KwaZulu-Natal

MUSEUM

an agency of the

Department of Sport, Arts and Culture

ANNUAL REPORT

2021/22

OUR MISSION:

The KwaZulu-Natal Museum is dedicated to serving the people of South Africa by interpreting material evidence of the natural and cultural world in order to increase knowledge, understanding and appreciation of the nation's wealth of history and biodiversity.

OUR VISION:

To position the KwaZulu-Natal Museum as a leading, inclusive and transformed heritage institution in South Africa.

CORE VALUES:

- Accountability: to foster a culture of accountability, learning and enlightenment for staff and stakeholders.
- Understanding and respect: to increase tolerance, understanding and mutual respect among staff and the diverse elements of South African society.
- Professionalism and honesty: to be professional and honest in undertaking our duties and the execution of the Department's mandate.
- Loyalty: to be loyal to the mandate given to the Museum by the Department and in addressing the government imperatives.
- Promote Ubuntu values the principle of worth and sense of cultural identity: by enabling people to attain knowledge and new perspectives regarding the history of humanity in general and the historical and cultural record of their own communities.
- Excellence: continuously strive to be a centre of excellence in our core duties and reputation.
- Responsiveness: to respond to the needs of our stakeholders with our best work in a timely manner.

PART A:
GENERAL INFORMATION

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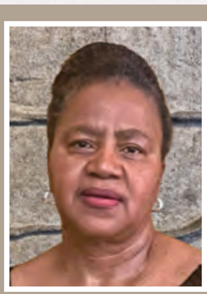
THE COUNCIL:
OF TRUSTEES

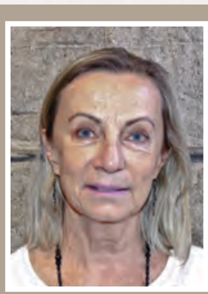
THE PERIOD BETWEEN 01 SEPTEMBER 2021 - 31 MARCH 2022

Kunene, Ms K
(Chairperson)
Post Grad Dip (USB) Leadership & Development, Cost Eng Cert & Generation Skills Dev Prog Cert (Eskom Academy of Learning), Corp Project Mgt Cert (Sch of Project Mgt, Pretoria), Innovation Mgt Dev Prog (Da Vinci Inst of Tech Management) BSc Prop Dev (UKZN)

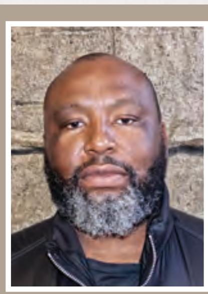
Magaqa, Adv S
(Deputy Chairperson)
BProc (UNITRA), LLB (Wits)



Ramagoshi, Ms M
Masters in Public Administration (UP), BEd, BA (UL -Turfloop), Junior Secondary Teachers Certificate (Transvaal College of Education), Homecraft Teachers Certificate Teachers Certificate



Robinson, Ms L
BArch (UCT)



Dlamini, Mr S
MA Bus Admin (Regent Bus Sch), Nat Dip (Marketing (DUT)

Stobie, Prof B
Bachelor of Commerce, Certificate in the Theory of Accountancy (UN), Chartered Accountant (S.A.) (Institute of C.A.s), Master of Accountancy (UN)

Noge, Mr M
MA Comm (UJ), Post Grad Dip International Tax, (UJ), Post Grad Dip Tax Law (UJ), CA (SA), BComm Hon (UN), Dip Corp Law (RAU), BComm (Wits)

Dantile, Dr F
Strategic HRM Programm (UCT), Dip Labour Law (IDEC), Dip Bus Management (Executive Education), B comm (Un Transkei)

Mfuphi, Mr L
BA Soc Sc, Adv Dip in Man, Post Grad Cert in Ed

Mr LJ Maphasa
Director
BSc (Earlham, USA), MSc (UCT)

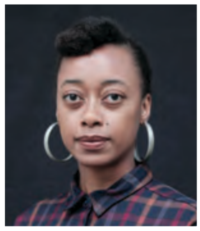
THE COUNCIL:
OF TRUSTEES
THE PERIOD BETWEEN 01 APRIL 2021 - 31 AUGUST 2021

Mazibuko, Prof NM
(Chairperson)
BA (UNIZULU), BA (Hons) (UNIZULU), MA (Soc Sci) (UN), PhD (UIC Illinois), Dip (PR) (Damelin), BA Communications (UNISA)

Stobie, Prof B
(Deputy Chairperson)
Bachelor of Commerce, Certificate in the Theory of Accountancy (UN), Chartered Accountant (S.A.) (Institute of C.A.s), Master of Accountancy (UN)

Jivan, Mr U
B.A, LLB (UKZN)

Mhlongo, Ms N
CA (SA), CTA (B.compt, Honours) (UNISA), BCom (UKZN)



Musundwa, Ms S
Masters (MA) in Media Theory and Practice, Honours in Economics (Bachelor of Commerce), Bachelor of Commerce Degree (Economics & Finance) (UCT)

Nkosi, Dr N
Dip.PHC Ed. (Wits), M.B.Ch.B. (UN), B.Sc. (UBLS)

Khorombi, Mr TC
Audiovisual Production Management (RAU)

Magaqa, Adv S
BProc (UNITRA), LLB (Wits)

Ramagoshi, Ms M
Masters in Public Administration (UP), BEd, BA (UL-Turfloop), Junior Secondary Teachers Certificate (Transvaal College of Education), Homecraft Teachers Certificate

Mr LJ Maphasa
Director
BSc (Earlham, USA), MSc (UCT)

HONORARY ASSOCIATES:
OF THE MUSEUM

Emeritus Directors

Dr JGH Londt	–	2003

Honorary Keepers

Dr JGH Londt	–	2003
Dr AJ Lambiris	–	1991

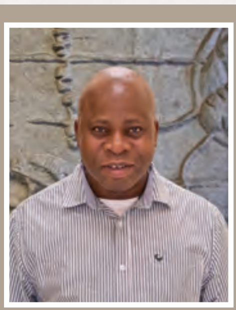
Honorary Research Associates

Dr RM Miller	–	1982
Dr DE van Dijk	–	1982
Dr JC Poynton	–	1982
Dr BH Lamoral	–	1983
Mr PE Reavell	–	1985
Mr D Green	–	1988
Mr M Moon	–	1988
Mr LE Schoeman	–	1988
Mrs P Trafford	–	1988
Dr JP Marais	–	1990
Dr T Dikow	–	2016
Dr C Thorp	–	2018

Honorary Associates

Mr C Auret	–	1983
Mrs S Henderson	–	1983
Mrs R McGuire	–	1983
Mrs J Stannard	–	1985
Mr IJ Knight	–	1992
Mr G Borthwick	–	1983
Mr D Bundhoo	–	1994
Mrs M Taylor	–	1994
Ms M Manqele	–	1995
Ms S Tshabalala	–	1995
Dr R Maud	–	1996
Mr E Ndlovu	–	1997
Dr JD Plisko	–	1998
Mrs VF Ward	–	1998
Ms I Bornman	–	2002
Mr J Huntly	–	2002
Dr DA Barraclough	–	2003
Mrs M Cole (née Bursey)	–	2003

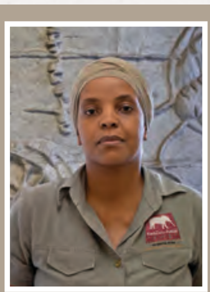
MUSEUM STAFF:
DIRECTORATE



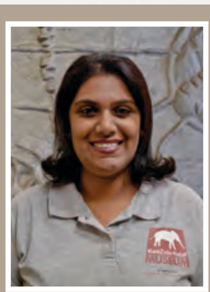
Mr LJ Maphasa
Director
BSc (Earlham, USA), MSc (UCT)

Mr SR Miya
Deputy Director
BA (Natal), AUDIS (Natal), BBibl (Hons) (UKZN)

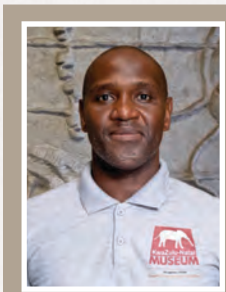
MUSEUM STAFF:
EDUCATION DEPARTMENT



Mrs TS Ntombela
Assistant Director / Executive Manager
BSc (Botany) (UKZN), Post. Grad. Dip in Applied Social Sciences (UKZN), Cert. in Basic, Intermediate and Advanced Project Management (UNISA); Post-grad Dip (Management) (UKZN)

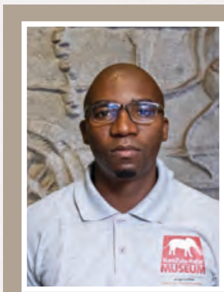


Ms G Kalika
Chief Education Officer (Outreach)
BSc (Environ. Science & Geography) (Rhodes), BSc (Hons) (Environ. Management) (UNISA))



Mr D Jali
Chief Education Officer (In-house)
BA (History, Sociology & Zulu) (UDW), Higher Dip. In Education (UDW), B. Admin (Hons) (UDW), ABET Cert. (UNISA)

Mr S Maphumulo
Education Officer
Nat Dip (Tourism Mgt) (DIT), BA (Human & Social Studies: Comm. Dev.) (UNISA)

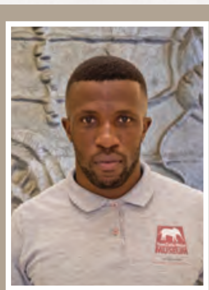


Mr A Lukhozi
Education Officer
BSc (Fort Hare Univ.), Post. Grad. Cert. (Education) (UKZN), B.Ed. (Hons) (Social Justice) (UKZN)

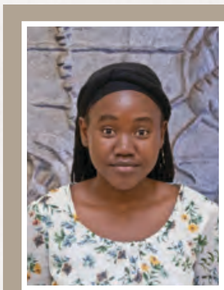
Ms BP Nene
Information Officer
Nat Dip (Tourism Mgt) (DUT), Post. Grad. Cert. (Education) (UNISA)

Ms S Ngubane
Information Officer
Nat Dip (Eco-tourism Management) (DUT), Post. Grad. Cert. (Education) (UNISA)

Mr T Sithole
Information Officer
N6 Tourism (Appelsbosch TVET College)



Mr S Gcumisa
Heritage Symbols & Cultural History Intern
N6 Tourism (Appelsbosch TVET College)



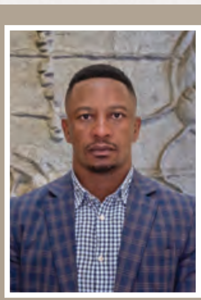
Ms YD Thusini
CATHSSETA Functions Planner Intern
Nat Dip (Ecotourism) (DUT), Advanced Dip (Ecotourism) (DUT) (from 01 February 2022)

