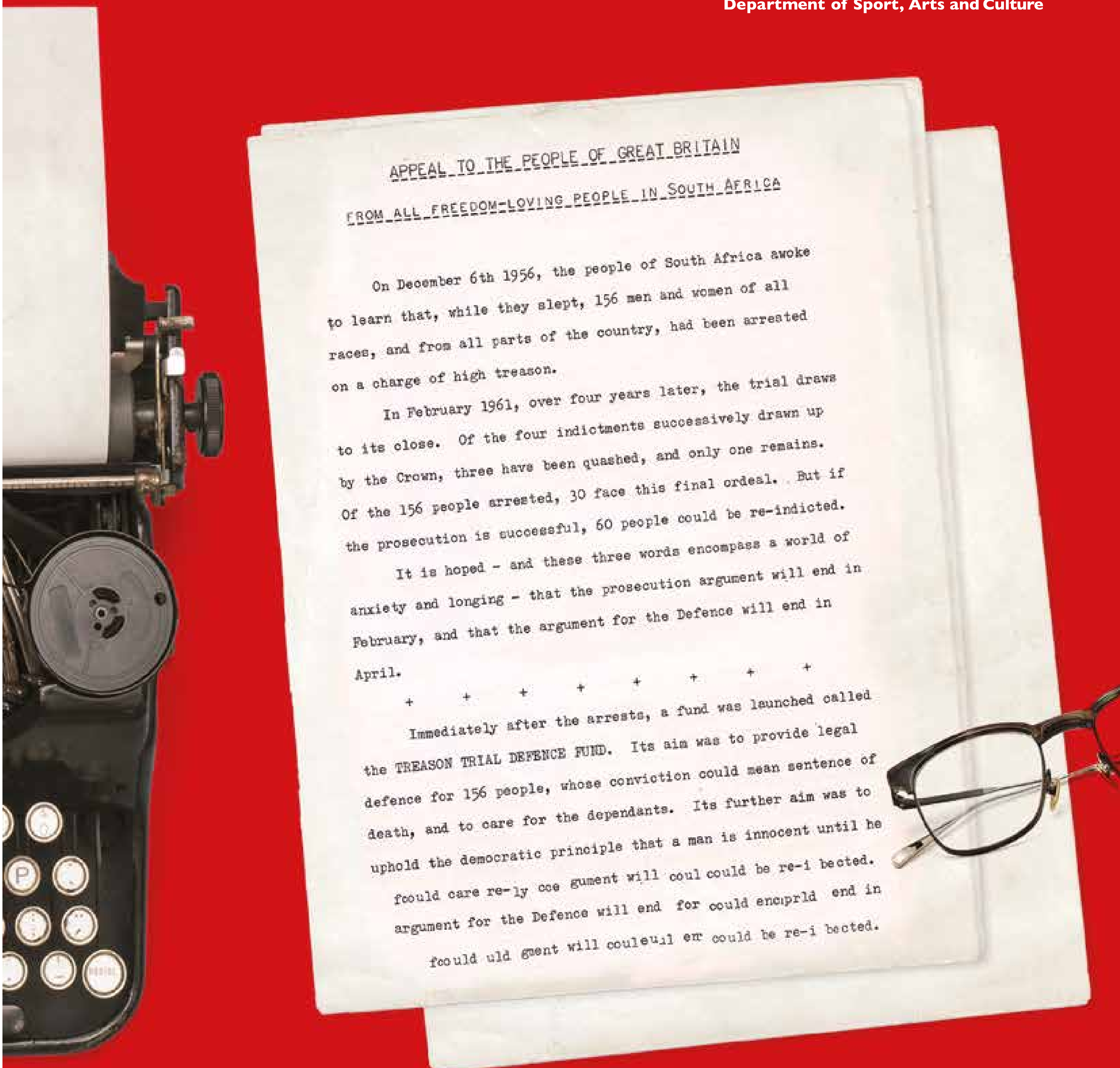
iziko
museums of
South Africa

an agency of the
Department of Sport, Arts and Culture



ANNUAL REPORT

2021 | 2022

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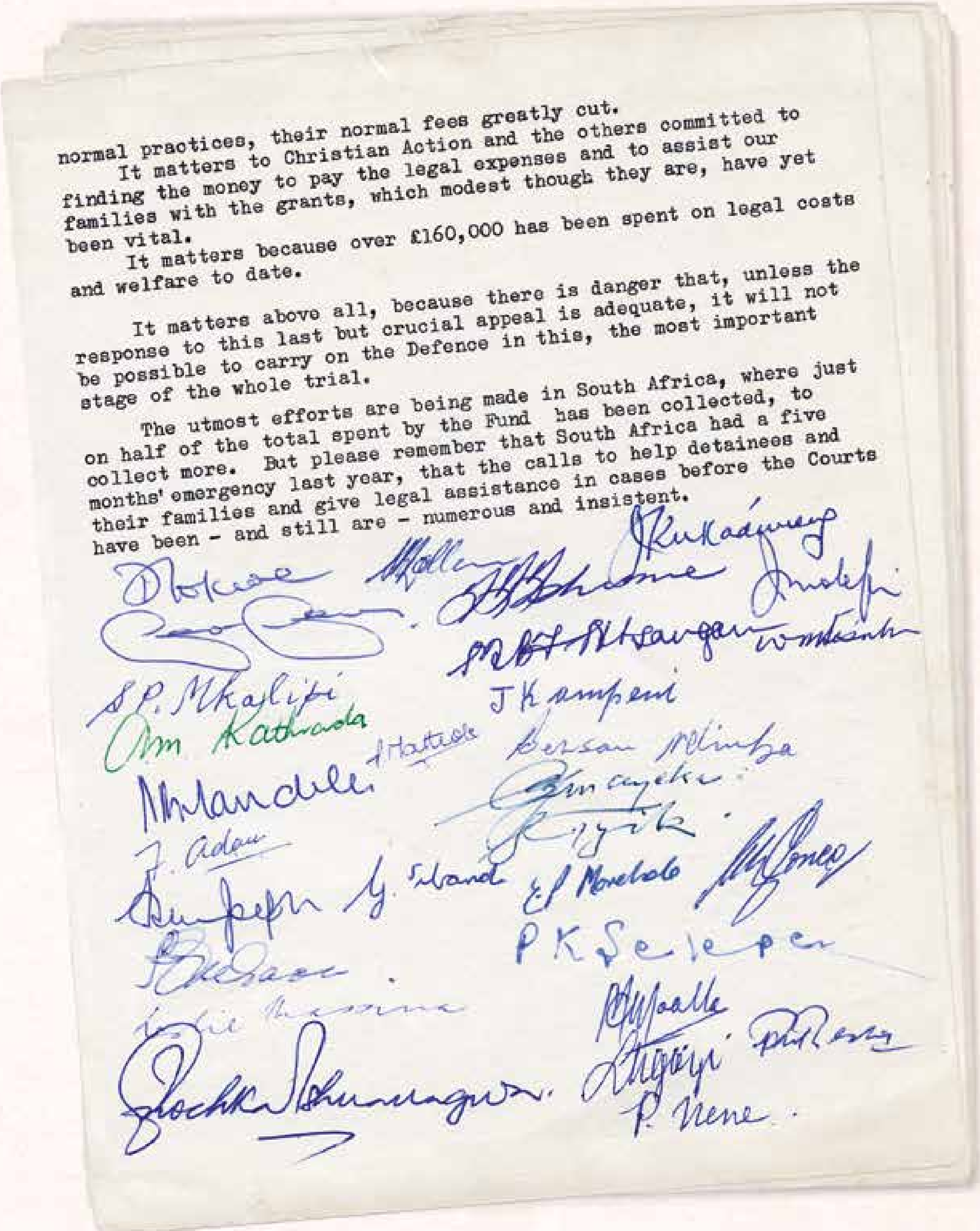

normal practices, their normal fees greatly cut.
It matters to Christian Action and the others committed to finding the money to pay the legal expenses and to assist our families with the grants, which modest though they are, have yet been vital.
It matters because over £160,000 has been spent on legal costs and welfare to date.

It matters above all, because there is danger that, unless the response to this last but crucial appeal is adequate, it will not be possible to carry on the Defence in this, the most important stage of the whole trial.

The utmost efforts are being made in South Africa, where just on half of the total spent by the Fund has been collected, to collect more. But please remember that South Africa had a five months' emergency last year, that the calls to help detainees and their families and give legal assistance in cases before the Courts have been - and still are - numerous and insistent.

ANNUAL REPORT
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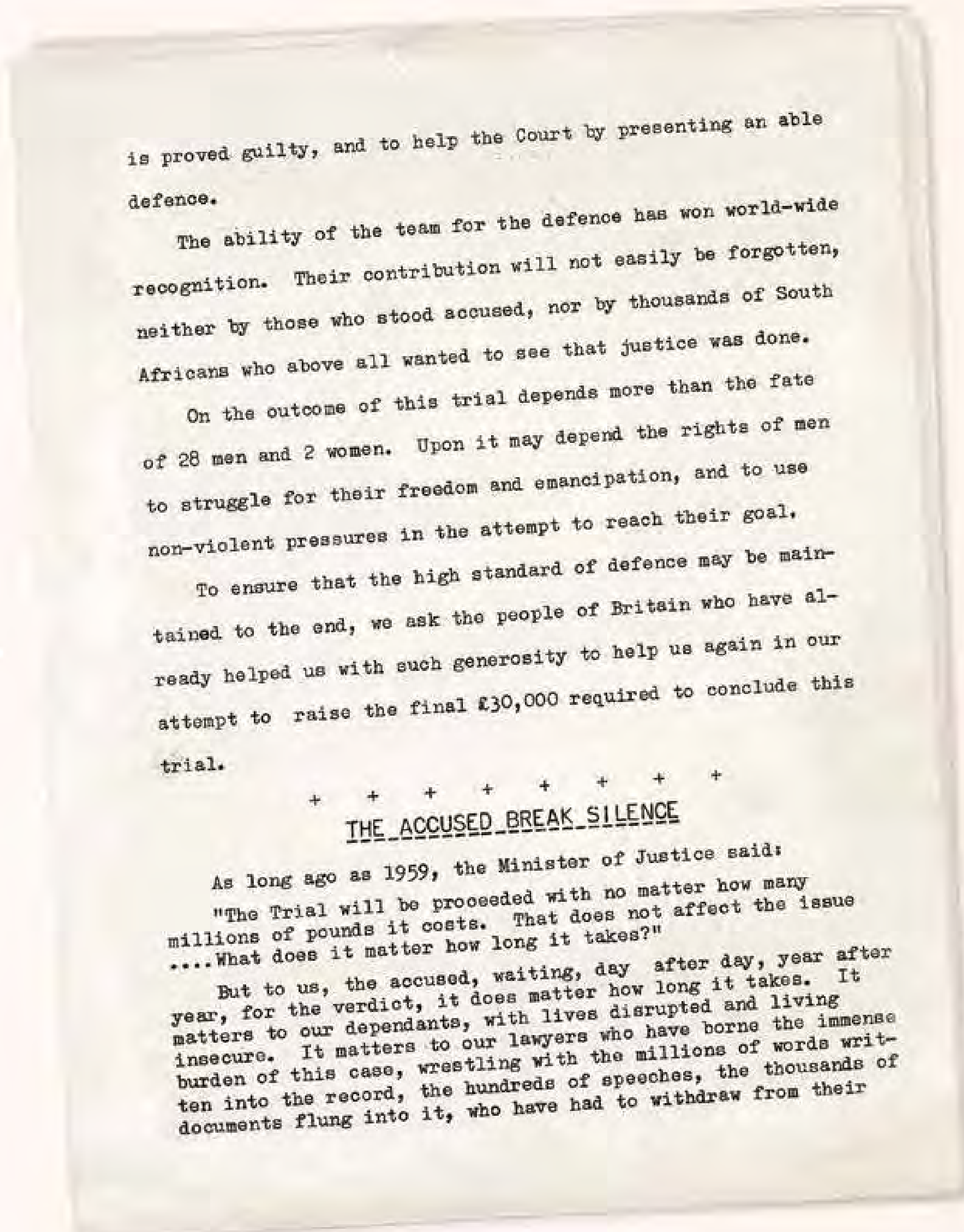

is proved guilty, and to help the Court by presenting an able defence.

The ability of the team for the defence has won world-wide recognition. Their contribution will not easily be forgotten, neither by those who stood accused, nor by thousands of South Africans who above all wanted to see that justice was done.

On the outcome of this trial depends more than the fate of 28 men and 2 women. Upon it may depend the rights of men to struggle for their freedom and emancipation, and to use non-violent pressures in the attempt to reach their goal.

To ensure that the high standard of defence may be maintained to the end, we ask the people of Britain who have already helped us with such generosity to help us again in our attempt to raise the final £30,000 required to conclude this trial.

\+ + + + + + + +

THE ACCUSED BREAK SILENCE

As long ago as 1959, the Minister of Justice said:
"The Trial will be proceeded with no matter how many millions of pounds it costs. That does not affect the issue ....What does it matter how long it takes?"

But to us, the accused, waiting, day after day, year after year, for the verdict, it does matter how long it takes. It matters to our dependants, with lives disrupted and living insecure. It matters to our lawyers who have borne the immense burden of this case, wrestling with the millions of words written into the record, the hundreds of speeches, the thousands of documents flung into it, who have had to withdraw from their

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Standard Bank

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Cover image and inside front and back cover: Historical document comprising Treason Trial typed letter with the original signatures of 24 Anti-Apartheid leaders, written to raise funds for legal costs at the 1956 Treason Trial.

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Poetry performance at the Iziko South African Museum during the *in_herit* FESTIVAL, 2021. Credit: Dean Saville © Iziko Museums of South Africa.

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Puppet performance creates excitement for visitors at the Iziko South African Museum on Heritage Day, 2021.

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1.1 Public Entity's General Information

REGISTERED NAME:
Iziko Museums of South Africa

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18/11/7/0133

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Standard Bank

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1.2 List of Abbreviations and Acronyms

AAB Approved Annual Budget
AC Art Collections
AFS Audited Financial Statements
AGSA Auditor-General of South Africa
AOP African Origins Programme
APP Annual Performance Plan
ASP Approved Strategic Plan
CATHSSETA Culture, Art, Tourism, Hospitality and Sport Sector Education and Training Authority
CCTV Closed-Circuit Television
CEO Chief Executive Officer
CFO Chief Financial Officer
CSD Central Supplier Database
CSI Corporate Social Investment
DoE Department of Education
DPW Department of Public Works
DPWI Department of Public Works and Infrastructure
DSAC Department of Sport, Arts and Culture
DST Department of Science and Technology
EBCR Existing Building Condition Report
ENE Estimates of National Expenditure
GRAP Generally Recognised Accounting Practice
HR Human Resources Department
IWFC Iziko William Fehr Collection (at the Castle of Good Hope)
IBH Iziko Bertram House Museum
IBK Iziko Bo-Kaap Museum
ICT Information and Communication Technology
IGC Iziko Groot Constantia Museum
IKDW Iziko Koopmans-de Wet House Museum
IKS Indigenous Knowledge Systems
IMC Iziko Maritime Centre
IMD International Museum Day
IOTH Iziko Michaelis Collection (at the Old Town House)
IP Iziko Planetarium and Digital Dome
IR&V Iziko Rust en Vreugd Museum
ISAM Iziko South African Museum
ISANG Iziko South African National Gallery
ISHC Iziko Social History Centre
ISL Iziko Slave Lodge Museum
IT Information Technology
M&E Monitoring and Evaluation
MAP Meaningful Access Programmes
MGE Mzansi's Golden Economy
MTEF Medium-term Expenditure Framework
MTSF Medium Term Strategic Framework (MTSF)
NDP National Development Plan
NH Natural History Collections
NLDTF National Lotteries Distribution Trust Fund
NRF National Research Foundation
POS Point-of-Sale
PDP Professional Development Programme
PFMA Public Finance Management Act
R&R Repair and Renovation
SCM Supply Chain Management
SH Social History Collections
SFI Southern Flagship Institution
SP Strategic Plan
SS Support Services
TR Treasury Regulations
TSDP Technical Support and Dialogue Platform
UNESCO United Nations Educational, Scientific and Cultural Organisation
WILS Work Integrated Learning Students

Advocate Rod Solomons, Chairperson of Council.

1.3 Foreword by the Chairperson

It gives me great pleasure to present the Iziko Museums of South Africa 2021/22 Annual Report as my final Annual Report, after being the Iziko Chair of Council for the last five years. During the 2021/22 financial period, Iziko Museums saw a slow but steady return to life and recovery after the devastation that had been wrought by the global pandemic, Covid-19, that so severely impacted our institution's operations and productivity projections. All the performance activities planned by the institution that had been scaled down in the previous two years, through necessity, could in some way resume.

As the Council and Management of Iziko Museums, we continued to assess how best we could deliver our mandate of nation-building, social cohesion and equality. We continued to evaluate institutional risks and, as and when the South African Presidency lowered the Covid-19 alert levels, we readied the museums to meet the challenge while remaining mindful of the effects on our staff, audiences and the institutions, and with the intention of keeping the public safe and engaged. As the public began slowly to return, we maintained a steady online presence through virtual programmes and launches, and other online channels.

Our curatorial and operations staff continued to create innovative work, engaging the public as they were kept safe, and communicating messaging about the museums in a disciplined, cohesive effort.

This year, unlike the previous one, there was no need to revise the Strategic and Annual Performance Plans for the institution and the museums remained open unless an alert level specified a closure, in which case we consequently adjusted. This approach saw a steady rise in audience numbers, with the public growing more confident in our ability to keep them safe. In the second half of the financial year, once the public had the opportunity to be vaccinated and knew they were safe, we began to see increases to the visitor numbers. In the third quarter, this improved even more, and on Heritage Day, 24 September 2021, a key date for Iziko Museums, we saw almost three thousand people enter the South African Museum. By December, visitor numbers had significantly improved.

Despite this cautious return-to-business approach, the institution once again was confronted with budgetary shortfalls. The Executive Authority decreased the Iziko Museums' budget this fiscal year. This naturally affected all aspects of operations and the Council and Management again had to find ways to continue business in a negative funding environment.

As the outgoing Chair of the Iziko Council, I wish to thank the Minister of Sport, Arts and Culture, together with his Director-General and staff, for their support over the last five years, especially during difficult times. Thank you to my Council for their unstinting focus to ensure that Iziko Museums remains their top priority from a governance and compliance point of view.

My sincere gratitude and thanks go to the Chief Executive Officer and her entire team for their willingness to steer the Iziko Museums of South Africa through unchartered waters during this global pandemic and during times of financial duress and pressure. It has been a singular pleasure to act in the interests of the South African public at this institution and I am grateful to have been given this opportunity.

Advocate Rod Solomons
Chairperson of Council
Iziko Museums of South Africa

Ms Rooksana Omar, CEO of Iziko Museums of South Africa.

1.4 Chief Executive Officer's Overview

Renewing and Reimagining

During 2021, Iziko Museums showed its determination to renew and re-energise our staff, our beautiful heritage buildings and our curatorial offerings.

After the devastating disruptions caused by the pandemic in the preceding two years, Iziko Museums saw the opportunity in 2021 to gain back some of what was lost. With new energy and focus, we upgraded several of our buildings, including the Rust en Vreugd Museum on Buitenkant Street, and we repainted and began repair work on Iziko Museums' flagship buildings at the South African Museum and the National Gallery. As our spaces were being remade, our staff continued to collaborate on multiple projects, creating innovative and enriching exhibitions, projects and resources, and all of this contributed to the delivery of our social cohesion, nation-building and audience-development objectives, as well as our research and education programmes. Our teams began to think of new ways we could reimagine Iziko Museums, not just for the short term but in the decades to come. When new lockdowns were instituted by the South African Presidency, our staff continued to work and communicate with the public via our online channels and platforms.

The Iziko Museums Strategic Plan and Annual Performance Plans were maintained throughout the period and were not revised, despite new periods of closure to the public. Once again, we turned to social media and online work to remain in touch with the public. The work continued and our teams remained steadfast in delivering excellence to the public. An important Social History acquisition that was made was a 1956 Treason Trial document, in the form of a typed letter written to raise funds for legal costs at the trial, with the original signatures of 24 anti-apartheid leaders facing trial. Under new leadership, the Research and Exhibitions Department established the Art and Social History Unit, the Natural History Unit, and the Exhibition Design and Production unit. Iziko Museums launched a new genetics laboratory and a scanning electron imaging centre, moving closer to its vision of being an African museum of excellence and thereby meeting its nation-building goals. Many of the outreach programmes to schools in far-flung areas of the Western Cape could be resumed in 2021. In addition, Iziko Museums during this period hosted at least 15 online launches or programmes.

Sadly, the Museums' long-term financial sustainability has again been impacted, with reduced income generation and national funding again radically reduced. The situation remains dire for museums everywhere, but as a national flagship museum, among the most important on the African continent, this is particularly onerous, given that Iziko Museums is an indispensable centre of heritage and history, and holds vital collections on behalf of the South African public.

General financial review of the public entity

The 2021/22 financial year has been a difficult year for the entity as it makes efforts to recover from the effects of the Covid-19 pandemic on its operations. Even with the lifting of lockdown restrictions, it became clear that the organisation would face severe financial constraints during the year. Iziko had to revise revenue projections and implement a number of cost-cutting measures. Requests for financial assistance from government, required to implement the staff realignment plan aimed at adequately resourcing the entity to fully fulfil Iziko's mandate, have not been successful. Iziko has continued operations with depleted revenue streams and inadequate staffing. Iziko's financial sustainability plan and income generation strategy, which outline proposed initiatives to increase its own income generation, are yet in their infancy and their viability is still being assessed.

Despite the difficult operating environment, Iziko was able to register a total revenue of R171,8 million, which is R14 million more than the R157,9 million achieved in the previous financial year. Expenditure for the year under review is R158,9 million, which is R9 million lower that the expenditure registered in the previous financial year. This effectively means that for the 2021/22 financial year Iziko registered a net surplus of R12,9 million. These numbers demonstrate that the organisation has remained resilient even during these difficult operating conditions. However, additional support is still required from National Treasury to capacitate our museums adequately, and to guarantee growth and financial sustainability for the entity.

Iziko's net assets are quantified at R2,579 billion, which is R12,9 million more than its net asset value at 31 March 2021. Iziko's collections remain its most significant and valuable asset, with heritage assets comprising 93% of Iziko's total asset base.

Spending trends of the public entity

Spending at Iziko is in terms of the approved budget and is guided by the entity's Strategic Plan and the Annual Performance Plan, which is a by-product of the five-year Strategic Plan.

Expenditure on operations has decreased by an amount of R9 061 328 (5,4%), from R167 954 784 in 2020/21 to R158 893 456. Personnel Expenditure is a major costs driver for the entity and accounted for 41% of total expenditure. Operational expenses, which comprise core function and administrative costs, accounted for 59% of total expenditure.

Capacity constraints and challenges facing the public entity

Iziko's mandate places a clear responsibility on the entity to deliver on services as enshrined in the Cultural Institutions Act. The efficiency and effectiveness of the entity is key to the achievement of these objectives and cannot be accomplished where vacancies and shortages in specific skills categories exist. Iziko's realigned structure cannot be implemented due to budgetary constraints and this impacts on Iziko's ability to achieve optimal output in terms of core function museum programmes and services to communities, as well on as Iziko's fundraising capacity, which is vital to balance the government funding gaps currently experienced.

Discontinued key activities/activities to be discontinued

There are no activities that have been discontinued or are to be discontinued. Iziko's staff and management continued to implement programmes as outlined in the Annual Performance Plan during the period under review, as they remained relevant, interrelated and aligned to national priorities. Furthermore, in recognition of the importance of all support functions responsible for ensuring good governance, compliance and the sustainability of own revenue streams, no units within the entity were discontinued.

New or proposed key activities

The Minister of Sport, Arts and Culture has requested that Iziko provide a custodianship role over the Nelson Mandela Prison House in Paarl, the private house where Mandela lived, which has been declared a South African National Heritage Site. While Iziko is honoured by the confidence displayed in Iziko to take care of this prestigious and significant site, initial indications are that the buildings at the site are in a state of disrepair and discussions are underway to obtain funding for repairs and renovations.

Preparations have also begun for the celebration of the 200th year of existence of the South African Museum in 2025. An implementation document, which outlines Iziko management's collective thinking in terms of celebrating this momentous event, is currently under discussion internally.

The Iziko South African National Gallery will turn 150 years old in 2022 and Council has agreed to the closure of the gallery from May to September 2022 to accommodate the installation of a special exhibition, which will be opened on Heritage Day, 24 September 2022. Other areas of focus would include the Reimagining Iziko implementation plans and the purchase of a new Mobile Museum for outreach programmes. Building repairs are in progress and have been made possible by special funding provided by the Department of Sport, Arts and Culture.

Requests for roll over of funds

No requests are made to roll over funds, and any surpluses are retained for operational use by the entity upon application for approval to do so from National Treasury.

Visitors waiting to enter Iziko South African Museum on Heritage Day. 2021.

Supply Chain Management (SCM) processes and systems in place

The Code of Conduct for the SCM practitioners has been adopted and an approved SCM policy is in place that enables fair, equitable, transparent, competitive and cost-effective procurement and provisioning. Compliance with the various laws and regulations within the SCM environment remains a challenge for an entity of Iziko's size. However, Iziko maintains an effective SCM system within a clearly defined and regulated environment, guided by a robust system of internal controls. Iziko has been successful in limiting fruitless, wasteful and irregular expenditure and incidents of noncompliance are few.

Challenges experienced and how they will be resolved

Economic crises directly and indirectly affect the financial health of museums globally and funding from stakeholders and donors is vulnerable to fluctuations in the economy.

Initiatives to increase self-generated revenue may not be enough to cover fixed costs related to conservation, facilities management and staff salaries. In addition, the price of services offered to the public cannot be increased without prohibiting some communities. Attempts to redress the imbalance between personnel and operational funding through vacancy management and savings realised from personnel expenditure is not sustainable in the long term.

While short-term strategies to counter the effects of a recession and financial crises are considered and required, the management of long-term stakeholder relationships is critical to achieving financial stability.

Adherence to cost containment measures, reprioritisation and identifying trade-offs are additional ongoing considerations.

Audit report matters in the previous year and how they would be addressed

Audit findings raised in the 2020/21 financial period have largely been addressed and action plans have been developed to address the remaining 4% of findings not resolved during the year under review.

Outlook/plans for the future to address financial challenges

The strain on funding that has arisen from National Treasury's austerity measures, with the simultaneous increase in costs, means that own income generation interventions must be fast-tracked for the entity's level of operations to be sustained in the long-term.

Although Iziko has experienced dwindling visitor numbers due to travel restrictions in the tourism market, the potential income from activities such as museum shop and café sales, and space rentals for special events, must be explored fully and maximised.

Former South African President Thabo Mbeki visits Iziko South African Museum. 2022.

Iziko is currently implementing projects related to buildings that require maintenance, subject to strict regulations. These repair and renovation projects, however, can only be completed in phases, since the funding received is not adequate to cover all the costs fully.

Events after the reporting date

Events after the reporting date, both favourable and unfavourable, will be reported on as appropriate. The impact of Covid-19 on tourism and global markets has affected Iziko's ability to generate own income negatively, and although degrees of uncertainty prevail, management is hopeful that efforts and capacities to improve resilience will continue and lead towards effective recovery.

Economic viability

Iziko's economic viability extends beyond financial considerations and is rooted in its constitutional and legislative mandate to preserve and conserve the rich cultural history of all South Africans. Iziko must ensure that its programmes and projects respect the cultural diversity of South Africa and the creative freedom of artists.

Although Iziko continued to implement austerity measures prescribed by National Treasury, fixed operating costs are outgrowing revenue streams and own income generation needs to be increased.

Iziko is poised to implement its Financial Sustainability Plan and the own income generation interventions contained in its Income Generation Strategy in the years following the period under review.

Acknowledgements and appreciation

I would like to thank the Chairperson and his Council for the last five years of hard work, which has ensured that Iziko Museums has been able to access the requisite strategic skills it needs. Their leadership, commitment and work ethic have enabled us together to reach our notable achievements. We were very fortunate to have the backing of our generous funders, sponsors and project partners, who so willingly assisted us in our time of need. Iziko Museums has been fortunate to receive valuable assistance from the Ministry and Executive Authority of the Department of Sport, Arts and Culture, and I would personally like to thank the Director-General and colleagues at the Department for their willingness to support Iziko Museums.

Thank you to the Iziko Museums team during another year.

Rooksana Omar
Chief Executive Officer

A Curatorial Year Like No Other

In a year when operations were impacted because of the establishment of cutting-edge laboratories and research imaging facilities, the relocation of our collections, and planning the reimagining of our museums – not to mention the disruption of the pandemic – Iziko Museums nonetheless continued to dig deep, get creative and ensure delivery on our research and exhibitions goals. Under new leadership, the Research and Exhibitions Department established the Art and Social History Unit, the Natural History Unit, and the Exhibition Design and Production unit.

During 2021/22, Iziko presented new exhibitions, driven mainly by the Art and Social History Unit, which engender an awareness of the value of museums and their collections as social bridges between diverse people. Moreover, the exhibitions are trans-disciplinary, innovative, interactive and accessible.

Islamic Art – An African Interpretation brings together the work of South African Islamic artists from various backgrounds, including world-renowned artist, and founder of the South African Foundation for Islamic Art, Achmat Soni. The exhibition celebrates the diversity of Islam, who we are as a people of Africa, and constitutes an unequivocal statement: that we disavow that our Africanness be defined by our race, religion, gender or historical origins.

Territories Between Us delves into various subjectivities to point to the ways our existences are territorialised by structures visible and invisible. In thinking about how museums can become more accessible, the exhibition invites visitors to ask challenging questions of the permanent collection while simultaneously using it to think through various contemporary concerns. It encourages an interdisciplinary approach to knowledge production and engages with the transfer of custodianship.

Dreams as R-evolution is a multimedia installation that encompasses sculptural forms, drawings, paintings, photographs and costumes. Engaging with ideas of conditioning, evolution and revolution, the artist, Coral Bijoux, invites a conversation about our ability to transform ourselves and our environments, and dares us to reimagine ideas of self, space, authority/power and innocence.

Disquieting domesticities, vestiges of violence (or, the ghost in the house) is the second in a series of installations in which Prof. Leora Farber engages with biofilms, specifically bacteria, as an art-making medium. The biofilms reference various design styles of domestic objects, such as Chinese porcelain and English bone china, which have become "classics" in many post-settler colonies. These resonate as traces of the colonial and apartheid legacies that haunt domestic interiors and individual and collective imaginations today. Farber's impressions recall uncanny spectres of disquietude; vestiges of violence that continue to inhabit domestic spaces.

The African Savannah exhibition upgrade, with new content and a fresh, playful design that improves accessibility, highlights this iconic landscape and ecosystem, exploring African biodiversity and the impact of man. The next phase will involve trans-disciplinary research and inclusive curation that embraces elements of Indigenous Knowledge Systems.

The Art and Social History Unit continued improving its research productivity. Ongoing research into human remains and related engagement with indigenous communities resulted in the lead researcher being elected to serve on the National Advisory Committee on the Repatriation and Restitution of Human Remains and Heritage Objects. The Slave Wrecks Project continued its groundbreaking work on the São José slave ship, despite fieldwork being compromised by lockdown restrictions. The curatorial team and its international partners contributed a short video to the South Africa Pavilion at the Dubai Expo as part of the South African Heritage Resources Agency stand, from 1 October 2021 to 31 March 2022, and in August the team launched an online StoryMap exhibition (https://arcg.is/f8X0j). Looking towards the 150th anniversary of the South African National Gallery in 2022, the Art curatorial team initiated research on the history and archives of the Iziko Art Collection. The digitisation of several hundred works from the collection has commenced. Research outputs were themed around slavery, emancipation and identity;

Iziko Museums Executive Management Team, from L to R: Chief Executive Officer, Ms Rooksana Omar; Executive Director of Core Functions, Dr. Bongani Ndhlovu; Chief Financial Officer, Ms Ronell Pedro; Executive Director of Operations, Ms Denise Crous.

Iziko Museums Senior Management Team, from L to R: Mr Hylton Arnolds, Director of Education; Dr Wayne Florence, Director of Research and Exhibitions; Ms Carol-Ann Davids, Director of Advancement; Ms Lucinda Rudolph, Director of Human Resources; Ms Farhnaaz Johadien; Director of Support Services; Mr Paul Tichmann, Director of Collections and Digitisation.

the effects of slavery and colonialism on women; and what the resultant objectification and violence means for South African society. Oral histories and the identities of farmworkers at Groot Constantia were workshopped as part of the Global Curatorial Project. The artwork of Lady Anne Barnard and critical questions around post-apartheid memorials were researched at Bertram House. Research into the Bo-Kaap Museum's history with regards to cultural identity has been initiated. Traces of historical trade ceramics at the Cape of Good Hope and the investigation into South African Linn Ware ceramics formed the focus for a virtual panel discussion hosted by auction house Strauss & Co, Cape Town.

Iziko Museums launched a new genetics laboratory and a scanning electron imaging centre, moving closer to its vision of being an African museum of excellence and thereby meeting its nation-building goals.

The Entomology curatorial team produced several peer-reviewed scientific papers and popular articles, including descriptions of a number of new species of parasitoid wasps and ants, which teach us about climate change, mining disturbance and agricultural impact. The team continued with proactive fieldwork acquisition of specimens, conducting inventory surveys of invertebrates across diverse habitats in South Africa using a range of sampling methods. These surveys are critical for documenting unknown invertebrate diversity in poorly collected habitats and resulted in the collection of hundreds of thousands of insects, many of which represent new species to science. Two dynamic websites are continually expanding (www.figweb.org, www.waspweb.org).

The Marine Biology curatorial team, staffed by emerging scientists and supported by honorary research associate Dr Toufiek Samaai, continues its significant research output. An exciting benefit of this team is its management of Iziko's new genetics and imaging facilities, and it piloted Iziko's move towards the contemporary integrated curation of natural history specimens. The team published on polychaetes, bryozoans (moss animals) and poriferans (sponges). These groups of animals, several of which are invasive to South Africa, serve as indicators of environmental health and climate change or potential sources of biomedicines. With Dr Samaai's links to ship-based collections throughout Africa the team is able make collections for Iziko from localities that would otherwise be inaccessible or too costly. For the first time since amalgamation, in 2021/22 Iziko's new genetics laboratory started generating the novel DNA barcodes of selected marine invertebrates, to improve the detection of species and aid in decision-making around the nation's living marine resources. The team is developing new aquatic exhibitions towards ISAM 200.

The Palaeontology curatorial team produced exceptional peer-reviewed research on invertebrate, Cenozoic and Karoo palaeontology. The invertebrate palaeontology research focused on Namibian microfossils from the middle Miocene period (14 to 16 million years ago), ocean and climate change, and the status of marine geological research at deeper ocean depths. Cenozoic Palaeontology, with international and local collaborators, produced outstanding research on the taphonomy and systematics of cetaceans (e.g. whales and dolphins) and seals from the Mio-Pliocene some 5 to 6 million years ago. A 5-million-year-old fossil canid from Hondeklip Bay, Namaqualand, has been described as new to science. The Karoo Palaeontology curatorial team, in collaboration with local and international scientists, delivered an exceptional amount of research and science engagement outputs. A highlight of the Cedarberg Formation research is the discovery of an ecosystem of small bottom-dwelling invertebrates in 444-million-year-old rocks. This small food web would have been instrumental in the recovery of life on our planet just after the second most drastic mass extinction ever recorded. Prof. Roger Smith, in collaboration with curatorial staff, produced field-generated geological and palaeobiological data from the Cistecephalus Assemblage Zone strata outcropping in the southern Karoo Basin. In the new Karoo Palaeontology Fossil Preparation Laboratory, skilled fossil preparators uncovered some excellent specimens, many of which are being used as the basis for several scientific publications and collaborations.

The Palaeontology curators contributed a behind-the-scenes article for the Palaeontological Association, raising awareness of Iziko's collections. Planning for the upcoming exhibition *Ancient Seas*, which will showcase South Africa's rich marine heritage, was initiated in 2021/22. Education and outreach programmes continued, including a Heritage Day collaboration with Puppet Planet, a puppet theatre programme, which resulted in several social media interactions, a segment on Cape Town TV featuring Karoo Palaeontology curators and technicians, and YouTube video content. PalaeoLink, a GENUS-funded online Pan-African Palaeosciences technician training platform, was launched in collaboration with Iziko curatorial staff.

Our research work is primarily supported by the National Research Foundation's African Origins Platform, the Foundational Biodiversity Information Programme, the Professional Development Programme, the Human and Social Dynamics Programme, and the Thuthuka Programme. While this funding allows Iziko to mitigate deficits that exist due to insufficient salary allocation, the institution will need to find budget to meet its primary mandate of collecting, preserving, interpreting and making accessible objects, specimens and fossils that are representative of South Africa's art, cultural and natural heritage. We have high throughput research and digitisation facilities that government has invested in, which require a critical mass of semi-skilled staff to realise the potential for large dataset production: critical

Gender Based Violence discussion at the Iziko Slave Lodge, 2021.

School group viewing a documentary series during the
Blue Cinema week at the Iziko South African Museum, 2021.

for decision-making that relies on fit-for-purpose cultural and natural heritage data. Likewise, no provision has been made for research technicians, leaving scientists to conduct fieldwork without support. Cumbersome supply chain management regulations, out of sync with the specialist nature of the research we do, remain a primary challenge, negatively affecting research productivity and remaining a source of stress to staff.

Our Educational Offerings

The challenges experienced by the Education Department have had far-reaching negative consequences for the department.

- The effects of Covid-19 forced many cancellations of bookings for our outreach, public and educational programmes.
- Vacant positions mean there are fewer staff members to accommodate schools and visitors. Less time can be spent on designing quality programmes and educational resources.
- Loadshedding continually impacts negatively on the Planetarium shows being offered to the public. Every time loadshedding takes place, it creates uncertainty and a loss of income for Iziko Museums as Planetarium shows have to be cancelled.
- Budgetary constraints have led to the reduction of quality programmes being offered to visitors. There has been a reduction in the number of printed learning resources that deal with important issues such as gender-based violence, xenophobia, youth development, decolonisation, social cohesion, etc.

Social History Education programmes included:

16 Days of Activism for No Violence Against Women and Children Programme: Social History Education presented a gender-based violence educational programme at the Slave Lodge. The theme was "Awareness and Accountability in the Community of Religious Institutions and the Role of the ILO C190 in the World of Work". This theme centred on the work of the Violence and Harassment Convention, 2019 (No. 190) of the International Labour Organisation. Unfortunately, the Women's Legal Centre, which was scheduled to participate in the programme, sent an apology to cancel its participation. Three organisations attended the programme: the Women of Wisdom Movement, the Equilibrium Centre and the School of the Blind in Bellville. Two sign language interpreters assisted the deaf participants. The group consisted of adults aged 18 and up. At the end of the programme, an interactive session was held, led by the South African Faith and Family Institute (SAFFI), who had curated the *Men Affirming Dignity* exhibition at the Slave Lodge.

An exhibition titled *Hidden Rivers – the untold story of the people of Konstansie* was installed in the Groot Constantia Orientation Centre for Heritage Month, in collaboration with the Constantia Heritage and Education Project and the University of Cape Town's Centre for Curating the Archive. The exhibition narrated the story of the people who were forcibly removed from Groot Constantia under the Group Areas Act during apartheid, and the artist (photographer) was Kent Andreasen. Nadjwa Damon (Educator: Social History) facilitated the educational content and assisted in preparing the museum space for the installation. The opening took place on Friday, 3 September 2021.

Natural History Education included the following programmes:

Marine Month: An online resource was developed to depict the role of sharks in the oceans. The public are able to download the resource from the Iziko Museums website. The resource is linked to the Shark World Exhibition at ISAM and many school learners had the opportunity to engage with the exhibition and the learning material. Please see the link where the activity can be downloaded here: https://www.iziko.org.za/education/natural-history

On 3 December it was the International Day of People with Disabilities, also known as National Disability Rights Awareness Day. The theme for 2021 was "The Year of Charlotte Maxeke – Create and Realise an Inclusive Society Upholding Rights of Persons with Disabilities". The Education Department celebrated this special day by inviting Mary Harding School, a special needs school, to visit our museums. The programme started with a tour of the ISAM, followed by an interactive lesson, enlivened using plastic model animals, explaining the biodiversity of our animal kingdom. Additional learners were invited to take part in a colouring-in activity and built wooden puzzles. They also received a lunch pack.

Art Education programmes included the following:

ARTISTRY in REVIEW is an online virtual showcase, held in collaboration with the Western Cape Education Department, showcasing the artwork of South Africa's young school leavers – the Matric class of 2020. This showcase is a presentation of artworks from the six Metro districts of the Western Cape.

Public Programmes included:

National Women's Day: The theme in 2021 was "Generation Equality: Realising Women's Rights for an Equal Future". The facilitator for the online programme was Melody Kleinsmith (Marketing and Communications Manager, Institutional Advancement). The official welcome was done by Rooksana Omar (CEO, Iziko Museums of South Africa). The speakers were Prof. Mamokgethi Phakeng (Vice-Chancellor of the University of Cape Town), Ayo Thomas (MA in Arts and Cultural Management, Michigan State University), Athi Mtongana

Technical Assistant, Taxidermist: Nelson Kilimani in front of the Iziko Mobile Bus, 2022.

Storm Luddy from Claremont High School, who performed her poem titled "For the Titans of Circumstance" on the Youth Day virtual public discussion, 2021.

A Planetarium show hosted at the Iziko Planetarium and Digital Dome. Photographer unknown.

(Newzroom Afrika reporter) and Hon. Patience Masua (Member of Parliament – Republic of Namibia, Lawyer and Constitutionalist).

Heritage Week/Month: Christel House and Iziko collaborated to curate a virtual art exhibition. Students' various cultural and traditional backgrounds were showcased through their art and tied into the Heritage Day theme. Many of these art pieces also tied into the CAPS curriculum. Poetry Jam Session: This activity featured young, emerging poets. A three-day virtual symposium, which was recorded for International Museum Day 2021, was re-screened during Heritage Month.

On 8 September 2021, in celebration of International Literacy Day, the Pan South African Language Board (PanSALB), the National Library of South Africa and the Centre for the Book hosted a virtual children's book launch event.

On 24 September 2021, Iziko Museums hosted a virtual panel discussion to celebrate Heritage Day titled "The Importance of Language in Nation Building and Heritage Preservation", bringing together language activists, scholars, artists and members of the public. Iziko Museums also hosted "The Bones Are Speaking", a community-led discussion on the return of human remains. Poetry was performed by Diana Ferrus, and guest speakers included Jeffrey Oarasib, Kgomotso Mokgethi, Charlene Houston, Robyn Humphreys, Annelize Kotze and Tauriq Jenkins. The programme was facilitated by Wilhelmina Seconna (Collections Manager: Archaeology).

