refurbishment of current change and dressing rooms, and external stage and seating area	Heritage promotion	Paarl	Amphitheatre		6 500	-		
Total rehabilitation, renovations and refurbishments						6 500	0		

Annexure A

Materiality and Significance Framework for the period ending 31 March 2020

1. Background

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

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

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

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

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

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

2. Broad framework for the ATM

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

2.1 Materiality level

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

Motivation

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

Factors considered

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

Nature of the ATM's business

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

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

Statutory requirements applicable to the ATM

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

The control and inherent risks associated with the ATM

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

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

3. ATM's general approach to qualitative aspects

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

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

4. Framework

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

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

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

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

1. What is the aim of the strategy?

This strategy will promote and ensure that:

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

2. What is risk management?

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

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

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

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

3. Risk management process

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

Stage 1 – Identify potential risks

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

Stage 2 – Risk analysis

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

Stage 3 – Risk control

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

Stage 4 – Monitor results

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

4. Responsibility for risk management

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

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

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

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

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

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

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

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

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

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

5. Objectives of the ATM

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

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

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

6. Risk categories

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

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

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

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

7. Links

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

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

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

8. Action required

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

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

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

9. Reporting and review

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

Fraud Prevention Plan

1. Purpose

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

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

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

2. Plan

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

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

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

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

3. Actions that constitute fraud

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

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

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

4. Acceptable business conduct

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

5. Duty to report

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

6. Responsibility to investigate

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

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

7. Confidentiality

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

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

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

8. Authorisation for investigation of alleged fraud

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

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

9. Procedures for reporting

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

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

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

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

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

10. Decision

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

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

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

Annexure B

Charter of the ATM Council

1. Purpose of the Council Charter

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

2. The role of the ATM Council

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

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

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

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

3. Institution and composition

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

4. Leadership of Council

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

The Chairperson's role includes:

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

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

5. Orientation and training of members

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

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

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

6. Conflict of interest

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

7. Cooling-off period

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

8. Risk management and internal control

The Council is responsible for determining the policies and processes necessary to ensure the integrity of risk management and internal controls. The Council must ensure that a formal risk assessment is undertaken at least

annually to identify and evaluate key risk areas. The Council must also ensure that it continually reviews and forms its own opinion on the effectiveness of the risk management process within the ATM.

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

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

9. Monitoring of operational performance

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

10. Meetings

- 10.1 Council must meet a minimum of four times per financial year.
- 10.2 A quorum is the majority of members. The decision of the majority of the voting members present at the Council meeting will be the decision of the Meeting provided that there is a quorum present. Where there is a tied vote, the Chairperson may cast a deciding vote, in addition to a deliberative vote. The Director do not have any voting rights.
- 10.3 A record should be kept of the attendance of members at the Council meetings.
- 10.4 In the absence of the Chairperson or vice-Chairperson, a councillor appointed by the council should lead the meeting.
- 10.5 The Council secretary shall establish the agenda for each Council meeting and in doing so should consult with the Chairperson, Director and other members. Any item proposed timely and in writing by a member shall be placed on the agenda.
- 10.6 The Director shall, with the assistance of the Council secretary, ensure that information and data which is important for the Council's understanding of the business be distributed in writing before the Council meets. This material should be as brief as possible while still providing the essential information.
- 10.7 Minutes of all Council meetings shall record the proceedings and decisions made, the details of which shall remain confidential.
- 10.8 A Council meeting may be called for by any two Council members and by providing notice to all members.
- 10.9 Councillors and members of committees are entitled to honoraria as reimbursement for their services – members in full-time service of the State are excluded from honoraria.
- 10.10 Councillors are also entitled to be reimbursed for reasonable expenses.
- 10.11 A member of council must vacate office if:
 - 10.11.1 that member resigns in writing,
 - 10.11.2 has been absent from three consecutive meetings of the council without leave,
 - 10.11.3 is an unrehabilitated insolvent,
 - 10.11.4 is found to be of unsound mind by a court of law,

10.11.5 is convicted for an offence involving dishonesty or bodily harm and is sentenced to imprisonment without the option of a fine, or

10.11.6 materially breaches the code of ethics of the institution.