MUSEUM STAFF:

CORPORATE SERVICES DEPARTMENT

FINANCE AND ADMINISTRATION DIVISION

Mr SE Dlamini
Executive Manager
Nat Dip (Cost & Mgt Accounting) (MUT)



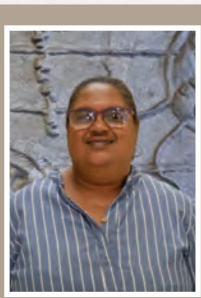
Mr S Tantsi
Contract Finance & Special Projects Officer
ND Accounting, BTech (Taxation) (DUT), BCom Accounting (UNISA), Associate General Accountant_ AGA (SA)/SAICA

Mrs NP Gumede
Director's Personal Assistant
Dip Office Admin (VARS. COLL), N6 Public Mgt (uMgungundlovu TVET College), Bachelor of Public Administration (MANCOSA)

Mr LT Ntombela
Chief Human Resource Officer
Nat Dip (HRM) (DIT), LLB (UKZN), Post-Grad Dip. (HRM) (UKZN)

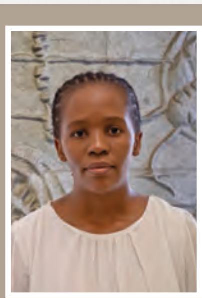
Mrs MP Cebekhulu
Finance and Administration Officer
Nat Dip (Accounting) (DUT)

Mr N Mhlongo
IT Technician
Dip PC Support (VARS. COLL)

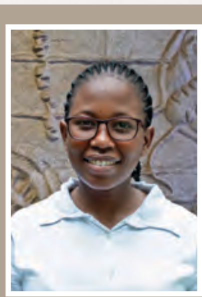


Mrs LP Molefe
Human Resource Officer
Dip Office Admin (VARS. COLL)

Ms VV Mncwabe
Supply Chain Management Officer
BSc: Applied Mathematics & IT (UKZN), BCom (Hons) (UKZN), Certificate in fundamental concepts and principles of SCM (CLX), Advanced Cert. in SCM and Sourcing(UNISA)



Ms N Mathonsi
Switchboard Operator/ Junior Clerk
N6 (Human Resource) (FET)



Ms T Gumede
Administrative Assistant:
Nat Dip (PR & Communications Management) (DUT); BTech (PR & Communications Management) (DUT) (from 01 April 2021 until 31 March 2022)

MUSEUM STAFF:

LIBRARY

Mrs V Dlomo-Mtshare
Chief Librarian
BSoc Sc (Natal), AUDIS (Natal), BBibl (Hons) (UKZN)

Ms P Zondi
Assistant Librarian
Nat Dip (LIS) (DUT)

Ms TC Makhaye
Library Assistant

Mr N Molotsoane
Contract Learners Resource Centre Officer

MUSEUM STAFF:

PUBLIC RELATIONS DIVISION

Mrs V Frank
PR/Marketing Executive
Nat Dip (Public Relations) (ML Sultan), Dip. (Marketing) (Varsity College), Advanced Dip. (Management Science) (DUT)

Mr M Maphanga
Receptionist/Information Officer
Nat Dip (Eco-tourism Management) (DUT)

Mr TNA Ntshingila
CATHSSETA Sales & Marketing Intern
Nat Dip (Marketing) (NMU)
(until 30 November 2021)
Marketing Assistant:
Nat Dip (Marketing) (NMU)
(from 01 December 2021)

Ms TN Mkhize
CATHSSETA Sales & Marketing Intern
Nat Dip (Marketing) (MUT)
(from 01 February 2022)

MUSEUM STAFF:
TECHNICAL DIVISION

Mr R Maharaj
Chief Technical Officer

Mr ES Rampersad
Technical Officer
N2 (Electrical Trade) (FET)

Mr BG Zulu
Technical Officer
N2 (Electrical) (FET)

Ms NI Xaba
Senior Maintenance Officer

Mrs ED Zuma
Maintenance Officer

Mr RM Mthembu
Maintenance Officer

Ms SK Mncube
Maintenance Officer

Mrs EN Ndabezitha
Maintenance Officer

Ms MS Nzimande
Maintenance Officer

Ms N Ngcobo
Maintenance Officer
Nat Dip (Office Mgt & Technology) (MUT) (from 01 October 2021)

Mr M Mchunu
Temporary Maintenance Officer
(until 30 September 2021)
Maintenance Officer
(from 01 October 2021)

Mr B Ndwandwe
Security Officer

Mr T Letele
Security Officer

Mr J Mkhize
Security Officer
(until 31 December 2021)

Mr MT Myeza
Temporary Security Officer
(from 06 January 2022 until 31 March 2022)

Mr ZZ Chiya
Temporary Security Officer

Mr. G Khuzwayo
CATHSSETA Health & Safety Intern:
Nat Dip (Safety Mgt) (UNISA)
(from 01 February 2022)

MUSEUM STAFF:
HUMAN SCIENCES DEPARTMENT

Dr G Blundell
Assistant Director / Principal Curator
BA (Anthropology & Archaeology) (Wits), (Hons) (Social Anthropology) (Wits), MA (Archaeology) (Wits), PhD (Archaeology) (Uppsala University, Sweden)

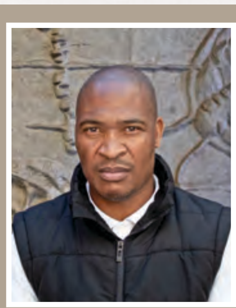
Dr GD Whitelaw
Chief Curator
BSc (Archaeology & Zoology) (Wits), BSc (Hons) (Archaeology) (Wits), MSc (Archaeology) (Wits), PhD (Archaeology) (Wits)

Dr GB Sherman
Curator (Rock-Art Specialist)
BSc (Archaeology & Chemistry) (Wits), BSc (Hons) (Archaeology) (Wits), MSc (Archaeology) (Wits), PhD (Archaeology) (Wits)

Dr JM Wintjes
Curator (Anthropological Collections)
Post. Grad Dip in Teaching (Belgium), Post. Grad Degree in Fine Art (Belgium), MA (Archaeology) (Wits), PhD (Wits)

Mr FM Munzhedzi
Collections Technician
BHCSc Heritage and Cultural Tourism (UP), BA (Hons) (Archaeology) (VENDA)

Ms D Tlhoaele
Research Technician
BSc (Archaeology) (UCT), BSc (Archaeology) (Hons) (UCT)



Mr P Madonda
Technical Assistant
Archives & Records Mgt Higher Cert. (UNISA)

Ms C Singh
Project Assistant
BA (Archaeology) (Wits), BA (Hons) (Archaeology) (Wits), MA (Archaeology) (UP)

Ms NO Shabalala
NRF Intern
BSS (Anthropology & Criminology) (UKZN) BSS (Anthropology) (Hons) (UKZN) (from 01 October 2021)

MUSEUM STAFF:

NATURAL SCIENCES DEPARTMENT

ARTHROPOLOGY DIVISION

Dr JM Midgley
Assistant Director / Principal Curator
BSc (Ichthyology) (Rhodes), BSc (Hons) (Entomology) (Rhodes), MSc (Entomology) (Rhodes), PhD (Entomology) (Rhodes)

Dr K Williams
Chief Curator (Arthropoda)
BSc (Zoology & Microbiology) (Rhodes), BSc (Hons) (Zoology) (Rhodes), MSc (Zoology) (Rhodes), PhD (Entomology) (Rhodes)

Dr TC Nxele
Curator (Oligocheata)
BSc (Ecological Science) (UKZN), MSc (Biology) (UKZN), PhD (Biology) (UKZN)

Mr S Zamisa
Research Technician (Databases)
BSc (Biological Science) (UKZN), Post. Grad Dip Education (UKZN)

Mr M Ziganira
Research Technician
(General Collections)
BSc (Botany) (UKZN), BSc (Hons) (Entomology) (UKZN), MSc (Horticultural Science) (UKZN)

Ms M Ndlovu
Research Technician
(Insect Collection)
BSc (Environ. Sc.) (UKZN)

Ms H Mnikathi
Data-Capturer
BSc (Environ. Sc.) (UKZN)
(until 30 September 2021)

Mr M Ally
NRF Intern
BSc (Biological Science) (UKZN)
(from 01 October 2021)

MALACOLOGY DIVISION

Dr I Muratov
Curator (Mollusca)
BSc (Acad. of Sciences: Moscow), MSc (Acad. of Sciences: Moscow), PhD (Acad. of Sciences: Moscow)

Dr E Heyns-Veale
Curator (Malacology)
BSc (Botany) (Rhodes), BSc (Hons) (Marine Botany) (Rhodes), MSc (Rhodes), PhD (Rhodes)

Ms MN Manukuza
Research Technician
BSc (Botany & Zoology) (Unizulu), BSc (Hons) (Zoology) (Unizulu), PGCE (Unisa)

MUSEUM STAFF:
EXHIBITIONS DEPARTMENT

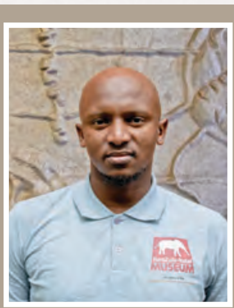
Mr WD Flanagan
Assistant Director / Executive Manager
BA (Visual Arts) (UKZN), BA (Hons) (Visual Arts) (UKZN)

Mr NL Brazier
Senior Exhibitions Officer
N1 (Machinist/ Joiner)

Mrs H Frost
Senior Exhibitions Officer (Studio Manager)
BA (Visual Arts) (UKZN), BA (Visual Arts) (Hons) (UKZN)

Miss I Maree
Senior Exhibitions Officer (Displays Manager)
B Consumer Science (Interior Merchandise Retail Mgt) (Univ. PTA), MA (Interior Design) (Univ. PTA), MA (Ancient Languages and Culture Studies) (Univ. PTA)

Mr N Gumede
Exhibitions Officer



Mr V Mbele
Maintenance Officer

Mr A Doncabe
CATHSSETA Digital Artist Intern
(Bachelor of Arts) (UKZN) (from 01 February 2022)

Ms. L Zama
CATHSSETA Digital Media Designer Intern
BA (Visual Art) (Univ. of Johannesburg) (from 01 February)

MUSEUM STAFF:
LONG SERVICE AWARDS

Mr GB Zulu
15 years

Mrs NP Gumede
15 years

Mr N Gumede
10 years

1.1 PUBLIC ENTITY'S GENERAL INFORMATION

1.1.1 Registered name of the public entity:

KwaZulu-Natal Museum

1.1.2 Registration Numbers:

Not Applicable

1.1.3 Registered Office address:

237 Jabu Ndlovu Street, Pietermaritzburg, 3201

1.1.4 Postal Address:

Private Bag 9070, Pietermaritzburg, 3200, Republic of South Africa

1.1.5 Contact telephone numbers:

033 345 1404

1.1.6 Email address:

info@nmsa.org.za

1.1.7 Website address:

www.nmsa.org.za

1.1.8 External Auditor's Name and Address:

Auditor-General of South Africa, Town Bush Office Park,
460 Town Bush Rd, Montrose, Pietermaritzburg, 3201

1.1.9 Name of Bank and Address of Bank:

First National Bank

1.1.10 Company Secretary:

Not applicable

1.2 LIST OF ABBREVIATIONS /ACRONYMS (IF APPLICABLE)

- AG: Auditor-General of South Africa
- ARC: Audit and Risk Committee
- KZN: KwaZulu-Natal
- CRM: Customer Relations Management
- CSD: Central Supplier Database
- DSAC: Department of Sport, Art and Culture

1.3 FOREWORD

BY THE CHAIRPERSON

MS KHWEZI KUNENE *CHAIRPERSON*

On behalf of the Council of the KwaZulu-Natal Museum, I respectfully present the Annual Report of the 2021/2022 financial year. The Council that I chair was appointed from 01 September 2021, effectively starting work on the second half of the 2021/2022 financial year. I am grateful at the confidence that the Honourable Minister of Sport, Arts and Culture showed in appointing me as the Chairperson of the new Council.