On 29 September 2021, Glynn Alard and Lungile Gadezweni presented a programme by request of the Groot Constantia Heritage Trust, titled "200 Years of South African Winemaking: Groot Constantia and Napoleon Bonaparte". 2021 marked the 200th anniversary of Napoleon's death, and the event's historical and heritage focus was the global significance of our winemaking, and the critical role played by Groot Constantia in the genesis of this industry at the Cape.

On 3 September 2021, *the Hidden Rivers – the untold story of the people of Konstansie* exhibition was installed in the Groot Constantia Orientation Centre. This exhibition took place in collaboration with the Constantia Heritage and Education Project and the University of Cape Town Centre for the Archive.

On 3 November 2021, Public Programmes participated in the planning and execution of the programme to commemorate Disability Rights Awareness Month. This campaign aimed to combat discrimination against persons with disabilities. The programme was led by the Centre for the Book; PanSALB; the Western Cape Department of Cultural Affairs and Sport; the Government Communication and Information System; George, the City of All Reasons; the South African Library for the Blind; the Department of Correctional Services; the Department of Sport, Arts and Culture and the National Library of South Africa.

Outreach Programmes and the Mobile Museum:

Our Outreach Programmes have been severely impacted by Covid-19 restrictions. However, the Mobile Museum has managed to visit community organisations, libraries and schools. During these visits, the Outreach Educator undertook presentations on heritage, natural science, social history, etc. The Outreach Programmes division was able to display museum objects from Iziko Museums collections to school learners and visitors at the community organisations.

Some outreach programmes participated in were:

- Outreach/Mini-career Expo in collaboration with the Harold Porter National Botanical Gardens (Betty's Bay, Western Cape).
- Outreach to a high school to commemorate World Mental Health Day.
- Youth in Science and Robotics Fair, at Philippi Village: An event to shine a spotlight on township youth, and to create awareness of the benefits of science and innovation in youth empowerment.
- South African Library Week.
- Summer School Holiday Programme in the rural town of Mamre (Western Cape), in collaboration with Mamre Library.
- Biodiversity Career Expo, South African National Biodiversity Institute's Karoo Desert National Botanical Garden (Worcester, Western Cape).

Planetarium and Digital Dome (IPDD) programmes included:

World Space Week: The IPDD hosted several activities, under the theme "Women in Space", including a two-day satellite building workshop, a virtual talk and a series of Planetarium shows. Children from local community groups (the Moravian Church of South Africa and the Manenberg Aftercare Centre) received free entry into the Planetarium and participated in an arts-and-crafts workshop (presented by Luzuko Dalasile and Mathipa Sebitsiwa) to design and build an innovative version of the proudly South African ZACube-2 nanosatellite (from a template designed by Ofentse Letebele). The IPDD invited Gladys Magagula (Space Operations Project Manager at the South African National Space Agency) to participate in a virtual talk focused on her 20-year career, touching on career guidance and workplace support for women within the field of space science. Public shows were screened to celebrate the theme of the week.

Installation image from the *Hidden Rivers* exhibition, at Groot Constantia, 2021.

A behind-the-scenes tour at the Social History Centre, conducted by Fatima February during the in_herit FESTIVAL, 2021.

Caring for our Heritage

During the period under review the Collections and Digitisation Department attended to the rigorous GRAP 103 audit, which was successfully concluded despite some challenges. The year saw much packing and moving of collections, as well as unpacking and inventorying, as a result of the handover of storage sites as the different phases of the Courtyard Project were completed. The end of the Iziko Maritime Centre lease at the Victoria & Alfred (V&A) Waterfront also necessitated the major packing and moving of collections. Several Collections and Digitisation staff were able to benefit from important virtual training programmes and conferences during the year.

Significant art collections acquired during the year under review included four embroidered cloth panels on the theme of Covid-19 and its impact on rural communities in South Africa, and two embroidered bags, one with a Sharpeville Massacre theme and the other with a June 16 Soweto Uprising theme. The embroidered works were commissioned and donated by the Friends of ISANG and produced by the Mapula Embroidery Project in the Winterveld. Another significant art acquisition was a collection of 10 photographs by the artist Neo Ntsoma from the Indigenous Games Series 2001, depicting 10 South African indigenous games. These photographs document collective practices and behaviour while also providing a commentary on our historical, environmental and cultural context. An important Social History acquisition, from a liberation history perspective, was a 1956 Treason Trial document, in the form of a typed letter written to raise funds for legal costs at the trial, with the original signatures of 24 anti-apartheid leaders facing trial. An additional Social History acquisition, received from a United States-based donor, comprised 435 items of beadwork collected in the Eastern Cape from the early 1930s to the late 1960s, a valuable complement to the Iziko Museums beadwork collection.

Much of the focus of the Natural History and Archaeology collections teams has been on moving and unpacking collections in the new storage areas at ISAM as the Courtyard Project was completed. The bird egg collection was moved from the Bertram House Annexe to the permanent store at ISAM and the "large bird skin" collection was moved from temporary storage at ISAM to the new store. The bovid skull collection was moved from Matrix House to the ISAM Basement store and reptile specimens transferred from old drums to new stainless-steel tanks. In the Marine Biology collection, the mollusc collection was moved from the Bertram House Annexe to the new storage at ISAM. The Archaeology team was involved in the major task of moving Archaeology collections, including the painted and engraved rock collection, from Matrix House, the Iziko Slave Lodge and the ISHC to the new stores at ISAM.

The termination of the Iziko Maritime Centre lease at the V&A Waterfront meant that the entire Maritime collection, including the ship models and Marsh Collection of books and photographs, had to be packed and transported to ISAM. The conservators and collections team were assisted by the librarians, Maritime Archaeology team and Support Services team in ensuring that the collections were safely packed and transported before the deadline of 30 September 2021.

A Preventive Conservation Workshop was held from 21 to 23 September 2021, as a virtual event due to Covid-19 restrictions, in partnership with the University of Cape Town's Centre for Curating the Archive (CCA). The workshop was attended by 11 Honours students from the CCA and seven museum practitioners. Presenters included six international and 13 local conservation and heritage professionals and the event provided an opportunity to share with and learn from a global panel of conservation experts.

An Iziko Museums team met with UCT Library staff on 12 May 2021 to discuss assistance from Iziko Museums following the fire at UCT. The freezer room at the ISHC was made available for the treatment of water damaged books salvaged from the fire. To date 230 crates of books and packs of maps from the UCT Library have been placed in the freezer room. Through funding from the Lidderdale Trust the SH Conservators were able to purchase and install eight dehumidifiers in the Bertram House Museum as part of the ongoing conservation work at the site. The ISHC was faced with a disaster situation on 15 November 2021, when the failure of the basement pump led to the flooding of the Basement Storage area due to a rise in the levels of underground water. The weapons vault, which houses, among other weapons, the rifle, revolver, sword and knife collections, was severely impacted as the water rose almost to the top of the stairwell in the basement. The Conservation team with the assistance of the Maritime Archaeology Curatorial team and the Collections team moved the affected collections and have been involved in the lengthy process of removing surface rust and treating the metal, wooden and leather components of the collections. Through careful research and experimentation, the Conservators succeeded in acquiring chemicals that are effective in removing the rust. They have also managed to mix oils that have been effective in restoring colour to the water-damaged butts of the long guns.

Collections and Digitisation staff were able to benefit from several virtual training opportunities in the period under review. In the Natural History team two staff members were accepted for the Natural Science Collections Facility (NSCF) Data Management Virtual Course, run over five months, while three staff members were accepted for the NSCF Collections Management Virtual Course, run over 18 months. An SH Conservator and Assistant Conservator participated in the 19th ICOM-CC Virtual

Triennial Conference hosted in Beijing from 17 to 21 May 2021. Janene van Wyk was also approved, after a rigorous selection process, to participate in a virtual ICOM-CC Conservation Risk Assessment Workshop, which ran over seven days in October 2021. A submission by the SH Conservators, titled "Preservation in Disaster Situations: A Case Study at the Iziko Museums of South Africa, Cape Town", was published in *Samantics: Special Edition on Disaster Managemen*t, October 2021.

On 13 September, 10 Cape Peninsula University of Technology final year photography students were taken on as interns at the ISHC for a three-week period. The interns were involved in the photographing of the postal stones, aspects of the William Fehr Collection, the George Hallett photography collections and the collections on display at Groot Constantia.

The budget cuts experienced in the year under review and subsequent freezing of posts have been a major challenge that has placed us under severe pressure with regards to the continued preservation, conservation, documentation and inventorying of collections.

Talking Museums

Campaigns and visitor numbers

In 2021, Iziko Museums began, in some way, to regain the visitors that were lost in the preceding year, when consecutive waves of Covid-19 shut down our museums and kept visitors at bay. During the financial period under review, Iziko Museums of South Africa was visited by 162,025 members of the public. While still modest compared to pre-pandemic visitor numbers, this indicates the beginning of a recovery.

During 2021, people began to return, with the knowledge of how to adapt to living with Covid-19 such as wearing masks and social distancing, and were generally feeling more confident in places that had the requisite protocols in place. This enabled us to launch focused marketing and communication campaigns assuring and encouraging visitors to return to our 10 museums. The messages used to target the general public included 1) creating awareness of our Covid-19 procedures, 2) creating awareness of our venues and operating hours, 3) marketing our programmes, exhibitions and events, and 4) marketing our special offers.

We undertook four campaigns in 2021. The largest of these took place in September 2021 around Heritage Week and elicited an immediate and positive response. The advertising campaigns covered radio, print media and social media. 30-second adverts were broadcast on one of Cape Town's largest radio stations, print adverts ran in select publications, and the campaign was broadcast on social media channels. During September, our visitor numbers hit highs not seen for two years. In December, we ran a Celebrate Summer campaign, and did so once again in February 2022. These were well received and resulted in spikes in visitor numbers.

The Advancement Department supported 15 commemorative days, some of which offered free entrance to members of the public.

Though visitor numbers remain significantly depressed, we are seeing signs of improvement and recovery, underpinned by strong and concerted marketing efforts. During the 2021 period the Advancement Department delivered the following publications:

- The Iziko Museums Annual Report;
- 11 editions of *I on Iziko* – a monthly mailer sent to Iziko's nearly 8,000 subscribers informing them of new exhibitions and other events taking place;
- Four editions of *What's On* – a printed brochure distributed every quarter toIziko Museum sites that details the exhibitions, programmes and events taking place across Iziko Museums;
- Six editions of the *eNews* publication (internal newsletter to Iziko Museum staff).

For all of the above, the Advancement team creates all the content, including photography. All content is written and edited in-house.

During the period under review, the Iziko Museums website was visited 246,757 times. The website is one of Iziko Museums' most important communication tools; through it we are able to communicate to the public both concise information about our operations and sites, as well as more in-depth information. In the last financial period the website also became a place for virtual exhibitions (which could be accessed globally) and a

From LtR: Director of Research and Exhibitions, Dr Wayne Florence; Chief Curator Art & Social History, Dr Wendy Black; Underwater Archaeologist, Dr Bruno Werz, and Collections ManageR, Wilhelmina Seconna during the handover of the HandaxeS at the Iziko South African Museum, 2022.

place where our relationships with our audiences could be maintained, despite social distance. Three additional websites are linked to the main Iziko site, two of them managed by an Iziko curator/scientist.
Iziko Museums has several active social media accounts for which we generate all content in-house:

- Facebook
- TikTok
- Two Instagram accounts – one for Iziko and one for the Iziko South African National Gallery
- Twitter

These accounts are updated daily with new content that reflects what is happening inside our museums, from exhibitions, to events, to the artefacts in our extensive collections. In-house photography is used to create strong visual content.

The Advancement Department participated in hosting and managing several events during the year. Because most of these were online, it was required that the in-house team learn how to run webinars and Zoom. This was a new skill set that required quick learning and much patience, within Iziko Museums and with our audience. We closed the 2021 period with 15 online events or launches that supported the work and programmes of other departments within Iziko Museums.

The Advancement team oversees or produces PR and communications for all exhibitions, openings, events and programmes. We manage the release of all press releases, create publicity around specific exhibitions or issues, solicit media interviews and schedule these on behalf of Iziko Museums.

The fundraising environment continues to be challenging, with business's and government's focus trained towards health, the Covid-19 response and other foundational priority areas, such as early childhood education and development. We continue actively to approach and engage several entities to this end and a small trickle of funds has started to be realised from these efforts.

For our stakeholder relationships, we have begun to build stronger relationships with multiple foreign consuls in Cape Town. With the French Consul in Cape Town, we co-hosted a French film festival focusing on the oceans in December 2021, which drew almost 300 children to the Iziko South African Museum during a usually quiet period. We regularly engage with the US Consul in Cape Town, the British Consul, the Russian Consul and, more recently, we have started relationships with the Singaporean, Brazilian, German and Dutch Consuls. These relationships offer us a strong link to the international community and opportunities for exciting international programming.

Graduate exhibition by Hotel Hernandez, ISANG, 2022.

1.5 Statement of Responsibility and Confirmation of Accuracy for the Annual Report

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by the Auditor General.

The annual report is complete, accurate and free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

The Accounting Authority is responsible for the preparation of the annual financial statements and for the judgements made in this information.

The Accounting Authority is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

Yours faithfully

Ms. Rooksana Omar
Chief Executive Officer
Iziko Museums of South Africa
31 March 2022

Advocate R Solomons
Chairperson of Council
Iziko Museums of South Africa
31 March 2022

1.6 Strategic Overview

Iziko Museums of South Africa is a Schedule 3A Public Entity and an agency of the national Department of Sport, Arts and Culture (DSAC), bringing together the national museums of the Western Cape under a single governance and leadership structure.

In terms of the Cultural Institutions Act, 1998 (Act No. 119 of 1998), five national museums in the Western Cape – the South African Cultural History Museum, South African Museum, South African National Gallery, the William Fehr Collection, and the Michaelis Collection – were amalgamated as the Southern Flagship Institution (SFI).

In July 2001, the SFI was officially renamed Iziko Museums of Cape Town. The name, Iziko, an isiXhosa word meaning "hearth", embodies the spirit of a transformed institution and our vision of "African Museums of Excellence". The hearth is traditionally and symbolically the social centre of the home; a place associated with warmth, kinship and the spirits of ancestors. Iziko Museums of Cape Town was renamed Iziko Museums of South Africa in September 2012.

The three flames in our hearth logo represent the three collections brought together in our museums: Social History (ochre), Art (red) and Natural History (green). These are made accessible to learners and the public through education and public programmes.

Iziko Museums was thus envisaged as a space for all South Africans to gather, nourish body and soul, and share stories and knowledge passed from one generation to the next. Iziko Museums seeks to celebrate our heritage while generating new cultural legacies for future generations, and a society that has moved beyond the shackles of the past.

Iziko Museums comprises the following museums, each with its own history and character:

- South African Museum and Planetarium & Digital Dome
- South African National Gallery
- Maritime Centre
- Slave Lodge Museum
- William Fehr Collection at the Castle of Good Hope
- Michaelis Collection at the Old Town House
- Rust en Vreugd Museum
- Bertram House Museum
- Koopmans-de Wet House Museum
- Groot Constantia Museum
- Bo-Kaap Museum

In addition, the renovated Social History Centre on Church Square provides a state-of-the-art facility to accommodate our Social History collections and library. The Natural History Library is located at the South African Museum, and the Art Library in the Annexe adjacent to the South African National Gallery. Iziko Museums has successfully operated a Mobile Museum outreach programme since 2002.

1.6.1 Vision

Iziko Museums is an African museum of excellence that empowers and inspires all people to celebrate and respect our diverse heritage.

1.6.2 Mission

- To manage and promote Iziko Museums' unique combination of South Africa's heritage collections, sites and services for the benefit of present and future generations.
- To continuously innovate and transform our heritage institutions to meet the needs of our democracy and serve our public.

1.6.3 Values

- Ubuntu – "I am because you are"
- Community engagement and social responsiveness
- Batho Pele – "Putting people first"
- Empower and inspire our visitors through education and research
- Communication and information sharing: Ongoing, open and honest communication and sharing of information
- Develop and sustain mutually beneficial local and international partnerships
- Professional, dependable and consistent service excellence
- Mutual trust, respect, equality, honesty and dignity: Treat everyone fairly and uphold human dignity
- Good and transparent financial governance
- Teamwork: Work together to achieve unity in pursuit of our common goals.

1.7 Legislative and other 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); National Treasury Regulations, 2001; the Cultural Institutions Act, 1998 (Act No. 119 of 1998), and other applicable legislation and regulations.

1.7.1 Constitutional Mandates

Constitution of South Africa	Responsibility of Iziko Museums
Of specific relevance is section 31: Rights of persons belonging to a cultural, religious, or linguistic community Section 16 (1) (c). Everyone has the right to freedom of expression, which includes (c) freedom of artistic creativity	Iziko Museums must ensure that its programmes and projects respect the cultural diversity of South Africa and the creative freedom of artists.

1.7.2 Legislative Mandates

National Heritage Legislation	Responsibility of Iziko Museums
Cultural Institutions Act 1998, (Act No. 119 of 1998)	Iziko Museums are governed by a Council appointed by the Minister of Arts and Culture, with duties prescribed in this Act.
National Heritage Resources Act, 1999 (Act No. 25 of 1999)	The heritage resources in the care of Iziko Museums are managed in terms of this Act.
Government Immovable Asset Management, 2007 (Act no. 19 of 2007)	The heritage buildings occupied by Iziko Museums are managed in terms of this Act.

1.7.3 Policy Mandates

Policy	Responsibility of Iziko Museums
Revised National White Paper on Arts, Culture and Heritage, 1996.	Iziko Museums are guided by the principles set out in this policy paper.

Iziko Museums is governed by a Council, appointed for a three-year term by the Ministry of Sport, Arts and Culture.

The seventh Council of Iziko Museums was inducted in August 2019. The Council members are:

- Advocate Roderick Peter Solomons
- Advocate Judith Leshabane
- Mr. Dumisani Dlamini
- Ms. Sijabulile Makhathini
- Ms. Magdalene Moonsamy
- Mr. Andries (aka Popo) Masilo
- Professor Pitika Ntuli *(March 2021)*
- Mr Krishna Govender *(March 2021)*
- and Iziko Museums Chief Executive Officer (CEO), Ms Rooksana Omar, who is an *ex officio* member of Council.

1.8 Organisational Structure

1.8.1 Governance

The duties of Council, as described in the Cultural Institutions Act, 1998 (Act No. 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 or 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 monies received by the declared institution and to utilise those monies for defraying expenses in connection with the performance of its functions;
- keep a proper record of the property of the declared institution; submit to the Director-General any returns required by him or her in regard thereto, and to cause proper books of account to be kept;
- determine, subject to this Act and with the approval of the Minister, the objects of the declared institution; and,
- generally, carry out the objects of the declared institution.

In addition, the Council appoints, in consultation with the Department of Sport, Arts and Culture, the CEO; and 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.

1.8.1.1 Sub-committees of Council

The following Committees report to the Council:

- Audit and Risk Committee
- Core Functions and Advancement Committee
- Finance, Operations and Human Resources Committee
- Governance and Ethics Committee

The Operations Committee and Finance and Budget Committee amalgamated after the appointment of the 7th Council in August 2019.

1.8.2 Management

1.8.2.1 Executive Committee (EXCO)

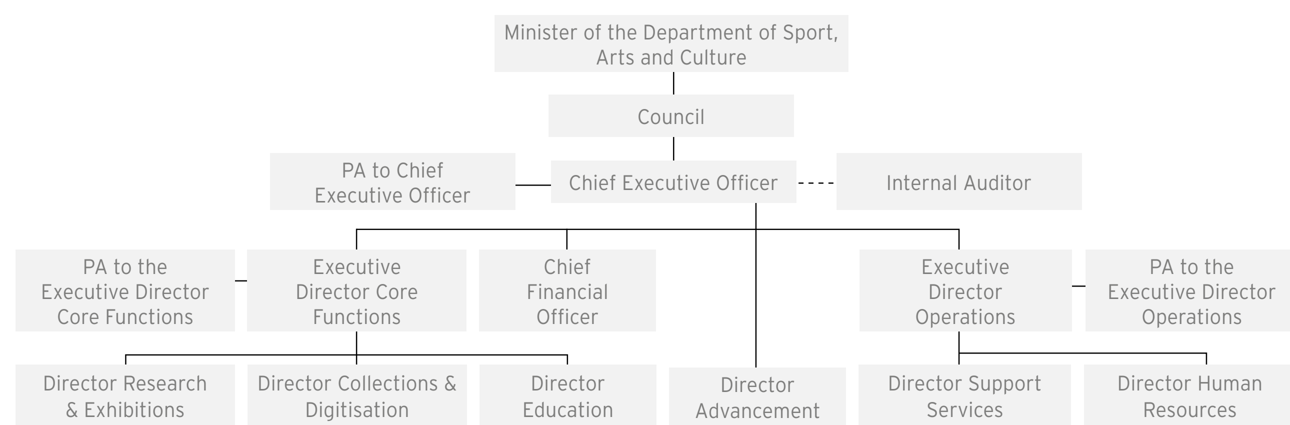
The Executive Committee (EXCO) consists of the CEO, the Executive Director Core Functions, the Executive Director Operations, and the Chief Financial Officer, with the Director of Advancement in the Office of the CEO playing a supporting role when required.

1.8.2.2 Senior Management Team

Iziko Museums has three business units, namely Core Functions; Operations; and the Office of the CEO, comprising the departments of Advancement, and Finance and Administration. The Core Functions unit includes the departments of Collections and Digitisation; Research and Exhibitions; and Education.

The Operations unit includes the departments of Support Services and Human Resources. The Directors of the Core Functions and Operations units – along with the Chief Financial Officer, the Director Advancement and the Executive Directors – constitute the Senior Management Team (SMT) of Iziko Museums, under the leadership of the CEO.

1.8.2.3 Iziko Museums Management Organogram



2 | PERFORMANCE INFORMATION

Beehive display at the South African Museum, 2022.

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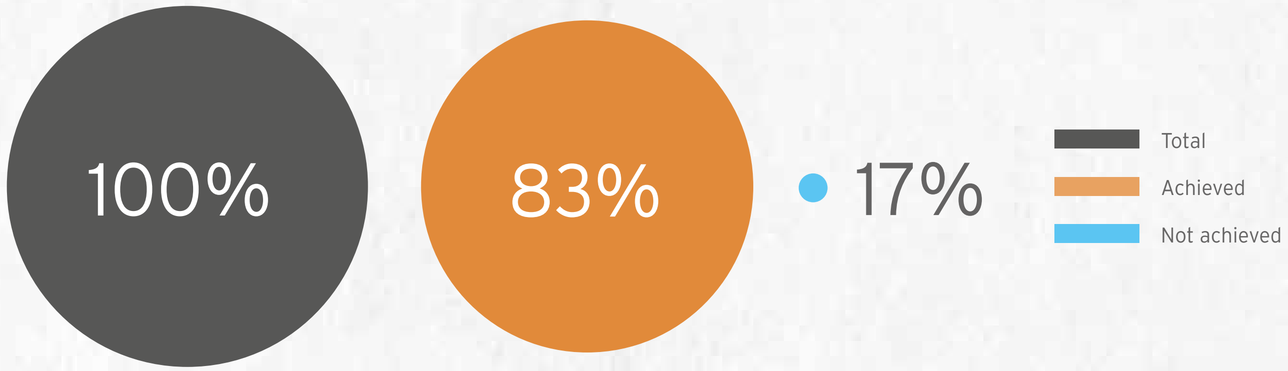
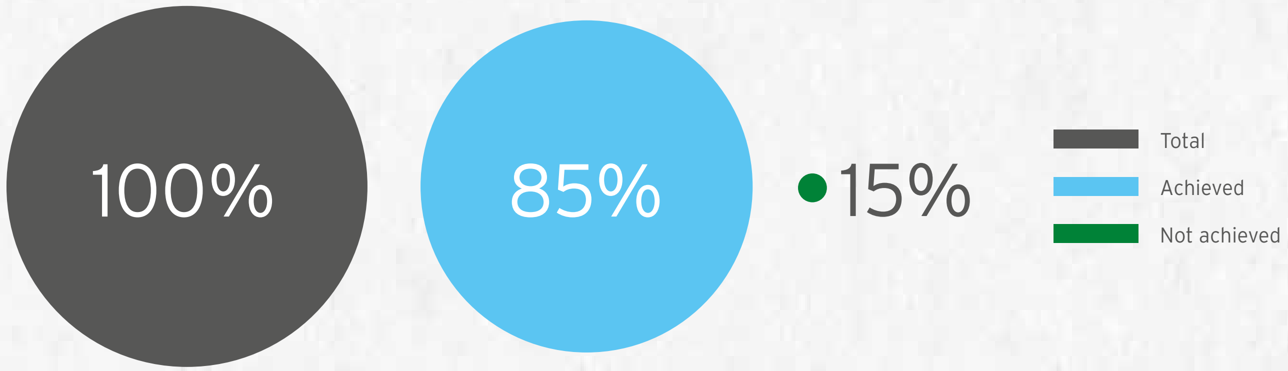
2. Overview of the Public Entity's Performance

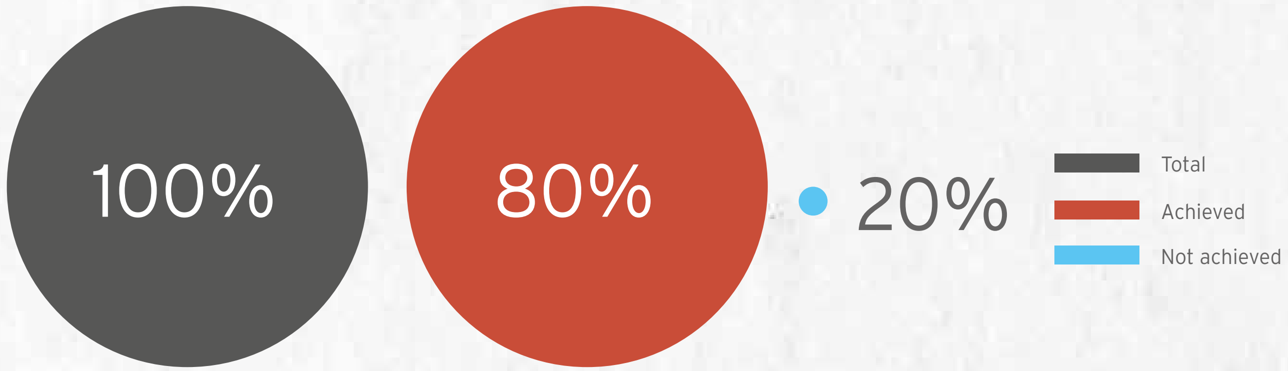
PROGRAMME 1 ADMINISTRATION



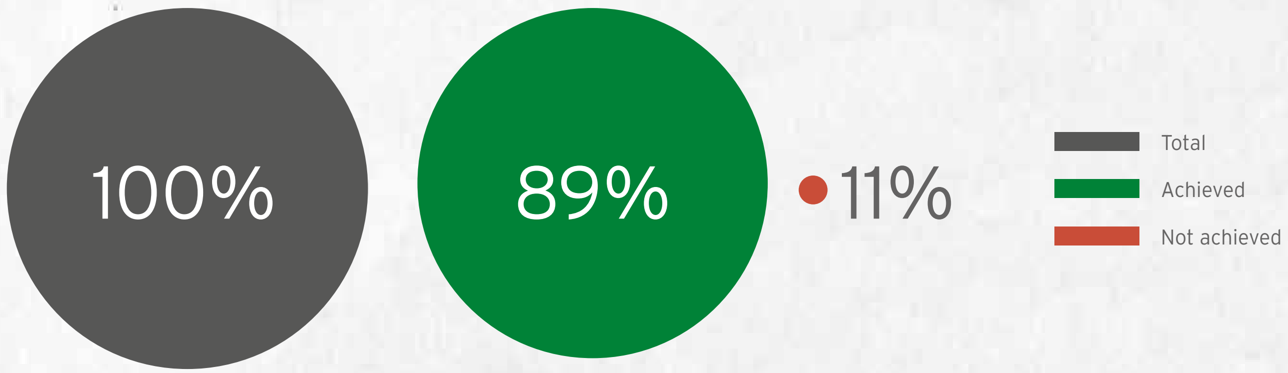
OVERALL PERFORMANCE TOTAL



PROGRAMME 2: COLLECTIONS (BUSINESS DEVELOPMENT)



PROGRAMME 3: AUDIENCE DEVELOPMENT (PUBLIC ENGAGEMENT)



2.1 Auditor's Report: Predetermined Objectives

The AGSA/ Auditor currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to Management, with material findings being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements section of the Auditor's Report.

Refer to page 84 of the Report for the Auditor's Report, published in Chapter 5: Financial Information.

2.2 Situational Analysis

2.2.1 Service Delivery Environment

Background

The Southern Flagship Institution, now Iziko Museums of South Africa (Iziko Museums), was formed in 1999 when five clusters of established national museums in and around Cape Town merged in terms of the Cultural Institutions Act (Act No. 119 of 1998) published by the Minister of Arts and Culture, which gave effect to the alignment of national museum institutions.

Iziko Museums is widely regarded as the premier flagship heritage institution in South Africa by both the heritage sector and the general public. One of three national museum institutions in the Western Cape, Iziko Museums is an amalgamated institution comprising 11[1] individual national museums. These include The South African Museum – which will be 200 years in 2025; the Slave Lodge; and the South African National Gallery. Facilities include a newly upgraded Planetarium and Digital Dome; three collection-specific libraries; the Social History Centre and the Mobile Museum.

Our museums are a priceless trove of art, social and natural history collections, comprising no less than 10 million objects, fossils, and specimens, collected over nearly two centuries. Visitors to our museums can travel from the beginnings of life on earth (more than 3 billion years ago) through to the present day and beyond, and when visiting our Planetarium and Digital Dome, explore the vast expanses of our universe.

These museums and collections were, however, mainly created and collected during colonial and apartheid eras. Thus, despite significant transformation since 1999, the bias of a "pre-democracy" worldview continues to be reflected in both the buildings and the archival presentation of our collections. Iziko Museums is therefore developing a plan to strategically re-imagine and decolonise its museums and galleries and is also working towards deepening its focus on intangible heritage and Indigenous knowledge systems. We aspire to ensure that the heritage and the intertwined narratives of the majority of South Africans are visibly manifested and reflected in our museum spaces and offerings – and to render visible what has been previously marginalised and excluded. Iziko Museums, specifically, strives to ensure redress through embracing change to our methodologies and curatorial practices. We also seek to ensure transparency – specifically, where the origin and collection practices and documentation relating to certain displays require interrogation and critique. To this end, in September 2017 after lengthy in-depth consultations, Iziko Museums de-installed the Ethnography Gallery at the Iziko Museums South African Museum and removed the dioramas.

This marked a significant moment in the long history of this museum and the beginning of a new era for Iziko Museums. We will do all of this in an inclusive but forward-looking manner.

Research and exhibitions at Iziko Museums cover a wide spectrum of subjects. One of the major research and exhibitions projects is the Re-Imagining of Iziko Museums sites and galleries. Through this project and using our research capabilities, Iziko Museums will upgrade its exhibition halls to reflect Africa's rich and diverse natural, cultural, and artistic heritage. As African museums of excellence, Iziko Museums will install a new generation of exhibitions that place Africa and African achievement at the centre. This will also be a moment of reflection and an opportunity for the museum to share its ground-breaking research in the fields of art, social history, and natural history. The institution has partnered with the global curatorial network to generate new knowledge and advance the study of slavery in southern Africa, as well as on a global level.

Our biodiversity and palaeontology research projects are well supported by the National Research Foundation, enjoy the collaborative support of international and regional partners, and contribute significantly by being foundational to decision making concerning climate change mitigation, control of alien introductions, agriculture, food security, biomedicine, and health; all prioritise of several sister departments of DSAC. Iziko Museums is uniquely positioned to perform significant research in the field of art.

Against the backdrop of the 21st century social, economic, cultural, and educational context, Iziko Museums continually seeks new ways of thinking about the arts, culture, heritage, and creativity sectors, to ensure we evolve as a relevant and accessible museum. We strive to activate museums as agents of redress and catalysts for social development and change.

Iziko Museums continues to make significant progress towards achieving our vision of creating a heritage institution that is an "African Museums of Excellence." In 2025, Iziko Museums will celebrate the 200th anniversary of the oldest museum in its stable, the South African Museum, which was founded in 1825. In the years preceding this anniversary, we plan to further transform this leading institution into a world-class, yet uniquely African museum. We envisage Iziko Museums as an unequalled showcase for the art, social and natural history of Africa in 2025 and beyond.

The outbreak of the COVID-19 pandemic has significantly influenced how museums are viewed and operate. It also has impacted our access to funds; both from state reserves and donors, and this will greatly influence our effective service delivery.

External Environment Analysis

Iziko Museums of South Africa – Making a difference

Iziko Museums strives to ensure that our museums are relevant and responsive to the challenges confronting the nation. Museums exist within a constantly changing local, national, and international context, and should act as 'agents for social change.' Social justice and inclusivity are key frameworks that will define our museums going forward. We aim to create a more inclusive museum, whose values reflect the diversity of the people of South Africa and wherever possible, contribute to upliftment in a meaningful way, given that our country faces challenges associated with large-scale unemployment, poverty and accessing education. Iziko Museums can best achieve this via education, exhibitions, and public programmes, as well as our corporate social responsibility initiatives.

Access to our collections and research unlocks knowledge, understanding, critical thinking, and innovation, and allows for lifelong learning. Importantly, Iziko Museums implements a diversified pricing strategy that includes 15 free days, mainly aligned with national commemorative days, to ensure that our museums are accessible to the youth and those who are economically challenged.

Education is a key driver in optimising Iziko museums' multiple social impacts and benefits – ensuring access and active participation in the fields of art, culture, and natural heritage, for all South Africans. Iziko Museums delivers focused education and public programmes, especially for our young people at school, which include serving historically disadvantaged individuals and marginalised communities, as well as youth out of school. As we transform to improve our visitor experiences and increase access to collections and our intellectual capital, we also develop educational programmes and resources that contribute to uplifting the basic education outcomes of our country.

Iziko Museums recognises the role it has to play in sectoral capacity development and as such, it plays a role in preparing young people for the world of work through providing internship and mentoring opportunities, as well as hosting various graduate and postgraduate students as well as postdoctoral researchers. In addition, the high-level research outputs of Iziko Museums, adds value to the economy in diverse ways. Iziko Museums also funds the tertiary studies of staff members from designated groups in return for them working for Iziko Museums for several years as per a formal agreement.

Through our natural history research initiatives, we can trace changes to our environment and make meaningful contributions to debates around climate change and global warming. Our research and exhibitions on enslavement and contemporary social issues such as decolonisation and human rights, contribute greatly to social justice and nation-building.

1. Iziko Museums operates the following national museums: South African Museum; South African National Gallery; Bo-Kaap Museum; Iziko Museums Planetarium and Digital Dome; Slave Lodge Museum; the Old Town House Museum; Rust en Vreugd Museum; Bertram House Museum; Koopmans-De Wet House Museum; Groot Constantia Museum; William Fehr Collection (at the Castle of Good Hope). See https://www.iziko.org.za/

Our museums constitute a substantial component of the national tourism product and attract many local and international visitors. Significantly, Iziko Museums positively impacts South Africa's economic growth and value chain through supporting the cultural and tourism industries. The COVID-19 pandemic has had a great impact on visitor numbers and programmes that have been scheduled to take place.

2.2.2 Organisational environment

Internal Environment Analysis

Ensuring effective leadership

Iziko Museums Council, CEO, and Senior Management are committed to not only leading Iziko Museums forward but also providing inspiration and leadership within the heritage sector and the broader context of our society.

The re-alignment of the Iziko Museums structure has been an ongoing process. The purpose of the re-alignment has been to revisit museum practice to enhance and integrate functions across the three disciplines that Iziko Museums oversees, i.e., Art, Natural History, and Social History. Reviewing our functions and operations in light of the decolonisation imperative has opened up debates about museum practice and how the collections are managed, stored, and interpreted. The re-alignment is intended to increase the cross-pollination of research, exhibitions, education, and public programmes. There is a significant drive to overcome linear thinking and to open the opportunity to the Iziko Museums staff to create innovative methodologies in museum work. We also wish to delegate, where appropriate, to empower staff and have better interaction with the recognized trade union for the benefit of the growth and efficiency of the museum. The economic climate within which Iziko Museums currently find itself is challenging and this is exacerbated by the Covid-19 pandemic. Iziko Museums' subsidy allocations continue to be insufficient to meet the entity's annual operating expenses, and Iziko Museums is reliant on donor funding and self-generated income to meet daily obligations and critical core function projects.

2.3 Key policy developments and legislative changes

Reviewed:

1. Code of Conduct
2. Disciplinary Policy (approved 29 April 2021)

New Policies Developed:

1. Working Remotely Policy (approved 29 April 2021)
2. Volunteer Policy (approved 28 October 2021)
3.Language Policy (approved 28 October 2021)

2.4 Institutional Programme Performance Information

2.4.1. Iziko Museums' strategic objectives:

Strategic Objectives Programme 1

STRATEGIC OUTCOME: ORIENTED GOAL 1	PROGRAMME 1: ADMINISTRATION
GOAL STATEMENT	To ensure effective and efficient sound governance and management to provide an enabling environment for our core functions departments to successfully manage, develop, showcase and transform our collections in terms of our heritage mandate and long-term vision.
OUTCOME LINKAGE TO IZIKO MUSEUMS GOAL	Supports DSAC Strategic Outcome Oriented Goal 3

Strategic Objectives Programme 2

STRATEGIC OUTCOME ORIENTED GOAL 2	PROGRAMME 2: COLLECTIONS (BUSINESS DEVELOPMENT)
GOAL STATEMENT	Ensure professional capacity, skills and resources in order to manage, grow and improve access to our collections, address unethical collection practices and improve capacity, productivity and relevance of research. To digitise collections as a means to register heritage assets for GRAP 103 and for providing online access. To present diverse public events and develop and improve corporate services to ensure an enabling environment to deliver on our heritage mandate.
OUTCOME LINKAGE TO IZIKO MUSEUMS GOALS	Supports DSAC Strategic Outcome Oriented Goals 1 & 3.

Strategic Objectives Programme 3

STRATEGIC OUTCOME ORIENTED GOAL 3	PROGRAMME 3: AUDIENCE DEVELOPMENT (PUBLIC ENGAGEMENT)
GOAL STATEMENT	Transformed innovative public engagement programmes. Working together to refine and enhance communication with our visitors, to grow our audience and sustain it, to enhance access and offer multiple visitor experiences, to involve and engage visitors. To develop and execute an exhibition and public programmes plan and ensure that Iziko Museums offering, as a competitive attraction, responds to the needs of our public and diverse audiences through enriching and enabling programmes in the areas of art, natural and social history and an interactive and engaging visitor experience. To increase our audience through greater awareness of what Iziko Museums has to offer through our diverse educational offerings, integrated marketing and communication and the development of our website as a knowledge resource. Furthermore, Iziko Museums seeks to position itself to attract further investment from public and private donors and sustain and develop strategic partnerships in support of our temporary exhibitions and programmes, as well as the transformation of museums and permanent exhibitions and other strategic initiatives.
OUTCOME LINKAGE TO IZIKO MUSEUMS GOALS	Supports DSAC Strategic Outcome Oriented Goals 2 & 4.

2.4.2. Programme 1: Administration

Purpose

- Ensure sound governance and compliance by communicating business practice strategies by means of sound policies.
- To implement a strategy to ensure that compliance with the Generally Recognized Accounting Practice (GRAP) accounting framework, including GRAP 103 on Heritage Assets is maintained.
- To implement the Information and Communication Technology (ICT) Strategy to provide an enabling environment by improving the ICT infrastructure – with up-to-date and current software and hardware technology.
- To facilitate the development and implementation of an Existing Building Condition Report and a five-year Conservation and Maintenance Plan for the following 9 sites managed by Iziko Museums:
- Bertram House and Bertram House Annexe, (early 19th century)
- Bo-Kaap Museum (early 19th century)
- Koopmans-de Wet House (18th century)
- National Mutual Building (20th century) housing the Social History Centre

• Old Town House (18th century) housing the Michaelis Collection
• Rust en Vreugd Museum (late 18th century) and Rust en Vreugd Annexe
• Slave Lodge (foundation was laid in 1679, but sections were added in 17th and 18th centuries)
• SA Museum (late 19th century) and Planetarium (20th century)
• SA National Gallery (20th century) and SA National Gallery Annexe

Iziko Museums does not manage the maintenance of the following sites:
• The Maritime Centre in the V&A Waterfront (leased property); Groot Constantia museum complex, in partnership with the Groot Constantia Trust;
• The William Fehr Collection at the Castle, in partnership with the Castle Control Board.

2.4.3 Programme 1 Sub-programme:

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	**ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
Ensure sound governance and compliance.	Financial statements in terms of GRAP Accounting Framework prepared.	Compliance with legislation and accounting standards by obtaining unqualified audit reports	Unqualified audit report with findings	Unqualified audit report with findings	Unqualified audit report without findings	Financial Statements prepared in terms of the GRAP Accounting Framework	Qualified audit report	Duplication and incompleteness of Heritage Asset Register
	Increase in percentage of own income by 0,5% i.t.o. long term co-ordinated financial sustainability process established	Long term financial sustainability plan aimed at increasing percentage of own income annually by 0.5%	New 14% of 2019 total income (R27,560,289)	Draft long term financial sustainability plan formulated	Increase own income as a percentage of total income by 0.5% from the previous year	Achieved Own income as a percentage of total income increased by 7% from the previous year	+6,5%	Recovery after lockdown restrictions lifted
	15 policies developed by 31 March 2025	Number of policies developed and reviewed	2 revised HR policies approved and 1 Finance policy developed	6 developed 6 reviewed	Develop or review 3 policies.	Achieved 2 Reviewed 3 New	0	N/A
Ensure sound governance and compliance.	Strategy to achieve 1% increase in the number of 32 funded projects by 31 March 2025 formulated	Increase in number of funded projects in terms of the income/ revenue stream strategy	New	Draft income generation strategy formulated	Increase in number of funded projects by 0,25% i.t.o the income/ revenue stream strategy	Achieved Funded projects increased by 13,6%	+13,35%	Recovery after lockdown restrictions lifted.
Ensure sound governance and compliance.	Training opportunities i.t.o the Annual Learning and development programme	Number of training opportunities offered.	New	376	Implement the 2021-22 Learning and Development Programme that offers 100 training opportunities	Achieved 376	+276	Use of online platforms for training afforded bigger groups of staff to have access to developmental opportunities

2.4.4 Programme 1 Sub-programme:Administration

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	**ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
Improved infrastructure to enhance visitor experience	Implementation of projects as per the Annual Conservation and Maintenance Plan over the 5 year period	Number of repair and renovation projects implemented i.t.o ACMP	The Project Manager finalised the scope of work for the tender brief for painting of the façade of ISAM, ISANG and for painting of the entire IOTH and IBK. However, the tender process to appoint the Contractors was not completed.	The façade of the IBK was painted.	Paint exterior of IR&V, continue repair and renovation project at IOTH and commence construction of emergency escape at ISAM.	Achieved The exterior of IR&V was painted and the repair and maintenance project at IOTH was completed. DPWI implemented further repairs at IOTH to a section of the portico ceiling that had collapsed & waterproofing the balcony. Repair and maintenance target was thus achieved. A tender advertised on 18 Feb 2022 for a tech team to design an emergency escape at ISAM. Due to (NT) instructions that tenders be placed on hold, it was revoked.	0	N/A

2.4.3. Programme 2: Business Development (Collections)

Purpose

- Nation • Enhbuilding through growth and development of collections that reflect South Africa's rich artistic, cultural and natural heritage.
- Promotion of social cohesion, healing and reconciliation through building collections that represent the social history of South Africa.
- Addressing past injustices through de-accessioning of unethically collected human remains.
- Knowledge generation through research to contribute to an educated, informed and empowered society.
- Conservation of collections to ensure that these are preserved for future generations.
- Digitisation of collections to provide access and to reduce risk of information loss.