11. Council relationship with staff and external advisors

11.1 Attendance of staff and external advisors at Council meetings

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

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

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

12. Committees of Council

12.1 Audit Committee

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

12.2 Remuneration Committee

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

13. Succession and emergency planning

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

14. Role of the ATM Director

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

15. Role of the Council secretary

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

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

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

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

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

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

16. Public communication

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

17. Code of conduct

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

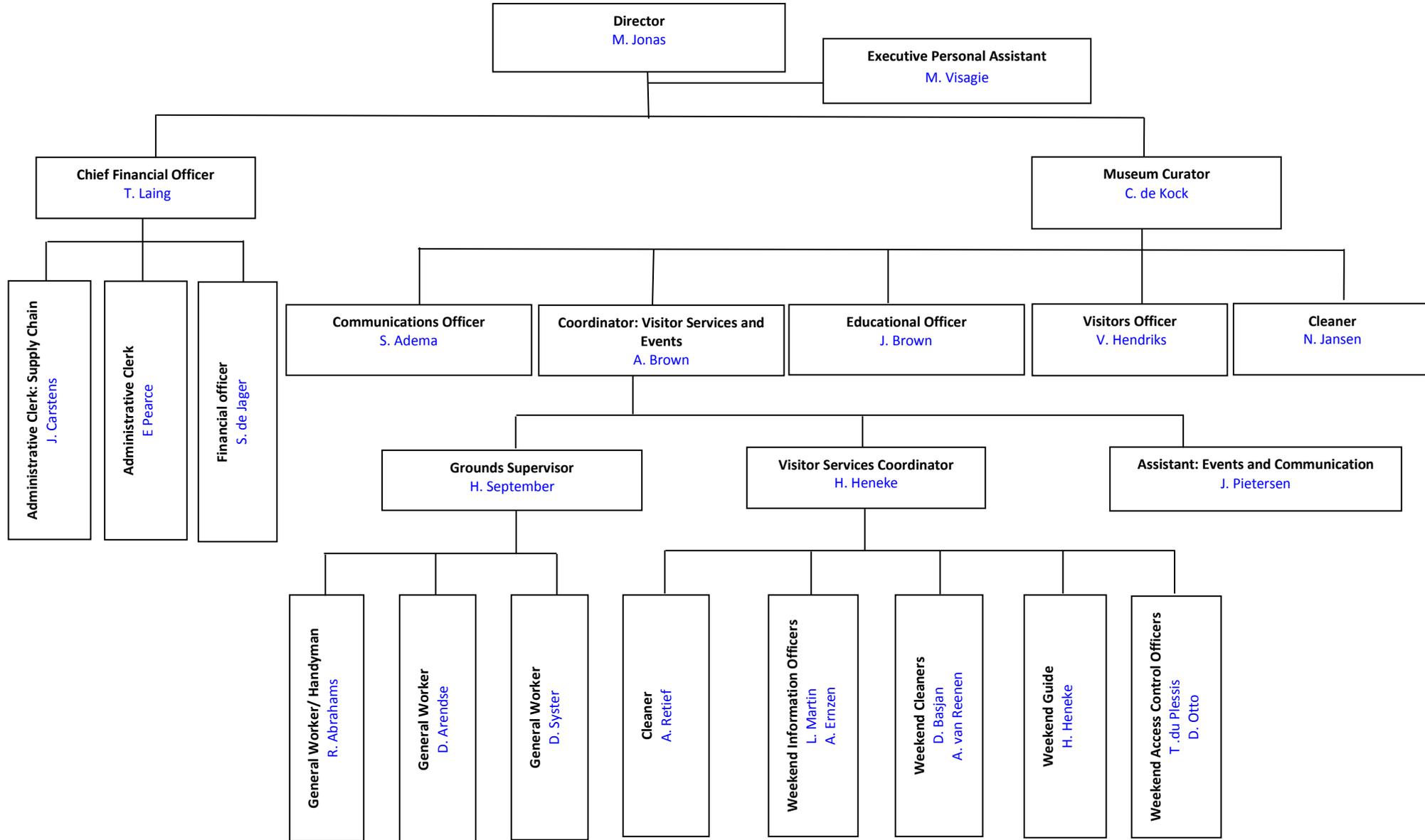
The Council shall establish the values of the entity in support of its mission, and establish principles and standards of ethical business practice in support of such values. These principles and standards shall be communicated, and the Council shall assume responsibility and accountability for compliance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