I would first like to thank the previous Council and Chairperson, Professor Fikile Mazibuko, for the good work that ensured that the new Council inherited an institution whose governance is of a high standard. The new Council hit the ground running to ensure that the Museum continued to improve in delivering on its heritage mandate despite the challenges caused by the Covid-19 pandemic and restrictions in terms of visitors to the Museum.

As a natural and cultural history museum, the mandate of the KwaZulu-Natal Museum is to preserve and promote both the natural and cultural artefacts that are representative of South Africa's heritage. The KwaZulu-Natal Museum continued to play a pivotal role in promoting the conservation of our country's cultural and natural heritage for future benefit and enjoyment. As an entity of the Department of Sport, Arts and Culture, the KwaZulu-Natal Museum's role is to use its heritage (legislative) mandate to develop and undertake programs that contribute to nation building and social cohesion.

The KwaZulu-Natal Museum continued to excel in addressing the core functions of collections management, research and exhibitions. During the 2021/2022 financial year, research funding and publication increased drastically. As a result of collaboration to promote the understanding of African heritage, an amount of R1, 100 000 was raised for research related functions. Despite the challenges caused by the closure of the Museum due to the coronavirus pandemic, research publication and exhibitions increased. This resulted in sixteen (16) research papers being published in peer-reviewed scientific journals. Various collaborations took place between the staff at the KZN Museum and staff from highly renowned national and international institutions like the Smithsonian National Museum of Natural History in the USA and the Royal Museum of Africa in Belgium. Such collaborations enhanced the promotion of South African heritage resources and the role they play in fostering lasting partnerships amongst various institutions and governments.

While the onset of the Covid-19 pandemic had a very negative effect on the Museum's education and outreach programmes, online reach through digital platforms thrived. The easing of the Covid-19 restrictions towards the latter part of 2021, saw a move from strictly online commemoration of some national days to a limited holding of hybrid events that allowed limited access to the public. In line with the national theme of "The Year of Charlotte Mannya Maxeke", collaborations with the KZN Department of Sport, Arts and Culture resulted in the development of an exhibition honouring Mama Charlotte Maxeke at the Museum. Celebrating Mama Charlotte Maxeke, the first black woman to obtain a Bachelor of Science degree in South Africa promoted the Museum's programs to empower women. Other initiatives like the celebration of national days, were undertaken through digital platforms.

The riots that took place in July 2021 in various parts of the country, including Pietermaritzburg, were very disturbing and disruptive to people's lives and business already hard hit by the Covid-19 pandemic. There was great destruction of property and looting of shops in many parts of Pietermaritzburg. The Central Business District (CBD) area where the Museum is located was unfortunately badly hit. Although the KZN Museum was not directly targeted, the riots had a devastating impact on the Museum's prestige and access by tourists coming to the city.

The racial tensions and violence, including deaths of many mostly young people during the July 2021 riots directly threatened South Africa's democracy and the prospects of a united nation. It placed a burden on entities like the KwaZulu-Natal Museum whose mandate is to promote the country's heritage for nation building and social cohesion. The KZN Museum contributed in various cleaning-up efforts and donations of many food parcels and clothing to the many victims of the unrest. Council has enhanced the programmes that address government initiatives to promote racial harmony, national identity and pride in line with the DSAC initiatives.

Council supports government's categorising of Gender Based Violence (GBV) as a major threat to the ideals of a democratic country and socially cohesive communities. KZN Museum management worked on various programs that address GBV and empower women and girls with skills to deal with it. The KZN Museum's female staff play an important role in all aspects of the work of the Museum. During Women's month all female staff collaborated with the Museum's education department to promote learning and skills development amongst girls at local schools. Council approved a GBV Awareness Program that was implemented by the KZN Museum in collaboration with the provincial Department of Education throughout the 2021/2022 financial year.

On 1 October 2021 South Africa's Covid-19 restrictions were eased when the President moved the Country to Alert Level 1 of the Covid-19 Regulations. It was pleasing to see many people coming out and visiting the KZN Museum after the easing of the lockdown regulations. I am grateful to Council for their support especially in approving various Workplace Plans and policies that ensured the safety of staff and visitors from the constantly changing face of the Covid-19 pandemic. Council is happy that management's prudence coupled with staff willingness to follow health guidelines resulted in minimum impact of the Covid-19. I am grateful at the support that the Minister and the Department provided through approval of use of generated interest from infrastructure funds to address compliance with the Covid-19 regulations.

Council approved various policies both new and revised ones during this financial year. Despite the Covid-19, there are many challenges that the country faces like the high unemployment of youth, the riots that took place in July 2021 and the floods that caused so much destruction and loss of lives. Council has been proactive in supporting measures to mitigate the effects of these challenges as part of the KZN Museum's contribution to the government priority areas of job creation, education and skills development and social cohesion.

Despite on-going funding constraints, Council's cost-containment measures like holding almost all meetings using virtual platforms ensured that funds could be reprioritised to address key government priority programmes. During the financial year, the KwaZulu-Natal Museum was able to offer job opportunities to eighteen (18) interns whose stipends were paid through direct savings from the Museum's budget. Seven other interns were paid from funds obtained through collaboration with partner institutions like the National Research Foundation (NRF), University of Cape Town (UCT) and CATHSETTA. While funding will continue to decrease in the near future due to various on-going issues like the economic constraints, Council is determined to support the Museum to continue to be relevant to the communities and other stakeholders that it serves.

The on-going social ills within South Africa require concerted efforts from all stakeholders to ensure the existence of safer spaces in our country for the development of socially cohesive communities. The KZN Museum Council will continue to support the work of management in undertaking programs that address government priority programs while enhancing the role of the Museum. The New Museum Project is now at a critical stage of implementation. Council has formed an Infrastructure Facilities Committee that will provide advice and oversight to the work of the Project Steering Committee responsible for the New Museum Project. Although only thirty-nine (39) people were employed during the 2021/2022 financial year, according to the Project Manager, the next phase of the project is expected to create about 1 000 job opportunities contributing to the socio-economic development of the region in a significant manner.

The Museum's education and outreach project, the Sabalala Nolwazi Youth Environmental Programme will be enhanced through online reach of audience through digital platforms. Over a million people will be reached again in the next financial year resulting in the promotion of the KZN Museum heritage programs, the celebration of nation days and enhancement of government priorities to many more people while ensuring savings on costs. The Museum is thus in a good position to sustain its internship programs therefore creating much needed job opportunities, empowerment and development of the youth.

The various natural disasters like floods that South Africa and other parts of the world have experienced from time to time confirm that climate change is already in progress. The research conducted at the KwaZulu-Natal Museum is significant in that it focuses on both the natural and cultural heritage to inform policy makers of new initiatives that are needed to prevent the effects of climate change on South Africa's biodiversity. The archaeological, taxonomic and systematic research focus on indicator species like invertebrates have contributed to programs on food security and diseases control. KZN Museum has also produced black research staff of high calibre like Dr Thembeka Nxele, who is working closely with local farmers and advising on food production in farms. With the easing of Covid-19 restrictions, more funding will be raised so that further research and collections management could be undertaken.

Finally, I am happy to report that the KwaZulu-Natal Museum received another clean audit on its Annual Financial Statements and Performance Information for the 2021/2022 financial year. I extend a sincere word of appreciation to Council members for the dedication to their work and responsibly providing oversight and support to the KwaZulu-Natal Museum. I thank all the committees of the Council for their dedication and commitment to ensuring that the Museum complies with good corporate governance. Management and all staff of the KwaZulu-Natal Museum demonstrated innovation and creativity throughout the financial year. I thank them for serving the Museum with commitment and passion especially during this difficult period. I am confident that the foundation for building and preserving South Africa's heritage, culture and greatness has been laid for the KZN Museum to continue to play a leading role.

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Ms Khwezi Kunene
Chairperson of the Council
26 August 2022

1.4 DIRECTOR'S OVERVIEW

MR LUTHANDO MAPHASA *DIRECTOR*

I am pleased to present the 2021/2022 Annual Report of the KwaZulu-Natal Museum.

The National State of Disaster that was declared by the President under Government Gazette Notice No. 313 of 15 March 2020 continued well into the 2021/2022 financial year. Five different levels of lockdowns were implemented at different stages based on the severity of the virus. The Museum was fully closed to the public on various stages of the financial year, causing significant loss in income received from visitors.

With the onset of the Covid-19 omicron variant, the financial year started on a very bad note for South Africans. The KwaZulu-Natal Museum mourned the loss of many arts and culture heroes and heroines, artists and performers whose lives were claimed by the coronavirus. The KwaZulu-Natal Museum joined the people of South Africa and the Zulu nation in mourning the death of Zulu Queen Regent, Her Majesty Queen Mantfombi Dlamini Zulu who passed away on 29 April 2021, less than two months after the passing of Isilo Samabandla, His Majesty King Goodwill Zwelithini kaBhekuzulu, who passed away on 12 March 2021. Both these leaders have played a significant role in promoting unity and nation building in KwaZulu-Natal and South Africa. The Museum is grateful of their support for the Cultural Symbols and Traditions project that was done in collaboration with the Zulu Royal Household and Oupa Novelties at the KZN Museum and finalised in this financial year.