Programme 2: Business Development (Collections)

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/20	AUDITED ACTUAL PERFORMANCE 2020/21	PLANNED ANNUAL TARGET	**ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
Nation Building through growth and development of collections.	New records entered on the collections databases for Art and Social History Collections.	Number of new records entered on collections databases.	*New	*New	6 000	Not Achieved 4 512	-1 488	Database Task Team was researching on alternative database following the withdrawal of a service provider.
	New records entered collections databases/new acquisitions for Natural History.	Number of new records/ catalogue numbers entered on Specify database.	*New	*New	21 200	Achieved 30 923	+9 723	Bulk upload of catalogue entries during the unpacking process enabled achievement of higher record entries.
	Number of new acquisitions for Art and Social History Collections.	Number of new acquisitions.	*New	*New	150	Achieved 454 Refer to 6.6 and 6.7	+304	A large and significant donation of beadwork was received from a donor in the US.

Sub-programme 2: Business Development (Collections)

Nation Building through growth and development of collections.	Peer reviewed publications (including articles or chapters) published.	Number of peer reviewed publications (including articles or chapters) published.	31	34	25	Achieved 33 Refer to 6.9.	+8	Curators devoted more time to authoring manuscripts as writing continued unhindered during Covid lockdown restrictions.
Nation Building through growth and development of collections.	Other (popular) publications published.	Number of other (popular) publications published.	6	23	12	Achieved 13 Refer to 6.10.	+1	Curators devoted time to authoring popular articles.

2.4.4. Programme 3: Audience Development (Public Engagement)

Purpose

- Enhance access.
- Offer multiple experiences to visitors.
- Create a vibrant museum atmosphere.
- Provide interactive museum programmes and outreach activities.
- Attract people from diverse communities.
- Connect people, encourage public participation and promote inter-generational dialogue.
- Implement strategy to increase Iziko Museums' online presence and enrich the website content, to ensure this function as a key knowledge resource.
- Implement effective marketing and communication to increase visitor numbers as well as market the product to support the growth of self-generated revenue.
- Develop and implement an Advancement Strategy to position Iziko Museums to attract investment and increase donor and self-generated income to enable public engagement initiatives and delivery of other strategic objectives.
- Develop and sustain strategic partnerships to facilitate collaboration and synergy with other organisations for mutual benefits.

Programme / Sub-Programme 3: Audience Development (Public Engagement)

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	**ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
Knowledge generation through research to contribute to educated informed and empowered community.	New exhibitions produced.	Number of new exhibitions.	10	9	5	Achieved 10 Refer to 6.4.	+5	Easing of lockdown regulations, return to work and opening of museums made it possible to increase output beyond planned.
Knowledge generation through research to contribute to educated informed and empowered community.	Special museum education programmes presented.	Number of special education programmes presented.	14	2	16	Achieved 16 Refer to 6.12.3.	0	N/A
	Public programmes presented.	Number of public programmes presented.	11	16	12	Achieved 12 Refer to 6.12.5.	0	N/A
	Outreach programme presented.	Number of outreach programmes presented.	50	2	29	Achieved 37 Refer to 6.12.4.	+8	There was an increase in requests for the Mobile Museum to present outreach programmes.
Knowledge generation through research to contribute to educated informed and empowered community.	Number of internships and Work integrated Learning students (WILS) hosted.	Number of interns/ WILS hosted.	33	31	6	Achieved 9 Refer to 6.12.6.	+3	Post Covid-19, WILS have returned to Iziko Museums.

Programme / Sub-programme: 3 Audience Development (Public Engagement)

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	**ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
Creation of awareness and promotion of access to history and culture.	Visitor numbers to the museum/sites increased.	Number of visitors to the museums/ sites .	476 750	52 521	200 000	Not achieved 162 025 Refer to 6.13.1.	-37 975	Continuation of pandemic, social distancing & slow return to public life.
Creation of awareness and promotion of access to history and culture.	Visitor numbers to Iziko websites increased.	Number of visitors to Iziko website increased.	240 845	164 629	200 000	Achieved 246 757 Refer to 6.13.2.	+46 757	Website was tagged in all advertising and social media.
Creation of awareness and promotion of access to history and culture.	Marketing Campaigns undertaken.	Number of marketing campaigns.	3	5	4	Achieved 4	0	N/A
Creation of awareness and promotion of access to history and culture.	Commemorative days promoted.	Number of commemorative days promoted per annum.	14	16	15	Achieved 15	0	N/A

2.5. Reporting on the Institutional Response to the COVID-19 Pandemic

Table: Progress on Institutional Response to the COVID-19 Pandemic

PROGRAMME / SUB-PROGRAMME	INTERVENTION	GEOGRAPHIC LOCATION (PROVINCE/ DISTRICT/LOCAL MUNICIPALITY) (WHERE POSSIBLE)	NO. OF BENEFICIARIES (WHERE POSSIBLE)	DISAGGREGATION OF BENEFICIARIES (WHERE POSSIBLE	TOTAL BUDGET ALLOCATION PER INTERVENTION (R'000)	BUDGET SPENT PER INTERVENTION	CONTRIBUTION TO THE OUTPUTS IN THE APP (WHERE APPLICABLE)	IMMEDIATE OUTCOMES
Administration – Governance.	Purchase of Personal Protective Equipment.	Western Cape	All Iziko employees, visitors and contractors to Museum sites.		1316	1412	Not applicable	Safe access to Museum sites by staff and communities.
Business Development (Collections).			All Iziko employees, visitors and contractors to Museum sites.		65	85	Not applicable	Safe access to Museum sites by staff and communities.
Audience Development – (Public Engagement).			All Iziko employees, visitors and contractors to Museum sites.		130	85	Not applicable	Safe access to Museum sites by staff and communities.

2.6. Linking performance with budgets

In assessing the achievement of the outputs in comparison to the planned targets, the public entity must consider the linkages and the relation to the resources available to the public entity, in particular the financial resources. Therefore, the following financial information should be presented. The financial information must agree to the information in the annual financial statements. Include the narrative after the table discussing how expenditure contributed to the achievement of outputs during the period under review.

	2020/2021			2021/2022		
PROGRAMME/ ACTI VITY/ OBJECTIVE	BUDGET	ACTUAL EXPENDITURE	(OVER)/UNDER EXPENDITURE	BUDGET	ACTUAL EXPENDITURE	(OVER)/UNDER EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000
Administration - Governance	132 371	125 616	6 755	129 361	121 245	8 116
Business Development (Collections)	28 321	30 257	(1 936)	30 678	26 285	4 393
Audience Development - (Public Engagement)	13 645	12 082	1 563	12 595	11 363	1 232
TOTAL	**174 337**	**167 955**	**6 382**	**172 634**	**158 893**	**13 741**

2.7. Revenue Collection

	2020/2021			2021/2022		
SOURCES OF REVENUE	ESTIMATE	ACTUAL AMOUNT COLLECTED	(OVER)/UNDER COLLECTION	ESTIMATE	ACTUAL AMOUNT COLLECTED	(OVER)/UNDER COLLECTION
	R'000	R'000	R'000	R'000	R'000	R'000
Government Grant: Subsidy - Department of Sport, Arts & Culture	90 140	88 153	1 987	96 638	96 638	-
Government Grant: Conditional Grants – Department of Sport, Arts & Culture	16 424	2 459	13 965	12 069	7 092	4 977
Service in Kind - Property Leases	54 552	47 876	6 676	49 881	46 608	3 273
Sponsorship	3 667	4 765	(1 098)	4 080	4 596	(516)
Cash and asset donations	221	4 977	(4 756)	1 019	279	740
Interest revenue	7 322	7 018	304	5 405	5 679	(274)
Admission fees	756	999	(243)	1 599	2 721	(1 122)
Rental income	111	1 312	(1 201)	1 589	1 427	162
Post Retirement Actuarial Gain		-	-		5 864	(5 864)
Other income	1 144	432	712	354	864	(510)
TOTAL	**174 337**	**157 991**	**16 346**	**172 634**	**171 768**	**866**

2.8 Capital Investment
Capital Investment, Maintenance and Asset Management Plan

Infrastructure projects completed in this financial year.

Project Maintenance of Iziko Museums

The exterior painting of the following five buildings were completed in this financial year

- Iziko Bo-Kaap Museum (IBK);
- Iziko Old Town House (IOTH);
- Iziko Rust en Vreugd Museum (IR&V) and Annexe;
- Iziko SA Museum (ISAM); and
- Iziko SA National Gallery (ISANG)

INFRASTRUCTURE PROJECTS IN PROGRESS	EXPECTED COMPLETION
Installation of a Gas Fire Suppression System at Iziko SA National Gallery & Annexe.	30/03/2023
Iziko Old Town house major repair and renovation.	31/12/2022
ISAM Fire Escape Stair	30/03/2023
Maintenance and Conservation of nine sites	31/03/2023

Progress made on the maintenance of infrastructure

The exterior painting of the following five buildings were completed in this financial year, IBK, IOTH, IR&V, ISAM, ISANG.

The tender for the electrical infrastructure upgrade at Iziko Old Town House was evaluated and a recommendation was prepared for the Bid Adjudication Committee. The upgrade to the electrical supply and infrastructure will commence as soon as the agreement is signed with the Contractor.

A tender was advertised on 18 Feb 2022 to appoint a technical team to design an emergency escape at ISAM between the 5th and the 6th floor that will accommodate an electronic evacuation chair. However, National Treasury (NT) instructed that all tenders advertised after 16 Feb 2022 are placed on hold until NT obtains clarity regarding the judgement of the Constitutional Court and this instruction is revoked.

Developments relating to the above that are expected to impact on the public entity's current expenditure.

The following factor is impacting the current expenditure. Procurement processes must be completed in order to implement infrastructure projects and National Treasury issued and instruction on the 25th of February and 3rd March 2022 that the Preferential Procurement Regulation 2017 (Regulations 2017) validity is in question and that all tenders advertised after 16th February must be placed on hold whilst clarity on the outcome of the Constitutional Court judgement regarding the Preferential Procurement Regulations 2017 validity was awaited.

The current state of the public entity's capital assets, for example what percentage is in good, fair or bad condition.

With the assistance of the Executive Authority, Architects with heritage expertise were appointed to assess the condition of the nine buildings where Iziko is required to manage the day-to-day maintenance of the buildings and developed:

- Existing Building Condition Report (EBCR) for each building that identifies the repairs and maintenance required as well as the estimated cost of the repairs. This enables Iziko to request funding to address major repair and maintenance projects;
- Conservation Management Plan that enables Iziko to manage the conservation of each building. These plans were approved by Heritage Western Cape;
- Five-year Conservation and Maintenance Plan; and
- As-built Drawings of each building as there were no building records available.

In addition, the DSAC also appointed a consulting team who conducted further condition assessments of the buildings and developed maintenance plans.

All the Condition assessment of the buildings indicate that remedial repairs and preventative maintenance is required such as :

- roof repairs;
- waterproofing and drainage systems need to be upgraded;
- electrical compliance work such as the upgrading of distribution boards, wiring and ducting;
- compliance upgrades in terms of fire and other safety regulations;
- adequate lighting in public spaces; and
- upgrade of signage and wayfinding.

Major maintenance projects that have been undertaken during the period under review.

Conservation & Maintenance

The following maintenance and conservation initiatives were funded by the Department of Sport, Arts, and Culture (DSAC).

An Architect with heritage expertise was appointed as the Project Manager to oversee the painting and repairs of the Iziko heritage buildings.

At IR&V, after extensive preparatory work, the exterior walls including the boundary wall of these two stories, 18th century Town House, was painted with lime wash. Repairs and maintenance were also conducted to the concrete parapet and balcony and the gazebo was replaced.

At IOTH, an 18th century building, the exterior and boundary walls were painted. In preparation for painting the exterior of the building, considerable wall and timberwork preparation was required. The broken window frames were fixed, and the glazing putty was replaced. The low-level damp in the courtyard and a collapsed ceiling was also repaired. A bird proofing solution was implemented to combat the major bird pest problem that is negatively affecting the building fabric. The upgrade to the electrical supply and infrastructure will be implemented as soon as the contract is signed with the Contractor. In addition, the ISAM, had its exterior painted, including the wooden window frames and doors, which had been repaired extensively. IBK is a single storey flat roof structure with sash windows. The exterior of the building including the courtyard area, was maintained, repaired, and painted. The exterior walls of the ISANG were restored and repainted. The timber doors were varnished and some of the wooden windows and shutters that were badly damaged by exposure to the sun were fully refurbished and varnished. The painting and surface preparation of these five buildings were completed according to the conditions outlined in the Heritage Western Cape permit approvals to conserve the building fabric.

The DSAC also funded the installation of an emergency escape stair between the 5th and 6th floor that can accommodate an electronic evacuation chair at the ISAM as the Architect that designed the extension to the ISAM did not include stairs inside the building between the 5th and 6th floors. The tender to appoint the professional team to design the fire escape stairs was advertised, however National Treasury issued an instruction to place all tenders on hold whilst waiting for the outcome of the Constitutional Court regarding the Preferential Procurement Regulations 2017 validity.

Progress made in addressing the maintenance backlog during the period under review, for example, has the backlog grown or become smaller? Is the rate of progress according to plan? If not why not, and what measures were taken to keep on track.

Progress is being made on the backlog of maintenance during the period under review the maintenance, repairs and painting of the exterior and boundary walls of seven buildings were prioritised. The rate of progress is not going as planned as tenders that were advertised had to be placed on hold as per instruction from National Treasury.

	2020/2021			2021/2022		
INFRASTRUCTURE PROJECTS	BUDGET	ACTUAL EXPENDITURE	(OVER)/UNDER EXPENDITURE	BUDGET	ACTUAL EXPENDITURE	(OVER)/UNDER EXPENDITURE
DSAC Maintenance and Conservation	-	162 586	(162 586)	524 510	549 171	(24 661)
DSAC Painting & Renovation of Facilities	-	505	(505)	1 506 763	1 364 794	(141 969)
DSAC Climate Control					370 017	(370 017)
DSAC Halon Gas and Fire Suppressionn System	-	57 500	(57 500)	69 000	115 000	(46 000)
DSAC Old Townhouse repairs	-	330	(330)		3 022	(3 022)
DSAC Emergency Fire Escape					28 750	(28 750)
DSAC Maintenance and Conservation 2020					1 096 429	(1 096 429)
TOTAL	**-**	**220 921**	**(220 921)**	**2 100 273**	**3 527 183**	**(1 426 910)**

A group of young learners at the Iziko Planetarium and Digital Dome, 2022.

3 | GOVERNANCE

One of the many visitors who attended the opening of the exhibition, *The African Choir 1891 Re-Imagined*, at the Iziko South African National Gallery.

CONTENTS

3.1 Introduction

During the reporting period 2021/22, Covid-19 protocols were observed at the Iziko Museums of South Africa, in accordance with the Disaster Management Act Regulations. While museum doors were open for visits by the public they were open for reduced hours. The purpose of reducing operating hours was the fact that Iziko Museums Management maintained that staff who used public transport had to be permitted to commute home earlier. Since 14 March 2022 staff members have been instructed to resume normal working hours and working from home is no longer condoned.

Iziko's once iconic Maritime Centre closed on 30 September 2022. This museum was located at the V&A Waterfront, a familiar sight in that locale. However, due to the landlord requiring the use of the space in the Union Castle Building, the Maritime Museum had to close to the public. The fantastic Marsh Collection that was housed at the Maritime Centre is however still accessible to members of the public.

With regards to the Protection of Personal Information Act 4 of 2013, Iziko Museums of South Africa appointed an Information Officer and a Deputy Information Officer, these being the Chief Executive Officer and the Internal Auditor. This information is on the Iziko website and in the public domain. The Iziko Museums Manual for Compliance with the Protection of Personal Information Act has been collated and staff are updating the file where necessary.

Lastly, from a Governance perspective the 7th Council's term will come to an end in July 2022 and the 8th Council will be inaugurated in August 2022. The CEO and the Iziko team bid farewell to the 7th Council and sincerely thank them for their commitment and hard work towards supporting Iziko Museums of South Africa.

3.2 Portfolio Committees

No meetings were held with the Department of Sport, Arts and Culture Parliamentary Portfolio Committee during the 2021/22 financial year.

3.3 Executive Authority

The following table provides commentary on reports submitted to the Executive Authority, the Department of Sport, Arts and Culture, dates issued, and issues raised by the DSAC.

Submission Date	Report	Issues Raised
15 February 2021	1st Draft Shareholder's Compact	
15 February 2021	Submit Procurement Plans to DSAC for 2021/22	
4 March 2021	Table Final APP for 2021/22 in Parliament	
15 March 2021	Final 2 printed Shareholders Compact 2021/22	
31 March 2021	Financial year end 2020/21	
1 April 2021	Start of financial year 2021/22	
30 April 2021	Submit final Quarterly Report to Department for 2020/21 financial year	
14 May 2021	Submit list of all banking accounts to Treasury via DSAC Submit Annual Report performance measurement details to Auditor-General	
Before 31 May 2021	Audit Committee meeting to approve AFS for 2020/21	
31 MAY 2021	Submit signed unaudited financial statements for 2020/21 and management reports to Treasury and Auditor-General/External Auditor	
31 MAY 2021	Submit audited AFS to Treasury and DSAC	
15 July 2021	1st Quarterly Report on the Procurement Plan 2021/22	
30 July 2021	Submit audited signed Treasury AFS Template to Treasury	
30 July 2021	1st quarter report Cost Containment on travelling: Annexure E	
30 July 2021	1st quarter report National Treasury to Department for 2021/22 financial year: TR Template	
30 July 2021	1st quarter report to Department for 2021/22 financial year: DSAC Template	
30 July 2021	Submit mockup Annual Report to DSAC 2020/21	
30 August 2021	Submit Printed Annual Reports 2020/21 Annual Report to DSAC	
Within 30 days of the approval of the audited AFS and Annual Report	B-BBEE Submissions	
30 September 2021	2nd quarter report Cost Containment on travelling: Annexure E	
30 September 2021	Application to retain surpluses and declaration of deficits	
15 October 2021	2nd Quarterly Report on the Procurement Plan for 2021/22	
30 October 2021	2nd National Treasury Quarterly Report	
30 October 2021	APP Draft for 2022/23	
30 November 2021	Submit the 2020/21 Irregular Expenditure condonations applications	
31 December 2021	3rd quarter report Cost Containment on travelling: Annexure E	
	Start of 2022	
14 January 2022	3rd Quarterly Report on the Procurement Plan for 2021/22	
30 January 2022	3rd Quarterly Report National Treasury to Department for 2021/22	
30 January 2022	3rd Quarterly Report to Department for 2021/22 financial year and the Audit implementation Plans	
30 January 2022	3rd quarter report: DSAC Template	
30 January 2022	3rd quarter report: Treasury Template to Treasury	

3.4 The Accounting Authority / Council

The Iziko Museums of South Africa Council Charter was presented to Council and, after amendments, was approved on 26 May 2020. The following table sets out the roles and responsibilities of Council, including commentary and progress in complying with this charter.

3.4.1 Iziko Museums Of South Africa Council Charter

1. Purpose

The purpose of this document is to set out the mission, duties and responsibilities of Council members of the Iziko Museums of South Africa (Iziko Museums).

2. Mission of the council members

The mission of Council members is to represent the interests of the shareholder (the Government), and by implication the South African public, in ensuring a successful business that achieves the vision of Iziko Museums.

The Council is ultimately accountable and responsible to the South African Government and Parliament for the performance and affairs of the Museum. The Council must therefore retain full and effective control over the institution and give strategic direction to the management of the Museum. The Council is also responsible for ensuring compliance with all relevant laws, regulations and codes of business practice.

In addition, the Council has a responsibility to the broader stakeholders which includes the present and potential beneficiaries of the Iziko Museum's products and services, clients, lenders and employees, to achieve continuing prosperity for the Iziko Museums as well as professional service delivery.

3. Fiduciary responsibility

The individual Council members of the Iziko Museums, both executive and non-executive carry full fiduciary responsibility in terms of the binding Acts under which this institution is managed.

4. Selection and composition of the Council

4.1 Council members shall be selected and appointed or removed by the Minister, in accordance with the applicable legislation. (Cultural Institutions Act No. 119 of 1998).

4.2 The Council may form committees consisting of Counicl members , and such committees may take independent professional advice with the consent of the Chairperson at the Iziko Museums' expense as and when necessary. However, it must be noted that the Council is not precluded from the Supply Chain requirements when procuring these services. These committees should report regularly to the Council on their activities. The committee structure, membership and mandates should be reviewed regularly.

5. Council leadership

The Chairperson of the Council should not be the CEO or any other employee of Iziko Museums. The role of the Chief Executive Officer and Chairperson should accordingly be separate and the Chairperson should be an Executive Council member. The Chairperson, together with the various chairpersons of council committees, constitutes the Executive Committee of Council.

6. Orientation of new Council members

Council 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 Iziko Museums so that they are able to fulfil their duties. To assist them, the Council should establish a formal orientation programme for new Council Members which includes background material, meetings with senior management and visits to the Iziko Museums' sites.

Further, briefings on relevant new laws and changing commercial risks should be held periodically or as required.

7. Conflicts of interest

A Council member is disqualified by virtue of his/her office from contracting directly or indirectly with the Iziko Museums.

7.1 Full disclosure of the nature of a Council member's direct or indirect interest on any matter before the Council is required.

7.2 A Council member may not vote on any matter in which they have an interest. Additionally, they should be recused from any meeting when such matters are discussed.

7.3 A register of declarations of interest should be kept.

7.4 A Council member who applies for a management position within the organisation must first resign as a Council member before doing so. In the event that the application is unsuccessful, such a Council member may not be reappointed to the Council.

7.5 Executive Council members must distinguish between their role as Council member and that of the Chief Executive Officer. Should they be unable to reconcile the two roles they should withdraw from the discussion.

7.6 The Chairperson may for good reason request the Chief Executive Officer to leave the Council room for any part of the Council meeting; especially so during deliberations relating to executive performance or remuneration.

7.7 A Council member's Code of Conduct shall be codified and disclosed in the annual report.

8. Segregation of roles

In the execution of its fiduciary obligation, the Council will ensure a segregation of roles between itself (strategy and policy) and management (implementation), without abdicating its accountability role as imposed on it by applicable legislation.

9. COMMITTEES

9.1 Council Committees

The Council should appoint the following permanent committees:

- Audit and Risk Committee;
- Core Functions, Advancement and Restitution Committee;
- Finance, Operations and Human Resources Committee; and the
- Governance and Ethics Committee.

The purpose of each Committee must be clearly defined. Each committee should have at least two Council members forming part of it, with the exception of the Audit Committee, which should have at least one Council member. The Council may establish any other committee as required and should determine the functioning of those committees, and delegate powers to such committees.

9.2 Committee members

The Chairperson is to assign Council members to various committees subject to any requirements for specific skills and experience.

10. Evaluation

10.1 General

Council members should evaluate the Council's contribution as a whole and should specifically review areas in which the functioning of the Council could be improved.

10.2 Chief Executive Officer

The Chairperson should annually make a formal evaluation of the Chief Executive Officer. The Chairperson may decide to involve the Executive Committee of Council in this evaluation. The evaluation should be based on objective criteria including performance of the business, accomplishment of long-term strategic objectives, development of management, etc. For this purpose the Chief Executive Officer should be interviewed.

10.3 Council Committees

The Council should evaluate the performance and effectiveness of the Council Committees on an annual basis, to determine areas in which the functioning of the committees require improvement.

11. Council relationship to staff and external advisors

11.1 Attendance of non-Council members at council meetings

The Chairperson may permit members of the Iziko Museums staff through the Chief Executive Officer and outside parties 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 Council members. The Iziko Museums Chief Executive Officer should propose such attendance and should consult the Chairperson of Council before reaching a decision.

11.2 Council access to senior staff and the books and records.

Council members in consultation with and with the permission of the Chairperson may consult Iziko Museums Senior Managers, through the Chief Executive Officer, regarding information about the operations of the Organisation, records, documents and property, which they may require to make competent decisions on behalf of Council. Such contact should not be distracting to the business operation of the Institution and be in writing, sent to the office of the Chief Executive Officer and the Chairperson of the Council. Council members shall refrain from contacting staff directly without the approval of the Chairperson and CEO.

11.3 Council access to external experts.

Council members may collectively or individually consult external professional advisors with the permission of the Chairperson on any matter of concern to Iziko Museums after having advised the Chief Executive Officer and Chairperson as appropriate. Iziko Museums shall be obliged to bear the costs of these consultation services while adhering to the Iziko Museums procurement procedures.

12. Succession and emergency planning

The Chairperson should determine in consultation with the Iziko Museums' Chief Executive Officer, a succession plan for the Iziko Museums' Chief Executive Officer and one for executive management. Similarly, acting arrangements for when the Iziko Museums' Chief Executive Officer is away or indisposed should be pre-planned. Should the Iziko Museums' Chief Executive Officer be indisposed for an extended period or indefinitely, the Chairperson should consult with the Council on acting arrangements, before an acting Iziko Museums' Chief Executive Officer is appointed.

13. Council meetings

13.1 Council meetings shall be held as determined by legislative imperatives, in accordance with applicable legislation specifying the Council's reserved powers.

13.2 The Council shall make decisions by a majority of votes which is fifty per cent plus one (50% + 1) additional member's vote. An alternative member of a committee of Council has the same voting and decision making powers as the standing member of the committee when the standing member of the committee is unable to attend the meeting.

13.3 A record should be kept of the attendance of Council members at Council meetings. Council members must attend in person or virtually not less than fifty per cent of the annual sub-committee and council meetings.

13.4 The Chairperson, with the assistance of the Secretariat, shall establish the agenda for each Council meeting and in doing so should consult with other Council members and the Iziko Museums Chief Executive Officer where necessary. The Chairperson should place any item on the agenda that is proposed in writing and motivated by a Council member.

13.5 The Iziko Museums' Chief Executive Officer shall, with the assistance of the Secretariat, ensure that information and data that is important to the Council's understanding of the business to be distributed in writing before the Council meets. This material should be as brief as possible while still providing the essential information.

13.6 Presentations should be sent to the Council members in advance so that the Council's meeting time can be conserved, and the discussion time focused on questions that the Council has about the material. On those occasions when the subject matter may in the opinion of the Chairperson be too sensitive to record, the presentation will be discussed at the meeting.

13.7 Minutes of all Council meetings shall record the proceedings and decisions taken, the details of which shall remain confidential.

14. Secretarial role

The Council, assisted by the Iziko Museums' Chief Executive Officer, is responsible for the selection and appointment of the Secretariat. The Council Secretary is responsible for the delivery of secretarial services and adequate Council meeting logistics for the successful running of the Council's business. The Council Secretary shall attend all Council and Council Committee meetings to record the proceedings and decisions.

15. Reservation of powers

Except as reserved for in terms of applicable legislation, the Council has unfettered powers to govern the Organisation. The Council shall adopt a strategic plan for the business. In addition, all material matters reserved for decision by the Minister and the Council, and those powers that have been delegated to management are set out in the museum Delegated Powers document, Delegation of authority document 2018, or as amended, and approved thereafter.

16. Risk management and internal control

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

17. 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 operational performance and management.

18. Public communications

Public communications on the affairs of the organisation is dealt with by the Chief Executive Officer. The Council may, by exception, decide to communicate directly, in which case only the Chairperson or his/her deputy should make such communication. No Council member is permitted to make any public statements about the museum in any public forum or in the press. All communications that Council members want to make about the institution must be sanctioned by the Chairperson.

An individual Council member, however, has fiduciary responsibility to a wide range of stakeholders. Where such Council member is compromised by a serious matter of conscience and feels compelled to make a public communication, he or she should first discuss the matter with the Chairperson, and on the Chairperson's advice, with the stakeholder.

19. Code of ethics

The Council should establish the values of the Organisation in support of its mission, and establish principles and standards of ethical business practice in support of such values. These principles and standards should be communicated to affected stakeholders in codified form, and the Council should assume responsibility and accountability to stakeholders for compliance with these.

20. Quorum

The Council's quorum will be fifty per cent plus one (50% + 1) to make decisions on behalf of Iziko Museums. The meeting will still be deemed quorate should a member join the meeting via a conference/video call for the duration of the meeting.

21. Reversal of the charter (Amendments)

The Iziko Museums Council may choose to amend the whole Charter or sections of the Charter. This can only be done at a formal meeting of the Iziko Museums Council where a Council member motivates for the amendment. All Council members will be expected to vote on accepting or rejecting the change or changes. Any amendments to this Charter will be done by majority vote.

22. Remuneration of Council

22.1 Council members shall be remunerated for their services on the basis as determined by National Treasury Regulations and adopted by the Department of Sport, Arts and Culture and the Iziko Museums' Council.

22.2 Council members will be paid a preparation fee for meetings as periodically approved by the Chairperson, upon the advice of the CEO.

22.3 Council members will be paid an hourly rate for ad hoc work, such as reviewing documents and making critical decisions on an urgent consultative basis.

22.4 Council members shall keep their expenses, where necessary, reasonable and consistent with the Council's rate of remuneration applicable to Council or any other applicable tariff and any allowances payable for services rendered to or on behalf of Council.

22.5 Council members shall furnish acceptable records of their expenses, where necessary.

22.6 The remuneration of Council members shall be reviewed on an annual basis.

22.7 The logistical arrangements around the above will be handled by the Office of the CEO or such delegated official.

3.5 Appendix 1 – Council Charter Code of Conduct

3.5.1 Introduction

The Council is accountable for the governance of the Organisation. It is also responsible inter alia, for strategic vision, setting policies and procedures, monitoring operational performance, sustainability and communications.

To be able to carry out their duties, the Council member must:

- Know and understand the regulatory environment in which the organisation operates
- Ensure that they have sufficient facts at their

- disposal to make informed decisions; and
- Identify on an ongoing basis the risks in the management of the Organisation and ensure that there are appropriate systems to manage such risks.

In addition to exercising due prudence and skill, Council members must conduct their fiduciary duties loyally and in the best interests of the organisations they serve. These standards form the foundation of this code.

1. Governing principles

The following 12 principles, grouped into the two overriding standards of diligence and good faith, govern Council members' conduct:

Diligence (Duties of care and skill)
- Induction and training
- Regulatory compliance
- Preparation and attendance at meetings
- Access to information and expert advice
- Disciplined, proactive and courageous participation
- Performance evaluation

Council members should not only act with integrity, but should also ensure that they know their duties and responsibilities. They should exercise a higher level of care than they would exercise when carrying out their own affairs. The standard of care required is greater than that of a reasonable person; the duty is to observe the utmost good faith and to exercise proper care and diligence in the safe custody, control or governance of the Organisation.

A Council should understand its duties and responsibilities and it should ensure that it acts in accordance with the Organisation's rules as well as all applicable legislation and other laws.

The Public Finance Management Act 1973, and equivalent legislation, only prescribes minimal criteria for being elected or appointed as a Council member. Subject to its Articles of Association or rules of establishment, a Council can establish its own guiding principles for such elections and appointments. However, it is essential that Council members should be persons of integrity who are competent to carry out the duties required of a Council.

No person should be appointed as a Council member who has been found guilty of an offence involving dishonesty or is an unrehabilitated insolvent.

Good Faith (Fiduciary duties)
- Honesty and integrity
- Personal transactions
- Payments, gifts, entertainment and travel
- Disclosure of interests
- Confidentiality of information
- Abiding by the law

The Council has a fiduciary responsibility to the Organisation and its stakeholders and should protect their interests above the interests of any third party or the personal interests of Council members individually or collectively.

It is the duty of the Council to protect and serve, impartially and with due care and consideration, the equitable interest of all stakeholders such as employees, suppliers, customers and regulators. Councils are required to ensure that competing interests of the active and passive (e.g. the environment) stakeholders are balanced in an equitable and fair manner, and that no individual or group of stakeholders is given preferential treatment over others.

The Council's discretionary powers have to be exercised in terms of its rules, the provisions of the Act and other regulations. In the exercise of its discretionary powers, Council must act reasonably and fairly. The Council may not do anything that will fetter its discretion, and may not delegate a fiduciary responsibility to those whom that responsibility is owed. A Council is always accountable for the decisions it makes, as well as the actions and decisions made by those to whom the Council has delegated responsibility.

Disclosure is an inherent aspect of this fiduciary duty to act with due care diligence and good faith.

The Council is required to disclose adequate and relevant information to institutional stakeholders and beneficiaries in an institution.

2. Code of conduct

2.1 Council members must be aware of their accountabilities and responsibilities, and must attend training programmes and workshops to assist them in executing their duties. Induction training needs to cover general governance, as well as organisation specific legislation and operations.

As the regulatory environment continually evolves, it is essential that each Council member learns about the amendments or new laws and regulations that impact on the Organisation and future decisions that will be taken by the Council. Formal update sessions must be conducted and attended by all Council members on a regular (at least annual) basis to discharge this responsibility.

2.2 Regulatory compliance

Council members will abide by the law at all times. The Council members must also always act within limitations imposed by the Council on its activities.

Council members' responsibilities and limitations are primarily set out in the Public Finance Management Act or other rules, and Council resolutions.

The Council members are expected to strictly observe the provisions of the statutes applicable to the use and confidentiality of corporation information.

2.3 Preparation and attendance at meetings

Council members need to be aware of the procedures to be followed at Council meetings as provided for in its Charter or other the rules of the Organisation. Council members must ensure that they attend not less than fifty per cent (50%) of their meetings. Virtual attendance is regarded as attendance to the meeting.

Council members are required to prepare for each Council and committee meeting. Sufficient information shall be distributed to them beforehand to enable each Council member to prepare adequately.

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Council members must ensure that they make every effort to attend all Council meetings (with virtual attendance regarded as a member being present), as scheduled and notified. Where members also serve on Council committees, the same level of commitment applies.

Minutes should be kept reflecting all decisions taken and the basis on which such decisions were made. The minutes must also reflect which members attended each meeting.

Where consensus is not achieved, dissenting views should be recorded in the minutes and, in the case of Council committee meetings, communicated to the Council through the institutions' secretary or Council Chairperson.

2.4 Access to information and expert advice

The Council is entitled and in fact is obliged to obtain expert advice from professionals such as lawyers, actuaries and auditors in matters where its members lack sufficient expertise. Council members should give the advice due consideration, and make decisions based on the assessment of the advice obtained.

Where the management, administration and investment functions of the Institution are delegated, Council members remain responsible for the actions of those to whom these functions are delegated. The mandates in terms of which these functions are delegated must clearly set out the delegated responsibilities and the rights of recourse by the Council or the Institution against those to whom these responsibilities are delegated. There must be a process of regular reporting to the Council by those to whom the responsibilities have been delegated. Where investment functions have been delegated, the Council should ensure that there are appropriate benchmarks for performance and that the risk profile matches that of the stakeholders of the Institution, where appropriate.

The Council members are entitled to have access, at reasonable times, to all relevant business information and to senior management to assist them in the discharge of their duties and responsibilities and to enable them to take informed decisions. A protocol is normally established through the Institution's secretary, the Iziko Museums Chief Executive Officer or Chairperson of the Council for this purpose.

2.5 Disciplined, proactive and courageous participation
The Council needs to be disciplined in carrying out its role, with the emphasis on strategic issues and policy.

The Council's discussions must be open and constructive. The Chairperson will seek a consensus in the Council but may call for a vote, where considered necessary. Discussions and records of the Council proceedings must remain confidential unless a specific direction from the Council to the contrary has been issued.

The Council has sole authority over its agenda but any Council member may request that additional items are added to its agenda.

It is incumbent on individual Council members to exercise complete objectivity and independence especially in situations driven by a dominant or charismatic leader, which may not be in the best, sustainable interests of the Organisation.

2.6 Performance evaluation
Every Council member of the Council and its committees needs to strive to improve his or her performance, objectively adjudged by peers.

A prerequisite for this is a clear and mutual understanding of the role and responsibilities assumed by each individual, preferably documented as a formal performance contract that runs for a maximum of 3 years.

2.7 Honesty and integrity
Council members must act honestly and with integrity in all their dealings on behalf of the Institution.

They should not discriminate on the grounds of race, religion, gender, marital status, or disability.

Council members may not make promises or commitments that the Institution does not intend, or would be unable, to honour. Council members' conduct, at all times, will be such that their honesty is beyond question.

Council members shall adhere to the truth, and not mislead directly or indirectly nor make false statements, nor mislead by omission.

2.8 Personal transactions
Council members' personal or other business dealings will be kept separate from their dealings as a Council member of the organisation.

Council members shall not use the name of the organisation or any Group Organisation to further any personal or other business transaction.

Council members agree to use goods, services and facilities provided to them by the Organisation, strictly in accordance with the terms on which they were provided.

2.9 Payments, gifts, entertainment, travel and other forms of enrichment
Council members may not under any circumstances solicit or accept benefits, entertainment or gifts of any kind (including, without limitation, cash preferred pricing, preferred loans, securities, secret commission) or any other direct or indirect benefit, financial or otherwise as an inducement for performing an act or as consideration for failing to act in any manner or in exchange for preferential treatment. In particular, no Council member may make any secret profit or otherwise enrich himself or herself at the expense of the Institution by virtue of his or her office. Any benefit, direct or indirect and financial or otherwise received by the Council member by virtue of his or her office, unless it constitutes part of the Council members' declared remuneration, shall be passed on to the Institution.

Hence Council and committee members should treat with caution any offer of gifts, favours, hospitality or fees arising from their position in the Institution.

Entertainment, hospitality and modest gift items (such as business lunches, exchange of modest items between business associates, the presentation of small tokens of appreciation at public functions or an inexpensive memento) should be reasonable and never lead to a sense of obligation. Those entertainment, hospitality and modest gift items, specifically:•

- must be within the bounds of propriety, a normal expression of courtesy or within the normal standards of hospitality;
- must not bring suspicion on the Council member's objectivity and impartiality;
- must not compromise the integrity of the Organisation; and
- must also not be perceived to be any of the above.

Inappropriate gifts that are received by a member of the Council, or committee, should be returned to the donor with a letter making reference to this procedures/code.

A record of all gifts, hospitality and fees accepted, surrendered to the Institution, or refused by Council and committee members, must kept in the registered office/domicilium of the Organisation and made open to inspection on request. Members should therefore make all necessary declarations using the appropriate form.

The identity of persons offering any Council member any benefit, direct or indirect and financial or otherwise for acting or failing to act in any particular manner should be revealed to the Council, which should decide on the appropriate action to be undertaken against such a person. Every Council must codify a policy and procedures for declaring any gifts or favours that are received by Council members by virtue of being members of a Council.

Council members shall not use their status as Council member to seek personal gain from those doing business or seeking to do business with the Organisation.

Council members shall not accept any personal gain of any material significance if offered.

2.10 Disclosure of interests
The Council is required to maintain an independent and dispassionate interest in the affairs of the Institution and be seen to do so.

Council members may not have a direct and material financial interest in any organisation (including administrators, expert advisors or consultants) to which any of the responsibilities of the Council are delegated. Ideally, Council members also should not have a personal interest in any other entity entrusted to their stewardship with which the Organisation contracts to do business. They must also consider the interests held by their spouses, partners or close family, and by persons living in the same household, as well as the interests of other connected persons such as trusts.

Council members who have any queries or concerns about these situations, and particularly when in doubt, should discuss them with the Chairperson. In all circumstances, they should ask themselves whether members of the public, knowing the facts of the situation, would reasonably conclude that the interest involved might influence the approach taken to the actions of the Council or committee.

The Chairperson should take particular care that no possible conflict of interest in this area is allowed to arise.

In cases where a member of the Council and its committees or advisers has a beneficial interest in any matter to be considered by the Institution, or should a potential conflict of interest arise:

- The interest and its nature must be disclosed at the earliest opportunity, if not in advance. There are two types of disclosure:
  a) A general declaration of interest that is furnished annually in advance, and
  b) A special declaration at any point in time throughout the year;
- The person must not influence or seek to influence any decision relating to the matter;
- The person should take no part in a decision on the matter; and
- The person will withdraw from the proceedings if so requested and in any event not contribute further to that item unless requested.

The Public Finance and Management Act, and equivalent legislation, sets standards and procedures for the disclosure of interest in contracts with which Council members must comply in accordance with the best interest of the organisation.

Individual Council and committee members shall sign an annual Declaration of Interests and signing this shall be a condition of appointment. These declarations must be entered into a Register of Interests, which should be tabled at Council meetings. Should a conflict or potential conflict of interest arise it must be disclosed to the Council and should be minuted at the next Council meeting.

The Council and committee members must have regard to the requirement on the organisation to disclose material transactions with related parties in financial statements, and must enable the Institution to comply with this requirement. In all cases, 'members interests' also covers the interests of any related parties, including family members or members of the same household who may be expected to influence, or be influenced by, Council or committee members.

Council members shall fully disclose active private or other business interests promptly, and any other matters which may lead to potential or actual financial conflicts of interest in accordance with such policies that the Council members may adopt from time to time.
Council members shall fully disclose all relationships they have with the Institution in accordance with polices in independence that the Council members may adopt from time to time.

Council members' dealings with the Institution will always be at arm's length to avoid the possibility of actual or perceived conflicts of interest.

2.11 Confidentiality of information
Any information acquired by a Council member by virtue of his or her office can only be utilised for the purposes of furthering the interests of the Institution, and not for his or her own personal gain.

Confidential information includes proprietary, technical business, financial, joint venture and any other information, which organisation treats as confidential or which is not made availably publicly.

Council members who leave or retire from the Institution continue to be obligated not to disclose such confidential information.

Council and committee members therefore should:
- Maintain at all times, the confidentiality of all information and records that are the property of the Institution and must not reveal such information unless it becomes a matter of general public concern;
- Not make any contact nor divulge any information to external organisations, including the media, without prior approval from the Council or the chair;
- Not use confidential information obtained by virtue of that member's association for personal gain, or to benefit friends, relatives and others;
- Not do or say anything which might be construed as damaging the credibility or integrity of the Council or the organisation; and
- Not attend any external meeting on behalf of organisation without prior approval of the Council, its Chairperson, or in an emergency, the Iziko Museums' Chief Executive Officer.