.....
CHAIRPERSON

08/12/2018
DATE

ORGANISATIONAL STRUCTURE 2019/2020



Audit Outcomes Implementation Plan

FINDING NO.	PAGE NO. - MANAGEMENT LETTER	AUDIT FINDING	COMAF	DESCRIPTION	OCCURRED PRIOR YEAR	RESPONSIBLE PERSON	IMPLEMENTATION STRATEGY	CHALLENGES FORESEEN	DUE DATE FOR IMPLEMENTATION
1	21	Non-compliance - Supply Chain Management (Irregular Expenditure)	4	<p><u>Supply Chain Management system not complying with National Treasury Regulations 16A3.3:</u> Awards to service providers not complying with National Treasury Regulation 16A6.1 and 16A6.4 as well as the National Treasury Practice Note 8 of 2007/08 paragraph 3.3 - Three (at least) price quotations not obtained.</p>	Yes - 3 years		<p>Media24: Awards to service providers: even after advertising and contacting suppliers, it is possible to only receive one quotation for a specific service or product. Furthermore, as Media24 now owns a large number of printed media it is difficult to find other independent media to get three quotations that will also reach the target market. Management will ask for approval of a deviation on advertisement when Media24 has to be used, which will need to be done on a yearly basis.</p>	Possible risk of staff using this approval of the deviation not to request three quotations when necessary.	04/10/2019

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2	24	Non-compliance - Supply Chain Management (Irregular Expenditure)	4	<p><u>Supply Chain Management system not complying to National Treasury Regulations 16A3.3:</u> Awards to service providers not complying to National Treasury Regulation 16A6.1 and 16A6.4 as well as the National Treasury Practice Note 8 of 2007/08 paragraph 3.3 - Three (at least) price quotations not obtained.</p>	Yes - 3 years		<p>The Rockets: With artists it is not possible to get comparable quotations. It is possible to get quotations, but it would be for different artists within a genre. Agreements are signed with the artists that will be performing at an event of the ATM and in most cases a "door-deal" is made where there would be the sharing of income rather than a specific amount. In the case of The Rockets, a 50/50 deal was made that formed part of the agreement and came in at just over R21 000. Management will ask for approval of a deviation on quotations for artists as artists can be seen as sole suppliers due to the service that is provided (no artist's performance is alike if compared with another or even him-/herself).</p>	Possible risk of staff using this approval of the deviation not to request three quotations when necessary.	04/10/2019

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3	26	Non-compliance - Supply Chain Management (Irregular Expenditure)	12	<p>The National Treasury Regulations paragraph 16A6. Procurement of goods and services, paragraph 16A6.2. states that:</p> <p>“A supply chain management system must, in the case of procurement through a bidding process, provide for –</p> <p>(a) the adjudication of bids through a bid adjudication committee;</p> <p>(b) the establishment, composition and functioning of bid specification, evaluation and adjudication committees’</p> <p>(c) the selection of bid adjudication committee members”</p> <p>Through performing a review of the minutes of the bid specification committee for tender ATM010-2018/2019: “The services of a project manager is required for a period of 3 years” it was found that the bid specification committee did not compile the bid specifications, but was responsible for the evaluation of the seven (7) tenders received and recommended three (3) bids to be subject to 80/20 evaluation, which are not in line with the duties of a bid specifications committee.</p>	Yes - 3 years		<p>There was an e-mail sent out to the bid adjudication committee for tender ATM010-2018/2019. The bid adjudication committee consisted of Mr M Jonas, Ms C de Kock and Ms M Visagie. The committee discussed the tender and came to the conclusion that this tender should be done in a phased manner as the ATM only received funds of R608 000 from the DSAC. The DSAC requested Management to rather use a project manager for larger scaled capital works as the ATM does not currently have the capacity to take on these extra tasks, nor does it have the expertise related to these projects. All the tenders received was quoted above R1 million. Supporting documentation submitted for auditing.</p>	<p>The number of staff at the ATM who are able to serve on the different committees (specification, evaluation and adjudication), remains a challenge. It will happen that some staff members serve on all three committees at different times.</p>	31/03/2020