In line with the KZN Museum's objective to be a leading natural and cultural history museum in KwaZulu-Natal, temporary exhibitions and banners were developed to highlight the role that Her Majesty Queen Mantfombi Dlamini Zulu played in the promotion of social cohesion and empowerment of the youth especially girls in KwaZulu-Natal. The Museum also developed large information banners to honour the lives of other heroes who played a significant role in fostering unity and development of South Africans in various ways. These included two former Nobel Peace laureates; former Deputy President F.W. de Klerk and Anglican Archbishop Emeritus Desmond Tutu who passed away at different times during the 2021/2022 financial year. The KZN Museum is particularly proud to have worked closely with Archbishop Emeritus Tutu in the development of the Freedom Exhibition at the KwaZulu-Natal Museum in 2010/2011. His voice of inspiration still echoes in this exhibition hall at the Museum.

Other noticeable challenges during the 2021/2022 financial year were the riots that took place during July 2021. The riots caused massive damage to property due to destruction and looting. Many lives were also sadly lost. The riots further exposed the challenges of poverty, unemployment and xenophobia that South Africa still faces. Staff at the KwaZulu-Natal Museum were also at the forefront assisting with some clean-up operations and assisting in other relief efforts that were undertaken by the Gift of the Givers Foundation. On behalf of the Museum, I extend sincerest gratitude to all individuals and businesses that assisted in these efforts.

KwaZulu-Natal Museum 2021/2022 Financial Overview Spending Trends

Promoting the work of the Museum and raising awareness of the dangers of xenophobia, Gender Based Violence (GBV) and racism - with the aim of educating the public about the negative effects that these play in destroying harmony and cohesiveness within societies - was complicated by the various Covid-19 lockdown regulations. The utilisation of virtual platforms resulted in the successful implementation of many programs that aim to promote social cohesion and nation building like Freedom Day, Africa Month and Youth Month. Youth Day was commemorated through a poetry competition whose aim was to promote languages and oral history. The number of individuals (online audience) that the Museum reached through digital platforms in the 2021/2022 financial year was 1,105,121. This growth of online platforms was critical to mitigate the reduction of physical interactions due to Covid-19 and reducing the cost of doing business for the Museum.

During this financial year, the KZN Museum's grant income grew by 5.9%, with the total income growing by 14.58%. With the various challenges, including the economic meltdown, the KZN Museum's ability to generate operational income was severely limited. I am proud at the success of the Museum's research programs despite the challenges. Our research collaboration continues to be strong and offers opportunities for training and growth for staff and youth internship. Total research income reached over R1, 100,000 during the 2021/2022 financial year.

Four dehumidifiers and 7,000 alcomon tablets were purchased through funding from the Natural Sciences Collections Facility (NSCF), a project of the National Research Foundation that is managed by the SA National Biodiversity Institute (SANBI). These have greatly improved the management of the Museum's heritage collections.

Collaboration with the JRS Biodiversity Foundation and the Royal Museum for Central Africa in Belgium resulted in another grant of about R300,000 that was utilised for the promotion of research in the Diptera collections during the 2021/2022 financial year. Furthermore, two interns were employed to develop and data capture species pages on hoverflies. A collaborative project on field research between Dr Kurt Jordaens of the Royal Museum of Central Africa in Belgium, Dr Terrence Bellingan from the Albany Museum in Makhanda and Dr John Midgley of the KZN Museum took place in October 2021. Dr Midgley was able to undertake a research trip to the Royal Museum for Central Africa for further research collaboration through the JRS Biodiversity Foundation funding.

Capacity Constraints and Challenges

The lack of a realistic increase in grant funding is hindering the ability of the Museum to fully implement the approved organogram that would allow the institution to fulfill its mandate and therefore fully implement government programmes. The Museum's marketing and fundraising programs have been severely curtained by understaffing and limited funding. The delays on the New Museum Project also limit the ability to generate income through tourism related programs. The KwaZulu-Natal Museum had to reprioritise funds in order to address deliverables on key Museum and government outcomes.

During the financial year, the KwaZulu-Natal Museum was able to offer job opportunities to eighteen (18) interns whose stipends were paid through direct savings from the Museum's budget. Seven other interns were paid from funds obtained through collaboration with partner institutions like the National Research Foundation (NRF), University of Cape Town (UCT) and CATHSETTA. While funding will continue to decrease in the near future due to various ongoing issues like the economic constraints, I am grateful that Council is determined to support the Museum to continue to be relevant to the communities and other stakeholders that it serves. The Museum also hosted two students that were doing on-the-job training at the Museum on the Matsemegologo Project funded by Wits University and the Museum.

Discontinued key activities / activities to be discontinued

None of the Museum programs were discontinued during the 2021/2022 financial year. There was a scaling down of the various outreach programs, especially schools and community centers visits. However, these were replaced by online platforms that have increased the Museum's outreach ability and proved to be just as efficient.

New / Proposed key activities

The KwaZulu-Natal Museum requires additional funding to continue with the digitization of heritage collections. Further funds are required for the outreach programs of the Museum and the development of a virtual museum. Covid-19 has exposed many entities for their reliance on poor and outdated technology. The KZN Museum needs to invest in the development of advanced technology that would improve communication and enhance the visitor experience. The Museum's outreach programs could be further enhanced by the availability of a Mobile Museum.

The events of this financial year have highlighted the need for heritage institutions to proactively promote the role of culture and traditions in the promotion of national identity, national pride and social cohesion in the prevention of various social ills like xenophobia, GBV, racisms, rampant crime and many others. The Museum needs funding to sustain the employment of a Heritage & Cultural History Symbols intern and to convert this contract to long term employment. The Museum needs more staff or interns to work closely with social cohesion advocates in various communities.

Request for roll-over of funds

No operational funds will require to be rolled over. Project specific funds that require to be utilised in future years will be motivated as per National Treasury regulations. These include:

- Capital Works: The Upgrading and Conversion of the Old St Anne's Hospital Building into the New KZN Museum
- Water Piping Project
- Museum Maintenance Project (Facilities Management).

Supply Chain Management (SCM) processes and systems in place

The KwaZulu-Natal Museum continues to have an effective Supply Chain Management Policy in place. The policy will be reviewed during the 2023/2024 financial year unless new developments and regulations coming into force before then. A Supply Chain Management Officer was permanently employed on 1 April 2021. The Museum appointed Nexia SAB&T Incorporated as new Internal Audit Services Provider on 5 July 2021.

Council appointed a new Audit & Risk Committee on 20 November 2021. The Procurement Plan for 2021/2022 was approved by Council on 13 February 2021.

Challenges experienced and how they will be resolved

The KwaZulu-Natal Museum is going through a difficult period as funding is not increasing while costs have escalated during the past year. The Museum is currently preparing a submission to the DSAC to request a review of its allocation so that core functions could continue to be undertaken efficiently and effectively. The lack of additional funding will result in the loss of scarce skills staff who are critical in promoting research and collections management. Currently, the Museum has a shortfall of R1, 266 000.

One of the main deliverables for the Museum is on Government's Priority Outcome 2: Economic Transformation and Job Creation. It addresses the urgent need for increased market share of job opportunities in the sport, cultural and creative industries. The Museum developed various measures that promoted job creation during this difficult period, especially for young graduates. Various cost-containment measures like holding almost all meetings using virtual platforms and cutting of travelling ensured that funds could be reprioritised to address key government priority programmes.

The ongoing social ills within South Africa require concerted efforts from all stakeholders to ensure the existence of safer spaces in our country for the development of socially cohesive communities. The KZN Museum is grateful at the Department's support of the New Museum project that involved the renovation/upgrade and building of the new KwaZulu-Natal Museum at the old St Anne's Hospital site. The New Museum Project is now at a critical stage of implementation. I also appreciate the interest and support that Council has provided to this project. The new Council has formed an Infrastructure and Facilities Committee that will provide advice and oversight to the work of the Project Steering Committee responsible for the New Museum Project. Although only thirty-nine (39) people were employed during the 2021/2022 financial year, according to the Project Manager, the next phase of the project is expected to create about 1,000 job opportunities contributing to the socio-economic development of the region in a significant manner.

Audit Report Matters in the previous year and how they would be addressed

All audit matters raised in the previous and current year were addressed and action and monitoring plans developed to ensure that they do not re-appear.

Outlook and plan for the future to address financial challenges

The KZN Museum will continue to apply various creative measures and stringent controls to address financial constraints. These include:

- Hiring a Heritage & Cultural Symbols contract staff to improve the education and promotion of the Museum's artefacts by linking them to indigenous systems and traditions.
- Improving marketing and collaborations
- Improve income generating programs like holiday programs
- Improve ability to monitor regular financial performance
- Implement monthly cost-cutting measures
- Promote holding of virtual meetings
- Promote research income generating measures and collaboration.

Events after reporting date

The continuing impact of Covid-19 and the recent floods hinder the ability to improve income generation. Rising inflation is fast eroding the buying power of the rand due to price increases and therefore depressing savings and the economy. The job losses and decrease in disposable income all affect the Museum's ability to generate visitor income.

Economic Viability

At its meeting on 28 July 2022, the Council of the KwaZulu-Natal Museum approved the audited Annual Financial Statements and the Audit Report of the 2021/2022 financial year. Council was grateful to management for ensuring that the Museum obtained another clean audit report. Despite the many challenges that have already been raised, significant progress was achieved during the 2021/2022 financial year, and the Museum remains a going concern.

I want to thank the Chairperson and the Council for the support and guidance they have given to the management team and the entire staff throughout this difficult period. I thank the Deputy Director and all my colleagues for their continued support. I also thank the Director-General and the staff of the Department of Sport, Arts and Culture that were involved in assisting the Museum in various ways throughout the 2021/2022 financial year. I look forward to their support and continued presence in this "never ending journey of discovery".

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Mr LJ Maphasa
Director
26 August 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 is consistent with the annual financial statements audited by the Auditor General.

The annual report is complete, accurate and is 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 Annual Financial Statements (Part E) have been prepared in accordance with the GRAP standards applicable to the public entity.

The accounting authority is responsible for the preparation of the annual financial statements and for the judgments made in this information.

The accounting authority is responsible for establishing, and implementing a system of internal control 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.

In our opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the entity for the financial year ended 31 March 2022.

Yours faithfully

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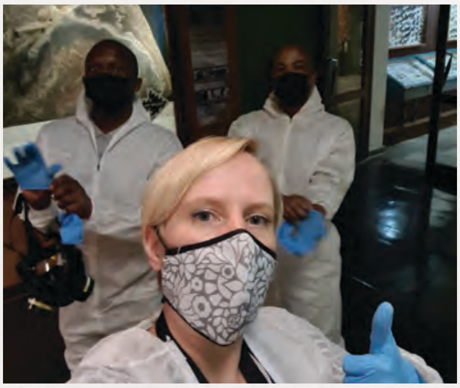
Mr LJ Maphasa
Director
28 July 2022

....
Ms K Kunene
Chairperson of the Council
28 July 2022


1.6 STRATEGIC OVERVIEW

1.6.1 Vision

To position the KwaZulu-Natal Museum as a leading, inclusive and transformed heritage institution in South Africa.