Council members will ensure that confidential information relating to customers, employees and Institution operations is not given inadvertently or deliberately to third parties without the consent of the Institution.

Council members will not use information obtained by them from their office for personal gain, nor will the information be used to obtain financial benefit, profit or gain for any other person or business. Council members will respect the privacy of others. In addition, a Council should be aware of the provisions of the Promotion of Access to Information Act and must ensure that the required manual and access procedures required in terms of that Act are established for the institution.

2.12 Abiding by the law
Individual Council members and committee members must comply with all applicable laws and regulations that relate to their activities for and on behalf of the Institution. They will not commit or condone any violation of the law or unethical business dealing and shall not engage in or give the appearance of being engaged in any illegal or improper conduct.

2.13. Breach of code of conduct
The Council should have mechanisms and sanctions set out in the Institution's rules on how to deal with Council members that breach their fiduciary duties or any aspect of this code of conduct.

Where a full Council member is in serious breach of any aspects of this Code of Conduct, the Minister shall be informed so that appropriate action can be taken.

3.6 Iziko Museums Of South Africa Finance, Operations And Human Resources Council Committee

The Finance, Operations and Human Resources Committee, hereafter referred to as the FOHC, has been established to evaluate the operational and financial performance of Iziko Museums of South Africa; ensure resources are used appropriately, and in accordance with the objectives of the Organisation; and to ensure that appropriate recommendations are made to the Iziko Museums of South Africa Council (Council), the Accounting Authority of Iziko Museums.

These terms of reference are intended to mandate the FOHC in its activities and any deviation from these terms of reference will require Council approval.

The FOHC shall be responsible for advising Council and the Chief Executive Officer (CEO) on governance matters with regard to:
- finance, facilities management, customer services and human resources activities of the institution, at a strategic level;
- playing an oversight role on matters relating to finance, facilities management, customer services and human resources matters;
- advising Council and the Chief Executive Officer (CEO) on governance matters related to financial, facilities management, customer services and human resources performance monitoring, evaluation, review and compliance;
- providing guidance in terms of financial, facilities management, customer services and human resources strategic objectives;
- providing guidance in terms of policy development;
- providing guidance in terms of any other matters delegated by the Council;
- playing an oversight role on matters relating to finance, facilities management, customer services and human resources matters; and
- any other relevant matters delegated by the Council.

3.7 Iziko Museums Of South Africa Core Functions Council Committee

1. Purpose
To establish Terms of Reference (ToR) hereafter referred to as the ToR for the Core Functions Committee (CFC), hereafter referred to as the CFC, of the Iziko Museums of South Africa Council (Council), the Accounting Authority of Iziko.

The CFC shall be responsible for advising Council and the Chief Executive Officer (CEO) on governance matters related the strategic level of the core function activities of the institution, in the following spheres:
- research
- exhibitions
- digitisation
- collections
- education
- fundraising
- publicity

Furthermore:
- playing an oversight role on issues relating to the aforementioned issues,
- providing guidance on Restitution and Repatriation issues,

- providing guidance in terms of policy development, and
- providing guidance in terms of any other matter the Council may delegate to this committee from time to time.

The CFC must adhere to the mandate as outlined in the ToR, and Council approval must be sought in any deviation therefrom.

3.8 Iziko Museums Of South Africa Governance And Ethics Council Committee

The Governance and Ethics Committee is constituted by the council in line with the Cultural Institutions Act, 119 of 1998, and the King IV Report on Corporate Governance for South Africa 2016.

These Terms of Reference are subject to the Public Finance Management Act, the National Treasury regulations, as well as any other applicable laws and regulatory provisions.

The Committee should encourage open communication among members of the committee and the Council.

Purpose

Assist the Council in monitoring the extent to which Iziko Museums are achieving their objectives, through overseeing the Iziko Museums' efforts in the delivery of shared value and responsible museum practices.

The Committee is further constituted to, among other things, assist the Council in ensuring that Iziko Museums and their entire staff contingent remain committed and socially responsible by creating a sustainable social and environmental impact on and within the communities in which they serve.

The deliberations and work of the Committee should not reduce the individual and collective responsibilities of the Council with regard to the fiduciary duties and responsibilities of the Management, and the Council must continue to exercise statutory obligations.

The Committee should encourage continuous improvement of, and should foster adherence to, the Iziko Museums' policies, procedure and practices at all levels.

3.9 Terms of Reference to Council

The term of the *previous* Council concluded on 31 July 2019, and

The term of the *new* Council is 1 August 2019 to 31 July 2022.

3.10 Composition Of The Board

3.10.1 Current Members of Council

Name	Designation (in terms of Public Entity Board structure)	Date appointed	Other committees or task teams	No. of meetings attended
Adv. Rod Solomons	Chairperson of Council	01 August 2019 (2nd term)	Chairperson of the Governance and Ethics Committee	24
Adv. Judith Leshabane	Deputy Chairperson of Council	01 August 2019 (2nd term)	Core Functions & Advancement Committee Chairperson Governance and Ethics Committee member	26
Sijabulile Makhathini	Council member	01 August 2019 (2nd term)	Finance, Operations & Human Resource Committee member Finance, Operations and Human Resources Committee Chairperson (19 March 2021) Governance and Ethics Committee member (19 March 2021)	19
Dumisani Dlamini	Council member	01 August 2019 (1st term)	Audit and Risk Committee Chairperson	7
Magdalene Moonsamy	Council member	01 August 2019 1st term)	Finance, Operations & Human Resource Committee member Finance, Operations and Human Resources Committee Interim Chairperson (17 November 2020 – 18 March 2021) Governance and Ethics Committee member (17 November 2020 – 18 March 2021)	31
Popo Masilo	Council member	01 August 2019 (1st term)	Core Functions & Advancement Committee member	25
Professor Pitika Ntuli	Council member	23 February 2021 (1st term)	Core Functions & Advancement Committee member	19
Krishna Govender	Council member	23 February 2021 (1st term)	Finance, Operation and Human Resources Committee member	27

3.10.2 Council Committees

COMMITTEE	NO. OF MEETINGS HELD	NO. OF MEMBERS	NAMES OF MEMBERS
Audit and Risk	5	13 (Chairperson, 1 Council representative, 3 external members, CRO, CEO, CFO, AGSA (3), Iziko Internal Audit and Outsourced to Nexia SAB&T (2)	• Dumisani Dlamini (Chairperson from 1 June 2020–31 March 2022) • Peter Heeger (External Audit Committee Member 2017–2020, Second term appointment 1 October 2020–30 September 2023) • Judy Gunther (External Audit Committee Member appointed 1 October 2020 – 30 September 2023, first meeting April 2021) • Nomonde Mpefumlo (External Audit Committee Member appointed 1 October 2020–30 September 2023, first meeting April 2021) • Rooksana Omar (Ex Officio) – CEO • Bongani Ndhlovu – Executive Director: Core Functions • Denise Crous – Executive Director: Operations • Ronell Pedro – CFO • Heinrich Brumfield – Internal Auditor
Core Functions and Advancement	5	3 Council members, CEO, Executive Director Core Functions, Director Research and Exhibitions, Director Collections and Digitisation, Director Education, Director Advancement	• Adv. Judith Leshabane (Chairperson of the Committee) • Mr Popo Masilo (Council member) • Prof. Pitika Ntuli (Council member) • Rooksana Omar (Ex Officio) CEO • Dr Bongani Ndhlovu (Executive Director Core Functions) • Paul Tichmann (Director Collections & Digitisation) • Hylton Arnolds (Director Education) • Carol-Ann Davids (Director Advancement) • Dr Wayne Florence (Director Research & Exhibitions)
Governance and Ethics Committee	3	Chairpersons of all Committee (except the A&R Committee)	• Adv. Rod Solomons • Adv. Judith Leshabane • Sijabulile Makhathini (19 March 2021–27 January 2022) • Magdalene Moonsamy (January 2022–March 2022) • Rooksana Omar (Ex Officio) CEO
Finance, Operations and Human Resources	7	3 Council members, CEO, Executive Director Operations, Director Support Services, Director Human Resources	• Sijabulile Makhathini (Council member) – Committee Chairperson • (19 March 2021–27 January 2022) • Magdalene Moonsamy (Council member) – Interim Committee Chairperson (17 November 2020–18 March 2021; 28 January 2022–31 March 2022) • Krishna Govender (Council member) – (appointed 23 February 2021) • Rooksana Omar (Ex Officio) CEO • Ronell Pedro (CFO) • Denise Crous (Executive Director Operations) • Fahrnaaz Johadien (Director Support Services) • Lucinda Rudolph (Director Human Resources)

3.11 Remuneration of Council members

Honorarium of Council members

		2022 R		2021 R	
MEMBER	TERM SERVED IN REPORTING PERIODS	COUNCIL	AUDIT & RISK COMMITTEE	COUNCIL	AUDIT & RISK COMMITTEE
RP Solomons (Chairman)	01 April- 31 March 2022	107 304	-	153 960	-
JE Leshabane	01 April- 31 March 2022	85 578	-	81 302	-
S Makhathini	01 April 31 January 2022	53 648	1 962	59 993	-
A Dlamini	01 August 2016-30 September 2020	-	-	-	2 946
R Nicholls	16 May 2017- 31 May 2020	-	-	-	10 014
K Govender	01 April 2021 – 31 March 2022	64 131	1 962	5 226	-
P Masilo	01 April 2021– 31 March 2022	64 567	-	60 972	-
M Moonsamy	01 April 2021– 31 March 2022	66 747	1 962	69 575	-
F Nzama	01 August 2019– 7 August 2020	-	-	25 153	-
S Siyengo	01 April 2020– 2 February 2021	-	-	35 276	8 838
P Ntuli	01 August 2021– 31 March 2022	47 801	-	-	-
P Heeger	01 April 2021– 31 March 2022	-	24 552	-	11 307
J Gunther	01 May 2021 –31 March 2022	-	27171	-	-
Total		**489 776**	**57 609**	**491 457**	**33 105**

The Audit and Risk Committee reviews the control, governance and risk management within the entity and committee members are independent.

3.12 Risk Management

A Risk Management Policy, which communicates the Iziko Risk Management Strategy, has been approved by Council. The Iziko Risk Register is reviewed quarterly to monitor progress regarding the effectiveness of risk mitigation in terms of a predetermined timeframe and to add new and emerging risks. The Risk Register is submitted to Council via the Audit and Risk Committee of Council.

Iziko Museums also has a Council-approved Disaster Management Policy and Disaster Management Plan. Each department has also developed Disaster Management Procedures relevant to the department. When an incident/disaster has taken place, a meeting is convened with relevant staff to discuss the effectiveness of the response to the incident/disaster, and the need to procure additional tools and equipment for disaster bins/stores is identified to ensure that Iziko Museums is better prepared to deal with such an incident/disaster in future. Disaster management procedures are also reviewed and revised, if necessary, on a regular basis.

The Senior Management Team (SMT) acts as the Risk Management Committee, and reviews all the risks in the Risk Register, not just the risks relevant to their department. The Audit and Risk Committee advises Management on risk management, and reports to Council on the effectiveness of risk management.

The SMT is also the Disaster Management Team.

3.13 Internal Control Unit

Discuss the work performed by internal control unit during the year.

RISK MANAGEMENT AND RELATED ACTIVITIES	RESPONSIBILITY	2021/22
Annual Risk Register Review & Alignment with the Strategic Plan/ APP Objectives	Iziko	√
Quarterly Review & Update of the Risk Register (Q1, Q2, Q3, Q4)	Iziko	√
Daily monitoring of the Iziko Fraud Helpline	Iziko	√
INTERNAL AUDIT PLANNING, ANNUAL REVIEWS AND ONGOING ACTIVITIES		
Planning: Annual & 3-year Rolling Internal Audit Plan (S-2010)	Nexia SAB&T	√
Quarterly Review & Update of the Iziko Compliance Management Report		√
Annual Review: Audit Committee Charter	Iziko	√
Quarterly Management of the e-QPRS DPME/National Treasury Online Reporting APP	Iziko	
Independent Observer during Supply Chain Management processes	Iziko	√
Monitoring of Governance, Risk and Control processes in the entity	Iziko	√
Research w.r.t. new developments (Governance/ Risk/ Control: S-2110/ 2120/ 2130)	Iziko	√
Consultation activities to managers re: Governance, Risk and Control	Iziko	√
Quarterly Internal Audit progress reports to the Audit Committee	Nexia SAB&T	√
Ad Hoc Survey/s & assurance reviews: As instructed by the CEO and Audit Committee	Nexia SAB&T	√
AD HOC PROJECT MANAGEMENT AS INSTRUCTED BY THE CEO	Iziko	
REVIEWS RELATING TO PERFORMANCE OBJECTIVES		
Quarterly Review: Programme Performance Information/ PDO - (Q1, Q2, Q3, Q4)	Iziko	√
Evaluation of the proposed performance indicators for the new financial year against the SMART criteria	Nexia SAB&T	√
Annual Review: PPI/ APP Template	Iziko	√
OPERATIONAL AUDITS	Responsibility	2021/22
Assurance Review: Exhibitions	Nexia SAB&T	√
GOVERNANCE		
Assurance Review: Compliance Monitoring Review	Nexia SAB&T	√
Assurance Review: Internal Audit Follow Up Reviews	Nexia SAB&T	√
INFORMATION TECHNOLOGY		
Assurance Review: IT Disaster Management and Recovery	Nexia SAB&T	√
OTHER		
Attendance at Audit Committee meetings	Iziko; Nexia SAB&T	√

3.14 Internal Audit And Audit Committee

3.14.1 Iziko Museums Of South Africa Audit And Risk Committee

Purpose

The Audit and Risk Committee is specifically required to review the financial reporting process, the management of strategic, operational and financial risks, the system of internal control, the internal and external audit process, and compliance with all laws and regulations.

The primary role of the Audit and Risk Committee is to:

a) Assist Iziko Museums' Council in its evaluation of the adequacy and effectiveness of governance, ethics, risk management, internal control, accounting practice, information systems and auditing processes as applied by Iziko Museums in the day-to-day management of its business.

b) Facilitate and promote communication regarding any of the above matters or any related matter as between Iziko Museums' Council, senior executive management, external auditors and the Internal Audit Activity.

c) Introduce such measures as may serve to enhance the credibility and objectivity of any financial statements and reports prepared with reference to Iziko Museums' affairs.

The Audit and Risk Committee is further tasked to provide professional advice and guidance to assist Iziko Museums' Council to achieve and maintain transparency, ethics, accountability, good governance and sound management as regards Iziko Museums' operations, revenue, expenditure, assets, liabilities, artefacts and collections.

3.14 .2 Attendance Of Audit Committee Meetings By Audit Committee Members

Name	Qualifications	Internal or external	If internal, position in the public entity	Date appointed	Date resigned	No. of meetings
Dumisani Dlamini	N/A	Internal	Chairperson	2019	To date	7
Krishna Govender	N/A	Internal	Council member	2021	To date	3
Sijabulile Makhathini	N/A	Internal	Council member	2016	2022	3
Magdalene Moonsamy	N/A	Internal	Council member	2019	To date	3
J Gunther	N/A	External	N/A	2020	To date	7
Peter Heeger	N/A	External	N/A	2017	To date	7
Nomonde Mpefumlo	N/A	External	N/A	2020	To date	7

3.15 Compliance With Laws And Regulations

A culture of compliance is nurtured, and where a potential risk for non-compliance is identified, action is taken to communicate relevant requirements in Laws, Regulations, Codes of Good Practice and Guides, as well as approved Human Resources policies and procedures.

Employment

Employment policies, including the three that were developed in the reporting period, are compliant with the following legislative framework:

- Constitution of South Africa Act, 1996, as amended (Act No. 108 of 1996)
- Promotion of Equality and Prevention of Unfair Discrimination, 2000 (Act No. 4 of 2000)
- Employment Equity Act, 1998, as amended (Act No. 55 of 1998)
- Labour Relations Act, 1995, as amended (Act No. 66 of 1995)
- Occupational Health and Safety Act, 1993, as amended (Act No. 85 of 1993)
- Compensation for Occupational Injuries and Diseases Act, 1993, as amended (Act No. 130 of 1993)

- Basic Conditions of Employment Act, 1997, as amended (Act No. 75 of 1997)
- National Policy for Health Act, 1990, as amended (Act No. 116 of 1990)
- Medical Schemes Act, 1998, as amended (Act No. 131 of 1998)

Facilities

In terms of the South African National Heritage Resources Act, 1999 (Act No. 25 of 1999), all heritage buildings must be managed in terms of a Conservation and Maintenance Plan (CMP) to protect the heritage resource. Iziko Museums appointed architects with heritage expertise to develop a five-year Conservation and Maintenance Plan, an Existing Building Condition Report, As-built drawings, as well as a CMP for each of the nine sites managed by Iziko Museums. In order to implement the repairs and maintenance identified in the CMP, the provincial heritage resources authority, Heritage Western Cape (HWC), must give permission before work can commence. The CMP for the nine sites was approved by HWC.

As the buildings are owned by the state, the building maintenance and management must comply with the Government Immovable Asset Management Act, 2007 (Act No. 19 of 2007), which is the framework and guideline for the management of immovable assets.

Iziko Museums received ministerial approval to deaccession the Museum Ship, the SAS Somerset. Iziko Museums therefore consulted the South African Maritime Safety Authority (SAMSA), established in terms of the SAMSA Act, 1998 (Act No. 5 of 1998), and the Transnet National Ports Authority (TNPA), established in terms of the National Ports Act, 2005 (Act No. 12 of 2005), with respect to preparing the vessel to be moved.

Heritage

Flagship institutions were established in terms of the Cultural Institutions Act, 1998 (Act No. 119 of 1998). Iziko Museums complies with this Act, as well as all other heritage-related legislation, including the National Heritage Resources Act, 1999 (Act No. 25 of 1999). These legislative imperatives are complied with and are communicated through policies and procedures related to collections management, exhibitions, acquisitions, human remains and education.

Finance

Iziko Museums' financial management is regulated by the Public Finance Management Act, 1999 (Act No. 1 of 1999), as well as National Treasury Regulations, as amended from time to time. Financial transactions and other events are recognised, measured, presented and disclosed in terms of the Generally Recognised Accounting Practices (GRAP) framework issued by the Accounting Standards Board (ASB). A detailed statement of Iziko Museums' financial position is provided in the annual financial statements.

Income

Iziko Museums' income streams derive from non-exchange transactions, which include the Medium-term Expenditure Framework (MTEF) parliamentary grant allocation received from the Department of Sport, Arts and Culture (DSAC), utilised primarily to fund the programmes and operational activities of the entity; as well as grants received for major capital works projects. Iziko Museums also receives funding for specific projects from various national and international donors and funding agencies. Additional income is derived from cash and asset donations from the general public. Own income generated includes interest received on funds invested, income received from gate revenue, as well as sundry income, like parking and venue hire revenue.

Iziko Museums recognises that maintaining a healthy degree of diversity in the funding structure is an important step to achieving financial sustainability and strategies are being developed to increase own income generation to reduce the dependence on the grant allocation from DSAC.

Expenditure

Expenditure is made in terms of a budget approved by Iziko's Council, which is adjusted mid-year. Iziko's internal control environment must ensure that effective and appropriate steps to prevent unauthorised, irregular, fruitless and wasteful expenditure and losses as required by the Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999), as amended.

Risk Management

In terms of Section 38 of the PFMA, the CEO, as Accounting Officer, must ensure that Iziko Museums has and maintains effective, efficient and transparent systems of financial and risk management and internal control. To this end, the CEO has appointed a Senior Manager to perform the additional duties of Chief Risk Officer. The CEO also personally monitors the top five risks on the Risk Dashboard.

A Fraud Prevention Policy has been developed and implemented to mitigate risks.

The Entity participates in the fraud awareness campaigns of the Department of Sport, Arts and Culture (DSAC), as required, and has established a fraud helpline, monitored by the internal audit function, where staff can anonymously report any known fraudulent activity.

Fraud cases are reported through disciplinary and fraud reports, which are sent to the Human Resources department by departmental administrators monthly, as well as to the DSAC on a quarterly basis on 31 October of each year. Disciplinary action is taken against staff members found guilty. In these instances, staff members are, however, not able to be charged with fraud, but they are charged with dishonesty.

Procurement

During the 2021/22 financial year, Iziko Museums procured goods and services from suppliers and service providers registered on the Central Supplier Database (CSD) according to the Procurement Plan and in terms of its annual approved budget. The overriding principles applicable to procurement at Iziko are to constitutional requirements of fairness, equitability, transparency, competitiveness and cost-effectiveness. These five principles are the standards against which all procurement by Iziko is measured. Iziko continues to experience strain on its resources in terms of compliance with regulatory requirements due to an inability to fully implement its realigned structure because of dwindling resources and the lingering effects of the Covid-19 pandemic on own income generation. To fully achieve Supply Chain Management (SCM) objectives, National Treasury must simplify and streamline the regulations for public entities and increase support by facilitating the development of appropriate training to public entities, since skills and capacity shortages impede effective procurement practices and lead to delays on delivery of projects.

Iziko Museums is exploring improvement strategies for procurement, which include a balance between the use of centralised and decentralised procurement, thereby achieving leverage due to volumes, a reduction of duplication of purchasing effort, as well as improved responsiveness to purchasing needs.

Iziko Museums' Audit Committee has oversight of the risk of fraud on behalf of Council and receives quarterly compliance reports from the Internal Audit function. All risks, including fraud risks, are identified in the Risk Register, which is approved by the Audit Committee. Fraud risk exposure is assessed continuously during operations and at project level, to identify specific potential schemes and events that the organisation needs to mitigate. Continuous auditing and monitoring are used to test and validate the effectiveness of Iziko's internal controls environment. Exceptions to policies and procedures are investigated and resolved with disciplinary action, where necessary. Exceptions identified also provide opportunities for improving controls.

The Code of Ethics and Business Conduct is aimed at supporting ethical and good business conduct by all employees, contract and casual workers, consultants, suppliers, contractors and other providers of goods or services to Iziko. Conflicts of interest at all levels, including at Council level, are disclosed. SCM officials are subject to a Code of Conduct and Terms of Reference, and panel members of Bid Evaluation and Bid Adjudication Committees are required to declare all and any business interests with bidders or service providers. In addition, all Iziko Museums staff are required to declare any conflicts of interest, and detailed guidance regarding the acceptance of gifts is in place.

To further counteract abuse within SCM, Iziko Museums has implemented a tool to facilitate the reporting of

any complaints by internal or external stakeholders to Iziko Museums' Internal Audit function.
Iziko Museums also participated in the DSAC's whistleblowing campaign and includes the Corruption and Fraud Hotline number provided in all emailed communication. Management has no knowledge of actual, suspected or alleged fraud during the reporting period.

Recruitment

Iziko Museums recruits in line with its Recruitment and Selection policy, which is compliant with the applicable labour legislation in South Africa. The recruitment process includes placing an abridged advertisement in a newspaper with the highest black readership and from which the reader is directed to the Iziko Museums website where a detailed advertisement is posted. A two-year Employment Equity Plan was developed in terms of the Employment Equity Act, 1998 (Act No. 55 of 1998) for the period 1 October 2020 to 30 September 2022. Targets are set in the Plan to address the under-representation of designated groups. The promulgation of the Amended EE Act will provide for sector targets, which will then be integrated into a new EE Plan.

Fraud And Corruption

Iziko has a Fraud Prevention Plan and policy in place that is informed by and aligned to relevant legislative and best practice requirements.

Primary Objectives of the Plan

a) To encourage a culture within Iziko Museums where all employees and other stakeholders continuously behave ethically in their dealings with, or on behalf of Iziko Museums, or towards other employees; and
b) To encourage all employees and other stakeholders to strive toward the prevention, detection and reporting of fraud, impacting, or having the potential to impact, on Iziko Museums.

Fraud awareness and internal controls aimed at enabling detection through whistleblowing and other reporting mechanisms are followed by the investigation of reported cases and the enforcement of Iziko's disciplinary policy, where necessary.

Reporting and Monitoring of Allegations

A fraud helpline was established to ensure confidential disclosure. Reports of fraud and other allegations of unethical conduct reported through the helpline or by any other means are investigated.

Education

Awareness will be created through education and will be attained by the following:
a) Conducting fraud awareness presentations for all employees;
b)Convening workshops for management and selected employees of Iziko Museums, whose responsibility it would be to extend such awareness to other employees within Iziko Museums; and
c) Securing other appropriate support, such as the use of independent consultants, for example, to ensure that an effective and sustained awareness campaign is appropriately directed at all employees of Iziko Museums.

Communication

The communication media that will be considered by Iziko Museums include:
a) Developing a poster campaign aimed at all stakeholders to advertise Iziko Museums' zero tolerance approach towards fraud and its expectations with regard to the integrity and ethics of all stakeholders;
b) Circulating copies of the Code and the Policy to all divisions and libraries as well as placing it on the Intranet;
c) Circulating appropriate sections of the Code to other stakeholders.

Reporting and monitoring of allegations

Every employee of Iziko Museums has an obligation to report any irregularity of which they become aware. The failure to report any such irregularity could result in appropriate actions being taken.

Iziko Museums will encourage employees to utilise the Iziko Fraud Hotline implemented by the Department of Sport, Arts and Culture in order to create an additional channel through which reports of fraud can be made in total anonymity.

A fraud helpline has been established at Iziko Museums and any complaints, and/or allegations of abuse within the Supply Chain Management system or anywhere else may be reported using the following email address: fraudhelpline@iziko.org.za.

A register of all reported matters will be kept, investigated and remedial action implemented. These reports will also be tabled in Parliament. All reports will be treated with respect and confidentiality.

Reports may be made anonymously, and the anonymity of the party in question is guaranteed. Please also note that members of the Supply Chain Management, Exco or the Finance section will not have access to the abovementioned email address.

3.16 Minimising Conflict of Interest

Conflicts of interest may arise in any financial or other private interest or undertaking that could directly or indirectly compromise Iziko Museums financially or its reputation and relationship with stakeholders.

In Supply Chain Management (SCM) practices, competitive bidding processes include criteria to which bid documentation must comply and which compel bidders to declare any conflict of interest they may have in the transaction for which the bid is submitted. All disclosures of conflict of interest are considered by the Bid Evaluation Committee and if the conflict of interest is of a material nature, this is reported to the Bid Adjudication Committee.

In addition to the employee Code of Conduct by which all staff must abide, the National Treasury's Code of Conduct for Supply Chain Management Practitioners must be adhered to by all staff at Iziko Museums and other role players involved in SCM.

A SCM practitioner or other role player
a) Must recognise and disclose any conflict of interest that may arise;
b) Must treat all suppliers and potential suppliers equitably;
c) May not use their position for private gain or to improperly benefit another person;
d) Must ensure that they do not compromise the credibility or integrity of the SCM system through the acceptance of gifts or hospitality or any other act;
e) Must be scrupulous in their use of public property; and
f) Must assist in combating corruption and fraud in the SCM system.

If a SCM practitioner or other role player, or any close family member, partner or associate of such practitioner or other role player, has any private or business interest in any contract to be awarded, that practitioner or other role player must
a) Disclose that interest; and
b) Withdraw from participating in any manner whatsoever in the process relating to that contract.

A staff member in the SCM unit who becomes aware of a breach of or failure to comply with any aspect of the SCM system must immediately report the breach
or failure to the CEO or the Iziko Museums Council, in writing.

3.17 Iziko Museums of South Africa Code of Conduct

The Iziko Museums Code of Conduct guides the workplace relationship between staff and management, as well as between colleagues, and includes the following Core Values and Best Practices developed by staff:
- Be open and honest in all dealings and disclosures;
- Be non-sectarian and apolitical;
- Aspire to excellence in the quality of our products and services;
- Commit to our standing regarding integrity and credibility;
- Be consistent in honouring our legal and moral obligations; and
- Be aware of the need to foster loyalty and long, enduring relationships.

3.18 Health Safety and Environmental Issues

Iziko Museums has a Health and Safety (HS) Committee established in terms of section 19 of the Occupational Health and Safety Act (OHSA), 1993 (Act No. 85 of 1993), as amended. The members of the HS Committee conduct regular safety inspections in departments and report safety-related issues to the relevant Director before bringing them to the attention of the HS Committee so that progress on mitigating health and safety risks can be monitored. When HS representatives are appointed they are trained and thereafter retrained every two years and whenever there are amendments to the OHSA.

Senior Managers, who are also Risk Managers, have also been trained on the OHSA and the responsibilities of management. HS procedures are regularly reviewed to ensure HS risks are mitigated. The Health, Safety and Security Officer, who is registered with the South African Institute of Health and Safety as an Occupational Health and Safety (OHS) Practitioner, conducts regular assessments to ensure Iziko Museums is compliant in terms of the OHSA.

Front of House staff members comprising Museum Attendants and Cleaners are responsible for safety and security. They are trained in level E&D security in terms of the Private Security Industry Regulation Authority (PSIRA) Act, 2001 (Act No. 56 of 2001), as amended. This training enables them to be security conscious in executing their duties, while firefighting and first aid training equip them with the necessary skills to respond to workplace emergencies.

3.18.1 Novel Coronavirus

The novel coronavirus pandemic continued unabated in 2021 and the virus mutated into new variants, which drove up infection rates through higher transmissibility. Iziko Museums continued to implement all Covid-19 regulations to ensure the health and safety of all its staff, visitors and contractors who accessed its premises. Iziko, however, had an average Covid-19 positivity rate of 7,5%.

The limited incidence of Covid-19 positive cases in the workplace and no known cases of infection emanating from the workplace can be attributed to ongoing communication with staff, including updating internal processes and procedures, implementation of changes in line with all government directives and regulations on Covid-19, supporting vaccinations as well as vigilant and dedicated staff. In addition, all new Covid-19 positive cases in the organisation were timeously reported to the National Institute of Occupational Health as well as the Department of Health and Department of Employment and Labour, respectively, as required.

3.18.2 Environmental Issues

The Museum Ship SAS Somerset is berthed in the Marina at the V&A Waterfront next to the Two Oceans Aquarium, which pumps water from the sea into tanks housing its marine life. In preparation for the vessel to be safely moved for deaccessioning, a service provider specialising in hull repair inspected the integrity of the hull and confirmed that there are no leaks from the outer hull; inspection of the tanks were also conducted that indicated there was no water; and a Marine Surveyor conducted a risk assessment which confirmed that the vessel can be safely moved and also details how the vessel must be shifted safely.

3.19 Social Responsibility

3.19.1 Entrance Fee Concessions

Access for all is one of the cornerstones of Iziko Museums' mandate. However, balancing this priority against the need to generate income through charging entrance fees (thereby ensuring sustainability) is a challenge, considering that many South Africans, particularly those from previously disadvantaged communities, cannot afford these fees.

Iziko Museums has successfully addressed this challenge by implementing a diversified pricing structure that includes: free entry to South African students and pensioners on Fridays; discounted rates via family tickets; half-price entry for children and accompanying adults during school holidays; free entry for children five years of age and under; free entry to the Friends of the Iziko South African National Gallery and Iziko South African Museum; and, most importantly, the provision of free entry on 15 days annually.
These free days are linked to commemorative holidays throughout the year, and include:

- Human Rights Day – 21 March
- Freedom Day – 27 April
- International Museum Day – 18 May
- Africa Day – 25 May
- Youth Day – 16 June
- National Women's Day – 9 August
- Heritage Week (21–27 September 2020), incorporating Heritage Day – 24 September
- National Aids Awareness Day/Emancipation Day – 1 December
- Reconciliation Day – 16 December

During the reporting period, 12,674 people took advantage of Iziko Museums' commemorative day free entry concessions.

In addition to the concessions noted above, Iziko Museums approves concessions for free entry on request, where appropriate. In 2021/22, a total of 3,697 additional concessions for free entry were granted. The majority of these concessions were to visit the Castle of Good Hope, and approved by the Castle Control Board. Concessions that allow access to the Iziko Planetarium and Digital Dome are granted on request, where appropriate.

Dumisani Dlamini, Chairperson of the Audit and Risk Committee
Image supplied. (c) Michelle v.d. Westhyuzen

Report of the Audit and Risk Committee

Our report for the financial year ended 31 March 2022 is presented below.

Audit and Risk Committee Responsibility

The Audit and Risk Committee reports that it has complied with its responsibilities arising from Section 51 (1) (a)(ii) of the Public Finance Management Act and Treasury Regulation 27.1. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit and Risk Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The Effectiveness of Internal Control

Our review of the findings of the Internal Audit work, which was based on the risk assessments conducted in the public entity revealed certain weaknesses, which were then raised with Iziko Museums Council.

The following internal audit work was completed during the year under review:

- Completeness of Revenue
- Follow-up reviews

The following were areas of concern:

- Inadequacies in controls surrounding daily banking and consolidation of income summary sheets
- Inadequacies in reconciliation of cash takings
- Inadequate in heritage asset registers surrounding accession numbers and the completeness of the registers
- Fully depreciated assets in use
- Policies not regularly updated
- Inadequate storage and monitoring of research data

In-Year Management and Monthly/Quarterly Report

The public entity has been reporting monthly and quarterly to the Treasury as is required by the PFMA.

Evaluation of Financial Statements

We have reviewed the annual financial statements prepared by the public entity and note, with regret the qualification by the Auditor – General of South Africa (AGSA) which indicates that AGSA was unable to obtain sufficient and appropriate audit evidence that the heritage assets for the current and previous year had been properly accounted for due to duplication identified in the population and the heritage asset register not being complete.

Auditor's Report

We have reviewed the Iziko Museums' audit implementation plan for audit issues raised in the prior year and we are satisfied that the matters have been adequately resolved except for the following:

- Completeness and duplication of assets on Heritage assets register
- Uncorrected Misstatements in the Annual Financial Statements

The Audit and Risk Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.

Dumisani Dlamini

Chairperson of the Audit Committee

Iziko Museums

31 July 2022

Installation view: *New Slavery Exhibition*, Iziko Slave Lodge 2021.

4 | HUMAN RESOURCES MANAGEMENT

A group performance outside the Iziko South African Museum, hosted by the Cape Town Carnival, 2022.

CONTENTS

4.1 Introduction

The Human Resources (HR) department is responsible for the functions of Recruitment & Selection, Remuneration & Benefits, Learning & Development, Employment Equity, Performance Management, Health & Wellness, Workplace Relations and HR Information Systems. The focus of the department during the reporting period was led by the strategic priorities as well as the needs of the organisation and included implementation of a staffing strategy and developmental framework, managing performance and employee relations, reviewing systems as well as ensuring compliance.

The HR strategic objectives for 2021-22 were met with the requirement to review or develop one policy and the provision of 100 training opportunities. The Working Remotely during Disasters policy, which was developed in the previous reporting cycle, was approved by Council in April 2021. A need arose to review the Code of Conduct Policy which was completed during the course of the year. The review of the Leave policy commenced and will be concluded in the next reporting period.

The objective to offer 100 training opportunities to staff was met and exceeded by 276 which included learning and development opportunities to support the organisation's strategic objectives, compliance needs and develop functional competence. In addition, an introduction to sexual harassment and gender-based violence (a Department of Sport, Arts and Culture priority) was rolled out. Iziko continues to develop a learning culture by funding tertiary studies of staff members.

Developmental interventions to support leadership development and staff wellness has however, been delayed due to a necessary reduction in the revised annual budget.

Wellness of staff was affected by the ongoing COVID-19 pandemic and during the 2021-22 financial year, sixteen (16) staff reported having tested positive for COVID-19, which is 7,5% of the total staff establishment. Unfortunately, three of those who tested positive for COVID-19 were hospitalised, however, these affected staff members have subsequently returned to work. The limited incidence of COVID-19 positive cases in the workplace and no known cases of infection emanating from the workplace can be attributed to ongoing communication with staff, including updating internal processes and procedures, implementation of changes in line with all government directives and regulations on COVID-19, supporting vaccinations as well as vigilant and dedicated staff. In addition, all new COVID-19 positive cases in the organisation were timeously reported to the National Institute of Occupational Health as well as the Department of Health and Department of Employment and Labour respectively as required.

A new Employment Equity (EE) plan was drafted, after the conclusion of the previous EE plan for a duration of two (2) years to conclude in September 2022 and in line with the communication from the Department of Employment and Labour (DEL) indicating that the EE Amendment Bill will be promulgated in 2022, all organisational EE plans will only be valid until 22 September 2022 and new EE plans, were to be based on sectoral targets, provided by the DEL, in future. It must be noted that annual Employment Equity (EE) reports were submitted to the DEL by the deadline of 15 January 2022. It must also be noted that progress has been made in workforce demographics especially with regards to the appointment of women at management level. The Medium-term Strategic Framework 2019-2024 Priority 2, economic transformation and job creation includes the prioritisation of women at senior management levels on which Iziko, as a public entity, is required to report to DSAC. Iziko should, therefore, be commended for the number of female employees appointed to senior management positions.

4.2 Human Resources Oversight Statistics

4.2.1 Personnel Cost by Programme/Activity/Objective

PROGRAMME/ ACTIVITY/OBJECTIVE	TOTAL EXPENDITURE FOR THE ENTITY (R'000)	PERSONNEL EXPENDITURE (R'000)	PERSONNEL EXP. AS A % OF TOTAL EXP. (R'000)	NO. OF EMPLOYEES	AVERAGE PERSONNEL COST PER EMPLOYEE (R'000)
Programme 1: Administration	121 245	29 619	0%	126	962
Programme 2: Collections (Business Development)	26 285	21 790	1%	60	438
Programme 3: Audience Development	11 363	8 917	1%	26	437
TOTAL	158 893	60 326	0%	212	749

The above figures reflect details of the actual salaries that accrued to the 2021/22 Iziko salaries budget and differ from the financial statements because they exclude personnel expenditure incurred from externally funded projects.

4.2.2 Personnel cost by salary band

LEVEL	PERSONNEL EXPENDITURE (R'000)	% OF PERSONNEL EXP. TO TOTAL PERSONNEL COST (R'000)	NO. OF EMPLOYEES	AVERAGE PERSONNEL COST PER EMPLOYEE (R'000)
Top Management	2 039	3.4%	1	2 039
Senior Management	3 556	5.9%	2	1 778
Professional qualified	6 252	10.4%	10	625
Skilled	36 451	60.4%	104	350
Semi-skilled	10 364	17.2%	77	135
Unskilled	1 664	2.8 %	18	92
TOTAL	60 326	100%	212	285

4.2.3 Performance Rewards

PROGRAMME//ACTIVITY/ OBJECTIVE	PERFORMANCE REWARDS	PERSONNEL EXPENDITURE (R'000)	% OF PERFORMANCE REWARDS TO TOTAL PERSONNEL COST (R'000)	AVERAGE PERSONNEL COST PER EMPLOYEE (R'000)
Top Management	0	0	0	0
Senior Management	0	0	0	0
Professional qualified	0	0	0	0
Skilled	0	0	0	0
Semi-skilled	0	0	0	0
Unskilled	0	0	0	0
TOTAL	0	0	0	0

Performance bonuses were not awarded in the reporting period neither was provision made for performance bonuses in the next reporting period.

4.2.4 Training Costs

PROGRAMME/ ACTIVITY/OBJECTIVE	PERSONNEL EXPENDITURE (R'000)	TRAINING EXPENDITURE (R'000)	TRAINING EXPENDITURE AS A % OF PERSONNEL COST	NO. OF EMPLOYEES TRAINED	AVG TRAINING COST PER EMPLOYEE
Programme 1	29 619	118	0.4%	227	0
Programme 2	21 790	112	0.5%	102	1
Programme 3	8 917	15	0.17%	47	0
TOTAL	60 326	245	0.4%	376	1

Staff training was primarily provided through online platforms which has resulted in training costs being reduced. Secondary training costs such as refreshments and transport, which were limited, are excluded from the direct training costs reported above. While only 36,6% of the original budget provision of R 752 968 to implement the 2021-22 Learning and Development Programme, was spent, the strategic objective to provide 100 training opportunities was exceeded by 276. This was done despite the Learning and Development budget provision being reduced by 58% during the mid-year budget review. Functional specific, compliance and national priority training was delivered to staff.

The above figures reflect details of the training expenditure undertaken in the Human Resources department and differ from the financial statements. The differences in expenditure in the Table above and the financial statements relate to training funded from externally funded projects and which is excluded as this expenditure did not accrue to the Learning and Development budget managed by the Human Resources department.

4.2.5 Employment and Vacancies

PROGRAMME/ACTIVITY/OBJECTIVE	2020/21 NO. OF EMPLOYEES	2021/22 APPROVED POSTS	2021/22 NO. OF EMPLOYEES	2021/22 VACANCIES	% OF VACANCIES
Programme 1: Administration	129	146	131	15	10,327%
Programme 2: Collections (Business Development) & Programme 3: Audience Development	95	107	77	30	28,04%

4.2.6 Employment and Vacancies per Employment Equity Occupational Level

LEVEL	2019/2020 NO. OF EMPLOYEES	2020/2021 APPROVED POSTS	2020/2021 NO. OF EMPLOYEES	2020/2021 VACANCIES	% OF VACANCIES
Top Management	1	1	1	0	0%
Senior Management	2	2	2	0	0%
Professional qualified	7	7	9	0	0%
Skilled	101	128	97	30	23,44%
Semi-skilled	91	98	88	11	11,22%
Unskilled	18	17	11	4	23,53%
TOTAL	220	253	208	45	17,79%

Vacancies reported on are those positions not filled either in an indefinite or temporary capacity. Vacant positions temporarily filled, either via seconding staff to perform the duties of a higher-level position or by fixed-term contract are therefore deemed not vacant.

The phasing in of the realigned organisational structure was negatively impacted due to a reduction in income to the organisation. The Iziko Recruitment and Selection Policy states that positions must be advertised both internally and externally, however, Council approved a temporary deviation from the Recruitment and Selection Policy in order for critical positions to be advertised internally in the first instance to facilitate the phasing in of the realigned organisational structure. Iziko staff were therefore afforded the first opportunity to be considered for these positions. Employment equity was one of the factors taken into account when making appointments.

As Iziko staff members progressed to higher positions, the numbers within levels changed, but the overall workforce profile did not change significantly. When staff members moved to higher positions, their previous positions became vacant, so as these positions are filled there will be movement in the workforce profile.

4.2.7 Employment Changes

SALARY BAND	EMPLOYMENT AT BEGINNING OF PERIOD	APPOINTMENTS	TERMINATIONS	EMPLOYMENT AT END OF PERIOD
Top Management	1	0	0	1
Senior Management	2	0	0	2
Professional qualified	7	0	1	6
Skilled	104	14	12	106
Semi-skilled	88	0	7	81
Unskilled	18	0	6	12
TOTAL	220	14	26	208

4.2.8 Reasons for Staff Leaving

REASON	NUMBER	% OF TOTAL NO. OF STAFF
Death	0	0%
Resignation	12	5,77%
Dismissal	5	2,4%
Retirement	3	1,44%
Ill health	1	0,48%
Expiry of contract	5	2,4%
Other	0	0%
TOTAL	26	12,5%

12 Staff members resigned, a proportion of whom exited the organisation for better opportunities. A few staff members unfortunately also exited due to personal financial challenges, which had been exacerbated by the impact of the Covid-19 pandemic.