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				<p>In addition, it was identified that management did not appoint a bid adjudication committee and that the decision to award the bid to a bidder was made by the evaluation committee. Furthermore, the considerations and decisions of the evaluation committee was not subject to an additional review, which would normally be provided by a bid adjudication committee.</p> <p>Management did not appoint a bid specifications committee to compile the bid specifications for the bid. In addition, management did not appoint a bid adjudication committee to award the bid after doing an evaluation of the results and decision made by the evaluation committee.</p>			<p>Management will review the procedures with regards to Supply Chain Management (SCM) and take suggestions and findings in consideration in order to establishment a more effective and well-functioning SCM department.</p>		

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4	28	Non-compliance - Supply Chain Management (CIDB regulations)	15	<p>The Construction Industry Development Regulations, 2004, paragraph 25 states that:</p> <p>“(1) Subject to subregulation (1A), in soliciting a tender offer or an expression of interest for a construction works contract, a client or employer must stipulate that only submissions of tender offers or expressions of interest by contractors who are registered in the category of registration required in terms of subregulation (3) or higher, may be evaluated in relation to that contract. (1A) Notwithstanding subregulation (1), the tender offer or expression or expression of interest of a contractor who is not registered as contemplated that subregulation, but who is capable of being so registered prior to the evaluation of those submissions may be evaluated, but in the case of expressions of interest, the contractor concerned must be capable of being so registered within 21 working days after the closing date for those submissions.”</p> <p>The invitation to tender did not stipulate the minimum category which the bidders must be registered with at the CIDB in order to qualify for evaluation.</p>	No		<p>Although two staff members were sent for SCM-training, Management realises that the training did not include the tender procedure that includes the minimum requirements in order to comply with relevant regulations. A project manager was appointed on 1 May 2019 and will assist with minimum requirements for construction projects. Further training options will be also be considered. The SCM Policy will also be reviewed.</p>	<p>Regulations change on a yearly basis and the risk remains that one may be overlooked/missed. Compliance software would render some assistance.</p>	31/03/2020

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4	30	Non-compliance - Supply Chain Management (CIDB regulations)	15	<p>A construction project awarded to a supplier not registered with the CIDB The Construction Industries Development Board Act, 30 of 2000, paragraph 18. Unregistered contractors states that:</p> <p>“A contractor may not undertake, carry out or complete any construction works or portion thereof for public sector contracts, awarded in terms of competitive tender or quotation, unless he or she is registered with the Board and holds a valid registration certificate issued by the Board.”</p> <p>Through performing verification of registration with the CIDB for construction work contracts awarded during the year under review, it was found that a contract was awarded to a contractor, Schmidt Enterprises, who was not registered with the CIDB.</p>	No		<p>Although two staff members were sent for SCM-training, Management realises that the training did not include the tender procedure that includes the minimum requirements in order to comply with relevant regulations. A project manager was appointed on 1 May 2019 and will assist with minimum requirements for construction projects. Further training options will be also be considered. The SCM Policy will also be reviewed.</p>	<p>Regulations change on a yearly basis and the risk remains that one may be overlooked/missed. Compliance software would render some assistance.</p>	31/03/2020

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5	31	Presentation and disclosure requirements of Standards of GRAP not adhered to	2	<p>Errors were identified in the AFS presented for audit purposes</p> <ol style="list-style-type: none"> 1. Council - Dr J. Grobbelaar was left out of Note 28 2. Reference to external compiler - should refer to external auditor or AGSA 3. Note 1.9, Impairment of assets - did not disclose criteria developed to distinguish non-cash-generating assets from cash-generating assets as required by GRAP 21 and 26 4. Direct method - Statement of Cash Flows presented does not reflect major classes of gross cash receipts and payments as required by GRAP 2.19 5. References - No references have been included to Note 33 where the explanations of material variances have been included. 6. Note 5, Inventories - Disclosure requirement by GRAP 12 par 47 was not included in Note 5 (a) carrying amount of inventories carried at fair value less costs to sell, (b) amount of inventories recognised as an expense during the period, (c) carrying amount of inventories pledged as security for liabilities 7. Note 17, Operating surplus - Why inventory purchases were not capitalised, but expensed 			<p>Errors were identified in the AFS presented for audit purposes</p> <ol style="list-style-type: none"> 1. Resolved 2. Resolved 3. Must develop criteria to distinguish non-cash-generating assets from cash-generating assets as required by GRAP 21 and 26 4. Resolved 5. Resolved 6. Resolved 7. Resolved 8. Resolved 	The risk remains that Management may interpret GRAP standards differently to the auditors, which may result in a possibility of non-compliance. A2A Kopano (compilers of the financial statements) and the internal auditors will need to assist Management with the criteria.	31/03/2020