1.6.2 Mission

The KwaZulu-Natal Museum is dedicated to serving the people of South Africa by interpreting material evidence of the natural and cultural world in order to increase knowledge, understanding and appreciation of the nation's wealth of history and biodiversity.

1.6.3 Core Values

The KwaZulu-Natal Museum's core values are:

- Accountability: to foster a culture of accountability, learning and enlightenment for staff and stakeholders.
- Understanding and respect: to increase tolerance, understanding and mutual respect among staff and the diverse elements of South African society.
- Professionalism and honesty: to be honest and professional in undertaking our duties and the execution of the Department's mandate.
- Loyalty: to be loyal to the mandate given to the Museum by the Department and in addressing the government imperatives.
- Promote Ubuntu values: to promote a sense of cultural identity and worth by enabling people to attain knowledge and new perspectives regarding the history of humanity in general and the historical and cultural record of their own communities.
- Excellence: continuously strive to be a centre of excellence in our core duties and reputation.
- Responsiveness: to respond to the needs of our stakeholders with our best work in a timely manner.

1.6.4 Strategic Outcome Oriented Goals

Programme 1: Administration

The objective of the programme is to ensure sound financial sustainability of the Museum, the effectiveness and efficiency of management, administrative and operational activities by implementing sound governance, financial and human resource practices within the Museum to comply with applicable legislation. Furthermore, the objective of the programme is to render institutional support to the Museum's core functions by broadening the sphere of influence of the Museum by making the public aware of the Museum's diversity and amenities through publicity and events. To provide professional library services to serve the scientific community and the general public. To ensure proper maintenance of the Museum building and to provide technical support to internal departments.

Programme 2: Business Development

This programme is made up of two departments; the Natural Sciences Department and Human Sciences Department. The objective of this programme is to properly manage and maintain the natural and cultural heritage collection to serve as centres for promotion of research and development. To be the centre of research excellence by publishing research output in accredited scientific journals.

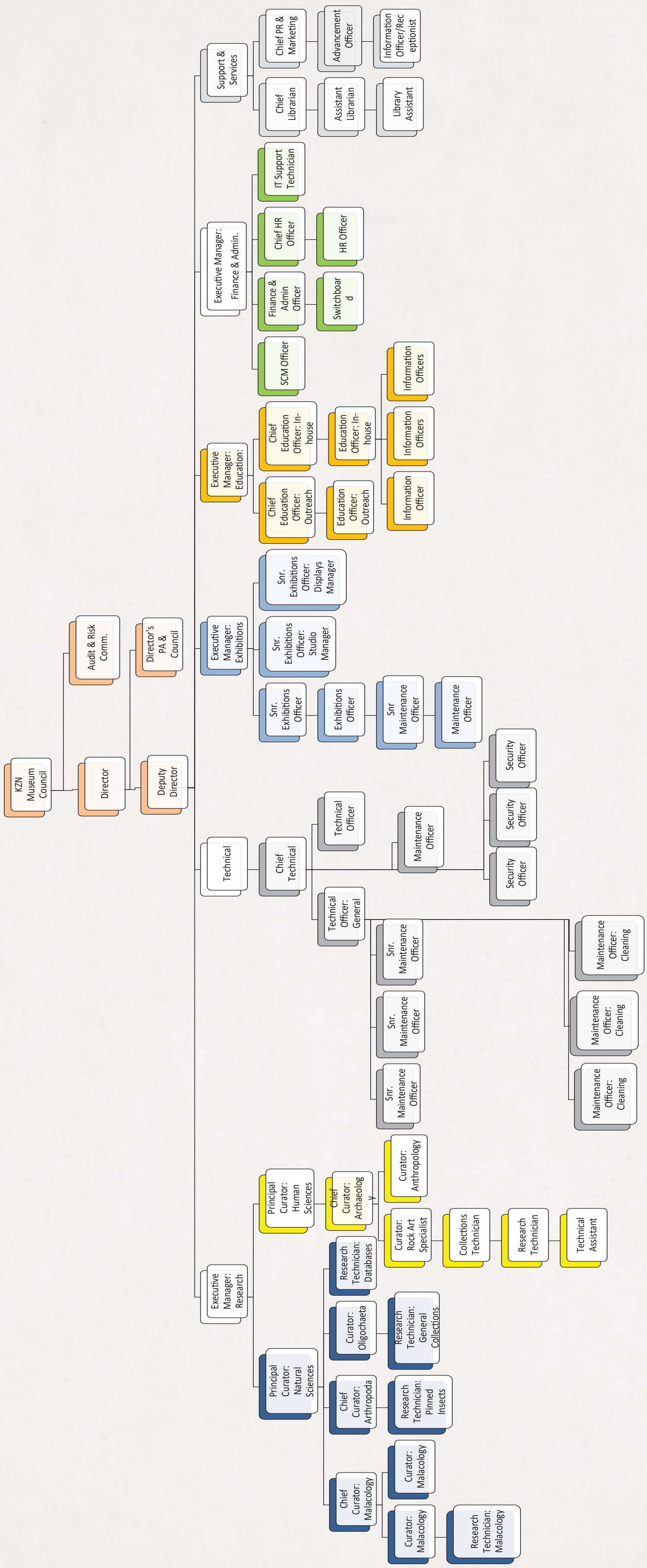
Programme 3: Public Engagement

The objective of this programme is to design and produce state of the art exhibitions and public programmes that showcase the Museum's programmes and address national imperatives. To accelerate skills development in the heritage sector by providing mentorship and training opportunities. Furthermore, the objective of this programme is to develop and implement education and outreach programmes for learners that are aligned to the Curriculum Assessment Policy Statement (CAPS) and the National Curriculum Statement (NCS) and enhance heritage knowledge and education. In addition; this programme aims to develop and strengthen local and international partnerships to advance the objectives of the Museum.

1.7 LEGISLATIVE AND OTHER MANDATES

The KwaZulu-Natal Museum (formerly Natal Museum) is a Declared Cultural Institution established in terms of section 3 of the Cultural Institutions Act, 1998 (Act No. 119 of 1998) and is governed by a Council appointed by the Minister of Sport, Arts and Culture. The KwaZulu-Natal Museum is listed under Schedule 3A of PFMA (Act No. 1 of 1999).

1.8 ORGANIZATIONAL STRUCTURE



Outcome	Output	Output Indicators	Audited Actual Performance 2019/20	Audited Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22 until date of re-tabling	Deviation from planned target to Actual Achievement for 2020/21	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Improved Audit Outcomes	Audit opinion	Unqualified audit outcomes with no matters	Unqualified audit	Unqualified audit outcomes with no matters	Unqualified Audit Outcome	Internal audits were done by both Morar Incorporated and Nexia SAB &T per an approved Internal Audit Plan throughout the financial year with issues raised addressed by management through an Audit Tracker (Implementation tool). All internal audit reports, with issues identified, were presented to the Audit and Risk Committee quarterly meetings. The Museum continued to produce monthly management accounts and quarterly financial reports to monitor expenditure trends.	N/A	N/A	N/A

1.2

Outcome	Output	Output Indicators	Audited Actual Performance 2019/20	Audited Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22 until date of re-tabling	Deviation from planned target to Actual Achievement for 2020/21	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Increased Appreciation of the country's rich heritage.	Visitor numbers.	Visitor numbers.	76 415 visitors	20 000 visitors	22 000 visitors	34 298 visitors	Target exceeded by 12 298.	The easing of Covid-19 restrictions allowed for more visitors than initially anticipated.	Uncertainty brought about by the Covid-19 pandemic.
Maintain a high profile of the Museum through a strong online presence through digital media.	Online reach of audience through digital platforms.	Number of people reached online.	None	100 000 people	110 000 people	1, 105121 people reached.	Target exceeded by almost a million.	The target was modest as the online platforms were being introduced at the time. The growth of online platforms was critical to mitigate the reduction of physical interactions due to Covid-19.	The increased positive support received digitally has seen the Museum turn more to using digital media to reach its audience for communication and information sharing.

2.1

Outcome	Output	Output Indicators	Audited Actual Performance 2019/20	Audited Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22 until date of re-tabling	Deviation from planned target to Actual Achievement for 2020/21	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Improved Research Output.	Publish research in scholarly journals and books.	Number of articles published.	9 Original research papers	7 Original research papers	8 Original research papers	16 original research papers Human Science: 10, Natural science: 6	Target exceeded by double the planned output.	Due to Covid-19 related restrictions, research staff had more time to work consistently on publishing papers.	This was an unusual year and the current outputs are not expected to be sustained but should revert to normal outputs.
	Present research in talks, posters and discussions at conferences, lectures, seminars and workshops.	Number of research papers presented at conferences.	13 presentations	8 presentations	8 presentations	18 presentations Humans Science: 6 Natural Science: 12	Target exceeded by more than double the planned output.	Due to Covid-19 related restrictions, most conferences were held virtually allowing staff to attend and present more.	This was an unusual year and the current outputs are not expected to be sustained but should resort to normal outputs again.
	Manage the publication process of Museum Journals and Occasional Publications.	Number of journal volumes produced per annum.	2 volumes produced	2 volumes and 4 JR reports produced	2 volumes and 4 JR reports produced	2 volumes and 4 JRR reports produced	N/A	N/A	N/A
	Collaborations	Number of collaborations.	23 collaborations	8 collaborations	8 collaborations	39 collaborations Human Science: 21 Natural Science: 18	Target exceeded greatly	Exceeding target is encouraged	N/A

PUBLISHED ARTICLES

1. Blundell, G 2022 Storm Shelter: Rediscovering an archive of rock art In: Archives of Times Past: Conversations about South Africa's Deep History, edited by C. Kros, J. Wright, M. Buthelezi, H. Ludlow. Johannesburg: Wits University Press, pp. 211-216.