Three staff members retired, one of whom had reached the normal retirement age of 65 years. A further two staff members, aged 63 and 64, requested early retirement, which was granted by Council.

Contract staff members exited the organisation after the specific projects for which they had been employed ended. Five staff members charged with serious misconduct were dismissed.

4.2.9 Labour Relations: Misconduct and Disciplinary Action

NATURE OF DISCIPLINARY ACTION	NUMBER
Verbal warning	0
Written warning	0
Final written warning	4
Dismissal	5

A review of workplace relations highlighted the need to address ongoing misconduct, which resulted in four final written warnings and five dismissals. Disciplinary processes where allegations against staff were potentially dismissible offences were chaired by an external chairperson/service provider.

4.2.10 Equity Target and Employment Equity Status

LEVELS	MALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET
Top Management	0	0	0	0	0	0	0	0
Senior Management	1	1	0	0	0	0	0	0
Professional qualified	0	2	3	0	0	0	0	0
Skilled	15	13	15	16	1	1	8	8
Semi-skilled	17	19	20	19	0	1	2	1
Unskilled	4	4	1	3	0	0	0	0
TOTAL	37	39	39	38	1	2	10	9

The table above excludes two Foreign Nationals in the employ of Iziko on 31 March 2022.

LEVELS	FEMALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET
Top Management	0	0	0	0	1	1	0	0
Senior Management	0	1	0	0	0	0	1	0
Professional qualified	0	0	3	3	1	1	2	1
Skilled	18	19	28	28	4	4	7	8
Semi-skilled	16	18	27	27	0	0	3	2
Unskilled	4	5	4	4	0	0	0	0
TOTAL	38	43	62	62	6	6	13	11

LEVELS	DISABLED STAFF			
	MALE		FEMALE	
	CURRENT	TARGET	CURRENT	TARGET
Top Management	0	0	0	0
Senior Management	0	0	0	0
Professional qualified	0	0	0	0
Skilled	0	0	2	2
Semi-skilled	0	0	0	0
Unskilled	0	0	0	0
TOTAL	0	0	2	2

When positions are vacated, opportunities become available for the under-representation of designated groups to be addressed. Due to the lack of funding in the reporting period, vacant positions could not be filled, so these opportunities could not be taken up.

Employment equity is one of the factors that impacts every step of the recruitment and selection process within the organisation. Commencing with recruitment advertising, job advertisements are placed in newspapers with the highest readership of under-represented groups at Iziko to ensure that target groups that are under-represented are reached. In addition, the educational profile of readership is also considered when Senior Management positions are advertised. Posts are also advertised on social media in part to attract a younger age profile and to extend the pool from which to recruit.

The workforce profile is then considered throughout the selection process, from shortlisting through to the final recommendation and decision to appoint staff, both on an indefinite and fixed term basis. When a motivation to appoint a preferred candidate is submitted to the Executive Management Committee (Exco), the workforce profile is also included so that Exco can make an informed decision.

Staff from designated groups are supported by Iziko in their tertiary studies, which in turn increases their opportunities to move to more senior positions, following a selection process. All staff members currently supported in their tertiary studies are from designated groups. This supports the employment equity initiatives of the organisation.

5 | FINANCIAL INFORMATION

One of the many visitors who attended the opening of the exhibition,
The African Choir 1891 Re-Imagined, at the Iziko South African National Gallery.

CONTENTS

Report of the auditor-general to Parliament on the Iziko Museums of South Africa

Report on the audit of the financial statements

Qualified opinion

1. I have audited the financial statements of the Iziko Museums of South Africa set out on pages 90 to 131, which comprise the statement of financial position as at 31 March 2022, the statement of financial performance, statement of changes in net assets, and cash flow statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, except for the effects of the matter described in the basis for qualified opinion section of my report the financial statements present fairly, in all material respects, the financial position of the Iziko Museums of South Africa as at 31 March 2022, and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Finance Management Act No. 1 of 1999 (PFMA).

Basis for qualified opinion

Heritage Assets

I was unable to obtain sufficient appropriate audit evidence that heritage assets for the current and previous year had been properly accounted for, due to duplications identified in the population and the heritage assets register not being complete. I was unable to confirm the heritage assets by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to heritage assets stated at R2 524 876 605
(2021: R2 524 573 406) in the financial statements.

Context for the opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.

4. I am independent of the entity in accordance with the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

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

Emphasis of matter

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

Restatement of corresponding figures

7. As disclosed in note 27 to the financial statements, the corresponding figures for 31 March 2021 were restated as a result of an error in the financial statements of the entity at, and for the year ended, 31 March 2022.

Other matters

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

Unaudited Disclosure Notes

9. In terms of section 55(2)(b) of the PFMA, the public entity is required to disclose various compliance particulars and matters that may be prescribed in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it.

Prior year misstatement identified in the current year

10. The misstatement on heritage assets identified in the current year which resulted in the modified opinion as referred to in paragraph 3 does not have an impact on the prior year audit report.

Responsibilities of the accounting authority for the financial statements

11. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the GRAP and the requirements of the PFMA, and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

12. In preparing the financial statements, the accounting authority is responsible for assessing the public entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the public entity or to cease operations, or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

13. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

14. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

15. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected programme presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.

16. My procedures address the usefulness and reliability of the reported performance information, which must be based on the public entity's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the public entity enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

17. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programme presented in the public entity's annual report for the year ended 31 March 2022:

PROGRAMME	PAGES IN THE ANNUAL REPORT
Programme 2: Collections (Business development)	38

18. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

19. I did not identify any material findings on the usefulness and reliability of the reported performance information for this programme :
    • Programme 2- Collections (Business Development)

Other matter

20. I draw attention to the matter below.

Achievement of planned targets

21. Refer to the annual report on page 38 for information on the achievement of planned targets for the year and management's explanations provided for the under and over achievement of targets.

Report on the audit of compliance with legislation

Introduction and scope

22. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the public entity's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

23. The material findings on compliance with specific matters in key legislation are as follows:

Annual financial statements, performance and annual report

24. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework, as required by section 55(1)(a) and (b) of the PFMA. Material misstatements relating to financial instruments, related parties, property plant and equipment and prior period errors identified by the auditors in the submitted financial statements were corrected but the uncorrected material misstatement relating to heritage assets resulted in the financial statements receiving a qualified opinion.

Other information

25. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected programme presented in the annual performance report that have been specifically reported in this auditor's report.

26. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.

27. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programme presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

28. If, based on the work I have performed, I conclude that there is a material misstatement in this other information, I am required to report that fact.

29. When I do read the other information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

30. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion and the findings on compliance with legislation included in this report

Financial and performance management

31. The financial statements contained numerous misstatements that were corrected. This was mainly due to staff not fully understanding the requirements of the financial reporting framework.

32. The internal policies and procedures of the museum did not adequately address the risk relating to heritage assets and the internal controls could therefore not ensure the completeness of heritage assets.

Other reports

33. I draw attention to the following engagements conducted by various parties which had, or could have, an impact on the matters reported in the public entity's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

34. An agreed-upon procedures engagement was performed on donor funding received from the National Research Foundation (NRF). The purpose of the engagement is to confirm whether or not grants awarded to the Iziko Museums of South Africa were used in accordance with the policies of Iziko Museums of South Africa and the conditions of the grants provided by the NRF. The engagement was completed and covered the period 1 January 2021 to 31 December 2021. The report was issued to the Iziko Museums of South Africa on 30 June 2022.

35. An independent consultant investigated an allegation of the continued appointment of a service provider at the request of the entity, which covered the period February 2013 to June 2021. The investigation was concluded on 25 January 2022 with an updated report issued on 24 May 2022.

36. The auditee is investigating an allegation of misappropriation of the entity's assets, covering the period 1 April 2021 to 31 March 2022. The outcome of the investigation was not yet known at the date of the audit report.

Annexure – Auditor-general's responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programme and on the public entity's compliance with respect to the selected subject matters.

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the public entity's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting authority
- conclude on the appropriateness of the accounting authority's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Iziko Museums of South Africa to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a public entity to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

3. I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

4. I also provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Auditor-General

AUDITOR-GENERAL SOUTH AFRICA

Auditing to build public confidence

Cape Town
31 July 2022

General information

Registered name	Iziko Museums of South Africa
Nature of business	Cultural Institution
Business address	25 Queen Victoria Street Cape Town South Africa 8000
Postal address	P O Box 61 Cape Town 8000
Telephone number	+27 21 481 3800
Fax number	+27 21 481 3993
Controlling entity	Department of sport, arts and culture Private bag x897 Pretoria 0001
Bankers	Standard bank of South Africa limited P O box 61690 Marshalltown 2107
Website address	www.iziko.org.za
External auditors	Auditor-General of South Africa P O box 446 Pretoria 0001

List of abbreviations/acronyms

AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DSAC	Department of Sport, Arts and Culture
GRAP	Generally Recognised Accounting Practice
MTEF	Medium Term Expenditure Framework
PFMA	Public Finance Management Act
SARS	The South African Revenue Services
SCM	Supply Chain Management
TR	Treasury Regulations
PFMA	Public Finance Management Act
SARS	The South African Revenue Services
SCM	Supply Chain Management

Statement of Financial Position at 31 March 2022

	Notes	2022 R	Restated 2021 R
ASSETS			
Non-Current Assets		2 560 792 222	2 562 781 891
Property, plant and equipment	2	33 251 561	35 321 055
Intangible assets	3	2 664 056	2 887 430
Heritage assets	4	2 524 876 605	2 524 573 406
CURRENT ASSETS		154 709 453	150 452 827
Inventories	5	305 680	434 387
Trade and other receivables from non-exchange transactions	6.1	299 704	1 035 028
Trade and other receivables from exchange transactions	6.2	3 970 326	7 252 436
Investment at fair value	20	23 325 705	22 397 466
Cash and cash equivalents	7	126 808 038	119 333 510
TOTAL ASSETS		2 715 501 675	2 713 234 718
LIABILITIES			
Non-Current Liabilities		91 470 638	104477 462
Post-retirement medical benefit	11	64 596 668	66 211 143
Deferred income – Unspent conditional grants	12.1	-	76 181
Deferred income – Unspent conditional government grants	12.2	26 873 970	38 190 138
Current Liabilities		44 072 823	41 673 953
Trade and other payables from exchange transactions	8.1	7 803 042	7 993 357
Trade and other payables from non-exchange transactions	8.2	4 015 937	3 967 441
Post-retirement medical benefit	11	5 217 309	4 901 070
Short term Employee Benefit obligations	9	4 472 400	5 882 431
Deferred income – Unspent conditional grants	12.1	734 907	1 324 624
Deferred income – Unspent conditional government grants	12.2	21 829 228	17 605 031
TOTAL LIABILITIES		135 543 461	146 151 416
NET ASSETS		2 579 958 214	2 567 083 302
Accumulated Surplus		66 226 321	53 351 409
Heritage Asset Valuation Reserve	13	2 513 731 893	2 513 731 893
TOTAL NET ASSETS AND LIABILITIES		2 715 501 675	2 713 234 718

Statement of Financial Performance for the Year Ended 31 March 2022

	Notes	2022 R	Restated 2021 R
REVENUE		171 768 368	157 990 881
Revenue from non-exchange transactions		155 213 276	148 230 876
Government Grant: Subsidy - Department of Sport, Arts & Culture		96 638 000	88 153 000
Government Grant: Conditional Grants - Department of Sport, Arts & Culture		7 091 971	2 459 276
Service in Kind - Income	14	46 607 529	47 876 348
Sponsorship		4 596 396	4 765 155
Cash and asset donations	15	279 380	4 977 097
Revenue from exchange transactions		16 555 092	9 760 005
Interest earned - external investments	16	5 676 664	7 017 722
Interest earned - outstanding debtors		1 855	149
Admission fees		2 721 360	999 339
Rental income		1 427 490	1 311 927
Fair value gain		-	-
Reversal of impairment		-	-
Post Retirement Actuarial Gain		5 863 759	-
Other income		863 964	430 868
EXPENSES		158 893 456	167 954 784
Employee Related Cost	17	65 089 703	67 860 270
Depreciation and amortisation expenses		6 826 534	11 619 566
Fair value loss		14 203	97 912
Impairment loss		-	-
Post Retirement Actuarial Finance Costs		8 243 513	7 800 819
Post Retirement Actuarial loss		-	336 433
General expenses	18	78 719 503	80 239 784
NET SURPLUS/ (DEFICIT) FOR THE YEAR		12 874 912	(9 963 903)

Statement of Changes in Net Assets for the Year Ended 31 March 2022

	Valuation Reserve	Accumulated Surplus	Total net assets and reserves
	R	R	R
Balance at 1 April 2020 restated	2 513 731 893	63 315 312	2 577 047 205
Surplus/(Deficit) for the year - restated	-	(9 963 903)	(9 963 903)
Balance at 31 March 2021 restated	**2 513 731 893**	**53 351 409**	**2 567 083 302**
Balance at 1 April 2021	**2 513 731 893**	**53 351 409**	**2 567 083 302**
Surplus/(Deficit) for the year	-	12 874 912	12 874 912
Balance at 31 March 2022	**2 513 731 893**	**66 226 321**	**2 579 958 214**

Cash Flow Statement for the Year Ended 31 March 2022

	Notes	2022	Restated 2021
		R	R
Cash flows from operating activities			
Receipts			
Cash receipts from exchange transactions		14 850 320	11 864 467
Cash receipts from non-exchange transactions		95 793 204	102 679 961
Interest income		4 531 499	3 377 625
		115 175 023	117 922 053
Payments			
Employee Costs		(61 934 212)	(62 694 024)
Suppliers		(41 080 420)	(42 636 277)
		(103 014 632)	(105 330 301)
Net cash flows from operating activities	19	**12 160 391**	**12 591 752**
Cash flows from investing activities			
Purchase of property, plant and equipment		(4 560 863)	(5 282 330)
Purchase of intangible assets		-	(151 414)
Purchases of heritage assets		(125 000)	(576 209)
Net cash flows from investing activities		**(4 685 863)**	**(6 009 953)**
Net increase in cash and cash equivalents		**7 474 528**	**6 581 799**
Cash and cash equivalents at beginning of the year		119 333 510	112 751 711
Cash and cash equivalents at the end of the year		**126 808 038**	**119 333 510**

Accounting Policies

1. Basis of Preparation

The AFS have been prepared in accordance with the effective GRAP Standards, including any interpretations and directives issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act, (Act No 1 of 1999).

The AFS were prepared on the accrual basis of accounting and incorporate the historical cost conventions as the basis of measurement, except where specified otherwise.

Assets, liabilities, revenues and expenses were not offset, except where offsetting is either required or permitted by a Standard of GRAP.

The principal accounting policies, applied in the preparation of these financial statements, are set out below.

1.1 Presentation currency

These AFS are presented in South African Rand, which is the functional currency of Iziko Museums of South Africa.

1.2 Going concern assumption

These AFS have been prepared based on the expectation that Iziko will continue to operate as a going concern on a basis consistent with the prior year for at least the next 12 months.

1.3 Significant Judgements and Sources of Estimation Uncertainty

In preparing the AFS in conformity with GRAP, management has made the following significant accounting judgments, estimates and assumptions which have the most significant effect on amounts recognised in the AFS and related disclosures. Future actual results could differ from these estimates. Estimates and assumptions are based on historical experience and expectation of future events and are reviewed periodically. The effect of changes in estimates are accounted for on a prospective basis.

Useful lives of property, plant and equipment

At each reporting date, Iziko assesses whether there is any indication that Iziko's expectations about the useful life of an asset have changed since the preceding reporting date. If any such indication exists, Iziko revises the expected useful life and/or residual value accordingly. The change is accounted for as a change in an accounting estimate.

Post-retirement benefits

The present value of the post retirement obligation depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) include the discount rate. Any changes in these assumptions will impact on the carrying amount of post retirement obligations.

Impairment of receivables

In determining whether an impairment loss should be recognised, judgement is made as to whether there were observable data indicating a measurable decrease in the estimated future cash flows from receivables. Where there is objective evidence of impairment loss, the present value of the future cash flows discounted at the original effective interest rate is determined and compared to the carrying value of receivables.

Impairment of non-cash generating assets

Assets are held by Iziko with the objective of using them for service delivery purposes, rather than for a commercial return. Iziko assesses at each reporting date whether there is any indication that a non-cash-generating asset may be impaired. If any such indication exists, Iziko estimates the recoverable service amount of the asset. These calculations require the use of estimates and assumptions.

1.4 Inventories

Inventories are initially measured at cost, and except where inventories are acquired at no cost or for nominal consideration, their costs are their fair value as at the date of acquisition. Subsequent inventories are measured at the lower of cost and net realisable value. Inventories consisting of consumable stores and finished goods are valued at the lower of cost realisable value on the first-in, first-out basis. Redundant and slow-moving inventories are identified and written down through the Statement of Financial Performance.

1.5 Financial instruments

Iziko has the following types of financial assets (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class Category

Cash and cash equivalents
Receivables from exchange transactions
Receivables from non-exchange transactions

Iziko has the following types of financial liabilities (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class Category

Unspent conditional grants
Trade and other payables from exchange transactions
Other financial liabilities

Initial recognition

Iziko recognises a financial asset or a financial liability in its statement of financial position when Iziko becomes a party to the contractual provisions of the instrument.

Initial measurement of financial assets and financial liabilities

Financial assets and financial liabilities are initially measured at fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

Subsequent measurement of financial assets and financial liabilities

Financial assets and financial liabilities after initial recognition are measured at amortised cost. For financial assets and financial liabilities measured at amortised cost a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

Financial assets

Iziko assesses, at the end of each reporting period, whether there is any objective evidence that a financial asset or group of financial assets is impaired.

If there is objective evidence that an impairment loss on financial assets measured at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account.

The calculation in respect of the impairment of receivables is based on an assessment of the extent to which trade receivables have defaulted on payments already due, and their ability to make payments.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed directly OR by adjusting an allowance account. The reversal does not result in a carrying amount of the financial asset that exceeds what the amortised cost would have been had the impairment not been recognised at the date the impairment is reversed. The amount of the reversal is recognised in surplus or deficit.

Iziko derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, are settled or waived.

On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in surplus.

Financial liabilities

Iziko removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished — i.e., when the obligation specified in the contract is discharged, cancelled, expires or waived.
The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit. Any liabilities that are waived, forgiven or assumed by another entity by way of a non-exchange transaction are accounted for in accordance with the Standard of GRAP on Revenue from Non-exchange Transactions (Taxes and Transfers).

Interest relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

A financial asset and a financial liability are only offset and the net amount presented in the statement of financial position when an entity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

1.6 Property, Plant and Equipment

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the item can be measured reliably

Property, plant and equipment are initially measured at cost. The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bringing the asset to its location and condition necessary for it to be capable of operating in the manner intended by Management. Trade discount rebates are deducted in arriving at the cost.

Where an asset is acquired at no cost, or for a nominal cost, its cost is its fair value as at date of acquisition.

The depreciation charge for each period is recognised in surplus or deficit, unless it is included in the carrying amount of another asset.

Items of property, plant and equipment are depreciated on the straight-line basis over their expected useful lives, to the estimated residual value as follows:

ASSET CLASS	ESTIMATED USEFUL LIFE
Furniture	2-20 years
Vehicles	2-25 years
Equipment	2-25 years
Computers	2-25 years
Fibre optic network	2-30 years
Leasehold improvement	2-30 years

The residual value, and the useful life and depreciation method of each asset are reviewed at the end of each reporting period. Where fully depreciated assets are still in use, the useful lives of assets are re-estimated, and the useful life of these assets extended.

Items of property, plant and equipment are derecognised when the asset is disposed of, or when no further benefits or service potential can be expected from the use of the asset.

The gain or loss arising from de-recognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item and is included in surplus or deficit when the item is derecognised.

Annual Reassessment of Useful Life

The useful life of assets is reassessed on an annual basis to ensure that the estimated useful lives are still appropriate. When a change in the estimated useful life is identified, the change is accounted for as a change in accounting estimates.

1.7 Intangible Assets

An intangible asset is identifiable by Iziko as an intangible asset when:

- it is capable of being separated or divided from an entity, and sold, transferred, licensed, rented or exchanged either individually or together with a related contract, asset or liability; or
- it arises from contractual rights or other legal rights, regardless of whether those rights are transferable or separated from the entity or from other rights and obligations

Iziko recognises an intangible asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the item can be measured reliably

Iziko initially recognises intangible assets at cost. Where an intangible asset is acquired at no nominal cost, cost Iziko recognises it at its fair value as at the date of acquisition. Intangible assets are carried at cost, less any accumulated amortisation and any impairment losses.

Iziko assesses the probability of expected future economic benefits or service potential using reasonable and supporting assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

Intangible assets are derecognised when the asset is disposed of, or when no further benefits or service potential can be expected from the use of the asset.

The gain or loss arising from de-recognition of Intangible assets is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item and is included in surplus or deficit when the item is derecognised.

Intangible assets are amortised on the straight-line basis over their expected useful lives, to the estimated residual values as follows:

Computer Software	2–15 years
Planetarium licenses	2–50 years

1.8 Heritage Assets

Recognition

Iziko recognises a heritage asset as an asset if:

- It is probable that future economic benefits or service potential associated with the asset will flow to Iziko; and
- The cost or fair value of the asset can be reliably measured
- If, while collecting specimens, and before research is undertaken, it cannot be concluded that the specific specimen (a) has a cultural, environmental, historical, natural, scientific, technological or artistic significance; and (b) is to be held indefinitely for the benefit of present and future generations, the asset held for future research has not met the definition of a heritage asset.

Iziko will assess the degree of certainty attached to the flow of future service potential or economic benefits of assets which, on initial recognition, do not meet the recognition criteria of heritage assets because of the need for further evaluation and research. Where research to identify, analyse and classify heritage items is undertaken, the items will be recorded and controlled.

For recognition of heritage assets, the asset needs to be controlled by Iziko as a result of past events. Such events may include purchase, donation, bequest, loan or transfer.

Measurement

Values have been assigned to the heritage assets, which are considered to be appreciating in value, and which values are to be reviewed from time to time. Wherever possible, the appraisers have adopted the discipline of 'Open Market' principles in determining value, however values derived are largely determined by the skill and experience applied by the appraiser at the date of valuation.

Directive 7: Use of deemed cost for heritage assets upon initial recognition and adoption of a Standard

The following terms are used in Directive 7 with the meanings specified:

- Acquisition cost: When an entity initially recognises assets such as items of property, plant and equipment, investment properties, intangible assets and heritage assets using the Standards of GRAP, it measures those assets using either cost (if the asset is acquired in an exchange transaction) or at fair value (if the asset is acquired in a non-exchange transaction). This cost or fair value on initial acquisition of an asset is the acquisition cost
- Deemed cost: Deemed cost is a surrogate value for the cost or fair value of an asset at its initial acquisition, and is determined by reference to the fair value of the asset at the date of adopting the Standards of GRAP measurement date
- Measurement date (for purposes of Directive 7): Measurement date is the date that an entity adopts the Standards of GRAP, and is the beginning of the earliest period for which an entity presents full comparative information in its first financial statements prepared using Standards of GRAP. For the purposes of Directive 7, the measurement of assets at fair value on the adoption of the Standards of GRAP does not constitute:
- a revaluation in accordance with the Standards of GRAP on Property, Plant and Equipment; Intangible Assets; or Heritage Assets; or
- the application of the fair value model in the Standard of GRAP on Investment Property, paragraph A4, which states that subsequent depreciation, if applicable, is based on that deemed cost, and starts from the measurement date

Initial Entries Using Deemed Cost

Iziko initially measured heritage assets using the deemed cost approach. The Valuation Reserve was created on initial measurement of the heritage assets, at deemed cost and is non-distributable.

Valuation of Heritage Assets

The existence of published price quotations in an active market is the best evidence of fair value, such as the quoted price from recent auctions published in local newspapers; however, if fair value cannot readily be ascertained by reference to quoted prices in an active and liquid market, the fair value of a heritage asset can be determined from market-based evidence arrived at by appraisal. An appraisal of the value of the asset is normally undertaken by a member of the valuation profession who holds a recognised and relevant professional qualification.

The fair value will be ascertained by reference to quoted prices in an active and liquid market (GRAP 103 46).

Valuation Techniques

Where the fair value of an asset cannot be determined, and where no evidence is available to determine the market value in an active market of a heritage asset, a valuation technique may be used to determine its fair value. Valuation techniques include using recent arm's length market transactions between knowledgeable, willing parties, if available, and reference to the current fair value of other heritage assets that have substantially similar characteristics in similar circumstances and locations, adjusted for any specific differences in circumstances. If there is a valuation technique commonly used by market participants to price such an asset, and that technique has been demonstrated to provide reliable estimates of prices obtained in actual market transactions, the entity may use that technique in determining the fair value (GRAP 103 47).

Inability to Value
Where no value can be placed on an item, it will not be recognised, but information should be disclosed about such items and the reason why such items cannot be valued (GRAP 103 17). Where Iziko holds an asset that might be regarded as a heritage asset, but which, on initial recognition, does not meet the recognition criteria of heritage assets because it cannot be reliably measured, relevant and useful information about it is disclosed in the notes to the AFS. The works, objects and specimens in the various collections which have not been valued, are recorded and controlled in the register.

Valuing an Entire Collection
In determining the fair value of a collection, the entity should consider whether the entire collection has a higher value than the sum of the values of the individual items making up that collection. Under such circumstances, the carrying value of the entire collection may need to be reassessed when a group of individual heritage assets constitutes a collection. If items are removed from the collection, the value of the collection may also need to be reassessed (GRAP 103 45).

Heritage Asset Classification
Iziko has recognised the following classes of heritage assets:
- Natural History Collections (NHC)
- Social History Collections (SHC)
- Art Collections (AC)
- Library Collections (LBC)

Object collections in the SHC and AC consist of tangible artefacts that reflect the cultural and artistic knowledge, expressions, and behaviour of their makers and users, and comprise archaeological, historical and contemporary cultural artefacts and artworks. LBC consists of published and unpublished material, as well as research material.

Heritage Assets on Loan to Other Institutions
Iziko maintains loan registers in all its collections under long and short terms loan agreements. Loan materials may also be deposited at Iziko by institutions for which the entity may have legal or statutory obligations related to these loan materials. In instances where loan agreements do not exist, loans are not recognised as heritage assets unless ownership has been established.

Subsequent Measurement
Iziko has elected the cost model for subsequent measurement of heritage assets. When the cost model is used, heritage assets are subsequently carried at cost less any accumulated impairment losses. Where a heritage asset is acquired through a non-exchange transaction, its cost shall be measured at its fair value as at the date of acquisition.

Impairment
At each reporting date, Iziko assesses whether there are indications of impairment. If any such indications exists, Iziko estimates the recoverable amount or the recoverable service amount of the heritage asset.

Transfers
Transfers from heritage assets are made when, and only when, the particular asset no longer meets the definition of a heritage asset. Transfers to heritage assets are made when, and only when, the particular asset meets the definition of a heritage asset.

De-recognition
The carrying amount of a heritage asset is de-recognised:
- on disposal, or
- when no future economic benefits or service potential are expected from its use or disposal

The gain or loss arising from the de-recognition of a heritage asset is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the heritage asset, such difference is recognised in surplus or deficit when the heritage asset is de-recognised.

1.9 Leases
Operating Leases – Lessor
Rental income from operating leases are recognised as an income on a straight-line basis over the lease term. The difference between the amounts is recognised as revenue and included in the Statement of Financial Performance; and the contractual payments are recognised as an operating lease asset or liability, and included in the Statement of Financial Position.

Operating Leases – Lessee
Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts is recognised as an expense and charged to the Statement of Financial Performance; and the contractual payments are recognised as an operating lease asset or liability, and included in the Statement of Financial Position.

1.10 Employee Benefits
Short-term Employee Benefits
The cost of short-term employee benefits (those payable within 12 months after the service is rendered, such as paid leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which services are rendered, and are not discounted.

The expected cost of compensated absences is recognised as an expense, as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of bonus payments is recognised as an expense when there is a legal or contractual obligation to make such payments as a result of past performance.

Post-employment benefits
Defined Contribution Plans
Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

Payments made to state plan retirement benefit schemes are dealt with as a defined contribution benefit, where the entity's obligation under the schemes is equivalent to those arising in a defined contribution retirement benefit plan.

Defined Benefit Plans
For defined benefit plans, the cost of providing the benefits is determined using the projected credit method. Actuarial valuations are conducted every three (3) years for the museums pension fund and on an annual basis for the medical aid benefit fund, by independent actuaries, separately for each plan.

Consideration is given to any event that could impact the funds up to the end of the reporting period, where the interim valuation is performed at an earlier date.

Actuarial gains and losses are recognised, in full, in the Statement of Financial Performance in the year that they occur. Past service costs are recognised immediately to the extent that the benefits are already vested, and are otherwise amortised on a straight-line basis over the average period until the amended benefits become vested.

Post-retirement Medical Benefit
The entitlement to post-retirement healthcare benefits is based on the employee remaining a contributing member of the medical aid schemes and remaining in the service up to retirement age.

Post-retirement healthcare benefits are based on the following subsidy policy:
- An employee who joined the medical aid scheme before 1 October 2004 contributed one third (1/3) of the total healthcare contribution, and Iziko the balance
- An employee who joined Iziko from 1 October 2004 would, after retirement, pay 100% of the total healthcare contribution

Valuation of these obligations is carried out by independent, qualified actuaries. Key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date are used for the post-retirement medical liability, as per the actuarial valuation disclosed (See note 11).

The amount accrued for post-retirement medical benefits is included within non-current liabilities

The expected costs of these benefits are accrued over the period of employment, using the projected unit credit method. Actuarial gains and losses arising from experience, adjustments and changes in actuarial assumptions are charged to the Statement of Financial Performance, in full, in the current period.

1.11 Provisions and Contingencies

Provisions are recognised when:

- the entity has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date. Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement shall not exceed the amount of the provision.

Provisions are not recognised for future operating deficits.

A contingent asset is a possible asset that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

A contingent liability is:

- a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- a present obligation that arises from past events but is not recognised because:
- it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- the amount of the obligation cannot be measured with sufficient reliability

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in the notes below.

1.12 Revenue from Exchange Transactions

The full amount of revenue from exchange transactions in which the entity receives assets or services, or has liability extinguished, and gives approximately equal value (primarily in the form of goods, services or use of assets) to a willing party in an arm's length transaction is recognised, and any impairment losses are subsequently recognised.

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts.

Sale of Goods

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:

- The entity has transferred to the purchaser the significant risks and rewards of ownership of the goods;
- The entity retains neither continuing managerial involvement to the degree usually associated with ownership and effective control over the goods sold;
- The amount of revenue can be measured reliably;
- It is probable that the economic benefits or service potential associated with the transaction will flow to the entity; and
- the cost incurred, or to be incurred in respect of the transaction, can be measured reliably

Rendering of Services

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date.

The outcome of a transaction can be estimated reliably when all of the following conditions are satisfied:

- The amount of revenue can be measured reliably;
- It is probable that the economic benefits or service potential associated with the transaction will flow to the entity;
- The stage of completion of the transaction at the reporting date can be measured reliably; and
- The costs incurred for the transaction, and the costs to complete the transaction, can be measured reliably

Interest and Rental Income

Revenue arising from the use by others, of entity assets yielding interest and rental income is recognised when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity; and
- the amount of the revenue can be measured reliably

Interest is recognised, in surplus or deficit, using the effective interest rate method.

Revenue from rental of facilities and equipment is recognised on an accrual basis in accordance with the substance of the agreements.

Concessions

As part of Iziko's strategic objectives of allowing access and enhancing the museum experience to the broader community, Iziko offers free entry to all its museums to members of the public on certain holidays and on certain commemorative days. In addition, concessionary rates are granted to learners, school groups and pensioners, as well as waiving venue hire fees for not for-profit organisations where appropriate. The value of concessions granted is not recognised nor disclosed in the AFS.

1.13 Revenue from Non-exchange Transactions

An inflow of resources from a non-exchange transaction, recognised as an asset, is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As the entity satisfies a present obligation, recognised as a liability, in respect of an inflow of resources from a non-exchange transaction, recognised as an asset, it reduces the carrying amount of the liability recognised, and recognises an amount of revenue equal to that reduction.

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the entity.

Where a liability is required to be recognised, it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets. When a liability is subsequently reduced because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

1.14 Irregular expenditure

Irregular expenditure is charged against the statement of financial performance in the period in which they are incurred. Irregular expenditure not confirmed (alleged) is not disclosed in the notes to the financial statements. Where a transaction has been confirmed as irregular expenditure, and further determination to identify facts and losses related to the transaction are in progress, such irregular expenditure amount will be disclosed in the irregular expenditure note; and progress of irregular expenditure shall also be disclosed.

Irregular expenditure where confirmed, is investigated in order to establish facts whether the transgression is related to fraudulent, corrupt and other criminal conduct. The amount(s) of losses determined shall be recovered in the current financial year (if practical); and amount(s) of losses recovered shall be disclosed in the irregular expenditure note under Amount(s) not Condoned and Recoverable.

If it can be demonstrated that it is impractical to determine total losses incurred, the details and reasons as to why the amount cannot be quantified shall be disclosed.

For irregular expenditure where losses incurred are irrecoverable, amount(s) of losses that are irrecoverable shall be determined and the writing off of such amount(s) shall be considered or disclosed in the irregular expenditure note under Amount(s) not Condoned and not Recoverable. For irregular expenditure where losses were not incurred and value for money was achieved and the transgression was free of fraudulent, corrupt or other criminal conduct; request condonation of irregular expenditure; and if amount(s) of irregular expenditure are condoned by the relevant authority the amount(s) shall be disclosed in the irregular expenditure note as Current year amount(s) Condoned for the current year.

If irregular expenditure was not condoned by the relevant authority, the irregular expenditure shall be presented to the accounting officer or accounting authority for removal; and amount(s) of losses disclosed as irrecoverable in the irregular expenditure note under Amount(s) not Condoned and not Recoverable.

If fraudulent, corrupt or other criminal conduct is alleged or confirmed, the relevant steps required in terms of Treasury Regulations 33 and the debt management policy of Iziko shall be followed and reported in terms of section 34 of the Prevention and Combating of Corrupt Activities Act. Supplementary disclosure on criminal proceedings instituted must be included.

1.15 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the correction of error in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue as a correction of error.

1.16 Capital Commitments

Capital Commitments represent Property, Plant and Equipment that has been ordered, but no delivery has taken place at the reporting date. These amounts are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance as the AFS are prepared on the accrual basis and prior delivery, no accrual can be recognised. These items are, however, disclosed as part of the disclosure notes.

The commitments disclosed in the disclosure note are capital expenditure approved and contracted for at the reporting date, to the extent that the amount has not been recorded in the financial statements.

Material contracts entered into after the reporting date but prior to the approval of the financial statements will be disclosed under subsequent events in the report of the Accounting Authority. Other commitments for which disclosure is necessary to achieve a fair presentation should be disclosed in a note if both the following criteria are met:

- non-cancellable contracts or only cancellable at significant cost contracts; and
- contracts that related to something other than the routine, steady, state business of the entity were taken into consideration.

In calculating commitments the following was taken into account pertaining to tenders awarded:

- the period of the tender awarded
- amounts already paid pertaining to that tender/contract
- amounts for which invoices have been received and which are therefore included in accruals should be deducted
- commitments loaded on the procurement systems
- commitments not loaded on the procurement system.

A distinction shall be made between approved and contracted commitments and approved but not yet contracted for commitments. Approved and contracted commitments are where the expenditure has been approved and the contract has been awarded at the reporting date. Approved but not yet contracted commitments are where the expenditure has been approved and the contract is awaiting finalisation at the reporting date.

1.17 Accounting Policies, Estimates and Errors

Change in accounting estimate

Change in accounting estimate result from new information and new developments and are not correction of errors.

The effect of a change in accounting estimate shall be recognised prospectively by including it in surplus or deficit in:

- the period of the change, if the change affects that period only; or
- the period of the change and future periods, if the change affects both.

To the extent that a change in an accounting estimate gives rise to changes in assets and liabilities, or relates to an item of net assets, it shall be recognised by adjusting the carrying amount of the related asset, liability or item of net assets in the period of the change.

Prior period errors

A prior period error shall be corrected by retrospective restatement except to the extent that it is impracticable to determine either the period-specific effects or the cumulative effect of the error.

When it is impracticable to determine the period-specific effects of the error on comparative information for one or more prior periods presented, the entity shall restate the opening balances of the assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable (which may be the current period).

When it is impracticable to determine the cumulative effect, at the beginning of the current period, the entity shall restate the comparative information to correct the error prospectively from the earliest date practicable.

Change in Accounting policies

Iziko shall change an accounting policy only if the change:

- is required by a standard of GRAP; or
- results in the financial statements providing reliable and more relevant information about the effects of the transactions, other events or conditions on the entity's financial position , financial performance or cash flows.

A change in accounting policy shall be applied retrospectively, except to the extent that it is impracticable to determine either the period-specific effects or the cumulative effect of the change.

When is it impracticable to determine the period-specific effects of changing an accounting policy on comparative information of one or more prior periods presented, Iziko shall apply the new accounting policy to the carrying amounts of the assets and liabilities as at the beginning of the earliest period of which retrospective application is practicable, which may be the current period, and shall make a corresponding adjustment to the opening balance of each affected component of net assets for that period.

When it is impracticable to determine the cumulative effect, at the beginning of the current period, of applying a new accounting policy to all prior periods, Iziko shall adjust the comparative information to apply the new accounting policy prospectively from the earliest date practicable.

1.18 Events after reporting date

Iziko will adjust the amount recognised in the financial statements to reflect adjusting events that occur between the reporting date and the date when the financial statements are authorised for issue, once the event occurred.

Iziko will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.

1.19 Related Parties

A related party is a person or an entity with the ability to control the Entity either individually or jointly, or with the ability to exercise significant influence over the Entity, or vice versa.

Iziko Museums of South Africa has been established by the Department of Sport, Arts and Culture in terms of national legislation. The Minister of the Department of Sport, Arts and Culture, as the executive authority of Iziko and all entities under the control of the Minister of Sport, Arts and Culture are related parties. Iziko is ultimately controlled by the national executive and is therefore related to all departments and public entities in the national sphere of government.

All individuals from the level of Senior Management at Iziko are responsible for planning, directing and controlling the activities of the entity, including those charged with the governance in accordance with legislation, in instances where they are required to perform such functions, and are therefore related parties. Close members of the family of these persons are those family members who may be expected to influence or be influenced by them persons in their dealings with Iziko and are also considered to be related parties.

Iziko is exempt from all the disclosure requirements in relation to related party transactions if that transaction occurs within:
(a) normal supplier and/or client/recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect the entity to have adopted if dealing with that individual entity or person in the same circumstances; and
(b) terms and conditions within the normal operating parameters established by that reporting entity's legal mandate.

Narrative information about the nature of the transactions and any outstanding balances are disclosed in relation to these exempt related party transactions. Related party transactions are disclosed in note 22.

1.20 New Standards and interpretations

Entities are required to apply the Standards of GRAP where the Minister has determined the effective date.