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				8. Note 25, Cash generated from operations - Movement in inventory disclosed in Note 25 does not agree with the Statement of Financial Position					

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7	40	GRAP 23 - Services in kind	17	<p>Services in kind In terms of GRAP 23.30, 99, an entity must recognize services in-kind that:</p> <ol style="list-style-type: none"> 1. are significant to its operations and/or service delivery objectives, 2. meet the definition of an asset, 3. satisfy the recognition criteria, as it is: <ol style="list-style-type: none"> a. probable that the future economic benefits or service potential will flow to the entity b. the fair value of the asset can be measured reliably as an asset and related non-exchange revenue. The nature and type of the services in-kind received that are significant to the entity's operations and/or service delivery objectives must also be disclosed. (GRAP 23.116(e)). <p>If the services in-kind are not significant to the entity's operations and/or service delivery objectives, do not meet the asset definition and/or do not satisfy the criteria for recognition, the entity is only required to disclose the nature and type of services in-kind received during the reporting period. (GRAP 23.99, 116(e), 117). Consequently, ALM should recognize the free building space that it receives from DPW in its AFS, together with the GRAP 23.116(e)</p>	No		<p>Management included a value based on a valuation from Just Letting, which the auditors agreed was fair. Unfortunately, the recent additions to the coffee shop was omitted from the calculation, which resulted in a misstatement. As this was not material, it was added to the schedule of unadjusted differences. Management will include the value of 40,86 square meters (for 2018/2019 the value is R12 258) for the next financial year. Furthermore, Management is trying to obtain a R-value for the "free" rent as calculated by the Department of Public Works.</p>	The risk remains that Management will not be able to obtain a value from the Department of Public Works.	31/03/2020

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				disclosure. Disclosure alone, without recognition, will not be sufficient.					

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8	43	Heritage Assets - Disclosure	10	<p>Contrary to the aforementioned, GRAP 103.99(b) requires the following:</p> <p>When an entity does not recognise a heritage asset, or a class of heritage assets as a result of reliable measurement not being possible on initial recognition, the entity shall disclose the reason why the heritage asset or class of heritage assets could not be measured reliably. Such reasons have not been disclosed per note 3.</p>	No		<p>The material has academic value for us, but no material monetary value that necessitates us to adjust the total value of our collection. Management agrees with the audit finding and will include a description in the note (note 3 of the annual financial statements) that relates to heritage assets stating that the assets acquired for 2018/2019 have no monetary value, but that these items have academic value specifically for the ATM.</p> <p>The full extent of GRAP 103, paragraph 99 is detailed below for ease of reference:</p> <p>When an entity does not recognise a heritage asset, or a class of heritage assets as a result of reliable measurement not being possible on initial recognition (see paragraph .17), the entity</p>	<p>The risk remains that Management may interpret GRAP standards differently to the auditors which may result in a possibility of non-compliance. A2A Kopano (compilers of the financial statements) and the internal auditors will need to assist Management with the disclosure of the heritage assets.</p>	31/03/2020

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							<p>shall disclose the following for each heritage asset or class of heritage assets:</p> <p>(a) a description of the heritage asset or class of heritage assets;</p> <p>(b) the reason why the heritage asset or class of heritage assets could not be measured reliably; and</p> <p>(c) on disposal of the heritage asset or class of heritage assets, the compensation received and the amount recognised in the statement of financial performance.</p> <p>GRAP 103 paragraph 99(a) has not been considered and responded to in the revised set of annual financial statements submitted on 12 July 2019, in that the 72 items or the class(es) of items have not been described in note 3.</p>		