2. Blundell, G. 2021 Image and identity: Modelling the emergence of a 'new' rock art tradition in southern Africa. Perspectives on differences in Rock Art. Gjerde. J. M. & M. S. Arntzen (eds) Equinox Press. View Chapter - Equinox Publishing Brenner, J.,

3. Wintjes, J., Moch, S. & Michelow, P. 2021 A short course in visual literacy can improve residents' observation and descriptive skills in cytopathology Diagnostic Cytopathology 49: 727–734 https://doi.org/10.1002/dc.24732

4. Laue, G. 2021 Birds and blurred boundaries: communities of practice and the problem of regions in San rock art. Perspectives on differences in Rock Art. Gjerde. J. M. & M. S. Arntzen (eds) Equinox Press https://www.equinoxpub.com/home/viewchapter/?id=31921

5. Laue, G. 2021 Rock art, regionality and ethnography: variation in southern African rock art. Rock Art Research 38 (2): 138-151 http://www.ifrao.com/rock-art-research-journal/

6. Sengupta, D., Choudhury, A., Fortes-Lima, C., Aron, S., Whitelaw, G. ... & Ramsay, M. as members and collaborators of AWI-Gen and the H3Africa Consortium 2021 Genetic-substructure and complex demographic history of South African Bantu speakers Nature Communications 12 (article 2080) https://www.nature.com/articles/s41467-021-22207-y

7. Whitelaw, G. 2021 Zulu pottery and its production context Seen, Heard and Valued: WAM celebrates 40 years of the Standard Bank African Art Collection, pp. 139–152.

8. Wintjes, J. 2022 A lion's life: tracking the biography of an archaeological artefact In: Archives of Times Past: Conversations about South Africa's Deep History, edited by C. Kros, J. Wright, M. Buthelezi, H. Ludlow. Johannesburg: Wits University Press, pp. 217–226

9. Wintjes, J. 2022 Visual essay: The archive in pictures In: Archives of Times Past: Conversations about South Africa's Deep History, edited by C. Kros, J. Wright, M. Buthelezi, H. Ludlow. Johannesburg: Wits University Press, pp. 271–318

10. Wintjes, J. 2021 Three painted panels from Upper Cingati rock shelter Southern African Humanities 34: 205–233

11. Bellingan, T., Midgley, J., Goergen, G., Jordaens, K. 2021 Notes on the Afrotropical hover fly genus Meromacroides Curran (Syrphidae, Eristalinae). In: African Invertebrates. https://doi.org/10.3897/AfrInvertebr.62.68360

12. Nxele, T.C., Mwabvu, T., Yekwayo, I. 2021 Earthworm species occurrence in agroecosystems in the Midlands, KwaZulu-Natal, South Africa. In: African Invertebrates. https://doi.org/10.3897/afrinvertebr.62.67875

13. Heyns-Veale, ER, Bernard, ATF, Midgley, JM, Herbert, DG 2022 The distribution of offshore benthic molluscs provides new insight into South Africa's marine biogeography. In: Ocean and Coastal Management. https://doi.org/10.1016/j.ocecoaman.2021.106001

14. Williams, K.A., Smit, A., Neves, L., Snyman, L.P. 2021 Evaluating the morphological and molecular challenges in identifying the afrotropical Atylotus species (Diptera: Tabanidae). Acta Tropica. https://doi.org/10.1016/j.actatropica.2021.106262

15. Williams, K.A. and Snyman, L.P. 2021 Tabanidae (Diptera) holotypes in the KwaZulu-Natal Museum collection: Part 1. Haematopota Meigen, 1803. African Invertebrates 62(2): 485–495

16. Miller B, Villet M, Midgley JM 2022 A confirmed feeding attempt by the haematophagous horse fly Philoliche (Philoliche) rondani (Bertoloni, 1861)(Diptera: Tabanidae) on fresh carrion. Biodiversity Data Journal 10:1–6. https://doi.org/10.3897/BDJ.10.e77507

CONFERENCE PRESENTATIONS

1. Laue, G 2021/06/04 “Rock Art Conservation in Africa” Recorded presentation for the Student Development Conference (online) 07th June. (Organised by the South African Archaeological Students Council)
2. Wintjes, J. 2021/06/15 ‘The Metsemegologolo African urbanisms project: Experiences developing a database of archaeological material with a geospatial focus’ Paper presented at CAA Conference (Online) (Coetzee, Merlo & Wintjes)
3. Whitelaw, G. 2021/09/06 ‘A closer look at the pots. Investigating the overall cuisine of the Urewe and Kalundu occupation facies of Lydenburg Heads, South Africa, using GC/MS and GC-c-IRMS’ Co-author on paper presented at SAfA conference
4. Wintjes, J. 2021/09/29 Chaired session ‘Planetary relations’ at SAVAH Conference (online) SAVAH Conference
5. Laue, G. 2022/03/14 Presented a paper titled “Different Mountains, Distinctive Images: Regional Differences in Southern African San Rock Paintings” Southern African Mountains Conference (14- 18 March)
6. Wintjes, J. 2022/03/17 Presented a paper titled “A dwelling perspective on iziphambano (ukubethela crosses) in rock shelters of the AmaNgwane and Amazizi mountain wards, Southern African Mountains Conference (14- 18 March)
7. Williams, K.A., Clitheroe, C-L, Villet, M.H. and Midgley, J.M. 2021 The first record of Omosita nearctica Kirejtshuk (Coleoptera, Nitidulidae) in South Africa. Proceedings of the 22 Congress of the Entomological Society of Southern Africa.
8. Xavier Brits, X., Human, H., Midgley, J.M., and Weldon, C.W. . 2021 Hoverflies (Diptera: Syrphidae) as pollinators of sunflowers in the Waterberg region area of Limpopo province, South Africa. Proceedings of the 22 Congress of the Entomological Society of Southern Africa.
9. Bellingan, T., Midgley, J.M., Goergen, G. & Jordaens, K. A 2021 revision of the hoverfly genera Chrysogaster, and Orthonevra (Diptera: Syrphidae: Eristalinae) from the Afrotropical region. Proceedings of the 22 Congress of the Entomological Society of Southern Africa.
10. Midgley, J.M., Bellingan, T., Goergen, G. & Jordaens, K. 2021 Rediscovery of Meromacroides meromacriformis (Diptera: Syrphidae) in South Africa, with a description of the female and notes on the biology. Proceedings of the 22 Congress of the Entomological Society of Southern Africa
11. Mva, L., Midgley, J.M., Van Der Niet, T. & Jordaens, K. 2021 Temporal patterns in hoverfly abundance in Kwa-Zulu Natal, South Africa. Proceedings of the 22 Congress of the Entomological Society of Southern Africa
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13. T. Nxele, 2022 Are mountain native earthworms in South Africa threatened? Southern African Mountain Conference, Champagne Sports Resort (14–17 March 2022)
14. Heyns-Veale, ER, Bernard, ATF, Midgley, JM, Herbert, DG 2021 What can we learn about South Africa’s marine biogeography from off-shore mollusc data. International Congress on Zoology Virtual Congress, 22 – 24 November 2021.
15. Ziganira, M. 2021 Can Post-Covid era drive digitisation to digital Transformation in the KwaZuluNatal Museum? 85th South African Museums Association Conference. 7-8 September 2021 (Virtual).
16. Ndlovu, M 2021 KwaZulu-Natal Museum Entomology Collection. 85th South African Museums Association Conference. 7-8 September 2021 (Virtual).
17. Manukuza, N. 2021 An overview of the collection of mollusc in the KwaZulu-Natal Museum. 85th South African Museums Association Conference. 7-8 September 2021 (Virtual).
18. Zamisa, S. 2021 Workbench: A Tool in Specify to import Data. 85th South African Museums Association Conference. 7-8 September 2021 (Virtual).

2.2

Outcome	Output	Output Indicators	Audited Actual Performance 2019/20	Audited Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22 until date of re-tabling	Deviation from planned target to Actual Achievement for 2020/21	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Curated Collections	HASC reports.	Maintained collections to International Museum standards.	Unqualified audit outcome.	Unqualified audit outcome.	Unqualified audit outcome.	Unqualified audit outcome.for 2020/21. (4 HASC reports produced).	N/A	N/A	N/A
	Field days.	Number of field trips conducted.	15 field trips.	60 field days.	60 field days.	302 field days (Human Sciences: 182, Natural Sciences: 120.	Target exceeded greatly.	It was an exceptionally unusual year and because of Covid-19, staff were able to visit the field much more frequently as they do not have to interact with others on the field.	Impact of the Covid-19 pandemic.
Student/ Intern supervision, co-supervision and mentoring.	Post-graduates, interns supervised, co-supervised or mentored.	Number of post-graduates, interns supervised, co-supervised or mentored.	24 Student / Interns per annum.	4 Student / Interns per annum.	4 post-graduates, interns supervised, co-supervised or mentored.	22 postgraduates, interns supervised, co-supervised or mentored.	Target exceeded greatly.	Target was underestimated.	N/A

Outcome	Output	Output Indicators	Audited Actual Performance 2019/20	Audited Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22 until date of re-tabling	Deviation from planned target to Actual Achievement for 2020/21	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Increased cultural and natural heritage awareness.	Temporary exhibition.	Number of temporary exhibition produced.	4 exhibitions produced.	2 exhibitions produced.	2 exhibitions produced.	6 exhibitions produced: - Iso loMgungund-lovu Charlotte Makgomo Maxeke. Heritage Day Nguni Cattle Exhibition Pollination (in collaboration with Africa Museum). Outbreak: Epidemics in a Connected World (in collaboration with the Smithsonian National Museum of Natural History). Snakes pop up display.	Target exceeded by 4 exhibitions.	Target was exceeded due to demand.	N/A

Outcome	Output	Output Indicators	Audited Actual Performance 2019/20	Audited Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22 until date of re-tabling	Deviation from planned target to Actual Achievement for 2020/21	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Improved participation in the Museum's education and outreach programmes.	Number of learners.	Number of learners.	21 576 learners.	13 895 learners.	12 000 learners.	19 102 learners.	Positive variance of 7 102,	Increased demand from schools and working on a booking system instead of working with fixed schools for a year.	Outputs were revised due to the uncertainty posed by Covid-19.
	Schools participating in outreach programmes per annum.	Number of schools participating in outreach programmes per annum.	19 participating schools.	19 participating schools.	19 participating schools.	37 schools.	Positive variance of 18.	Changing to a booking system instead of working with fixed schools for a year.	N/A
Improved Museum profile.	Hosting of public event: Night at the Museum.	Number of public engagement programmes.	Host two night at the Museum per annum.	Host two night at the Museum per annum.	Host 1 night at the Museum per annum.	None.	N/A	It was resolved that hosting a smaller version of the event, to comply with Covi-19 guidelines, was not worth it considering the amount of work that goes into the event.	The target was revised with the view of hosting at least one event once lockdown regulations were relaxed.