2. Property, Plant and Equipment

2022
R

	FURNITURE	VEHICLES	EQUIPMENT	COMPUTERS	FIBRE OPTIC NETWORK	LEASEHOLD IMPROVEMENT	TOTAL
Gross carrying amount the beginning of year	18 471 773	1 013 121	44 997 862	22 459 647	4 990 320	6 818 745	98 751 468
Accumulated depreciation at beginning of year	(11 561 239)	(554 566)	(30 693 137)	(14 108 651)	(2 682 297)	(3 830 523)	(63 430 411)
Net carrying amount the beginning of year restated	6 910 534	458 555	14 304 725	8 350 996	2 308 023	2 988 222	35 321 057
Movement during the year							-
Additions - Purchases	21 791	170 484	1 327 551	1 939 076		1 101 962	4 560 864
Disposals	(114 501)		(615 021)	(293 896)			(1 023 417)
Accumulated depreciation on disposals	114 395		611 200	270 634			996 229
Depreciation expense for the year	(1 022 515)	(17 641)	(2 691 737)	(2 192 129)	(249 516)	(429 631)	(6 603 169)
Net carrying amount at end of year	5 909 704	611 398	12 936 718	8 074 681	2 058 507	3 660 553	33 251 561
Gross carrying amount the end of year	18 379 063	1 183 605	45 710 392	24 104 827	4 990 320	7 920 707	102 288 914
Accumulated depreciation at end of the year	(12 469 359)	(572 207)	(32 773 674)	(16 030 146)	(2 931 813)	(4 260 154)	(69 037 353)

2021
R

	FURNITURE	VEHICLES	EQUIPMENT	COMPUTERS	FIBRE OPTIC NETWORK	LEASEHOLD IMPROVEMENT	TOTAL
Gross carrying amount the beginning of year	13 990 784	1 013 121	42 521 395	19 837 237	4 990 320	6 818 745	89 171 602
Accumulated depreciation at beginning of year	(10 098 544)	(489 519)	(25 220 167)	(11 080 258)	(2 432 781)	(3 283 348)	(52 604 617)
Net carrying amount the beginning of year	3 892 240	523 602	17 301 228	8 756 979	2 557 539	3 535 397	36 566 985
Acquisitions - Purchases	131 919		2 305 254	2 845 157			5 282 330
Acquisitions - Donations	4 349 076		191 761				4 540 837
Impairment			(1)				(1)
Disposals	(6)		(20 547)	(222 747)			(243 300)
Accumulated depreciation on disposals	1		20 532	222 711			243 244
Depreciation expense for the year	(1 462 696)	(65 047)	(5 493 502)	(3 251 104)	(249 516)	(547 175)	(11 069 040)
Net carrying amount at end of year	6 910 534	458 555	14 304 725	8 350 996	2 308 023	2 988 222	35 321 055
Gross carrying amount the end of year	18 471 773	1 013 121	44 997 862	22 459 647	4 990 320	6 818 745	98 751 468
Accumulated depreciation at end of the year	(11 561 239)	(554 566)	(30 693 137)	(14 108 651)	(2 682 297)	(3 830 523)	(63 430 413)

- During the year under review, 1439 (2021: 6 642) assets valued at R1 and below as well as fully depreciated assets were still in use by the entity
- No restrictions on title for property, plant and equipment have been pledged as securities for liabilities
- Included in repairs and maintenance is expenditure incurred to repair and maintain property, plant and equipment amounting to R 33 775 (2021: R29 754)

3. Intangible Assets

Intangible assets comprise of Computer Software and Planetarium Licences

2022
R

	COMPUTER SOFTWARE	PLANETARIUM LICENCES	TOTAL
Net carrying amount at beginning of year	1 209 347	1 678 083	2 887 430
Gross carrying amount at beginning of year	3 297 239	2 536 418	5 833 657
Accumulated Amortisation at beginning of year	(2 087 892)	(858 335)	(2 946 227)
Disposals	(18 417)		(18 417)
Accumulated Amortisation on Disposals	18 409		18 409
Amortisation expense for the year	(115 212)	(108 154)	(223 366)
Net carrying amount at end of year	1 094 127	1 569 929	2 664 056
Cost	3 278 822	2 536 418	5 815 240
Accumulated Amortisation at end of year	(2 184 695)	(966 489)	(3 151 184)

2021
R

	COMPUTER SOFTWARE	PLANETARIUM LICENCES	TOTAL
Net carrying amount the beginning of year	1 473 119	1 813 423	3 286 542
Gross carrying amount the beginning of year	3 145 825	2 536 418	5 682 243
Accumulated Amortisation at beginning of year	(1 672 706)	(722 995)	(2 395 701)
Additions	151 414	-	151 414
Amortisation expense for the year	(415 186)	(135 340)	(550 526)
Net carrying amount at end of year	1 209 347	1 678 083	2 887 430
Cost	3 297 239	2 536 418	5 833 657
Accumulated Amortisation at end of the year	(2 087 892)	(858 335)	(2 946 227)

- During the year under review, 32 (2021: 91) intangible assets valued at R1 and below as well as fully depreciated assets were still in use by the entity
- No restrictions on title for intangible assets have been pledged as securities for liabilities

4. Heritage Assets

2022
R

	NATURAL HISTORY COLLECTIONS	SOCIAL HISTORY COLLECTIONS	ART COLLECTIONS	LIBRARIES	TOTAL
Gross carrying amount the beginning of year	25 748 248	374 341 970	2 091 724 619	32 758 220	2 524 587 056
Accumulated Impairment at beginning of the year	-	-	-	(13 650)	(13 650)
Net carrying amount the beginning of year - restated	25 748 248	374 341 970	2 091 724 619	32 758 570	2 524 573 406
Additions - Purchases		25 000	100 000		125 000
Additions- Donations		99 165	79 034	-	178 199
Net carrying amount at end of year	25 748 247	374 466 135	2 091 903 653	32 758 570	2 524 876 605
Gross carrying amount the end the of year	25 748 247	374 466 135	2 091 903 653	32 772 220	2 524 890 255
Accumulated Impairment at end of the year	-	-	-	(13 650)	(13 650)

Restated
2021
R

	NATURAL HISTORY COLLECTIONS	SOCIAL HISTORY COLLECTIONS	ART COLLECTIONS	LIBRARIES	TOTAL
Gross carrying amount the beginning of year	25 748 248	373 675 512	2 091 555 119	32 772 220	2 523 748 098
Accumulated Impairment at beginning of the year	-	-	-	(13 650)	(13 650)
Net carrying amount the beginning of year - restated	25 748 248	373 675 512	2 091 555 119	32 758 570	2 523 734 448
Additions - Purchases		403 708	172 500		576 208
Additions- Donations		262 750			262 750
Net carrying amount at end of year	25 748 248	374 341 970	2 091 724 619	32 758 570	2 524 573 406
Gross carrying amount the end the of year	25 748 248	374 341 970	2 091 724 619	32 758 220	2 524 587 056
Accumulated Impairment at end of the year	-	-	-	(13 650)	(13 650)

- Iziko is restricted from selling or otherwise alienating heritage assets placed under its care and management, unless approval is granted by the Minister of Sport, Arts and Culture
- No Heritage assets are pledged as securities for liabilities

Natural History Collections

There are 723 220 (2021:712 956) catalogued objects and specimens in the Natural History collection of which 11515 objects with commercial value have been recognised and the remainder considered to have no monetary value. This collection comprises of a diverse collection of material including Marine Biology, Invertebrates and Terrestrial Vertebrates, Taxidermy, Palaeontology, Rocks and Minerals, and Fossils. The collection is primarily of research significance, and specific collections within Natural History were assessed as having commercial value. These collections include Geology and Taxidermy, and as additional research is conducted, items added to the database will be recognised in the AFS in terms of GRAP 103. Items not recognised in the AFS are recorded and controlled.

Social History Collections

Iziko currently has within its Social History Collection 7995 objects that could not be valued for the following reasons:

1. 78 objects included Antiquities for which the service potential could not be assessed due to additional research being required to their origin and dating
2. 6 826 items of Archaeological Material could not be valued because the material consists of fragmented materials as well as objects which are held primarily for their research significance.
3. 1091 objects have no commercial value because they are fragmented, broken or unassembled or require additional research and evaluation to determine if they meet the recognition criteria of heritage assets. These items have not been valued and are recorded and controlled in the register.

Art Collections

Iziko currently has 118 works in the Gerard Sekoto Study Collection that have been assessed to have no commercial value because they are incomplete, or sketches not intended as a finished work. These works still have research value and will be held in the collection as a study collection.

The Library Collectionscontain 185 items comprising pamphlets, policies, catalogues and reference material which require additional research and evaluation to determine if they meet the recognition criteria of heritage assets. These items have not been valued and are recorded and controlled in the register.

In all collections, heritage items are recognised once they have been verified and valued by independent, accredited valuators in terms of the requirements of GRAP 103.

In addition, where objects, works or specimens have been accessioned, and cannot be located for verification, they have not been recognised and are placed on a loss register pending further investigation.

Repairs and maintenance

An amount of R 37 630 (2021: R 8 500) was spent on Repairs and Maintenance to heritage assets during the year in review. In terms of Iziko's mandate, the careful preservation and protection of collections is an internal function which includes materials and time spent by employees. In determining amounts spent on repairs and maintenance of heritage assets, the entity has exclusively disclosed amounts paid to external service providers.

5. Inventories

				2022
				R
	OPENING BALANCE	PURCHASES	EXPENSED	CLOSING BALANCES
Cleaning Materials	29 327	185 343	(182 911)	31 759
Stationery	2 654	285 512	(284 981)	3 185
Uniforms	134 506	4 349	(124 641)	14 214
Lighting Consumables	32 525	-	(453)	32 072
Promotional Material	235 375	65 504	(76 429)	224 450
	434 387	540 708	(669 415)	305 680

				2021
				R
	OPENING BALANCE	PURCHASES	EXPENSED	CLOSING BALANCES
Cleaning Materials	32 801	99 846	(103 320)	29 327
Stationery	1 666	78 995	(78 007)	2 654
Uniforms	21 323	134 506	(21 323)	134 506
Lighting Consumables	35 644	8 907	(12 026)	32 525
Promotional Material	96 346	267 040	(128 011)	235 375
	187 780	589 294	(342 687)	434 387

6. Trade and Other Receivables

		Restated
	2022	2121
	R	R
6.1 Receivables from non -exchange transactions		
Gross carrying amount	299 704	1 035 028
Allowance for Doubtful Debts	-	-
	299 704	1 035 028
6.2 Receivables from exchange transactions		
Gross carrying amount	8 642 222	11 566 291
Allowance for Doubtful Debts	(4 671 896)	(4 313 855)
	3 970 326	7 252 436
	4 270 030	8 287 464

- The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivables mentioned above.
- Receivables are subject to Iziko's standard credit terms and are due within a maximum of either 30 days or based on mutually agreed payment terms as stated in the initial contract with debtors.

Trade Receivables Past Due But Not Impaired
At 31 March, trade and other receivables can be analysed as follows:

	2022	Restated 2021
	R	R
Current	991 722	3 040 021
1 month past due	31 174	975 372
2 months past due	129 889	563 585
3 months past due	3 117 245	3 708 487
	4 270 030	8 287 464

Reconciliation of the allowance for doubtful debts

	2022	Restated 2021
	R	R
Opening Balance	4 313 855	4 155 900
Allowance raised	358 041	157 955
Closing Balance	4 671 896	4 313 855

No debtors are pledged as collateral or security

7. Cash and Cash Equivalents

	CREDIT RATING	2022	2021
		R	R
ABSA – 30-day (2021: 364) Fixed Deposit	F1+ (zaf)	-	13 393 555
ABSA – 30-day (2021: 364) day Fixed Deposit	F1+ (zaf)	-	37 559 472
Investec – Private Money Fund	F1+ (zaf)	31 655 973	30 678 976
Standard bank - Call Deposit	F1+(zaf)	76 399 626	28 414 504
Standard Bank - Current account	F1+(zaf)	18 713 589	9 249 303
Cash on hand		38 850	37 700
		126 808 038	119 333 510

Treasury Regulation 31.3.3 requires that all Schedule 3A entities invest their surplus funds with the Corporation for Public Deposits (CPD at the SARB), unless exempted. Cash surpluses will be transferred to CPD accounts as notice and fixed deposit accounts mature.

8. Trade and Other Payables

8.1 Payables from Exchange Transactions

	2022	Restated 2021
	R	R
Rent deposits	253 407	236 830
Trade creditors and accruals	7 549 635	7 756 527
	7 803 042	7 993 357

8.2 Payables from Non -exchange Transactions

	2022	Restated 2021
	R	R
Grant Deposit	4 000 000	3 900 000
Other Payables	15 937	67 441
	4 015 937	3 967 441

The entity received a grant deposit from the National Research Foundation (NRF) .This capital amount is used only to finance NRF funded projects at the institution.

9. Short-term employee benefits obligation

	2022	2021
	R	R
Staff accumulated leave liability	2 843 830	4 278 523
Staff Annual bonuses liability	1 628 569	1 603 908
	4 472 400	5 882 431

Short-term employee benefits obligations are employee benefits (other than termination benefits) that are due to be settled within twelve months after the end of the period in which the employees render the related service.

10. Post-retirement Pension Benefit

The post-retirement pension benefit represents Iziko's liability towards the unfunded actuarial liabilities for the defined pension fund covering participating employees.

According to the March 2022 valuation reports, no shortfall exists in respect of accrued liabilities. A funding level of 100% certifies that the Museums Pension Fund is currently in a financially sound position. Any deficit is funded through increased contributions to ensure the ongoing sustainability of the pension fund.

11. Post-retirement Medical Benefit

	2022	2021
	R	R
Balance at beginning of year	71 112 213	66 520 372
Increase/(Decrease) in liability	(1 298 236)	4 591 841
Balance at end of year	69 813 977	71 112 213
Post -retirement medical benefit (Non-current liability)	**64 596 668**	**66 211 143**
Post -retirement medical benefit (Current liability)	**5 217 309**	**4 901 070**
	69 813 977	71 112 213

Iziko operates a post -retirement medical benefit scheme that covers all employees appointed prior to 1 October 2004. The medical schemes are funded by payments from retirees; Iziko and Iziko employees who belong to the medical aid. Iziko's contribution to the medical schemes is charged to the income statement in the year to which it relates.

The latest full valuation of Iziko's liability in respect of post -retirement medical benefits for the financial year end was performed on 31 March 2022 and valued at yearly intervals thereafter. The actuary forecast the expense for the year following the valuation date and the forecast position at the year-end following the valuation date, ignoring any gains or losses arising over the period. The liability was projected based on sixty-one (61) retirees and twenty-six (26) employees participating as at 31 March 2022 and the liability and future increases are charged to income.
Amounts for the current and previous four periods are as follows:

	2022	2021	2020	2019	2018
	R	R	R	R	R
Opening balance	71 112 213	66 520 372	68 670 740	71 733 752	68 936 631
Current service cost	790 172	775 696	917 734	1 057 419	1 142 128
Post Retirement Actuarial Finance Costs	8 243 513	7 800 819	6 961 288	6 324 520	6 716 318
Actuarial loss/(gain)	(5 863 759)	336 433	(5 641 094)	(6 464 919)	(1 729 119)
Expected employer benefit payments	(4 468 162)	(2 698 893)	(4 388 296)	(3 980 032)	(3 332 206)
	69 813 977	71 112 213	66 520 372	68 670 740	71 733 752

Actuarial Gain

An actuarial gain of R 5 863 759 (2021: actuarial loss of R 336 433) has arisen due to the following reasons:

- Changes made to the assumptions, specifically the increase in the net discount rate from 1.7% to 2.3% per annum resulted in an actuarial gain of R 4 044 362.
- Medical scheme contributions for 2022, and hence the subsidies payable by the employer, inclusive of benefit option changes, increased on average by 5.9% compared to the increase of 10.0% that was assumed in the previous valuation. This resulted in an actuarial gain of R 1 957 531.
- The difference between actual demographic experience (resignation, retirement, mortality etc.) and that assumed in the previous valuation gave rise to an actuarial loss of R 596 800.
- The lower-than-expected disbursements paid during the year, together with the revised interest cost, resulted in an actuarial gain of R458 666.

Total Expense Recognised in the Statement of Financial Performance

	2022 R	Restated 2021 R
Service costs	790 172	775 696
Post Retirement Actuarial Finance Costs	8 243 513	7 800 819
Actuarial (gain)/loss	(5 863 759)	336 433
Personnel costs	3 169 926	8 912 948

Key Assumptions Used

The changes from the previous valuation include:

- A decrease in the discount rate from 11.9% to 11.2% per annum.
- A decrease in the long-term medical cost inflation assumption from 10.0 % to 8.7% per annum.
- The two changes above result in an increase in the net discount rate from 1.7% to 2.3% per annum

All other assumptions remain unchanged from those used in the previous valuation prepared by Insight.

Economic assumptions

For this valuation a discount rate of 11.2% per annum was used. This yield is derived from the JSE zero bond curve (as at 31 March 2022), applied to the projected cash flows from the current valuation, which results in a duration of 11.4 years.

The market's view of the long-term level of the rate of increase in the CPI Index is suggested by the difference between the yields on index linked and fixed coupon government bonds of appropriate terms. The assumed long-term CPI inflation rate for this valuation that was derived in this manner is 6.7% per annum.

It has been assumed that healthcare cost inflation will be 2.0% higher than CPI inflation and the healthcare cost inflation rate used in the valuation is therefore assumed to be 8.7% per annum.

The mortality assumptions used in the calculation of the liabilities were as follows:

Pre-retirement	Male	SA 85-90 (light)
	Female	SA 85-90 (light) Down by three years
Post-retirement	Male	PA90
	Female	PA90

Sensitivity Analysis

The sensitivity analysis is performed by making changes to the assumption being considered and comparing the results to the base scenario. The results are particularly sensitive to changes in the assumption regarding future increases in medical scheme contributions. The impact of a 1.0% and 0.5% increase and decrease in the medical inflation rate is illustrated in the tables below

Sensitivity Analysis – F2022 Accounting Entries

	BASE	INFLATION PLUS 1.0%	INFLATION PLUS 0.5%	INFLATION MINUS 1.0%	INFLATION MINUS 0.5%
Liability brought forward as at 1 April 2021	71 112 213	71 112 213	71 112 213	71 112 213	71 112 213
Service Cost	790 172	790 172	790 172	790 172	790 172
Interest Cost	8 243 513	8 243 513	8 243 513	8 243 513	8 243 513
Disbursements	(4 468 162)	(4 468 162)	(4 468 162)	(4 468 162)	(4 468 162)
Actuarial (gain) / loss	(5 863 759)	1 100 894	(2 510 874)	(11 882 832)	(8 980 839)
Liability as at 31 March 2022	**69 813 977**	**76 778 630**	**73 166 862**	**63 794 905**	**66 696 898**

Sensitivity Analysis – F2023 Accounting Entries

	BASE	INFLATION PLUS 1.0%	INFLATION PLUS 0.5%	INFLATION MINUS 1.0%	INFLATION MINUS 0.5%
Liability brought forward as at 1 April 2022	69 813 977	76 778 630	73 166 862	63 794 905	66 696 898
Service Cost	725 484	841 844	780 898	629 014	675 026
Interest Cost	7 567 623	8 353 450	7 945 884	6 888 815	7 216 050
Disbursements	(5 217 309)	(5 230 352)	(5 223 831)	(5 204 266)	(5 210 787)
Liability as at 31 March 2023	**72 889 775**	**80 743 573**	**76 669 814**	**66 108 468**	**69 377 186**

12. Deferred Income – Unspent Conditional Grants

Deferred income consists of funds received for specific projects on condition that any unspent funds are returned to the transferor. A liability is recognised for advance receipts until the event that makes the transfer arrangement binding occurs and all other conditions under the agreement are fulfilled. When that event occurs and all other conditions under the agreement are fulfilled the liability is discharged and revenue is recognised. The liability is measured at the amount required to settle the obligation. Conditional grants are received for research projects art exhibitions and educational projects from a number of different donors.

12.1 Deferred Income – Unspent Conditional Grants

2022

R

PROJECTS PER DEPARTMENT	OPENING BALANCE	RECEIPTS	EXPENSES	CLOSING BALANCE	TO BE UTILISED	
					WITHIN ONE YEAR	WITHIN YEAR 2 AND THEREAFTER
Research Grants	1 324 035	1 993 226	(2 826 769)	490 492	490 492	-
Conservation Grants	76 771	220 000	(52 356)	244 415	244 415	-
Total	1 400 805	2 213 226	(2 879 124)	734 907	734 907	-

2021

R

PROJECTS PER DEPARTMENT	OPENING BALANCE	ReCEIPTS	EXPENSES	CLOSING BALANCE	TO BE UTILISED	
					WITHIN ONE YEAR	WITHIN YEAR 2 AND THEREAFTER
Research Grants	700 174	2 387 127	(1763 266)	1 324 035	1 247 854	76 181
Conservation Grant	37 701	80 000	(40 931)	76 770	76 770	-
Graduate Intern Programme Grant	53 655	201 509	(255 164)	-	-	-
Total	791 530	2 668 636	(2 059 361)	1 400 805	1 324 624	76 181

12.2 Deferred Income – Unspent Conditional Government Grants

2022

R

PROJECTS PER DEPARTMENT	OPENING BALANCE	RECEIPTS	EXPENSES	CLOSING BALANCE	TO BE UTILISED WITHIN ONE YEAR	TO BE UTILISED IN YEAR 2 AND THEREAFTER
Maintenance & Conservation	1 559 024		(549 171)	1 009 853	504 926	504 926
Painting and Renovation of Facilities	1 506 764		(1 364 794)	141 969	141 969	-
Climate Control	370 017		(370 017)	-	-	-
Halon Gas & Fire Suppression System	7 417 775		(115 000)	7 302 775	6 572 498	730 278
Old Townhouse repairs	4 394 882		(3 022)	4 391 860	3 952 674	439 186
Planetarium Upgrade	4 926 247		(289 557)	4 636 690	895 528	3 741 162
GRAP 103 Implementation Project	12 641 237		(2 584 722)	10 056 515	2 892 375	7 164 140
Courtyard	4 409 224		(690 510)	3 718 714	1 635 812	2 082 902
Emergency Fire Escape	4 520 000		(28 750)	4 491 250	1 347 375	3 143 875
Maintenance & Conservation 2020	14 050 000		(1 096 429)	12 953 571	3 886 071	9 067 500
Total	55 795 169	-	(7 091 972)	48 703 198	21 829 228	26 873 970

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PROJECTS PER DEPARTMENT	OPENING BALANCE	RECEIPTS	EXPENSES	CLOSING BALANCE	TO BE UTILISED WITHIN ONE YEAR	TO BE UTILISED IN YEAR 2 AND THEREAFTER
Maintenance & Conservation	1 721 610	-	(162 586)	1 559 024	779 512	779 512
Painting and Renovation of Facilities	1 507 268	-	(505)	1 506 763	1 506 763	-
Climate Control	370 017	-	-	370 017	370 017	-
Halon Gas & Fire Suppression System	7 475 275	-	(57 500)	7 417 775	1 483 557	5 934 218
Old Townhouse repairs	4 395 212	-	(330)	4 394 882	3 955 394	439 488
Planetarium Upgrade	4 926 246	-		4 926 246	492 622	4 433 624
GRAP 103 Implementation Project	14 621 574	-	(1 980 337)	12 641 237	1 516 947	11 124 290
Courtyard Project	4 515 969	-	(106 744)	4 409 225	2 381 219	2 028 006
Emergency Fire Escape	-	4 520 000	-	4 520 000	904 000	3 616 000
Maintenance & Conservation of sites 2	-	14 050 000	-	14 050 000	4 215 000	9 835 000
Presidential Employment Stimulus Programme	-	151 274	(151 274)	-	-	-
Total	39 533 171	18 721 274	(2 459 276)	55 795 169	17 605 031	38 190 138

Summary

	2022	2021
	R	R
Deferred income – Unspent conditional grants: Non-current liability	-	76 181
Deferred income – Unspent conditional grants: Current liability	734 907	1 324 624
Deferred income – Unspent conditional government grants: Non-current liability	26 873 970	38 190 138
Deferred income – Unspent conditional government grants: Current liability	21 829 228	17 605 031
Total	49 381 105	57 195 974

13. Heritage Asset Valuation Reserve

	2022	Restated 2021
	R	R
Closing Balance	2 513 731 893	2 513 731 893

The valuation reserve relates to the revaluation of Heritage assets when Heritage assets were first recognised and increases when newly accessioned, not new acquisitions, objects are recognised.

14. Service In Kind

	2022	2021
	R	R
Service in Kind income	46 607 529	47 876 348

Eleven sites occupied by Iziko are owned by the Department of Public Works and Infrastructure (DPWI) at no cost during the year. In addition, spaces at one of the Iziko sites at Groot Constantia Estate, Groot Constantia are occupied free of charge by Iziko. The lease of the buildings is open-ended with no lease term. The value of the use of the premises have been recognised as Service in Kind income amounting to R 41 312 822 (2021: R 42 852 907 in the Statement of Financial Performance.

The Department of Sport, Arts and Culture made payments to the Property Management and Trading Entity (PMTE) of the DPWI on behalf of Iziko for user recovery costs comprising municipal property rates, maintenance costs, contributions to a refurbishment reserve and property management fees in the amount of R 5 294 707 (2021: R 5 023 441)

15. Cash and asset donations

	2022	2021
	R	R
Cash Donations from the public	101 181	57 962
Heritage Asset donations	178 199	262 750
Donations- Property, Plant and Equipment	-	4 656 385
Total Donations	279 380	4 977 097

16. Interest earned - external investments

	2022	Restated 2021
	R	R
Interest Received	5 472 086	4 352 414
Interest Accrued	204 578	2 665 308
Total Interest Earned	5 676 664	7 017 722

17. Employee related costs

	2022	Restated 2021
	R	R
Basic salaries	48 301 581	49 021 747
Overtime	1 254 406	703 057
Annual Bonus payments	3 604 366	2 690 371
Allowances	1 695 986	1 789 786
Pension fund payments	7 658 439	7 943 084
Unemployment Insurance Fund	329 715	304 390
Medical aid	2 334 453	2 561 692
Pensioners Medical aid Service costs	790 172	775 697
Housing Allowances	259 190	286 289
Workmen's Compensation Fund	97 313	101 130
Leave pay provision	(1 289 294)	1 621 108
Staff Travel and Subsistence Claims	53 377	61 919
	65 089 703	67 860 270

18. General expenses

	2021	Restated 2020
	R	R
Advertising , Marketing and Communications	820 900	546 736
Audit fees - external	2 786 720	2 826 141
Audit fees - internal	120 631	337 674
Bank Charges	146 775	124 296
Cleaning and hygiene	267 691	427 794
Conferences	10 939	2 865
Council and Audit Committee Honoraria	547 385	524 780
General expenses - other	9 033 968	6 324 223
Information and Technology	1 882 388	1 596 120
Insurance	228 493	740 778
Legal fees	240 434	251 504
Loss on Disposal of fixed assets	27 895	56
Motor Vehicle expenses	308 164	210 009
Municipal services and Property Management	14 159 321	13 001 530
Operating Leases	1 074 435	1 246 382
Printing and Stationery	658 497	803 120
Repairs and maintenance - Buildings and facilities	240 178	774 984
Repairs and maintenance - Equipment	71 025	191 707
Security	2 524 085	3 870 187
Site leasing Costs	42 470 494	45 053 927
Staff training and development	535 763	661 951
Subsistence and Travel	178 968	93 252
Telephone	384 354	314 884
	78 719 503	80 239 784

19. Cash Generated in Operations

	2022	2021
	R	R
Net surplus/(deficit) for the year	12 874 912	(9 963 902)
Adjustments for non-cash items:		
Donated Heritage Assets	(178 199)	(262 750)
Donated Property , Plant and Equipment	-	(4 540 838)
Depreciation on property, plant & equipment	6 603 174	11 069 040
Amortisation on intangible assets	223 366	550 526
Provision: Post-retirement medical benefit	(1 298 236)	4 591 841
Fair value loss	14 203,00	97 912,00
(Profit)/loss on disposal of assets	27 895	56
Operating deficit before working capital changes	**18 267 115**	**1 541 885**
Working capital changes	**(6 106 724)**	**11 049867**
Increase in investments	(942 442)	(1 072 851)
Decrease/(increase) in trade and other receivables	4 016 732	(740 765)
Decrease/(increase) in inventories	128 707	(246 605)
(Decrease)/Increase in deferred income	(665 897)	609 275
(Decrease)/Increase in government grant	(7 091 971)	16 261 998
(Decrease)/Increase in Employee benefits obligations	(1 410 032)	260 136
Decrease in trade and other payables	(141 821)	(4 021 321)
Cash generated/ (utitised) in opertions	**12 160 391**	**12 591 752**

20. Financial Instruments

Financial instruments carried on the statement of financial position are classified as financial assets and as financial liabilities in terms of GRAP 104 and consist of trade and other receivables investments cash and cash equivalents and trade and other payables.

Financial Assets carried at amortised cost	2022	Restated 2021
	R	R
Cash and cash equivalents	126 808 038	119 333 510
Trade and other receivables (excluding prepayments)	1 374 224	4 983 319
Total	128 182 262	124 316 829

Financial Assets carried at fair value	2022	Restated 2021
	R	R
Investments - Stanlib - Enhanced Yield Fund (Cash Plus Fund)	23 325 705	22 397 466

The Stanlib Enhanced Yield Fund (Cash Plus Fund) is a product which, whilst it falls under the Unit Trust Act, has a fixed base price and earns interest on a monthly basis in the same way that the money market call account provides interest. It is a collective investment scheme in which the value of participatory interests may fluctuate. Participatory interest prices are calculated on a net asset value basis, which is the total value of all assets in the portfolio, including any income accrual, and less any permissible deductions, divided by the number of participatory interests in issue. During the year under review, a fair value loss of R 14 203 (2021: R 97 912) was incurred on investment.

The fair value of the Stanlib Enhanced Yield Fund is based on quoted market prices (unadjusted) in active markets for identical instruments.

No financial assets have been pledged as collateral for liabilities or contingent liabilities

Treasury Regulation 31.3.3 requires that all Schedule 3A entities invest their surplus funds with the Corporation for Public Deposits (CPD at the SARB), unless exempted. In this regard, National Treasury opened a portfolio of accounts for public entities at the CPD to assist in mitigating the credit risk to which they become exposed to when investing funds with commercial financial institutions. The surplus cash in the portfolio becomes available to the national government as bridging finance when required.

Fair Value of Financial Instruments

At year-end, the carrying values of cash and cash equivalents, trade and other receivables, and other payables approximated their fair value due to the short-term maturities of these assets and liabilities. Funds invested are not exposed to currency risk due to changes in foreign exchange rates.

Credit Risk
Cash and cash equivalents
Credit risk is mitigated by the fact that Iziko only deposits cash surpluses with major banks of high credit standing.

The maximum exposure to credit risk at the reporting date is the bank balances as disclosed in the Statement of Financial Performance. The credit rating and balances of the banks used by Iziko are disclosed in note 7.

Trade and Other Receivables
Credit risk is mitigated through management's assessment of the credit quality of debtors, taking into account their financial position, payment history and track record.

The maximum exposure to credit risks at the reporting date is the fair value of trade and other receivables, as disclosed in note 6.The amount presented in the Statement of Financial Position is net of allowance for doubtful debts, which is estimated based on prior experience and current economic conditions. Debtors arise from rental of facilities and professional services rendered Management is of the opinion that the debts are fully recoverable. No collateral is held for any debtor.

Liquidity Risk
Liquidity risk is managed by keeping sufficient cash available for funding through an adequate amount of committed credit facilities and the ability to move funds from short-term financial instruments. Iziko manages liquidity risk by monitoring its cash flow requirements and optimises its cash return on investments. The Council is of the opinion that Iziko has sufficient cash available to settle its financial liabilities.

The table below analyses Iziko's financial liabilities at amortised cost, based on the remaining period at the reporting date, to the contractual maturity date.

	2022	Restated 2021
	R	R
Trade payables	813 663	641 159
Other payables (excluding payables and constructive obligations that do not arise from contracts)	11 929 601	12 797 226
	12 743 264	13 438 385

Maturity Analysis

2022	R LESS THAN 12 MONTHS	R OVER 12 MONTHS
Trade payables	813 663	-
Other payables	11 929 601	-
	12 743 264	-

Restated 2021	R LESS THAN 12 MONTHS	R OVER 12 MONTHS
Trade payables	641 159	-
Other payables	12 797 226	-
	13 438 385	-

The deferred government grant and other deferred income are not financial liabilities, as they are similar to revenue received in advance, and have been excluded from the maturity analysis. They will only become financial liabilities if they become repayable.

Market risks

From an investment perspective, the lingering effects of the COVID-19 pandemic and its impact on financial markets is concerning, especially the decline in global equity markets and the economy in general. Although Iziko is not exposed to foreign exchange rates, the situation has introduced significant uncertainty and volatility into markets and the economy.

Iziko is not locked into long-term interest rates because cash and cash equivalents consist of short-term investments held at registered banks and these deposits attract interest at rates linked directly to the prime overdraft rate. Interest rate exposure is therefore low on Iziko's bank accounts.

Sensitivity Analysis: Cash and Cash Equivalents

The following tables illustrate the impact of a 1% increase and decrease in the interest rate on the Statement of Financial Performance:

	2022	Restated 2021
	R	R
Interest Earned - External Investments	5 676 664	7 017 722
Interest rate	4%	5%
Effect of change in interest rate by 1%	1 501 337	1 417 310

Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

21. Operating Leases

Iziko as Lessor

Operating leases relate to the rental of restaurants in buildings occupied by Iziko Museums of South Africa, with lease terms of between 2 to 5 years, with an option to renew. All operating lease contracts contain market review clauses, in the event that the lessee exercises its option to renew. The property rental income earned under operating leases amounted to R1 470 711 (2021: R1 042 492).

Aounts Receivable under Operating Leases

At the reporting date, the following minimum lease payments were receivable under non-cancellable operating leases for property, plant and equipment, which are receivable as follows:

	2022	2021
	R	R
Up to 1 year	1 427 490	1 427 490
2 to 5 years	713 745	2 141 235
	2 141 235	3 568 725

The following restrictions have, *inter alia*, been imposed by Iziko in terms of the lease agreements:

- The lessee shall not have the right to sublet cede or assign the whole or any portion of the premises let
- The lessor or its duly authorised agent or representative shall have the right, at all reasonable times, to inspect the premises let
- The lessee shall use the premises let for the sole purpose prescribed in the agreement
- No contingent rental income was recognised as revenue in the reporting period

Iziko as Lessee

The operating leases relate to rentals charged for vehicles, berthing fees, photocopiers, with lease terms of between 1 to 5 years, with options to extend. All operating lease contracts contain market review clauses, in the event that the lessee exercises its option to renew. Payments under operating leases amounted to R1 074 435 (2021: R1 217 892)

Amounts Payable under Operating Leases

At the reporting date, the total future minimum lease payments are as follows:

	2022	2021
	R	R
Up to 1 year	523 607	259 279
2 to 5 years	1 406 680	-
	1 930 287	259 279

The following restrictions have, *inter alia,* been imposed in terms of the lease agreements:

- The lessee shall not have the right to sublet, cede or assign the whole or any portion of the property, vehicles or equipment let
- The lessor or its duly authorised agent or representative shall have the right, at all reasonable times, to inspect the property, vehicles or equipment let
- The lessee shall use the property, vehicles or equipment for the sole purpose prescribed in the agreement
- No contingent rent expenses were recognised in the reporting period

Property Owned by Related Parties

Eleven sites occupied by Iziko are owned by the Department of Public Works at no cost during the year. In addition, spaces at one of the Iziko sites at Groot Constantia Estate, Groot Constantia are occupied free of charge by Iziko. The lease of the buildings is open-ended with no lease term.

22. Related Parties

22.1 Department of Sports, Arts and Culture

DSAC provides Iziko with an operational grant, as well as municipal services, leases and cost of compliance grants. In addition, DSAC made payments to the Property Management and Trading Entity (PMTE) of the DPWI on behalf of Iziko for user recovery costs comprising municipal property rates, maintenance costs, contributions to a refurbishments reserve and property management fees in the amount of R 5 294 707 (2021: R 5 023 441)

The amounts involved in the transactions with DSAC are as follows:

	2022	2021
	R	R
Grant received – Subsidy per Statement of Financial Performance	96 638 000	88 153 000
Grant received: Emergency Fire Escape (Note 12.2)	-	4 520 000
Grant received: Maintenance & Conservation of 9 Sites (Note 12.2)	-	14 050 000
Grant received: Presidential Employment Stimulus Programme (Note 12.2)	-	158 838
Property management charge expenses	5 294 707	5 023 441
Service in- Kind Income	5 294 707	5 023 441

20.2 Castle of Good Hope

The Iziko William Fehr Collection is housed at the Castle of Good Hope, and there is an agreement that Iziko will receive one third (1/3) of the admission fees

	2022	2021
	R	R
Opening Balance	4 294 342	4 136 388
Admission fees	358 041	157 954
Balance due to Iziko at year-end	4 652 383	4 294 342

The balance due to Iziko at year-end remain unpaid at 31 March 2022 and allowances for credit losses related to unpaid amounts included and as disclosed in Note 6, as follows:

	2022	2021
	R	R
Allowance for credit losses (Refer to Note 6)	4 652 383	4 294 342

22.3 National Museum of Bloemfontein

During the prior year Iziko incurred travel expenditure relating to a National Research Foundation (NRF) grant for a staff member who subsequently took up employment at the National Museum of Bloemfontein. The grant, attached to the staff member's research, was transferred by the NFR to the National Museum of Bloemfontein, which refunded the travel costs to Iziko. The National Museum of Bloemfontein is a Heritage institution also under the control of Department of Sport, Arts and Culture.

22.4 National Research Foundation

Iziko receives grant funding for a number of research projects from the National Research Foundation (NRF). Grants are awarded from 1 January to 31 December of each year and expenditure on projects are claimed for refund by the NRF monthly after the expense has been incurred. A grant deposit is also awarded to assist in bridging the finance of NRF funded research projects.

The amounts involved in the transactions with the NRF are as follows:	2022	2021
	R	R
Grant Income Received iro expenditure claims	1 358 409	2 467 954
Grant Income Deferred	195 857	113 012
Sundry Creditors	15 937	67 441
Sundry Debtors	299 704	180 732
Grant Deposit	4 000 000	3 900 000
Refund Payment to NRF iro overclaim	-	153 856,33
Refund Payment to NRF iro grant deposit reduction		300 000

22.5 Department of Public Works

The following Iziko sites, owned by the Department of Public Works (DPW), used as exhibition and storage spaces and for administrative purposes are occupied free of charge by Iziko

- SA Museum and Planetarium
- SA Museum Courtyard Wing
- Rust & Vreugd
- Slave Lodge
- Bo-Kaap
- SA National Gallery & Galley Annexe
- Old Townhouse
- Koopmans De Wet House
- Social History Centre
- Bertram House
- William Fehr
- Wingfield Hangar Storage

The buildings were inspected and the market value of the rentals to the value of R 41 312 822 (2021: R 42 852 907 have been recognised as Service in Kind Income and lease expenditure in the Statement of Financial Performance as disclosed in Notes 14 and 21.

22.6 Management and Council

The two major classes of Management are Iziko's Senior Management, and its Council Iziko's Senior Management consists of those persons responsible for planning, directing and controlling the activities of the entity, and Iziko's Council is charged with the governance of the entity, in accordance with legislation. The Emoluments of Council, Committee Members and Senior Management is disclosed below.

22.6.1 Emoluments of Council and Committee Members

		2022 R		2021 R	
NAME	TERM SERVED IN REPORTING PERIODS	COUNCIL	AUDIT AND RISK COMMITTEE	COUNCIL	AUDIT AND RISK COMMITTEE
RP Solomons (Chairman)	01 April 2021 - 31 March 2022	107 304		153 960	-
JE Leshabane	01 April 2021 - 31 March 2022	85 578		81 302	-
S Makhathini	01 April 2021 - 31 January 2022	53 648	1962	59 993	-
A Dlamini	01 August 2016 -30 Sept 2020			-	2 946
N Nicholls	16 May 2017 – 31 May 2020			-	10 014
K Govender	01 April 2021– 31 March 2022	64 131	1962	5 226	-
P Masilo	01 April 2021– 31 March 2022	64 567		60 972	-
M Moonsamy	01 April 2021– 31 March 2022	66 747	1962	69 575	-
F Nzama	01 August 2019– 7 August 2020			25 153	-
S Siyengo	01 April 2021- 02 February 2021			35 276	8 838
P Heeger	01 April 2021– 31 March 2022		24 552	-	11 307
P Ntuli	01 August 2021– 31 March 2022	47 801			
J Gunther	01 May 2021– 31 March 2022		27 171		
Total		489 776	57 609	491 457	33 105

The Audit and Risk Committee reviews the control, governance and risk management within the entity and committee members are independent.

22.6.2 Remuneration of Senior Management

Senior Management Emoluments 1 April 2021 to 31 March 2022

							2022 R
NAME	JOB TITLE	SALARY	ANNUAL BONUS	ALLOWANCES	EMPLOYER CONTRIBUTIONS	OTHER ALLOWANCES	TOTAL COST TO COMPANY
Ms RH Omar	Chief Executive Officer	1 449 432	120 786	226 517	235 533	6 914	2 039 182
Dr BC Ndhlovu	Executive Director Core Functions	1 193 292	99 441	142 270	272 947	2 974	1 710 924
Ms D Crous	Executive Director Operations	1 193 292	99 441	148 270	401 378	2 974	1 845 355
Ms CA Davids	Director Advancement	506 904	33 902	120 326	82 372	2 974	746 478
Mr H Arnolds	Director Education & Public Programmes	601 284	50 107	120 326	97 709	2 974	872 400
Mr P Tichmann	Director Collections and Digitization	601 284	50 107	120 326	97 709	2 974	872 400
Ms F Johadien	Director Support Services	685 848	57 154	120 326	125 850	2 974	992 152
Ms R Pedro	Chief Financial Officer	685 848	57 154	126 326	125 850	2 974	998 152
Ms LA Rudolph	Director Human Resources	596 376	49 698	120 326	111 311	2 974	880 685
Dr W Florence (from 01 October 2021)	Director Research and Exhibitions	300 642	4 176	63 163	48 854	1 515	418 350
Ms SL Glanville (to 29 February 2021)	Director Research and Exhibitions	-	5 374	-	-	13	5 387
Total Remuneration for Senior Management		7 814 202	627 340	1 308 176	1 599 513	32 234	11 381 465

Senior Management Emoluments 1 April 2020 to 31 March 2021							2021 R
NAME	JOB TITLE	SALARY	ANNUAL BONUS	ALLOWANCES	EMPLOYER CONTRIBUTIONS	OTHER ALLOWANCES	TOTAL COST TO COMPANY
Ms RH Omar	Chief Executive Officer	1 449 432	120 786	226 517	235 533	6 278	2 038 546
Dr BC Ndhlovu	Executive Director Core Functions	1 193 292	99 441	142 270	272 947	2 690	1 710 640
Ms D Crous	Executive Director Operations	1 193 292	99 441	148 270	396 076	2 690	1 839 769
Ms CA Davids (from 13 January 2020)	Director Advancement	111 131	-	26 380	20 578	672	158 761
Mr H Arnolds	Director Education & Public Programmes	601 284	50 107	120 326	97 709	2 690	872 116
Mr P Tichmann	Director Collections and Digitization	601 284	50 107	120 326	97 709	2 690	872 116
Ms F Johadien	Director Support Services	685 848	57 154	120 326	125 850	2 690	991 868
Ms R Pedro	Chief Financial Officer	685 848	57 154	126 326	125 850	2 690	997 868
Ms LA Rudolph (from 1 July 2020)	Director Human Resources	447 282	16 566	90 244	83 483	2 017	639 592
Ms SL Glanville (to 29 February 2021)	Director Research and Exhibitions	677 605	64 487	100 386	151 208	2 527	996 213
		7 646 298	615 243	1 221 371	1 606 943	27 634	11 117 489

*Included under the category 'Other' are payments for subsistence and travel, performance bonus and 3G card

23. Other Employee Benefits

Pension Fund

Iziko operates pension funds that provide benefits on both defined benefit and defined contribution plans for all indefinite employees. The Alexander Forbes Retirement Fund (an umbrella fund now incorporating the Iziko Retirement Fund) and Museums Pension Fund are administered on behalf of Iziko by pension fund administrators and are governed by the Pension Funds Act (Act No 24 of 1956), as amended, while the Associated Institutions Pension Fund Act (Act No 41 of 1963) governs the Associated Institutions.

Pension Fund

An independent Board of Trustees manages each fund.
The Museums Pension Fund is a multi-employer plan The assets of the Museums Pension Fund, which is a defined benefit plan fund, represented a funding position of 100%, and Iziko's updated liability as at 1 April 2020 was nil.

The rules of the Museums Pension Fund were amended to include a defined contribution category, and states that no new members are allowed to join the defined benefit category with effect from 1 April 2003. All new employees appointed with effect from 1 April 2003 are required to join the defined contribution category, while the existing participating employees have remained members of the defined benefit category of the Museums Pension Fund at the existing contribution rate.

Contribution Rates

The following rates of contribution are applied:

Alexander Forbes Retirement Fund
Defined contribution category: Employee contribution is 7.5% of pensionable salary (basic salary plus annual bonus) and the employer contributes 20.62%In respect of all new employees appointed with effect from 1 July 2007 who join the Alexander Forbes Retirement Fund, the employer contributes 15%, while the contribution for existing participating employees remains the same.

Museums Pension Fund
Defined benefit category: Employee contribution is 7.5% of pensionable salary (basic salary plus annual bonus) and the employer contributes 20%.The employer contribution rates can fluctuate as a result of changes to the insured benefit rate.

Defined contribution category: Employee contribution is 7.5% of pensionable salary (basic salary plus annual bonus) and the employer contributes 15%.

	2022 R	2021 R
Pension fund expenditure recognised during the year	7 658 439	7 943 084

Associated Institutions Pension Fund
Defined benefit category: Employee contribution is 7.5% of pensionable salary (basic salary only) and the employer contributes 12%.

24. Contingent Liabilities

24.1 Post -retirement Medical Benefits

Three (3) staff members who joined the institution before 1 October 2004 qualify for the post -retirement medical aid benefits but have not yet elected to utilise this benefit. The estimated contingent liability is R 2 451 260 (2021: R 4 164 341).