FINDING NO.	PAGE NO. - MANAGEMENT LETTER	AUDIT FINDING	COMAF	DESCRIPTION	OCCURRED PRIOR YEAR	RESPONSIBLE PERSON	IMPLEMENTATION STRATEGY	CHALLENGES FORESEEN	DUE DATE FOR IMPLEMENTATION
20	67	Non-compliance - SCM Policy	11	Through an inspection of the document "Beleid t.o.v. voorsieningskettingbestuur" which is the Supply Chain Management Policy that management applied during the period under review, it was found that that policy does not address: - the establishment, composition and functioning of a bid specification committee - the establishment and composition of a bid adjudication committee."	Yes - 3 years		Management will review the policy with regards to Supply Chain Management and make suggestions to the Council with regards to the establishment, composition and functioning of a bid specification committee as well as the establishment and composition of a bid adjudication committee. As formulating policy is one of the functions of Council as per Section 8(1)(a) of the Cultural Institutions Act, Act 119 of 1998, this matter will be referred to Council for further consideration.	Regulations change on a yearly basis and the risk remains that one may be overlooked/missed. Compliance software would render some assistance. The Policy will be reviewed.	31/03/2019
21	69	Non-compliance - Supply Chain Management (Irregular Expenditure)	12	Deviation from management's Supply Chain Management Policy. It was noted that management opted to apply National Treasury Practice Note 8 of 2007/08's recommendation of obtaining a minimum of three quotes; however, through the audit of payments exceeding R2 000 but not exceeding R10 000 (VAT included), it was noted that management did not obtain the required three	Yes - 3 years		Various information and supporting documentation submitted to the audit team for inspection regarding Coffee Shop, OOG, Things to do with Kids and Elwira Standili. Coffee Shop - finding remains OOG - resolved Things to do with	Possible risk of staff using this approval of the deviation not to request three quotations when necessary.	04/10/2019

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				quotations for: Coffee Shop : R4 153 Orion Observasie Groep (OOG): R2 295 Things to do with kids: R4 560 Elwira Standili: R4 000			kids - resolved Elvira Standili - finding remains Approval for deviations, especially with regards to sole suppliers, will be obtained from Council.		
22	72	Understatement of opening balance - Furniture & fixtures	18	35 items, with a purchase date of 31/03/2005, were incorrectly depreciated for the 2005 period to the value of R10 031. The extrapolated error is approximately R20 990 and will be added to the schedule of unadjusted misstatements.	Yes - 2 years		Management will inspect the depreciation of furniture and fixtures as well as the depreciation formula to determine if the opening balances of the movable assets are correct. Special attention will be given to the depreciation of movable assets with a purchase date of 31/03/2005. Management will recalculate the depreciation in the asset register to address the amount in the schedule of unadjusted misstatements.	Due to the volume of assets, there may be a miscalculation. Internal audit will be requested to also review the asset register with the unadjusted amount in mind.	31/03/2020

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24	76	Non-compliance - Supply Chain Management (Irregular Expenditure)	4	Supply Chain Management system not complying with National Treasury Regulations 16A3.2: Awards to service providers not complying with National Treasury Regulation 16A6.1 and 16A6.4 as well as the National Treasury Practice Note 8 of 2007/08 paragraph 3.3 - System not complying with National Treasury Regulations due to assistance to suppliers by staff.	No		Assistance by ATM staff: ATM staff have assisted suppliers with registration on the CSD due to various reasons, and used their personal information like cell phone numbers. This puts them at risk and Management will encourage staff to not use their own information in future.	Although staff involved were requested to inform suppliers to adjust their contact details on the CSD, there may be some who did not make the adjustment.	31/03/2020
25	78	Supply Chain Management - Publication of names of bidders	12	National Treasury Instruction Note Instruction Note 32 (dated 31 May 2011) on enhancing compliance monitoring and improving transparency and accountability in supply chain management, paragraph 3.2 Publication of names of bidders in respect of advertised competitive bids [above the threshold value of R500 000 (all applicable taxes included)] states that: "3.2.1. Within ten (10) working days after the closure of any advertised competitive bid, institutions must publish on its website the names of all bidders that submitted bids in relation to that particular advertisement. Where practical, institutions must also publish the total price and the preferences claimed by the respective	No		Management was not aware that the names of all the bidders who tendered, should be published on the eTender portal. Management did make the winning bidder's name known on the portal, as well as on the ATM's website. Management will take this step into account for our future tender procedures. Management will review the procedures with regards to Supply Chain Management (SCM) and take	Regulations change on a yearly basis and the risk remains that one may be overlooked/missed. Compliance software would render some assistance. The Policy will be reviewed.	31/03/2020

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				<p>bidders. The information should remain on the website for at least thirty (30) days.</p> <p>Through performing a review of the advertisements, it was identified that management only published and kept record of the publishing of the advertisement and the names of the winning bidder, but neglected to do so for the names of bidders who tendered.</p>			<p>suggestions and findings in consideration, in order to establishment an effective and well-function SCM department.</p>		