Outcome	Output	Output Indicators	Audited Actual Performance 2019/20	Audited Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22 until date of re-tabling	Deviation from planned target to Actual Achievement for 2020/21	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
A diverse socially cohesive society with a common identity.	National days commemoration.	Number of national days commemorated.	10 days commemorated.	10 days commemorated.	10 days commemorated.	12 days commemorated.	Positive variance of two.	Celebrated International Day of Persons with Disabilities to promote Museum's accessibility to all groups. Reconciliation Day was commemorated to promote social cohesion.	N/A

Special Days Commemorated:

Freedom Day
Commemorated on 20 April 2021 with Edendale and Maqonqgo Primary and on 21 April 2021 with Henryville Primary school.

Biodiversity Day
Celebrated on 21 May 2021 with learners from Ngangezwe, Banqobile and Inhlanhlayabebhuze High schools.

Africa Day/Month
Celebrated with Thornhill Christian School on 25 May 2021.

Youth Day
Commemorated by poetry competition held on 23 June 2021. uMvuzo Secondary school won the competition.

Mandela Day
Celebrated on 29 July 2021 at Siyaphilisa Community based Care Centre.

Women's Day
Celebrated on 11 August 2021 with female learners from Sobantu Secondary and Thornhill Christian school.

Heritage Day
Celebrated on 23 September 2021 at the Museum with the opening of the Nguni Cow temporary display that was designed by learners from different primary schools. Participating schools were, Dlokwakhe Primary, Enathi Primary, Villa Maria Primary, Gcina Primary, Imboyi Primary ,Maria Memorial and Ndeleshane Primary.

16 Days of Activism
Celebrated on 30 November 2021 with learners from Zamalisizwe and Maria Memorial Primary schools.

World Aids Day
Celebrated on 01 December 2021 in collaboration with Dindi Primary school and Siyayinqoba "Beat it". Information pamphlets were also handed to visitors at the Museum.

Reconciliation Day/Month
Celebrated at Willofontein community hall on 3 December 2021.

Human's Rights Day/Month
Celebrated with Edendale and Caluza primary on 10 March 2022, Bruynshill Primary on 14 March,Vezamafa Primary on 16 March 2022, Willofontein on 18 March 2022 and Kwandeni Primary on 23 March 2022.

International day for people with Disabilities
Celebrated on 03 December 2021 with Pietermaritzburg Mental Health Association.

PART C:
GOVERNANCE

1 Introduction

Corporate governance embodies processes and systems by which the KwaZulu-Natal Museum is directed, controlled and held to account. In addition to legislative requirements based on the KwaZulu-Natal Museum's enabling legislation, corporate governance with regard to the KwaZulu-Natal Museum is applied through the precepts of the Public Finance Management Act (PFMA) and run in tandem with the principles contained in the King's Report on Corporate Governance.

Parliament, the Executive and the Accounting Authority of the public entity are responsible for corporate governance.

2 Council

The KwaZulu-Natal Museum, a Declared Cultural Institution in terms of the Cultural Institutions Act, 1998 (Act 119 of 1998) has no share capital. The institution is governed by the Council, appointed by the Minister of Sport, Arts and Culture. On 01 September 2018 the old Council assumed office and its term ended on 31 August 2021. The new council was appointed on 01 September 2021 and will end on 31 August 2024.

2.1 The role of the Council is as follows:

- To formulate policy;
- To hold, preserve and safeguard all movable and immovable property of whatever kind placed in their care or loaned or belonging to the KwaZulu-Natal Museum;
- To receive, hold, preserve and safeguard all specimens and collection of all other movable property placed under its care and management under Section 10 (1) of the Cultural Institutions Act;
- To raise funds for the KwaZulu-Natal Museum;
- To manage and control the monies received by the KwaZulu-Natal Museum and to utilise those monies for defraying expenses in connection with the performance of its functions;
- To keep a proper record of the property of the KwaZulu-Natal Museum, and to 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;
- To determine and substitute the Cultural Institutions Act and with the approval of the Minister, the object of the declared institution; and
- To generally carry out the objects of the declared institution.

Council may determine the hours and conditions to which the public may visit the KwaZulu-Natal Museum. The Council shall have the power to appoint such persons as it considers necessary to perform the functions of the KwaZulu-Natal Museum, the determination of the remuneration and terms and conditions of services shall be in accordance with the scheme approved by the Minister in consultation with the Minister of Finance.

2.2 Council Charter

2.2.1 Purpose of the Council

The Council's purpose is to ensure that the KwaZulu-Natal Museum is a sustainable organization capable of fulfilling its objectives, statutory and otherwise. In order to fulfill this purpose, the Council must provide oversight on the direction and control of the business of the Institution. Council owes a fiduciary duty to the KwaZulu-Natal Museum both under the Cultural Institutions Act (Act 119) of 1998; the Public Finance Management Act, 1999 (Act No. 1 of 1999), "the PFMA" and is accountable to the Department of Sport, Arts and Culture, the Shareholder and eventually the Government of the Republic of South Africa. Council is also responsible, within the structures of corporate law and legislation, to the other stakeholders of the Museum. Council members are required to exercise due care, skill and utmost good faith in the performance of their duties.

2.2.2 The Chairperson

The Chairperson provides leadership at Council level, represents the Council to the Minister and is responsible for ensuring the integrity and effectiveness of the Council and its committees. To this end the Chairperson is required to:

- maintain a regular dialogue with the Director in respect of all material matters affecting the Museum and to consult with the other Council members promptly where considered appropriate;
- ensure that material matters in respect of the business or governance of the Museum that he/she is aware of, are tabled at Council meetings;
- act as facilitator at meetings of the Council to ensure that material issues for consideration are tabled and ventilated effectively to ensure optimal Council decision-making and governance;
- be available for the Director between Council meetings to provide counsel and advice.
- represent the Museum in official ministerial fora and events organized by the Minister.
- communicate with the Minister on behalf of the Council.

The Chairperson does not have any executive or management responsibilities.

2.2.3 The Director

The Director is the Accounting Officer and provides executive leadership and is accountable to the Council for the implementation of the strategies, objectives and decisions of the Council within the framework of the delegated authorities, values and policies of the Museum. The Director is appointed by the Council, in conjunction with the Department. To this end the Director is accountable to the Council to amongst other things:

- develop and recommend to the Council the long-term strategy and vision of the Museum and its quantified expression by way of critical performance targets
- develop and recommend to the Council the annual performance plans and budgets that support the Museum's long-term strategy
- ensure that the Museum has an effective management team and management structures
- ensure appropriate Institutional policies are formulated and implemented
- ensure that effective internal institutional controls and governance measures are deployed
- serve as the chief spokesperson of the Museum.

2.2.4 Statement of Council Members' Responsibility

Council members are responsible for the maintenance of adequate accounting records and the preparation and integrity of the Annual Financial Statements (AFS) and related information. The auditors are responsible for reporting on the fair presentation of the AFS for 2021/2022.

The AFS are prepared on a going-concern basis. Nothing has come to the attention of the members of Council to indicate that the institution will not remain a going concern for the foreseeable future.

The AFS have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP 1 to 3). The Institution's Audit and Risk Committee recommended the AFS on 25 May 2022. Council approved the AFS on 26 May 2022.

Council is also responsible for the systems of internal controls that are designed to provide reasonable, but not absolute, assurance as to the reliability of the financial statements, and to adequately safeguard, verify, and maintain accountability for assets, and to prevent and detect material misstatements and losses.

In line with the Cultural Institutions Act of 1998 and the Public Finance Management Act of 1999, and in order to undertake its role in a more effective manner, Council has delegated its management responsibilities to the Director and suitably trained personnel appointed by and under the management of the Director. Council continues to develop policy and provide an oversight role. Nothing has come to the attention of the members of Council to indicate that any material breakdown in the functioning of these controls, procedures and systems has occurred during the year under review.

Council is very grateful to the Minister for the support that he has given. Council has reviewed and approved the Annual Performance Plan for 2021/2022. During the period under review, Council reviewed and approved the following policies:

2021/2022 APPROVED POLICIES

NO	NAME OF POLICY	DATE
1	Employee Reward Policy	22 May 2021
2	Volunteers Policy	22 May 2021
3	Employment Related Policy	22 May 2021
4	Employee Relations Policy	22 May 2021
5	Leave Policy and Procedure	22 May 2021
6	Travel & Subsistence Policy	22 May 2021
7	Enterprise Risk Management Policy	14 August 2021
8	Code of Ethics & Legal Framework	14 August 2021
9	Policy on Hardware usage & Data Security	14 August 2021
10	HIV/AIDS Policy	14 August 2021
11	Policy on Personal Information Policy	14 August 2021
12	Recognition of Improved Qualifications Policy	14 August 2021
13	Collective Agreement: KZN Museum and Staff Association	14 August 2021
14	Heritage Assets Management Policy	20 November 2021
15	Vehicle Safety & Usage Policy	20 November 2021
16	Chronic Diseases Policy	26 January 2022
17	Performance Management & Development System Policy	26 January 2022

2.3.1 Composition of Council

Council for the period 01 September 2021 – 31 March 2022

Name	Date Appointed	Qualifications	Other Committees	Number of Meetings Attended
Kunene, Ms K (Chairperson)	September 2021	Post Grad Dip (USB) Leadership & Development, Cost Eng Cert & Generation Skills Dev Prog Cert (Eskom Academy of Learning), Corp Project Mgt Cert (Sch of Project Mgt, Pretoria), Innovation Mgt Dev Prog (Da Vinci Inst of Tech Management) BSc Prop Dev (UKZN)	Institutional Advancement and Ethics Committee, Finance and Procurement Committee and Infrastructure and Facilities Committee.	8
Magaqa, Adv S (Deputy Chairperson)	September 2021	BProc (UNITRA), LLB (Wits)	Audit & Risk Committee and Human Resources & Remuneration Committee.	7
Stobie, Prof B.	September 2021	Bachelor of Commerce, Certificate in the Theory of Accountancy (Natal) Chartered Accountant (S.A.) (Institute of C.A.s) Master of Accountancy (Natal)	Audit & Risk Committee, Infrastructure & Facilities Committee and Finance and Procurement Committee	7
Robinson, Ms L	September 2021	BArch (UCT)	Infrastructure & Facilities Committee and Finance & Procurement Committee	7
Dlamini, Mr S	September 2021	MA Bus Admin (Regent Bus Sch), Nat Dip (Marketing (DUT)	Institutional Advancement & Ethics Committee and Infrastructure & Facilities Committee	6
Noge, Mr M	September 2021	MA Comm (UJ), Post Grad Dip International Tax, (UJ), Post Grad Dip Tax Law (UJ), CA (SA), BComm Hon (UN), Dip Corp Law (RAU), BComm (Wits)	Infrastructure & Facilities Committee and Finance & Procurement Committee	4
Dantile, Dr F	September 2021	Strategic HRM Programm (UCT), Dip Labour Law (IDEC), Dip Bus Management (Executive Education), Bcomm (UNITRA)	Human Resources & Remuneration Committee and Institutional Advancement & Ethics Committee	8
Mfuphi, Mr L	September 2021	BA Soc Sc, Adv Dip in Man, Post Grad Cert in Education	Human Resources & Remuneration Committee and Institutional Advancement & Ethics Committee	6
Ramagoshi, Ms M.	September 2021	Masters in Public Administration (University of Pretoria), Bachelor of Education, Bachelor of Arts (University of Limpopo -Turfloop), Junior Secondary Teachers Certificate (Transvaal College of Education), Homecraft Teachers Certificate	Human Resources and Remuneration Committee and Institutional Advancement and Ethics Committee	5