24.2 Retention of Cash Surplus

In terms of Section 53(3) of the PFMA, public entities are required to obtain prior written approval from National Treasury in order to retain cash surpluses that were realised in the current financial year. Based on a formula prescribed by National Treasury, Iziko has calculated that in the current year a cash surplus amounting to R 87 005 245 (2021: 83 831 973) has arisen. A written application for the abovementioned amount to be retained, will be made to National Treasury on or before the stipulated due date.

24.3 Penalties and interest

VAT on the value of the imported services was not made to SARS within 30 days from time of supply, which may result in the imposition of penalties and interest by SARS. An application to waiver the penalties was made to SARS in September 2021, and the outcome of the application is still pending. The estimated contingent liability for penalties and interest amounts to R29 665,71 and R74 919,35 respectively.

25. Capital Commitments

Capital commitments refer to agreements entered on or before the end of the financial year for the purchase of major items of property, plant and equipment, intangible and heritage assets in subsequent accounting periods, and where delivery has not taken place at the reporting date.

At the financial performance date, Iziko had the following contractual commitments for the acquisition of property, plant and equipment:

	2022 R	2021 R
Furniture	20 700	-
Equipment	988 554	1 198 307
Computer Equipment	191 554	59 883
Leasehold Improvements	-	459 795
TOTAL	1 200 808	1 717 985

26. Prior Period Adjustments

26.1 Expense Classification

During the year under review, expenditure disclosed on the face of the statement of financial performance has been reclassified to allow disclosure that meet the principles of relevance, faithful representation, understandability, timeliness, comparability, and verifiability as indicated in the table below.

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R

	AS PREVIOUSLY REPORTED	RECLASSIFICATION	RESTATED
Expenses	175 720 956	2 124 728	173 596 228
Personnel expenses	67 546 001	(67 546 001)	-
Employee Related Costs		67 860 270	67 860 270
Administrative expenses	19 175 550	(19 175 550)	-
General expenses		86 667 720	86 667 720
Other operating expenses	69 374 991	(69 374 991)	

Personnel costs have been stratified into the various categories of employee costs as disclosed in note 17. The effect of the reclassification has resulted in a decrease in Personnel expenses and an increase in Employee Related Costs by R 67 546 001.

Administrative expenditure amounting to R 19 175 550 and Other Operating expenses of R 69 374 991 have been combined into one category with details disclosed in note 18. The effect of the reclassification has resulted in a decrease in Administrative expenditure amounting by R 19 175 550 and Other Operating expenses by R 69 374 991 and an increase in General expenses by R 86 667 720

26.2 Adjustments

It was found that adjustments were required to be made to certain transactions related to the prior year and reported based on information available at the time of reporting. the Valuation Reserve in the Statement of Financial Position and the Statement of Net Assets.

Upon application of disability benefits, a refund of R 240 294 was made to Iziko for staff salaries paid and included in Employee Related Costs in the prior year. In addition, upon resignation, a staff member repaid Iziko an amount of R 28 990 for study fees paid in the prior year. Both amounts were received by Iziko in the current year, which means that Employee Related Costs had been overstated by R 240 294 and General expenses, which include Staff training and development costs had been overstated by R 28 990 previously. Accounts receivable had been understated by R 269 284 previously. The effect of the adjustments has been to reduce Employee Related Costs and General expenses and increase Accounts receivable in the prior year.

27. Prior Period Errors

Prior period errors from the previous year have been discovered and corrected by restating comparative amounts in the annual financial statements.

During prior years, a number of assets were brought into Iziko's books account at incorrect amounts of R0 and R1 each. Since the assets were in use, the fair value of these assets was calculated using a depreciated replacement cost approach, the effect of which has been to increase Property, Plant and Equipment by R 14 160 775 and Accumulated depreciation by R 10 332 085. In addition, the depreciation related to these assets was recalculated at the correct amount of R 786 493. The net effect of these corrections has resulted in an increase in Property Plant and Equipment of R3 828 689 and the Accumulated surplus by R3 041 845 in the Statement of Financial Position and an increase in depreciation and amortization expense of R786 493 in the Statement of Financial Performance.

During the year under review Heritage assets, which had previously inadvertently not been valued in prior years, were valued and included in heritage asset listings. This has resulted in an increase of R10 331 680 in both Heritage assets as well as the Heritage asset Valuation Reserve amounts disclosed in the Statement of Financial Position and the Statement of Changes in Net assets for the year ended 31 March 2021.

It was discovered interest accrued had erroneously not been accounted for by an amount of R7 754; resulting in interest income being understated. In addition, overtime costs of R 1 611 were accrued twice resulting in an overstatement of Employee Related Costs and an understatement of the staff control account at year end. Furthermore, an administration fee to a donor was overcharged by R17 436 and needed to be reversed. The correction of these errors has resulted in an increase of R7 754 in interest income, a decrease of R17 436 in other income and a decrease of R1 611 in Employee Related Costs. Trade Receivables decreased by a net amount of R 8070.

It was found that due to an error, municipal charges were overstated by R 2 311 844. In addition, expenditure of R 72 427 related to fines and penalties, conference fees amounting to R1 642, and staff meals of R 161 were overstated in error in the prior year. Furthermore, expenditure items on foreign services were understated by Vat totaling R296 657, exhibition expenses of R120 000, lighting expenses of R 86 606, expenditure related to the rental of equipment amounting to R 28 490, consultant expenditure of R270 and honorarium expenses of R218 were also understated in error. The cumulative effect of these transactions has resulted in a net understatement of R 1853 832 in trade payables and general expenses in the previous year.

It was discovered that Service In kind income, as well as the related leasing expense included Vat of R6 427 936, which is incorrect. The effect of the error correction has been a reduction of Service in Kind income and leasing charges, included in General expenses by 6 427 936.

During the prior year actual expenditure related to pensioners' medical aid contributions were not used but estimated in the actuarial valuation. The error has been corrected and has resulted in an increase in employee related costs and a decrease in the Post retirement actuarial loss by an amount of R556 174.

The net effect of the corrections has resulted in a total increase R 5 156 891 in the Accumulated Surplus in the Statement of Financial Position and the Statement of Changes in Net Changes and a decrease in the net deficit of R 1 328 554 in the Statement of Financial performance.

The impact of the corrections and reclassifications and adjustments referred to in note 27, are summarized in the table below:

2021
R

	AS PREVIOUSLY REPORTED	RECLASSIFICATIONS AND ADJUSTMENTS (NOTE 27)	CORRECTIONS	RESTATED
Statement of Financial Position				
Property Plant and Equipment	32 279 210		3 041 845	35 321 055
Heritage assets	2 514 241 726		10 331 680	2 524 573 406
Trade and other receivables from exchange transactions	6 991 222	269 284	(8 070)	7 252 436
Trade and other payables from exchange transactions	9 847 189		(1 853 832)	7 993 357
Heritage Asset Valuation Reserve	2 503 400 213		10 331 680	2 513 731 893
Retained Earnings/Accumulated Loss	48 194 518		5 156 891	53 351 410
Statement of Financial Performance				
Service in kind income	54 304 285		(6 427 936)	47 876 348
Interest earned - external investments	7 009 967		7 755	7 017 722
Other income	448 305		(17 436)	430 868
Employee Related Costs		67 305 707	554 563	67 860 270
Personnel expenditure	67 546 001	(67 546 001)		
Administrative Expenses	19 175 550	(19 175 550)		
Depreciation and amortisation expenses	10 833 074		786 493	11 619 566
Post Retirement Actuarial Loss	892 607		(556 174)	336 433
General expenses		88 521 551	(8 281 767)	80 239 784
Other Operating Expenses	69 374 993	(69 374 991)		
Statement of Changes in Net Assets				
Accumulated Surplus	48 194 518		5 156 891	53 351 410
Heritage Asset Valuation Reserve	2 503 400 213		10 331 680	2 513 731 893

28.Changes in Accounting Estimates

Depreciable assets' original remaining useful lives have been increased in the beginning of the current period to reflect the actual pattern of service potential derived from the assets. The effect on the current period is a decrease in the depreciation charge of R 5 717 865 (2021: R 518 569) and a decrease in the amortisation charge of R 3 583 95 (2021: R 38 763) to the statement of financial performance in the current period.

The effect on future periods will be an increase in the depreciation and amortisation charges in future periods.

29. Deviations from Internal Procedures

During the financial year, 1 April 2021 to 31 March 2022, expenditure amounting to R 2 730 814 (2021: R 1 868 135), represented deviations from Iziko's internal procedures. These expenditures are deviations from the Supply Chain Management (SCM) Policy and procedures with regard to procurement of goods and services. Due to the conditions prevailing at the time, and the nature of the special services required, it would have been impracticable to follow the prescripts of the SCM regulations and internal policies and procedures. It can be confirmed that these deviations were not as a result of fraudulent, corrupt or criminal activities or actions that deprived the state of value for money that may result in the state instituting a civil claim against a third party. No amounts need be recovered from any official because no one is liable in law, and the amounts remain as a debit against the relevant programme/ expenditure item.

30. Fruitless and Wasteful Expenditure

Fruitless expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the Statement of Financial Performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance. In the prior year, it was found that overpayments had been made to audit committee members in the amount of R819, due to an administrative error. The amounts will be recovered in the 2021/22 financial year,

	2022 R	2021 R
Opening balance	-	30 235
Fruitless and wasteful expenditure relating to current year		819
Less amounts to be recovered from the relevant staff members or service provider		(819)
Less amount condoned by the accounting authority		(30 235)
Balance submitted to accounting authority for condonation	-	-

31. Irregular Expenditure

Irregular expenditure is expenditure other than unauthorised expenditure, incurred in contravention of, or that is not in accordance with, a requirement of any applicable legislation, including the Public Finance Management Act (Act No 1 of 1999, as amended by Act No. 29 of 1999), or any regulations made in terms of this Act.

	2022 R	2021 R
Opening Balance	19 970 461	19 970 461
Irregular expenditure relating to the current year	492 139	-
	20 462 600	19 970 461
Less amount condoned by the Accounting Authority/ National Treasury	(19 871 956)	-
	590 644	19 970 461

National Treasury has condoned expenditure amounting to R 19 871 956 which was regarded as irregular in terms of regulation 14 of the Preferential Procurement Regulations and paragraph 22 of Treasury Instruction note 3 of 2014/15. The bid related to the award of a bid to a foreign supplier without obtaining the tax clearance certificate.

During the current year, the contract motor vehicle lease contract with Eqstra Corporation was extended from 1 June 2020 to 31 January 2021. The value of the contract extension exceeded 15%, without prior written approval having been obtained from National Treasury, as required in National Treasury Instruction 3 of 2016/2017 , which resulted in irregular expenditure in the amount of R492 139.

The balance of R 98 505 related to expenses incurred in prior years in contravention of regulations. In terms of the Preferential Procurement Regulations 2017 8(2), the required SBD 6.2 form which is a declaration certificate for local production and content for designated sectors was not obtained at the time of requesting quotes for the purchase of furniture in the amount of R 45 551.

In addition, an award was made for services in the amount of R 52 954 to a service provider that did not score the highest points for B-BBEE, as required by Preferential Procurement Regulations 10(1). These amounts have been condoned by Iziko's Council, as which the Accounting Authority. However, condonation has not been granted by National Treasury to date.

32. Segment Reporting

Iziko's programmes are not segments in terms of the definition in GRAP 18 and therefore segment reporting is not required. Iziko has a national focus, with sites of varying sizes located in close proximity of less than a 20-kilometer radius within the central Cape Town area, which is considered one geographical area and reporting cannot be distinguished per geographic area as the information is not classified as such in Iziko's records.

No information relating to:

(a) external revenues from non-exchange transactions and external revenues from exchange transactions or
(b) total expenditure and
(c) non-current assets other than financial instruments, deferred tax assets (where applicable), post-employment benefit assets, and rights arising under insurance contracts attributed to different geographical areas has been disclosed

33. Public Finance Management Act, 1999 (Act No 1 of 1999) (PFMA)

Section 55 (2)

No material losses through criminal conduct were incurred during the year Fruitless and Wasteful expenditure has been disclosed in note 30.

Section 53 (3)

The Council may not accumulate surpluses unless prior written approval by the National Treasury has been obtained. Application was made to the National Treasury, via the Department of Sports, Arts and Culture, to be exempted from investing Iziko's surplus funds with the Corporation for Public Deposits, as prescribed in Treasury Regulation 31.In terms of guidelines from the Treasury, the surplus arrears are to be related to accumulated surplus, as per the Statement of Financial Position at the time of application. Iziko had an accumulated cash surplus, and approval will therefore sought to retain the cash surplus as at 31 March 2020.

Section 54 (2)

In terms of the PFMA and National Treasury Regulations 2815, the Council has developed and agreed to a framework of acceptable levels of materiality and significance.

34. Going Concern Assumption

The AFS presented herein are based on historical figures from 1 April to 31 March 2022. Iziko's revenues have been impacted negatively as a result of the effects of the novel coronavirus outbreak and uncertainty of the future demand for museums as destinations remain. Although the long to medium term financial impact of the COVID-19 pandemic cannot be reasonably estimated at this time, and depending on future developments, which cannot be predicted, the economic downturn experienced by many countries, including the South Africa, could lead to a material effect on Iziko's operations, financial performance and position.

To make a final going-concern assessment, Council has considered the entity's ability to remain in business and negative financial trends have been evaluated. After the financing processes had been analysed, Council has come to the conclusion that Iziko is in a solvent position and will continue to operate for the foreseeable future, Iziko has received allocation letters from the Department of Sport, Arts and Culture (DSAC) detailing subsidy allocations which will allow the institution to function for the next three years. On the basis of the review, and in view of the current financial position, the Council has every reason to believe that Iziko will be a going concern in the year ahead and has continued to adopt the going concern basis in preparing the AFS.

35.Events after reporting date

No adjusting post balance sheet events have been recorded

36. Taxation

Iziko is exempt from taxation in terms of the provision of Section 10(1) (cA) (i) of the Income Tax Act, 1962 (Act No.58 of 1962), as amended.

6 | APPENDICES

George Hallett Print, Digitized and photographed for Iziko Museums' Archives.

CONTENTS

Visitors waiting to enter the Iziko South African Museum on Heritage Day, 2021.

Support Services staff members wearing their new uniform at the Iziko South African Museum, 2021.

6.1 Facilities Management

Conservation and Maintenance Plan

As legislated, the maintenance of the following nine state-owned historic buildings managed by Iziko Museums must be guided by a Conservation Management Plan (CMP):

- Bertram House and Bertram House Annexe (early 19th century)
- Bo-Kaap Museum (early 19th century)
- Koopmans-de Wet House (18th century)
- National Mutual Building (20th century) housing the Social History Centre
- Old Town House (18th century) housing the Michaelis Collection
- Rust en Vreugd Museum (late 18th century) and Rust en Vreugd Annexe
- Slave Lodge (foundation was laid in 1679, but sections were added in 17th and 18th centuries)
- SA Museum (late 19th century) and Planetarium (20th century)
- SA National Gallery (20th century) and SA National Gallery Annexe

Architects with heritage expertise, funded by the Executive Authority, were appointed to assess the condition of the nine buildings where Iziko Museums is required to manage day-to-day maintenance, and an EBCR, a five-year Conservation and Maintenance Plan, a CMP and as-built drawings were developed for each of the buildings.

The condition assessments indicate that 67% of the buildings are structurally in good condition and 33% are in fair condition, however all the buildings require repair and maintenance.

6.2 Donors

Iziko Museums gratefully acknowledges the generous contributions over the past year of various donors, which have assisted to supplement our subsidy from the Department of Sport, Arts and Culture, thereby making key exhibitions, educational programmes, research and training possible.

- Department of Sport, Arts and Culture
- George Washington University
- National Research Foundation (NRF)
- Nedbank – Abe Bailey Trust
- Paleontological Scientific Trust (PAST)
- South African National Biodiversity Institute (SANBI)
- University of Cape Town – Andrew Mellon Foundation
- University of the Witwatersrand - Centre of Excellence

6.3 Partners

During 2021/22, 60 long-term[2] partners continued to contribute in diverse ways to the successful delivery of our strategic objectives. It is noted that although not all these relationships have been formalised via Memoranda of Understanding they are acknowledged herein as an ongoing relationship that supported Iziko's productivity and delivery.

These include:

1. Ambassade van het Koninkrijk der Nederlanden in Zuid-Afrika/Embassy of the Kingdom of the Netherlands
2. Andrew W Mellon Foundation
3. British Council | South Africa
4. British Museum: International Training Programme
5. Brown University: Centre for the Study of Slavery and Justice
6. Cape Peninsula University of Technology (CPUT)
7. Cape Town Partnership
8. Cape Town Tourism
9. Castle Control Board
10 Ceramics Southern Africa Western Cape
11 City of Cape Town
12. Commonwealth Association of Museums (CAM)
13. Consulado-Geral do Brasil na Cidade do Cabo/ Consulate General of Brazil in Cape Town
14. Consulat général de France au Cap/ French Consulate General in Cape Town
15. Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA)
16. Department of Public Works and Infrastructure (DPWI)
17. Department of Science & Innovation
18. (DSI)\DSI- NRF Centre of Excellence in Palaeosciences
19. Freedom Park
20. Friends of the Iziko South African Museum
21. Friends of the Iziko South African National Gallery
22. GeoGenetics Centre, University of Copenhagen
23. George Washington University
24. Global Biodiversity Information Facility (GBIF)
25. Global Curatorial Project on Slavery
26. Golden Arrow Bus Services
27. Groot Constantia Trust
28. HCI Foundation
29. Human Evolution Research Institute (HERI)
30. Institute for Creative Arts (ICA)
31. International Committee of Museums (ICOM)
32. Inyathelo: The South African Institute for Advancement
33. Lidderdale Trust Fund

2. The term 'long-term partner' is used by Iziko Museums to denote relationships that add value and enable Iziko Museums' productivity and delivery over a period of more than one year, and are not linked to a single project but multiple initiatives. Although some of these partners may also be acknowledged donors during the reporting as they provided banked donor income to the institution, they also continued to act as ongoing supporters and enablers.

The Heart FM Squad at the Column of Memory,
Iziko Slave Lodge, 2021.

Shanaaz Galant, Iziko Curator, giving the US Consulate in
Cape Town delegates a guided tour of the Iziko Slave Lodge, 2021.

34. Michaelis School of Fine Art, University of Cape Town
35. National Heritage Council of South Africa (NHC)
36. National Library of South Africa
37. National Lotteries Commission (NLC)
38. National Research Foundation (NRF)
39. Palaeontological and Scientific Trust
40. Rhodes University (RU)
41. Robben Island Museum
42. Slaves Wrecks Project
43. Smithsonian Institution – National Museum of African American History & Culture (NMAAHC)
44. South African Astronomical Observatory (SAAO)
45. South African Heritage Resources Agency (SAHRA)
46. South African Institute of Aquatic Biodiversity (SAIAB)
47. South African National Biodiversity Institute (SANBI)
48. Standard Bank of South Africa Limited
49. Stanford University
50. Stellenbosch University (SU)
51. The Abe Bailey Trust
52. The Rowland and Leta Hill Trust
53. University of Cape Town (UCT)
54. University of the Western Cape (UWC)
55. University of the Witwatersrand (Wits)
56. US Consulate General in Cape Town
57. US Embassy in South Africa
58. West Coast Fossil Park Trust
59. Western Cape Government – Cultural Affairs and Sport (DCAS)
60. Western Cape Government – Education Department (WCED)

Project Partnerships 2021/22

During 2021/22, a number of partnerships were forged in support of specific exhibitions, education and research projects. Several exhibition project partnerships were formalised via Memoranda of Agreement/Understanding, these include:

- *Islamic Art – An African Interpretation*, partnership with the South African Foundation for Islamic Art (SAFIA)

The following project partners supported various Iziko projects and programmes. In addition to the strategic partnerships, our Education department and Planetarium and Digital Dome benefit from the following, often ongoing, relationships that enhance our sustained delivery.

- **University of Cape Town** and the Iziko Planetarium and Digital Dome. Iziko hosts researchers on Mondays to perform research activities in the Digital Dome.
- **HCI Foundation** and the HCI Community Transport Programme that supplies buses to Iziko Museums for use by schools and communities.
- **Western Cape Education Department** and Iziko Museums Art Education Division.
- **Mary Harding School** brings learners with special needs to the Annexe to participate in art activities.
- **Meaningful Access Project** brings people with special needs to Iziko Museums to work on art projects.
- **Butterfly Art Project** is an ongoing partnership where visitors are brought to the South African National Gallery and the Annexe for art activities.
- **Western Cape Museum Educator Group** host museum educators during workshops.
- The Indigenous Languages Action Forum, Western Cape Department of Cultural Affairs and Sport, Konrad Adenauer Stiftung, Pan South African Language Board, Western Cape Language Committee, Cape Peninsula University of Technology, National Library of South Africa, Afrikaanse Taalraad and City of Cape Town Central Library, collaborated to host, present and *celebrate International Mother Language Day*, themed, Celebrating Linguistic and Cultural Diversity in 2022.

- **Puppet Planet** and Cape Town-based Jungle Theatre Company, hosting a series of activations celebrating South Africa's natural heritage, Iziko's collections and the professional and amateur scientists who study, teach and unlock the past.
- **Centre for Conservation Education** collaborates with Iziko Museums to present educational programmes at Groot Constantia.
- **The Philippi Village in partnership with Elvis Amor (media and marketing agency)** organised an event to shine a spotlight on township youth and create awareness of the benefits of science and innovation in youth empowerment.
- **B&M Scientific Project**, an instrument of transformation within Western Cape communities that creates a permanent positive change in the lives of South African children through entrepreneurship, science, maths and technology, hosted the Love Science Expo, which aims to expose learners to the exciting opportunities that await them if they choose to study and work in science-related fields.

Statement from The Friends of the Iziko South African Museum

The Friends of the Iziko South African Museum is a non-profit organisation supported by a committee of five members, Munro Bloch, Medeé Rall, Kathy Jay, Brian Davey and Charlotte Honiball, who are committed to promoting the Iziko South African Museum (ISAM), especially the research and work of its world-rated scientists. This is achieved through a programme of monthly lectures, field trips and day outings reflecting the culture of the Iziko South African Museum.

The Friends of the Iziko South African Museum is open to people of all ages who are interested in learning and exploring the natural and social history of our country. Membership currently stands at approximately 330 people.

Through the successful use of social media, we have been able to reach a wider and more diverse audience for our lectures and activities. Our activities were curtailed due to the lockdown in 2020. Online lectures replaced lectures at the Iziko Museum and this will continue for the foreseeable future. The monthly lecture programme continues with interesting talks by specialists and experts in different fields, such as astronomers, botanists, palaeontologists, entomologists, historians and zoologists.

In order to ensure that the Friends organisation continues to thrive and remains financially viable after more than thirty years, we now charge for lectures, and will do so until events in the lecture theatre at the Museum can once again resume. Therefore, with the assistance of Webtickets, who

Panoramic view of the Karoo landscape near Fraserburg, 2021.
Credit: Claire Browning © Iziko Museums of South Africa.

Installation View of *Territories Between Us* at Iziko South Africa National Gallery, 2021.

manage the bookings, we charge a nominal amount of R40 for members and R65 for non-members per lecture to cover these costs. These lectures are widely advertised to attract a larger audience.

Our outings have resumed for fully vaccinated participants. Outings included a tour of Green Point Park, a visit to the Rupert Museum in Stellenbosch, exploring the William Fehr Collection at the Castle of Good Hope and Rust en Vreugd with Esther Esmyol, and a visit and tour of the Remembrance Gallery at Leeuwenhof Estate, with more exciting events in the planning phase.

We were thrilled to resume our annual Karoo fossil trip after a two-year absence. This tour filled very quickly and was thoroughly enjoyed by 22 participants.

Statement from The Friends of The Iziko South African National Gallery

After the past two years, which have been unlike any others, the Friends of the Iziko South African National Gallery are looking forward to embracing the new normal in our relationship with the Gallery.

Certainly, in our 54 years of close affiliation with the ISANG, the changes in the art world have been many. We had to say goodbye to the long-serving curator of the Michaelis Collections and Historical Collections, Hayden Proud, but were delighted to see the appointment of Andrew Lamprecht in his stead. We have also had to say goodbye to Friends Council member Gcotyelwa Mashiqa, who, along with securing a position at the Bag Factory in Johannesburg, graduated cum laude with a master's degree from the University of the Western Cape. More recently, we were saddened to hear of the passing of Marilyn Martin, former Director of the South African National Gallery. Our relationship with Marilyn was a long one and we hoped to see it continue for many years to come.

We have not been able to facilitate live events, simply because we have not wished to potentially expose our members to Covid-19, or find ourselves responsible for hosting a super-spreader event. Fortunately, with many people now vaccinated, sanitising as familiar as brushing one's teeth and masks being worn unchallenged at indoor events, we plan to embrace the reopening of the Gallery in September this year with a full events and education programme.

Best wishes,
The Council of the Friends of the ISANG

6.4 Exhibitions

- *Territories Between Us*, curated by Tšhegofatšo Mabaso, ISANG, 9 April 2021
- Coral Bijoux - Dreams as (R)evolution, curated by Ingrid Masondo, iSANG, 01 May 2021
- Leora Farber - *Disquieting Domesticities vestiges of violence or a Ghost in the House*, curated by Andrea Lewis, iSANG, 01 May 2021
- *The Posterity Project:* Bokkie Bent Double, curated by Esther Esmyol liaison, Castle, 16 December 2021
- *Plot:* Critical Zones, curated by Andrew Lamprecht & Eugene Bergh, ISAM, 24 December 2021
- *Islamic Art - an African Interpretation,* curated by Annelize Kotze, IBKM, 29 January 2022
- *AmaHubo* - Buhlebezwe Siwani, curated by Ingrid Masondo & Tšhegofatšo Mabaso, iSANG, 05 January 2022
- *Digging Deep,* curated by Dr Wendy Black, ISAM, 18 February 2022
- *African Savannah* , curated by Denise Hamerton , ISAM, 21 February 2022
- *Graduate Exhibition*, curated by Tšhegofatšo Mabaso, iSANG, 15 March 2022

6.5 Workshops and Conferences

- Simon van Noort, Seminar (virtual), Participated in seminar, International wasp specialists participating in virtual online Darwin wasp seminar, 23 April 2021
- Simon van Noort, Symposium (virtual), The evolutionary history of Chalcid wasps (Hymenoptera), International wasp specialists, 06 May 2021
- Claire Browning, International conference (virtual), Detailed sedimentology of the late-Ordovician Soom Shale Lagerstatte in South Africa, International sedimentology specialists, 21 June 2021
- Simon van Noort, Symposium (virtual), Participated in conference, International entomologists, 29 June 2021
- Jaco Boshoff and Wendy Black, Conference poster (virtual), Wine Archaeochemistry: A Multi-Platform Analytical Approach To Chemically Profile Shipwreck Wines, International viticulture and oenology specialists, students and enthusiasts, 23 June 2021
- Wendy Black, Lecture (virtual), Human Remains: Museums, Science and Ethics, UCT curatorial honours students and lecturers, 10 June 2021
- Wendy Black, Workshop (virtual), Community engagement & the ethics of studying human remains (recent and ancient), Postgraduate palaeogenomics students from Europe and Africa, 15 June 2021
- Wendy Black, Lecture (virtual), Archaeology in the service of social justice, South African and SADC archaeology students, 28 June 2021
- Amy Sephton, Workshop (virtual), Digital Engagement Workshop, VISSA members (Visitor Interpretation Studies SA), 26 May 2021
- Ingrid Masondo, Panel discussion (virtual), Africa and the Ambivalence of Seeing, International, visual cultures interest groups, 23 May 2021
- Nokuthula Nhleko, Symposium (virtual), Participated in conference, Hymenopterists, 06 May 2021
- Nokuthula Nhleko, Symposium (virtual), Participated in conference, Entomologists, 29 June 2021
- Terry Reynolds, Virtual seminar, A phylogenetic assessment of parasitoid wasps (Ichneumonidae; Banchinae) in the Afrotropical region using total evidence, Biologists, 03 June 2021
- Terry Reynolds, Virtual seminar, Creepy crawlers: who, how and why we collect them, Public, 18 May 2021
- Lynn Carneson (Lynn Abrahams), Virtual launch, Red in the Rainbow, Public, 27 April 2021
- Dr Boesak (Lynn Abrahams), Virtual launch, Enduring Covid-19, Public, 10 April 2021
- Lynn Abrahams, on site workshop, June 16 memory and healing, Selected group of June 1976 activist, 16 June 2021
- Lynn Abrahams, Bishop Lavis Youth Day event, June 16 1976: The unremembering of history, Public, 15 June 2021
- Jaco Boshoff, Toward a Transformative Maritime

The Singaporean High Commissioner, Mr. Zainal Arif Mantaha, his wife, and the Singaporean HC delegates visit the Iziko South African National Gallery, 2021.

A group from The Homestead Projects for Street Children enjoying the walkabout tour at the Iziko South African Museum, 2021.

Archaeology of the Slave Trade: Reflections from the Slave Wrecks Project Research Programs in Mozambique and South Africa, Society for American Archeology, 17 April 2021

- Jaco Boshoff, Archaeological identification, investigation and implications of the Portuguese slaver Sao Jose Paquette de Africa, Society for American Archeology, 17 April 2021
- Simon van Noort, Lecture (virtual), Parasitoid Wasps - essential for our survival. Why we need parastoid wasps and the value of museum collections, Public, 10 September 2021
- Jaco Boshoff, Lecture (virtual), Introduction to Maritime Archaeology and Case study, University of Pretoria Conservation Masters Students, 9 September 2021
- Linda Mbeki, Lecture (virtual), Slavery, emancipation, legacies. Historical answers from scientific questions, Laboratory for the Economics of Africa's Past (LEAP) participants including academics, professionals, and interested public globally, 11 August 2021
- Wendy Black, Webinar (virtual), Dialogues in Decolonization, American Association of Biological Anthropologists (AABA), 13 July 2021
- Wendy Black, Amy Sephton, Nkosingiphile Mazibuko, Tessa Campbell, Linda Mbeki, Workshop (virtual), Design Thinking Ideation Session on the Humanity Exhibition in partership with Iziko and HERI, Educators, students, museum professionals, 22 July 2021
- Esther Esmyol, Dr Melanie Hillebrand, Michael Bosazza, Sophie-Louise Froehlich, Webinar (virtual), Linnware, Collectors/general public, 30 August 2021
- Carol Simon, Jyothi Kara, Safiyya Sedick, Dylan Clarke, Webinar (virtual) , Bristling with biodiversity: Unravelling South Africa's Polychaete knowledge one 'Day' at a time, International Polychaete research community, 1 July 2021
- Ingrid Masondo, Webinar (virtual), About feminism, Public, 26 August 2021
- Ingrid Masondo, Webinar (virtual), About curating, UCT CCA Honours students, mainly, 22 September 2021
- Ingrid Masondo, Webinar/Seminar (live + virtual), Art is a Necessity, Public, 25 September 2021
- Amy Sephton & Nkosingiphile Mazibuko, Workshop (virtual), Exhibitions and Technology: An interactive projection-mapped river to lead you through a story of HUMANITY., Public, 27 September 2021
- Claire Browning, Lecture (virtual), Fossil Stories from the Ancient Karoo, Public (online), 10 August 2021
- Andrew Lamprecht, Lecture (virtual), Introduction to archival theory & the sinister archive, Postgrad students of WITS, 21 July 2021
- Andrew Lamprecht, Lecture (virtual), Curatorial practice at Iziko's Art Collections, Postgrad students of WITS, 16 September 2021
- Andrew Lamprecht, Workshop (virtual), Introducing curatorial students to the importance of conservation knowledge with practical one-on-one sessions, CCA Curatorship students, 21 September 2021
- Claire Browning, Virtual conference, Evidence of intraspecific face-biting in Gorgonopsia (Synapsida, Therapsida)? International Conference, 3 November 2021
- Linda Mbeki, Presentation - Virtual, Labour migration to South Africa from the 18th and 19th centuries, Cape Heritage Memory and Reading Group. This includes the public, postgraduate students at UCT and WITS, and community members, 11 November 2021
- Wendy Black, Webinar, Ancestral remains and policy in South Africa, International public, museum professionals, academics and indigenous communities., 9 December 2021
- Wendy Black, Lecture (virtual), Talking Heads and Heritage Lydenburg Heads exhibition, Friends of SAM, 24 November 2021
- Andrew Lamprecht, In-person lecture and walkabout, Meet the New Curator, Walkabout and Lecture, 20 November 2021
- Coral Bijoux and Ingrid Masondo, Workshop, To play, to dream..., Public (youth), 23 October 2021
- Coral Bijoux and Ingrid Masondo, Workshop, Dreaming as a form of activism, Public (adult), 30 October 2021
- Ingrid Masondo, Seminar (virtual), In what ways have processes of decolonization, indigenization, and anti-racism been successfully implemented, and how might we build on these? International conference, 23 October 2021
- Helena Uambeme and Tshegofatso Mabaso, Performance, Those that we left behind, Public Performance, 31 October 2021
- Annelize Kotze, Webinar, The role of museum and researchers in indigenous community engagement, Lawyers and indigenous lawyers, curator, community liaisons, indigenous communities, 14 October 2021
- Annelize Kotze, Webinar, The Human Side of Human Remains: compassionate care of human remains and descendant communities, international public, museum professionals, academics and indigenous communities, 9 December 2021
- Simon van Noort, Webinar, Mbashe River Buff - Extinction is forever! For NSCF showcase No 3 on Iconic specimens, Public, 8 October 2021
- Wendy Black, Workshop, Human remains at Iziko, and The Humanity Exhibition, Iziko staff, community from the Kalahari, 14 March 2022
- Nkosingiphile Mazibuko, Workshop , Graphic Design and Digital Illustration. Dyslexic Thinking, Artists, Graphic Designers, Illustrators, Students from Namibia, 28 January 2022
- Nkosingiphile Mazibuko, Webinar, ILLUSTRATOR TALK, Public (online) Goethe-Institut library Namibia, 31 January 2022
- Nkosingiphile Mazibuko, Workshop, Mini Drawing workshop for children and young people from 10 to 14 years, Children and Young juveniles from 10 to 14 years. Goethe-Institut library Namibia, 2 January 2022
- Lynn Abrahams, Seminar (virtual), Heritage Conservation in Africa: who benefits?, Youth Heritage Entrepeneurship Conversations Series. Academics, museum professionals, heritage practitioners, public., 24 March 2022
- Annelize Kotze, Workshop, Subjugation, exposure and healing - Human remains, museums and indigenous communities, Youth and Leaders/elders of the San in the Southern Kalahari, 11 February 2022
- Shanaaz Galant, Virtual seminar, Sources on Slavery and Slave Trade- marking the opening of the Slavery exhibition at the Rijks Museum (Netherlands), 23 March 2021

SHC Horse, earthenware, Palestine/Israel perd, iron age 1000-500 BC, 2021.

George Hallett Print, Digitised for Iziko Archives.

Amahubo, on exhibition at the Iziko South African National Gallery, 2021.

6.6 Acquisitions (key purchases)/ bequests and donations to collections) and Loans

Art Collections

- Neo Ntsoma. Portfolio of 10 black and white photographs from the series, Indigenous Games, c. 2001, 29.7 x 42 cm, unframed

Social History Collections

- Canon Collins Educational Trust Southern Africa. Historical document comprising Treason Trial typed letter with the original signatures of 24 Anti-Apartheid leaders, written to raise funds for legal costs at the 1956 Treason Trial, and a pamphlet on the Treason Trial

6.7 Donations

Art Collections

- Friends of iSANG. Mapula Embroidery Project embroidered cloth containing the words 'Doctors/ Nurses- in trauma of covid 19. 100cm x 100cm
- Friends of iSANG. Mapula Embroidery Project embroidered cloth containing the words 'Rural schools changed during covid.' 100cm x 100cm
- Friends of iSANG. Mapula Embroidery Project embroidered cloth containing the words 'Lets' work together to end gender-based violence'. 100cm x 100cm
- Friends of iSANG. Mapula Embroidery Project embroidered cloth containing the words 'No food at home'. 100cm x 100cm
- Kyle Hutchings. Jonathan Lyndon Chase. "Hey, Papi, Can I Help You with That?". 2020. Marker, acrylic, collage, and watercolour on paper. 30.48 x 22.86 cm

Social History Collections

- Friends of iSANG. Mapula Embroidery Project embroidered cloth bag with Sharpeville Massacre theme, by Johana Mabasa
- Friends of iSANG. Mapula Embroidery Project embroidered cloth bag with June 16 Uprising theme, by Philisile Motaung
- Michel Marks. The Mary Holmes Collection of Xhosa Beadwork. 435 pieces of beadwork collected in the Eastern Cape from the early 1930s to the late 1960s
- Joachim and Brigitte Carls. Metal Scribola adding and printing machine. Before the introduction of calculators, the Scribola was one of the types of mathematical machines used in stores and businesses in South Africa for rapid calculation and to print out purchase slips.

Natural History Acquisitions: The Natural History new entries into the database/acquisitions amounted to 30 923 and are too numerous to enumerate.

6.8 Loans

Incoming: Art Collections

- Loan from Simnikiwe Buhlungu. 2 works by Simnikiwe Buhlungu. 1 installation piece and 1 audio piece. Exhibition: "Territories Between Us"
- Loan from Helene Uambembe. 1 installation piece. Aluminium fence and soil. Exhibition: "Territories Between Us"
- Loan from Coral Bijoux. Various artworks and objects by Coral Bijoux. Exhibition: "Dreams as R-evolution"
- Loan from Leora Farber. Various items including, lightboxes, wood sculpture stands, artwork compositions, projectors. Exhibition: "Disquieting domesticities/vestiges of violence (or, the ghost in the house)"
- Loan from WHAT IF THE WORLD Gallery. Speakers (1 set of two speakers). Exhibition: "amaHubo"
- Loan from David Hernandez & Zarah Cassim, Hernandez School of Art. 41 artworks by various artists in different mediums. Exhibition: "Hotel Hernandez"

Outgoing Loans: Art Collections

- Loan to President's Residence, called Genadendal, of 1 painting of Neville Lewis titled " Man Smoking Pipe" to display at the President's residence in Newlands
- Loan to The Norval Foundation of two framed artworks by Irma Stern titled "Two Arabs, Dakar" and The Golden Shawl" for "The Zanzibari years: Irma Stern" exhibition
- Loan to The Jan Rupert Art Centre of two framed artworks by Willem van Aelst titled "Vase with Flowers" and Abraham van Beyeren called "Fish on a Table" for the "Nature Morte – The Still from Life (part 2)" exhibition
- Loan to the Norval Foundation of 8 artworks: "Portrait of a Young Malay Woman" by Valerie Desmore, "Suid Afrika Vorentoe" (South Africa Ahead) by Esther Mahlangu, "Javusa" by Josephine Ghesa, "In Times of Sorrow" by Kedibone Sarah Tabane, two untitled works by Noria Mabasa, "Houses in the Hills" by Gladys Mgudlandlu and "Jockey" by Katherine Mchunu
- Loan to A4 Arts Foundation of 4 untitled works on paper by Gavin Jantjes for the "Photo Book! Photo-Book! Photobook!" Exhibition

Outgoing Loans: NH

Natural History

- J. W. Adams Monash University (Vertebrate Palaeontology Cenozoic)
- B. Cohen, The National Museum (Vertebrate Palaeontology Cenozoic)
- M. Pavia, Museum of Geology and Palaeontology (Vertebrate Palaeontology Cenozoic)
- J. Botha, The National Museum (Vertebrate Palaeontology Karoo)
- J. Benoit, Evolutionary Studies Institute (Vertebrate Palaeontology Karoo)
- A. du Plessis, Stellenbosch University (Vertebrate Palaeontology Karoo)
- J. Heraty, University of California (Entomology)
- C. J. Janion-Scheepers University of Cape Town (Entomology)
- J. Midgley, KwaZulu-Natal Museum (Entomology)
- E. Hoffman, University of Central Florida (Entomology)
- V. H. Villet, Rhodes University (Entomology)
- B. Muller, The National Museum (Entomology)
- W. Strumpher, Ditsong: National Museum of Natural History (Entomology)
- J-Y Rasplus, National Institute of Agricultural Research (INRA) (Entomology)
- C. Haddad, University of the Free State (Entomology)

Complete curled up Procolophon – 250-million year old reptile, 2021.
Credit: Professor Roger Smith © Iziko Museums of South Africa.

Tiny fossil in Sibusiso Mtungata capable hands, 2021. Credit:
Professor Roger Smith © Iziko Museums of South Africa.

- I. S. Ferreira, Rhodes University (Entomology)
- W. J. Pulawski, California Academy of Sciences (Entomology)
- W. Conradie, Bayworld (Herpetology)
- J. Kara, (Invertebrate Zoology)
- A. Bhagwandin University of Cape Town (Mammalogy)
- G.J. de Jager University of Pretoria (Mammalogy)
- A. Bhagwandin, University of Cape Town (Mammalogy)
- G. Hofmeyr, Port Elizabeth Museum (Mammalogy)

6.9 Peer-reviewed publications

- Benoit, J., Browning, C., & Norton, L. A. (2021). The first healed bite mark and embedded tooth in the snout of a middle Permian gorgonopsian (Synapsida: Therapsida). *Frontiers in Ecology and Evolution*, 403., https://doi.org/10.3897/rio.8.e81563
- Valenciano, A., Morales, J., & Govender, R. (2022). *Eucyon khoikhoi* sp. nov.(Carnivora: Canidae) from Langebaanweg 'E'Quarry (early Pliocene, South Africa): the most complete African canini from the Mio-Pliocene. *Zoological Journal of the Linnean Society,* 194(2), 366-394., https://doi.org/10.1093/zoolinnean/zlab022
- Steyer, J. S., Peecook, B. R., Arbez, T., Nesbitt, S. J., Tolan, S., Stocker, M. R., Smith, R. M. H., Angielczyk, K. D., & Sidor, C. A. (2021). New data on the Triassic temnospondyls from the Karoo rift basins of Tanzania and Zambia. *Geodiversitas, 43*(12), 365-376., https://doi.org/10.5252/geodiversitas2021v43a12
- Sidor, C. A., Tabor, N. J., & Smith, R. M. (2021). A New Late Permian Burnetiamorph From Zambia Confirms Exceptional Levels of Endemism in Burnetiamorpha (Therapsida: Biarmosuchia) and an Updated Paleoenvironmental Interpretation of the Upper Madumabisa Mudstone Formation. *Frontiers in Ecology and Evolution, 9,* 378., https://doi.org/10.3389/fevo.2021.685244
- Marsicano, C., Angielczyk, K. D., Cisneros, J. C., Richter, M., Kammerer, C. F., Fröbisch, J., & Smith, R. M. (2021). Brazilian Permian dinosaurs (Amphibia, Temnospondyli): revised description and phylogeny. *Journal of Vertebrate Paleontology, 41*(1)., https://doi.org/10.1080/02724634.2021.1893181
- Ngwakum, B. B., Payne, R. P., Teske, P. R., Janson, L., Kerwath, S. E., & Samaai, T. (2021). Hundreds of new DNA barcodes for South African sponges. *Systematics and Biodiversity, 19*(7), 747-769., https://doi.org/10.1080/14772000.2021.1915896
- Liu, W. P., Phillips, L. M., Terblanche, J. S., Janion-Scheepers, C., & Chown, S. L. (2021). An unusually diverse genus of Collembola in the Cape Floristic Region characterised by substantial desiccation tolerance. *Oecologia, 195*(4), 873-885., https://doi.org/10.1007/s00442-021-04896-w
- Ndhlovu, B., & Rassool, C. (2021). Rethinking the national and the museum at Iziko Museums of South Africa 1. *National Museums in Africa: Identity, History and Politics*, 224.
- Dollman, K. N., Clark, J. M., Viglietti, P. A., Browning, C., & Choiniere, J. N. (2021). Revised anatomy, taxonomy and biostratigraphy of *Notochampsa istedana Broom*, 1904, a Lower Jurassic crocodyliform from the Clarens Formation (Stormberg Group), and its implications for early crocodyliform phylogeny. *Journal of Systematic Palaeontology, 19*(9), 651-675., https://doi.org/10.1080/14772019.2021.1948926
- Hlaka, V., Guilbert, É., Smit, S. J., van Noort, S., Allsopp, E., Langley, J., & van Asch, B. (2021). Species Diversity and Phylogenetic Relationships of Olive Lace Bugs (Hemiptera: Tingidae) Found in South Africa. Insects, 12(9), 830., https://doi.org/10.3390/insects12090830
- Villalobos-Guerrero, T. F., Kara, J., & Idris, I. (2021). Redescriptions of *Neanthes* Kinberg, 1865 (Annelida: Errantia: Nereididae) species from worldwide regions. *European Journal of Taxonomy, 760*, 101-135., https://doi.org/10.5852/ejt.2021.760.1443
- Simon, C., Kara, J., du Toit, A., van Rensburg, H., Naidoo, C., & Matthee, C. A. (2021). Reeling them in: taxonomy of marine annelids used as bait by anglers in the Western Cape Province, South Africa. *PeerJ, 9*, https://doi.org/10.7717/peerj.11847
- Lampert, S., Ingle, R. A., Jackson, J. A., Gopal, K., & Plön, S. (2021). Low mitochondrial genetic diversity in the Indian Ocean humpback dolphin *Sousa plumbea* in South African waters. *Endangered Species Research, 46*, 91-103., https://doi.org/10.3354/esr01147
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- Tolchard, F., Smith, R. M., Arcucci, A., Mocke, H., & Choiniere, J. N. (2021). A new 'rauisuchian'archosaur from the Middle Triassic Omingonde Formation (Karoo Supergroup) of Namibia. *Journal of Systematic Palaeontology, 19*(8), 595-631., https://doi.org/10.1080/14772019.2021.1931501
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- Grine, F. E., Gonzalvo, E., Rossouw, L., Holt, S., Black, W., & Braga, J. (2021). Variation in Middle Stone Age mandibular molar enamel-dentine junction topography at Klasies River Main Site assessed by diffeomorphic surface matching. *Journal of human evolution, 161*, 103079., https://doi.org/10.1016/j.jhevol.2021.103079
- van Noort, S., Belokobylskij, S. A., & Touret-Alby, A. (2021). Rediscovery of the endemic Afrotropical genus *Spathioplites* (Hymenoptera, Braconidae, Doryctinae) with major range extension records for *Spathioplites phreneticus. African Invertebrates, 62,* 497., https://doi.org/10.3897/AfrInvertebr.62.74103
- Talamas, E. J., Bremer, J. S., Moore, M. R., Bon, M. C., Lahey, Z., Roberts, C. G., Combee L. A., McGathey N., van Noort S., Timokhov A. V., Hougardy E., & Hogg, B. (2021). A maximalist approach to the systematics of a biological control agent: *Gryon aetherium* Talamas, sp. nov.(Hymenoptera, Scelionidae). *Journal of Hymenoptera Research, 87,* 323., https://doi.

Close up of the Honeybee exhibition at the Iziko South African Museum, 2021.

Wits Honours students measuring a rock section in Golden Gate Highlands Park. Credit: Professor Roger Smith © Iziko Museums of South Africa.

org/10.3897/jhr.87.72842

- van Noort, S., Lahey, Z., Talamas, E. J., Austin, A. D., Masner, L., Polaszek, A., & Johnson, N. F. (2021). Review of Afrotropical sceliotracheline parasitoid wasps (Hymenoptera, Platygastridae). *Journal of Hymenoptera Research, 87,* 115., https://doi.org/10.3897/jhr.87.73770
- Oberprieler, R. G., Morton, A. S., & van Noort, S. (2021). The life history of *Vegetia grimmia* (Geyer, 1832) (Saturniidae: Bunaeinae: Micragonini), with an account of its discovery, distribution and taxonomic distinction.,
- Kotze, A. & Ndhlovu, B., Subjugation, exposure and healing: Human remains, museums and indigenous communities in S Ndhlovu and A Hlongwane (Skotaville Publishing, 2021) Public history, heritage and culture in South Africa: The struggle continues pg 1 – 32.
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- Potapov, M., Deharveng, L., & Janion-Scheepers, C. (2021). Taxonomy of the Proisotoma complex. VI. Rediscovery of the genus Bagnallella Salmon, 1951 and epitoky in Bagnallelladavidi (Barra, 2001), comb. nov. from South Africa. *ZooKeys, 1072,* 185, https://doi.org/10.3897/zookeys.1072.71307
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6.10 Popular Publications

- Valenciano, A. Morels, J and Govender, R. 2021. Fossil Find adds new ancestor to jackal family tree. https://theconversation.com/fossil-find-introduces-a-new-ancestor-to-the-jackal-family-tree-162768
- Benoit, J. Browning, C. and L. Norton. 2021. Fossil offers fresh insights into social habits of our non-mammalian ancestors. https://theconversation.com/fossil-offers-fresh-insights-into-social-habits-of-our-non-mammalian-ancestors-163272
- Govender, R, Bergh, E, Browning, C. 2021. Behind the scenes at the museum: Palaeontology Collection at the Iziko South African Museum. https:///https://www.palass.org/publications/newsletter/archive/107/newsletter-no-107
- Esmyol, E. 2021. Foreword in digital exhibition catalogue: Polyrhythmic Clay, Ian Garrett, Ebony/Curated, Cape Town, 19 Aug - 18 Sept 2021
- van Noort, S. 2021. Parasitoid wasps: essential for our survival. Pp 4-9 in NSCF value of collections showcase No 2: The Fight against Pests and Diseases. NSCF Showcase. https://nscf.org.za/showcase-no-2-the-fight-against-pests-and-diseases/
- van Noort S. 2021. Mbashe River Buff, extinction is forever! Pp 17-18 in NSCF value of collections showcase No 3: Iconic, extinct and historically important specimens. NSCF Showcase. https://nscf.org.za/showcase-no-3-iconic-extinct-historically-important-specimens/
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- van Noort S. 2021. Iconic specimens in the Iziko entomology collection – Mbashe River Buff. Iziko News. https://www.iziko.org.za/news/iconic-specimens-iziko-entomology-collection-mbashe-river-buff
- Bergh EW. 2021. Phosphorites: mineral-rich rocks offer insight into ancient Namibian ecosystems. The Conversation
- van Noort S. 2022. Rare parasitoid wasp discovered in South Africa. Iziko News. https://www.iziko.org.za/news/rare-parasitoid-wasp-discovered-south-africa
- Black, W and Kotze, A. 2022. Engaging communities,

Jofred Opperman, Collections Manager taking a school group on a behind-the-scenes guided tour of the Natural History collection at the Iziko South African Museum, 2021.

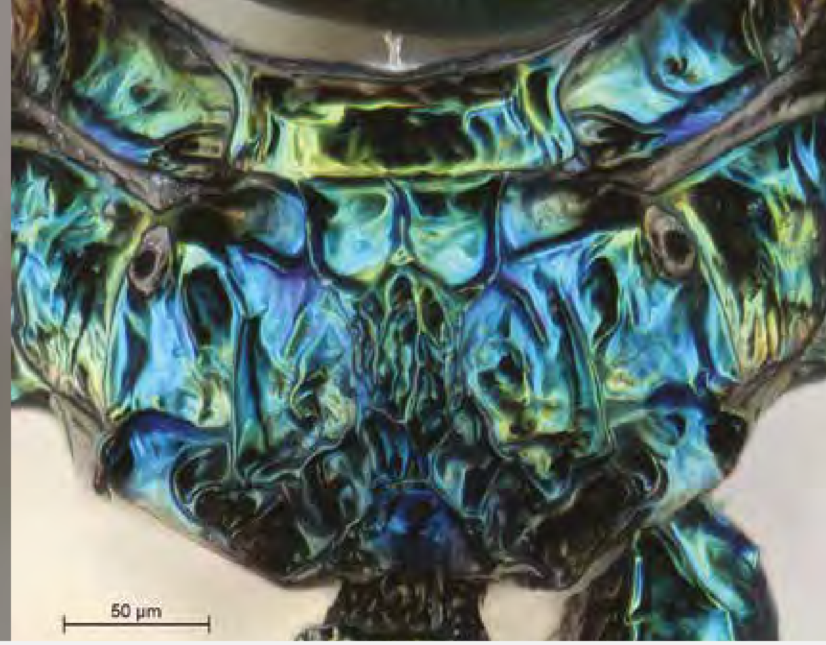
An installation shot of African Savannah at the Iziko South African Museum, 2021.

ensuring collaboration. Iziko News. https://iziko.org.za/news/engaging-communities-ensuring-collaboration
- W. Taylor, A. Sephton, C. Browning, A. Carnegie and G. Alard. 2022. 'Merging art and science to create a new arts-centred science programme in South Africa'. Iziko News. https://iziko.org.za/news/merging-art-and-science-create-new-arts-centred-science-programme-south-africa
- R. Symons D. Kortje, A.Sephton, N.Mazibuko, L.Jonk. 2022.'Adventures with Mbali. Iziko News. https://iziko.org.za/news/adventures-mbali

6.11 Research Projects

- Claire Browning - Palaeoenvironmental reconstruction and detailed sedimentology of the Late Ordovician Pakhuis and Cedarberg formations in the Western Cape Basin, South Africa
- Claire Browning - Revision of the basal rhynchosaur, Eohyosaurus wolvaardti
- Dylan Clarke - South West African Polychaete diversity and biogeography
- Dylan Clarke - SA Poly: A Collaborative approach to understanding South African polychaeta
- Esther Esmyol - Cape colonial history: study of the art works in the William Fehr Collection, and its links to Cape colonial society, the history of colonial period buildings such as the Castle, Secunde's House and the Slave Lodge
- Esther Esmyol - South African studio and production ceramics
- Eugene Bergh - Taxonomy of Namibian Miocene foraminifera
- Eugene Bergh - Late Quarternary palaeoceanography changes along the western margin of South Africa
- Eugene Bergh - Shallow water marine microfossils from the east coast of Southern Africa
- Ingrid Masondo - Research on the archives of the Market Photo Workshop. Also included studio visits and skype meetings with alumni of the market Photo Workshop.
- Ingrid Masondo - South African jazz and archive in Switzerland
- Ingrid Masondo - The Struan Robertson archive
- Ingrid Masondo, Tshegofatso Mabaso & Andrea Lewis - Environmental research
- Jaco Boshoff - Environmental study of the Sao Jose shipwreck
- Jaco Boshoff - Wreck of the Meermin
- Jake Harding - Grain Silo Wreck
- Jyothi Kara, Dylan Clarke and Wayne Florence - Systematics and evolutionary assessment of Southern African Polychaeta
- Lynn Abrahams - Resistance and Liberation research
- Lynn Abrahams - COVID-19 Street Stories (working title)
- Lynn Abrahams - Isaacs Family Coaches
- Lynn Abrahams - Unremembering
- Melissa Boonzaaier-Davids and Wayne Florence - Systematics and evolutionary assessment of Southern African Adeonellidae (Bryozoa)
- Nokuthula Nhleko - Ant diversity in relation to mining rehabilitation at the West Coast Fossil Park
- Nokuthula Nhleko - Systematics and Phylogeography of the ant genus Ocymyrmex
- Roger Smith - West Coast Fossil Park dig site maintenance
- Roger Smith and Claire Browning - Palaeoecology of the Lopingian Cistecephalus Asseblage zone in South Africa, Tanzania and Zambia (NRF funded plus US researchers)
- Romala Govender - Investigatio of seal and cetacean fossils from Saldanha Steel
- Romala Govender - Mio-Pliocene Marine Mammals from Sothern Africa's South Western Coast and their Palaeoenvironments
- Romala Govender - Terrestrial carnivore damage to fossil seals from Langebaanweg
- Romala Govender - West Coast Fossil Park new site excavation
- Romala Govender, Alberto Velanciano and Anusuya Chinsamy-Turan - Taxonomic and ecological investigation of the small carnivores from Langebaanweg
- Shanaaz Galant - Research and reading ongoing Effendis of 71 Wale Street Bo-Kaap- BKM
- Shanaaz Galant - Research archival research Slave Office records 1816 to 1834
- Shanaaz Galant - Research into Cape slavery, enslaved women and slavery related objects in our collection
- Simon van Noort - Research on systematics of Afrotropical Bethylidae collaboration with Celso Azevedo
- Simon van Noort - Research on systematics of Afrotropical Braconidae collaboration with Donald Quicke; Buntika Butcher; Julien Haran, Gavin Broad, Travis Guy, Andy Bennet, Paul Hebert
- Simon van Noort - Research on systematics Afrotropical Chrysididae collaboration with Lynn Kimsey, Bob Copeland, Paulo Rose
- Simon van Noort - Research on systematics World Cynipoidea collaboration with Matt Buffington, Mattias Forshage, Johan Liljeblad, Chang-Ti Tang
- Simon van Noort - Research on systematics of Afrotropical Dryinidae collaboration with Massimo Olmi, Bob Copeland
- Simon van Noort - Research on systematics of Afrotropical Ichneumonidae. Collaboration with Conrad Matthee (University of Stellenbosch); Gavin Broad (NHML); Ilari Sääksjärvi (University of Turku, Finland), Pascal Rousse, Terry Reynolds, Claire Villemant, Sean Brady, Bernardo Santos. Taipani Hopkins
- Simon van Noort - Research on systematics and biology of Afrotropical Lepidoptera collaboration with Hermann Staude, Eugene Moll, John Grehan, Colin Ralston and about 30 other researchers
- Simon van Noort - Research on agricultural pests: fruit flies and olive associated insects collaboration with Julian Haran, Tertius Grove , Laura Benoit, Pia Addison, Barbara van Asch, Ellenorgh Allsop, Langley J, Cornwall M, Powell C, Costa C, Guilbert E,
- Simon van Noort - Research on systematics of

A close-up photography shot of the *Janicharis Microscopic*, 2021. Credit: Simon Van Noort © Iziko Museums of South Africa



A close-up photography of the *Janicharis africana Microscopic* located at the Iziko South African Museum, 2021. Credit: Simon Van Noort © Iziko Museums of South Africa

A school group exploring *JellyWorld – an ocean full of jellyfish in a world changed by people* at the Iziko South African Museum, 2021.

A school group exploring *JellyWorld – an ocean full of jellyfish in a world changed by people* at the Iziko South African Museum, 2021.

Afrotropical Megalyridae collaboration with Scott Shaw
- Simon van Noort - Research on systematics of Afrotropical Orussidae collaboration with Lars Vilhelmsen, Stephan M. Blank
- Simon van Noort - Research on systematics of Afrotropical Proctotrupidae collaboration with Matt Buffington, Bob Copeland
- Simon van Noort - Research on systematics of Afrotropical Symphyta. Collaboration with Frank Koch, Lars Villhelmsen, Stephan Blank, Henry Goulet
- Simon van Noort - Research on systematics of Afrotropical Trigonalidae collaboration with Bob Copeland
- Simon van Noort - Research on Chalcidoidea systematics and evolution collaboration with Jean-Yves Rasplus & Astrid Cruaud (France) Steve Compton Rhodes University); Lucian Fusu, Mircea Dan Mitriou, Alex Gumovsky, Roger Burks, Gerard Delvare
- Simon van Noort - Research on Platygastroidea collaboration with Norman Johnson & Lubo Masner (USA)
- Thys van der Merwe - A tale of two lights – the stranding of the MS Winton
- Thys van der Merwe - Passenger liners represented in the image collections
- Thys van der Merwe - Union Whaling Co. catchers including their technical specifications
- Tshegofatso Mabaso - Performance art and public interventions in South Africa
- Wayne Florence - Biological Monitoring of the Sao Jose
- Wayne Florence - Checklist of the Bryozoa of South Africa
- Wayne Florence - E-taxonomy of bryozoans
- Wayne Florence - East Coast Bryozoa, South Africa
- Wayne Florence - South Coast Bryozoa, South Africa
- Wayne Florence - Regional Training Workshop on the use of Underwater Camera Systems to sample Benthic Invertebrate Communities of the WIO region
- Wendy Black - Connecting cultural identities through oral histories and genetics
- Wendy Black - Holocene genomes in southern Africa
- Wendy Black - Later Stone Age excavation at Kathu Pan 6, Northern Cape
- Wendy Black - Human remains in Iziko Collections
- Wendy Black & Jaco Boshoff - Ancient wine analysis
- Linda Mbeki - Building life histories of labourers from the South African mineral revolution, 1837-1920
- Tessa Campbell - Investigating the archaeology of disease in South Africa.
- Ingrid Masondo - The Struan Robertson archive
- Tshegofatso Mabaso - Queer Cultural Heritage
- Wendy Black - Klasies River Molars
- Lynn Abrahams - Koopmans De Wet House
- Andrew Lamprecht - Breaking down the walls
- Andrew Lamprecht - Triangle of Communication
- Andrew Lamprecht - Re-imagining IOTH

6.12 Education

Workshops and Conferences

- *05 May 2021, Anton Van Wyk; Glynn Alard. Human Evolution Learner Workshop.*
- *18 June 2021, Najumoeniesa Damon. Youth Day event (City of Cape Town: Social Development; and Library & information Services).*
- *24 September 2021, Thandi Nqubelani, Glynn Alard & Anton Van Wyk. African Necklace Workshop.*
- *29 September 2021, Glynn Alard; Lungile Gadezweni. 200 Years of Winemaking - Groot Constantia & Napoleon Bonaparte.*
- *08 September 2021, Wandile Kasibe. International Literacy Day Webinar.*
- *24 September 2021, Wandile Kasibe. The Importance of Language in Nation Building and Heritage Preservation Panel Discussion.*
- *20 - 23 December 2021, Anton van Wyk, Glynn Alard & Thandi Nqubelani. December School Holiday Programme.*
- *4 - 10 October 2021, Mathipa Sebitsiwa. World Space Week.*
- *29 November 2021. Najumoeniesa Damon. 16 Days of Activism Against Violence Against Women and Children Workshop.*
- *04 December 2021, Najumoeniesa Damon. Emancipation Day 2021 and World AIDS Day 2021 Workshop.*
- *03 March 2022, Thandi Nqubelani. World Wildlife Day Workshop.*
- *28 March - 01 April 2022, All educators. March/ April 2022 School Holiday Programme.*
- *22 and 25 March 2022, Thandi Nqubelani. Rock Art Gallery Workshop.*
- *31 March 2022, All educators. Arabic Calligraphy Workshop.*
- *16 March 2022, Mathipa Sebitsiwa. African Astronomical Society Excursion.*
- *21 March 2022, Najumoeniesa Damon. Human Rights Day Workshop.*
- *26 June 2021, Najumoeniesa Damon. South African Faith and Family Institute Workshop.*
- *01 October – 31 December 2021. All educators. South African National Gallery.*

EPP BROCHURES/ WORKSHEETS/ RESOURCE PACKS

EPP produced 40 resources in the form of worksheets, lesson plans, activity sheets, and awareness material for schools and the public. Museums as sites of learning add value to classroom practice and offer the general public heritage awareness through its art, history, science, astronomy, technology programmes; commemorative day celebrations and summer school programmes. All our school materials are aligned to the Department of Education's curriculum, and address various topics and themes.

The Homestead Projects for Street Children group viewing the Whale Well displays at the Iziko South African Museum, 2021.

A school group getting ready to enjoy a Planetarium show at the Iziko Planetarium and Digital Dome, 2021.

Art

1. Embossed Poster! 01 April 2021. Art club activity.
2. Newspaper City. 08 April 2021. Art Club activity.
3. Abstract Art. 15 April 2021, Art Club activity
4. Creative Safari, 22 April 2021. Art Club activity.
5. ARTISTRY In REVIEW. 29 April 2021. Metro Central District.
6. 3D Paper Bouquet for Mother's Day! 06 May 2021. Art Club activity
7. Fallen Leaves, 13 May 2021. Art Club activity.
8. Tracing Life, 20 May 2021, Art Club activity.
9. Extra, Extra, Read All About it! 27 May 2021. Art Club activity.
10. ARTISTRY In REVIEW, 27 May 2021. Eden and Karoo, Overberg and West Coast Districts.
11. Weaving Messages! 03 June 2021. Art Club activity.
12. POP Animal Portraits! 10 June 2021. Art Club activity.
13. Nature's Art Supplies! 17 June 2021. Art Club activity.
14. Family Visits at ISANG! 24 June 2021. Art Club activity.
15. ARTISTRY In REVIEW, 17 June 2021, Metro North District.
16. ARTISTRY IN REVIEW, 20 July 2021, Online *showcase*.
17. *ARTISTRY IN REVIEW, 17 August 2021, Online showcase.*
18. *Through Our Eyes: A virtual glimpse into the lives of the youth of Christel House South Africa, 17 September 2021, Online showcase.*

Natural History

1. Shark Activity worksheet, 1 to 31 October 2021.
2. Linton Panel poster, 14 March 2022.
3. Therapsids worksheet, 25 March 2022.
4. Khoisan worksheet, 22 & 25 March 2022.
5. Dinosaur poster, 11 March 2022.
6. Human Evolution worksheet, 05 May 2021.

Social History

1. Trials of Slavery, 21 March 2022, Selected Documents Concerning Slaves from the Criminal Records of the Council of Justice at the Cape of Good Hope, 1705-1794.
2. Forced Removals: Konstansie booklet, 03 September 2021.

Planetarium and Digital Dome

1. Sky Map April 2021
2. Sky Map May 2021
3. Sky Map June 2021
4. Sky Map July 2021
5. Sky Map August 2021
6. Sky Map September 2021
7. Sky Map October 2021
8. Sky Map November 2021
9. Sky Map December 2021
10. Sky Map January 2022
11. Sky Map February 2022
12. Sky Map March 2022

Public Programmes

1. International Mandela Day 2021 power-point, 18 July 2021.
2. Reconciliation Day 2021 power-point. The year of Charlotte Maxeke: Promoting Reconciliation During the 25th Anniversary of the Constitution, 16 December 2021.

EDUCATION PROGRAMMES PRESENTED

Special Education Programmes Presented:

- 26-Jun-21: South African Faith and Family Institute Workshop
- 05-May-21: Human Evolution Learner Workshop
- 29 April 2021; 27 May 2021; 17 June 2021: ARTISTRY in REVIEW Virtual Exhibition
- 01 April 2021; 01 May 2021, 01 June 2021: Planetarium Skymaps: April, May, June
- 03-Sep-21: Forced Removals: Konstansie
- 29/09/2021: Vertebrates and Invertebrates
- 17-Sep-21: Through Our Eyes: A virtual glimpse into the lives of the youth of Christel House South Africa
- 01 July 2021; 01 August 2021, 01 September 2021: Skymaps + Sky Tonight
- 03-Dec-21:16 Days of Activism Against Gender-Based Violence
- 18-Oct-21: Sharks
- Oct - Dec 2021: Iziko South African national Gallery Exhibitions
- 4 - 10 October 2021: World Space Week
- 21-Mar-22: From Human Wrongs to Human Rights - an imbizo - Human Rights Day
- 03-Mar-22: World Wildlife Day
- 31-Mar-22: Arabic Calligraphy Workshop
- 16-Mar-22: African Astronomical Society Excursion

Outreach Programmes Presented:

2021/04/12	School Outreach programme, West End Primary School
2021/04/13	School Outreach programme, West End Primary School
2021/04/15	School Outreach programme, West End Primary School
2021/05/06	Khayelitsha/Masakhane Libraries School Initiative Project Masakhane public library
2021/05/20	IMD School Outreach-Iziko Mobile Museum/ Cape Town Museum of Childhood, Bridgeville Primary School
2021/09/18	Heritage Week Outreach, Aphile Umphakathi
2021/09/20	School Heritage week Outreach Montessori @ Home Independent School
2021/09/23	School Outreach programme - Heritage Week, Dream Big Montessori
2021/09/25	Heritage Week Outreach, Umthombo Wempilo (NPO)
2021/09/28	School Heritage week Outreach, Floreat Primary School
2021/10/05	October School Holiday Programme, Leonsdale Public Library
2021/10/11	World Mental Health Day, Maitland Public Library
2021/10/12	School Outreach, Floreat Primary School

Visitors at the *Shark World* exhibition space at the Iziko South African Museum, 2021.

The Homestead Projects for Street Children group viewing the Whale Well displays at the Iziko South African Museum, 2021.

2021/10/13 Outreach/ Mini Career Expo Harold Porter National Botanical Gardens, Botrivier Primary School
2021/10/18 School Outreach, Morgenson Primary School
2021/10/21 School Outreach, Morgenson Primary School
2021/10/22 School Outreach, Cambridge Montessori Preschool
2021/10/26 School Outreach, The Lamp Montessori Preschool
2021/11/10 School Outreach, Starfish Montessori
2021/12/07 School Outreach, Dennemere Primary School
2021/12/08 School Outreach, Dennemere Primary School
2021/12/21 Summer Holiday programmes, Mamre Public Library
2022/02/14 School Outreach, Kuyasa Primary School
2022/02/16 School Outreach, Nkazimlo Primary School
2022/02/22 Youth in Science and Robotics Fair, The Philippi Village and Media & Marketing Agency
2022/02/23 School Outreach, Yomelela Primary School
2022/02/24 School Outreach, Mandalay Primary School
2022/02/28 School Outreach, Noxolo Xauka Primary School
2022/03/01 Biodiversity Career Expo, SANBI's Karoo Desert National Botanical Garden
2022/03/04 School Outreach, Talfalah Primary School
2022/03/11 School Outreach, Ambleside School of Hout Bay
2022/03/14 National Library Week, Leonsdale Public Library
2022/03/15 National Library Week, Brackenfell Public Library
2022/03/16 National Library Week, Kuyasa Public Library
2022/03/17 National Library Week, Scottsdene Public Library
2022/03/18 National Library Week, Bonteheuwel Public Library
2022/03/23 Love for Science, B&M Scientific Project/ Sizamile High School

Public Programmes Presented:

27-Apr-21	Freedom Day
18-May-21	International Museum Day
25-May-21	Africa Day
16-Jun-21	Youth Day
18-Jul-21	Mandela Day
09-Aug-21	National Women's Day
2020/09/21 - 26/09/2021	Heritage Week/ Month
01-Dec-21	Slave Emancipation Day
01-Dec-21	World AIDS Day
16-Dec-21	Reconciliation Day
18, 19, 21 February 2022	International Mother Language Day
21-Mar-22	Human Rights Day

Internships and Work Integrated Learning Students (WILS) Hosted:

Surname	Initials	Intern/WILS	Institution
Wells	N	Intern	UCT
Larsen	D	Intern	R&E
Khoza	L	Intern	NRF/HSRC
Mokono	K	Intern	NRF/HSRC
Collison	J	Intern	NRF/HSRC
Boot	A	Intern	NRF/HSRC
Perumal	C	Intern	UCT
Kortje	D	Intern	DST-NRF
Abrahams	A	Intern	DST-NRF

6.13 Visitor Statistics

MUSEUMS	2021/22
Bertram House	Closed
Bo-Kaap Museum	5 693
Groot Constantia	21 021
Koopmans-de Wet House	230
Michaelis Collection	Closed
Rust en Vreugd	76
Maritime Centre	310
SA Museum	53,009
SA National Gallery	11 526
Slave Lodge	
William Fehr Collection	31 199
Planetarium School shows	2 137
Planetarium Public shows	24 650
EPP	4 499
Planetarium Public shows	52
TOTAL VISITORS	162 025

VISITORS	2020/21	20221/22
Paying Visitors (including Planetarium public and school shows)	42 507	123 412
Education School Groups	194	4 785
Free Commemorative Days	3 819	12 674
Concessions as per approval	1 824	3 697
Children 5 and under	3 015	7 687
Students on Free (Friday)	410	1 586
Pensioners on Free (Friday)	135	638
Friends' organisations	8	28
ICOM/SAMA cardholders	11	33
Tour guides accompanying tourists	87	472
Functions	40	16
Special Events (Blue Oceans)	0	146
Media	2	14
Educators	37	355
Planetarium Free Adult	45	152
Planetarium Free Child	24	55
Venue Hire	3 485	6 275
Sub Total	52 521	162 025
Mobile Museum and other outreach	X	3 937
TOTAL	52 521	165 962

WEBSITE ACTIVITY	VISITORS 2021/22	PAGE VIEWS 2021/22
Iziko Website	246,757	575,721
Figweb	29,134	61,599
Waspweb	48,731	105,012

ONLINE VISITOR FOOTPRINT	2020/21	20221/22
Iziko Website	164,629	246,757
Facebook/META	12,777	14,884
Twitter	6,802	7,095

6.14 Materiality and Significance Framework

Definitions and standards

- Audited financial statements: 2021/2022 (AFS)
- Approved annual budget: 2021/2022 (AAB)
- Approved Strategic Plan: 2020/2025 (ASP)
- Event: An activity that has the elements of income and expenditure
- Trading venture: An activity that has the elements of buying and selling of products and/ or services
- Total income: Total income, excluding the income from events and trading ventures
- Total expenditure: Total expenditure, excluding event and trading venture expenditure

Applicable sections of the PFMA

- Section 50(1)
- Section 54(2)
- Section 55 (2)Section 66(1)

Treasury regulation

- 28.1.5

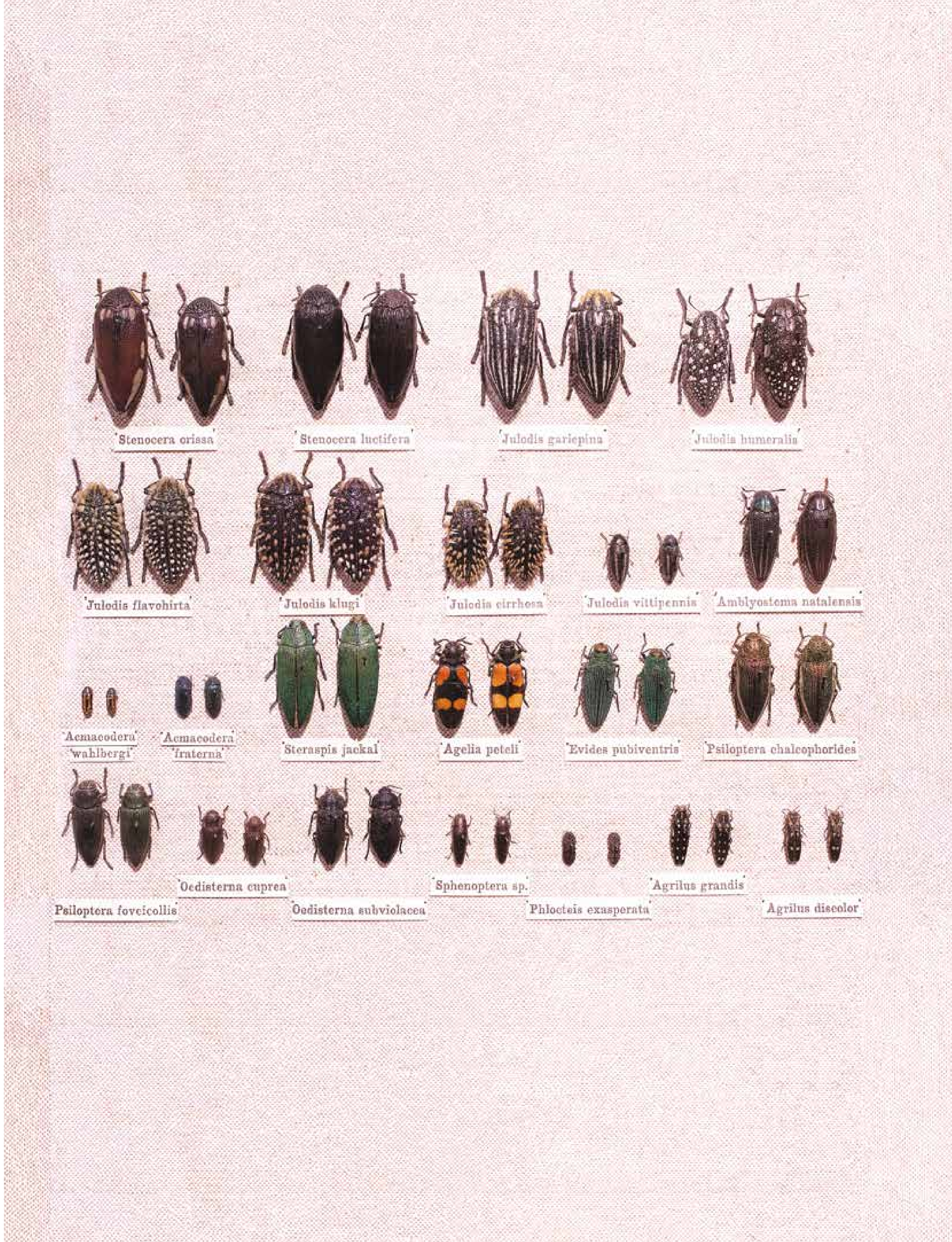
Framework

SECTION 50: FIDUCIARY DUTIES OF ACCOUNTING AUTHORITY	VALUE (QUANTITATIVE)	NATURE OF EVENT (QUALITATIVE)
(1) Accounting authority must- a) on request, disclose to the Executive Authority responsible, all material facts which in any way may influence the decisions or actions of the Executive Authority	(a) Any unbudgeted transaction of which the amount exceeds 1% of the total value of assets per AFS) (b) Any budgeted event where income is a legitimate expectation where the actual income is less than 5% of the total expenditure (c) Any trading venture where income is exceeded by expenditure by more than 0,5% of income 1.(e) Total actual expenditure is more than budgeted income by more than 0,2% of budgeted expenditure	(a) Any unplanned event that affects the core purpose or mandate of entity per the ASP (b) Any activity that is outside the parameters of each public entity's enabling legislation

SECTION 54: INFORMATION TO BE SUBMITTED BY THE ACCOUNTING AUTHORITY	VALUE (QUANTITATIVE)	NATURE OF EVENT (QUALITATIVE)
(2) before a public entity concludes any of the following transactions, the Accounting Authority for the entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its Executive Authority for approval of the transaction:		Any unplanned event per the ASP that may affect the core purpose or mandate of the entity
b)participation in a significant partnership, trust, unincorporated joint venture or similar arrangement	N/A	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity
c) acquisition or disposal of a significant shareholding in a company	N/A	
d) acquisition or disposal of a significant asset	Any transaction of which the amount exceeds 1% of the total value of assets per AFS	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity
e) commencement or cessation of a significant business activity	Any transaction of which the amount exceeds 1% of the total value of assets per AFS	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity

Section 55: Annual Report and Annual Financial Statements	Value (Quantitative)	Nature of Event (Qualitative)
(3) the annual report and financial statements must: (b) include particulars of:		
(i) any material losses through criminal conduct and,	(a) Any loss of which the amount exceeds 1% of the total value of assets per AFS	Any unplanned loss per the ASP that may affect the core purpose or mandate of the entity
(ii) any irregular expenditure and fruitless and wasteful expenditure that occurred during the year	(b) Any loss of a National Estate as defined in section3 of the National Heritage Resources Act, 1999 (Act No. 25 of 1999) All	All
(iii) any losses recovered or written off	All	All

Section 66: Restrictions on Borrowing, Guarantees and Other Commitments	Value (Quantitative)	Nature of Event (Qualitative)
Iziko Museums may not enter into any financial commitment beyond its approved budgets and its accumulated reserves	N/A	N/A



Acknowledgement

Iziko Museums of South Africa is committed to working closely with all key stakeholders to foster a strong network of collaboration between related organisations, both nationally and internationally. Iziko values these partnerships, and recognises them as essential to meeting the objectives of the organisation. We gratefully acknowledge the significant ongoing financial support from:

Government

Government Agencies

Foreign Agencies

Friends Organisations

Cape Town Agencies

Tusts and Foundations

Universities

Corporate

Organisations

Graduate exhibition by Hotel Hernandez, ISANG, 2022.

Statement of Responsibility and Confirmation of Accuracy for the Annual Report

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by the Auditor General.

The annual report is complete, accurate and free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

The Accounting Authority is responsible for the preparation of the annual financial statements and for the judgements made in this information.

The Accounting Authority is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

Yours faithfully

Ms. Rooksana Omar
Chief Executive Officer
Iziko Museums of South Africa
31 March 2022

Advocate R Solomons
Chairperson of Council
Iziko Museums of South Africa
31 March 2022

Dumisani Dlamini, Chairperson of the Audit and Risk Committee
Image supplied. (c) Michelle v.d. Westhyuzen

Report of the Audit and Risk Committee

Our report for the financial year ended 31 March 2022 is presented below.

Audit and Risk Committee Responsibility

The Audit and Risk Committee reports that it has complied with its responsibilities arising from Section 51 (1) (a)(ii) of the Public Finance Management Act and Treasury Regulation 27.1. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit and Risk Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The Effectiveness of Internal Control

Our review of the findings of the Internal Audit work, which was based on the risk assessments conducted in the public entity revealed certain weaknesses, which were then raised with Iziko Museums Council.

The following internal audit work was completed during the year under review:
- Completeness of Revenue
- Follow-up reviews

The following were areas of concern:
- Inadequacies in controls surrounding daily banking and consolidation of income summary sheets
- Inadequacies in reconciliation of cash takings
- Inadequate in heritage asset registers surrounding accession numbers and the completeness of the registers
- Fully depreciated assets in use
- Policies not regularly updated
- Inadequate storage and monitoring of research data

In-Year Management and Monthly/Quarterly Report

The public entity has been reporting monthly and quarterly to the Treasury as is required by the PFMA.

Evaluation of Financial Statements

We have reviewed the annual financial statements prepared by the public entity and note, with regret the qualification by the Auditor – General of South Africa (AGSA) which indicates that AGSA was unable to obtain sufficient and appropriate audit evidence that the heritage assets for the current and previous year had been properly accounted for due to duplication identified in the population and the heritage asset register not being complete.

Auditor's Report

We have reviewed the Iziko Museums' audit implementation plan for audit issues raised in the prior year and we are satisfied that the matters have been adequately resolved except for the following:
- Completeness and duplication of assets on Heritage assets register
- Uncorrected Misstatements in the Annual Financial Statements

The Audit and Risk Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.

Dumisani Dlamini

Chairperson of the Audit Committee

Iziko Museums

31 July 2022

B-BBEE Compliance Performance Information

The following table has been completed in accordance with the compliance to the B-BBEE requirements of the B-BBEE Act of 2013 and as determined by the Department of Trade and Industry. The Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regard to the requested criteria in the above mentioned Act is listed below:

B-BBEE Compliance Performance Information Code of Good Practice		
Criteria	Response Yes / No	Discussion
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	N/A	Every organ of State and public entity must apply any relevant Codes of Good Practice issued in terms of the B-BBEE Act as amended when determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law. Iziko Museums' procurement or bidding process entails the selection of the most suitable solution for attaining the project objectives, following the identification and analysis of the project. Bid Specification Committees establish of specific qualification criteria that bidders must meet to be admitted to the bidding process.
Developing and implementing a preferential procurement policy?	Y	Iziko Museums implements a Supply Chain Management Policy which states that Iziko Museums must ensure that bid documentation include evaluation and adjudication criteria, including the criteria prescribed in terms of the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000), and the Broad Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003.)
Determining qualification criteria for the sale of state-owned enterprises?	N/A	
Developing criteria for entering into partnerships with the private sector?	N/A	
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad-based Black Economic Empowerment?	Y	Iziko Museums' Enterprise Development Plan, aimed at supporting the objectives of the National Development Plan 2030, achieves meaningful value through the creation of a solid business base for entrepreneurs and artists, and in turn creates further employment. Beneficiaries must meet the following criteria: • The beneficiary is required to be at least 51% black-owned; and • The beneficiary must be an Exempt Micro Enterprise (EME) (Turnover under R10 million) or a Qualifying Small Enterprise (QSE) (Turnover less than R50 million).

Historic Treason Trial (1956-1961) Appeal Letter

Five months after the adoption of the Freedom Charter by the Congress Alliance, the apartheid government arrested 156 leaders in December 1956 (the main trial lasted until 1961, when all the defendants were found not guilty, though some were later convicted in the Rivonia Trial of 1964). The accused included almost the entire executive of the African National Congress (ANC), Congress of Democrats, South African Indian Congress, Coloured People's Congress, and the South African Congress of Trade Unions. The accused were charged with high treason – a capital offence which carried the death penalty. Charges against some of the accused were later withdrawn, although they were still listed in the indictment as 'co-conspirators.'

The Treason Trial lasted more than four years until 1961, keeping key anti-apartheid leaders out of circulation and costing a considerable amount. Anglican priest, Canon John Collins, who championed anti-apartheid campaigns in the UK, started a Treason Trial fund for the defence of the 156 leaders. A letter of appeal was drafted mere months before the conclusion of the trial. The funds raised paid for legal expenses and supported detainees and their families. The letter was signed by 24 leaders in the struggle against apartheid and sent to Canon Collins for distribution to potential donors.

The signatories were:
Stanley Lollan, Duma Nokwe, Simon Mkalipi, Ahmed Kathrada, Nelson Mandela, Farid Adams, Helen Joseph, Gert Sibande, Leslie Massina
Phenas Nene, Moodsie Johannes, Philemon Mathole, Banakele Milner Ntsangeni, Dr Wilson Conco, J Nkampeni, Benson Thembile, Simon Tiyke, Joseph Marolong, Joseph Molefi, Walter Sisulu, Peter Selepe, Robert Resha, Mohammed "Mosie" Moolla, Lillian Ngoyi.

This authenticated letter, now in the Iziko Social History Collection, is one of the most unique documents in South African history and further extends Iziko Museums' resistance and liberation collections.

SEE THINGS
DIFFERENTLY

11 NATIONAL MUSEUMS IN CAPE TOWN

www.iziko.org.za   +27 (0)21 481 3800

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iziko
museums of
South Africa

an agency of the
Department of Sport, Arts and Culture