Council for the period 01 April 2021 – 31 August 2021

Name	Date Appointed	Qualifications	Other Committees	Number of Meetings
Mazibuko, Prof N.M. (Chairperson)	September 2018	BA (UNIZULU), BA (Hons) (UNIZULU), MA (Soc Sci) (UN), PhD (UIC Illinois), Dip (PR) (Damelin), BA Communications (UNISA)		2
Stobie, Prof B. (Deputy Chairperson)	September 2018	Bachelor of Commerce, Certificate in the Theory of Accountancy (University of Natal) Chartered Accountant (S.A.) (Institute of C.A.s) Master of Accountancy (University of Natal)	Audit & Risk Committee and Finance and Procurement Committee	6
Jivan, Mr U.	September 2018	B.A, LLB (UKZN)	Institutional Advancement and Ethics Committee	2
Khorommbi, Mr T.C.	September 2018	Audiovisual Production Management (RAU)	Institutional Advancement and Ethics Committee	2
Magaqa, Adv. S.	September 2018	BProc (UNITRA), LLB (Wits)	Human Resources and Remuneration Committee	3
Mhlongo, Ms N.	September 2018	CTA (Honours Bcompt) (UNISA), BCom (UKZN)	Audit & Risk Committee and Finance and Procurement Committee	6
Musundwa, Ms S.	September 2018	Masters (MA) in Media Theory and Practice, Honours in Economics (Bachelor of Commerce), Bachelor of Commerce Degree (Economics & Finance) (UCT),	Finance and Procurement Committee and Institutional Advancement and Ethics Committee	5
Nkosi, Dr N.	September 2018	Dip.PHC Ed. University of Witwatersrand, M.B.Ch.B. University of Natal, B.Sc. University of Botswana, Lesotho and Swaziland	Human Resources and Remuneration Committee	4
Ramagoshi, Ms M.	September 2018	Masters in Public Administration (University of Pretoria), Bachelor of Education, Bachelor of Arts (University of Limpopo -Turfloop), Junior Secondary Teachers Certificate (Transvaal College of Education), Homecraft Teachers Certificate	Human Resources and Remuneration Committee	2

In addition to the above Council members, persons attending the Council meetings included: Mr L. Maphasa, Director; Mr S. Miya, Deputy Director; Mr S. Dlamini, Executive Manager: Finance & Administration; Mr S. Tantsi, Finance and Projects Officer; Mrs M. Cebekhulu, Finance and Administration Officer; Mrs N. Gumede, Council Secretary and Ms T. Gumede, Administration Intern.

2.4 Committees

Various Committees of the Council met to discuss specific issues and made recommendations to Council. The following Committees met during the 2021/2022 financial year:

Committees for the period 01 September 2021 – 31 March 2022

Committee	No. of Meetings Held	No. of Members	Name of Members
Audit and Risk Committee	2	4	Ndlovu, Ms T.D. (Chairperson, External); Stobie, Prof B; Sibiya, Mr V.V (External) and Mngadi, Ms N. (External)
Human Resources and Remuneration Committee	2	4	Ramagoshi, Ms M (Chairperson); Mfuphi, Mr L; Dantile, Dr F and Magaqa, Adv S
Finance and Procurement Committee	2	5	Noge, Mr M. (Chairperson); Kunene, Ms K; Stobie, Prof B. and Robinson, Ms L and Dlamini Mr S.
Institutional Advancement & Ethics Committee	2	6	Dantile, Dr F (Chairperson); Kunene, Ms K; Mfuphi, Mr L, Dlamini, Mr S, Robinson, Ms L and Ramagoshi, Ms M
Infrastructure and Facilities Committee	1	3	Robinson, Ms L (Chairperson); Kunene, Ms K and Dantile, Dr F

Committees for the period 01 April 2021 – 31 August 2021

Committee	No. of Meetings Held	No. of Members	Name of Members
Audit and Risk Committee	2	7	Jordan, Mr M.A. PA (SA) (Chairperson External); Stobie, Prof B. CA (SA), Mthembu, Ms N. (External); Mhlongo, Ms N. CA (SA); Mngadi, Ms N, Ndlovu, Ms T.D (External) and Sibiya, Mr V.V (External)
Human Resources and Remuneration Committee	2	3	Magaqa, Adv. S (Chairperson); Nkosi, Dr N and Ramagoshi, Ms M.
Finance and Procurement Committee	2	3	Stobie, Prof B. CA (SA); Mhlongo, Ms N. CA (SA); Musundwa, Ms S.
Institutional Advancement & Ethics Committee	2	3	Khorommbi Mr T; Jivan Mr U; Musundwa, Ms S.

Committees for the period 01 April 2020 – 31 March 2021

Committee	No. of Meetings Held	No. of Members	Name of Members
Audit and Risk Committee	4	5	Jordan, Mr M.A. PA (SA) (Chairperson External); Stobie, Prof B. CA (SA); and Mthembu, Ms N. (External); Mhlongo, Ms N. CA (SA); Mngadi, Ms N. (External)
Human Resources and Remuneration Committee	4	3	Magaqa, Adv. S (Chairperson); Nkosi, Dr N and Ramagoshi, Ms M.
Finance and Procurement Committee	4	3	Stobie, Prof B. CA (SA); Mhlongo, Ms N. CA (SA); Musundwa, Ms S.
Institutional Advancement & Ethics Committee	4	3	Khorommbi Mr T; Jivan Mr U; Musundwa, Ms S.

2.5 Remuneration of Council Members

Council for the period 01 September 2021 – 31 March 2022

MEMBER	Council Meetings attended	Sub-Committee Meetings attended	Total Meetings Attended	Honorarium R	Travel Reimbursement R	2021/22 Total R
Kunene, Ms K. (Chairperson)	3	5	8	65,379	-	65,379
Dantile, Dr F	3	5	8	31,356	-	31,356
Dlamini, Mr S.	2	4	6	26,130	-	26,130
Magaqa, Adv. S	3	4	7	37,640	3,977	41,617
Mfuphi, Mr L	2	4	6	27,872	-	27,872
Noge, Mr M.	2	2	4	13,936	-	13,936
Ramagoshi, Ms M	1	4	5	10,452	-	10,452
Robinson, Ms L	3	4	7	31,356	-	31,356
Stobie, Prof B	3	4	7	31,356	-	31,356
TOTAL				275,477	3,977	279,454

* In addition to three Council meetings, the Chairperson attended other official engagements.

Council for the period 01 April 2021 – 31 August 2021

MEMBER	Council Meetings attended	Sub-Committee Meetings attended	Total Meetings Attended	Honorarium R	Travel Reimbursement R	2021/22 Total R
Mazibuko, Prof N.M. (Chairperson)	2	-	2	44,289	-	44,289
Jivan, Mr U	2		2	13,936	-	13,936
Khorommbi, Mr TC	2		2	10,452	-	10,452
Magaqa, Adv. S	1	2	3	17,420	318	17,738
Mhlongo, Ms N	2	4	6	27,872	-	27,872
Musundwa, Ms S	2	3	5	17,420	-	17,420
Nkosi, Dr N	2	2	4	17,420	119	17,539
Ramagoshi, Ms M	1	2	2	13,936	-	13,936
Stobie, Prof B	2	4	6	26,838	-	26,838
TOTAL				189,583	437	190,020

* In addition to two Council meetings, the Chairperson attended other official engagements.

Council for the period 01 April 2020 - 31 March 2021

MEMBER	Council Meetings attended	Sub-Committee Meetings attended	Total Meetings Attended	Honorarium R	Travel Reimbursement R	2020/21 Total R
Mazibuko, Prof N.M. (Chairperson)	4	-	-	50,616	-	50,616
Jivan, Mr U	3	3	6	21,044	-	21,044
Khorommbi, Mr TC	4	3	7	24,388	-	24,388
Magaqa, Adv. S	4	3	7	27,872	-	27,872
Mhlongo, Ms N	4	7	11	38,024	-	38,024
Musundwa, Ms S	4	6	10	34,840	-	34,840
Nkosi, Dr N	4	3	7	24,388	-	24,388
Ramagoshi, Ms M	4	3	7	24,388	-	24,388
Stobie, Prof B	4	8	12	46,008	-	46,008
TOTAL				291,568	-	291,568

* In addition to three Council meetings, the Chairperson attended other official engagements.

3. Risk Management

Risks are managed in terms of the KwaZulu-Natal Museum Risk Management Policy and the Risk Assessment Management Plan and Disaster Response and Recovery Plan.

A risk assessment is conducted annually to identify risks; the risks are recorded in the risk assessment management plan. The risk assessment management plan is monitored, reviewed and approved by Council. Management reports on progress made to address the risks identified to the Audit and Risk Committee and Council on a quarterly basis.

4. Internal Control Unit

Internal Audit performs audits as per the approved internal audit strategy. The internal audit services are outsourced.

5. Internal Audit and Audit Committees

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve the KwaZulu-Natal Museum's operations. It helps the Museum accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the adequacy and effectiveness of risk management, control and governance processes.

5.1 IMPLEMENTATION STATUS OF THE 2021/22 INTERNAL AUDIT COVERAGE PLAN

Work Done	Completion Status
Human Resource Management	Completed
Supply Chain and Expenditure Management	Completed
Audit of Performance Information	Completed
Asset Management	Completed
Annual Financial Statements Review (2021/2022 Financial year)	Completed
Reliability and Integrity of financial and operational information	Completed
Compliance with laws, regulations and controls	Completed

5.2 Objectives of the Audit and Risk Committee

The main objective of the Committee is to advise Management on formulating Finance, Risk and Information Technology and Communication Policies.

The Audit and Risk Committee will advise the Council of the Museum in fulfilling its oversight responsibilities relating to:

- Internal financial control and internal audits;
- Risk management and ensure adequate systems and control processes are in place and reviewed regularly;
- Management complying with accounting standards, regulatory and legal requirements when preparing financial reports and statements;
- The adequacy, reliability and accuracy of financial reporting and information;
- Performance management;
- Risks of the KwaZulu-Natal Museum operations to be addressed and covered in the scope of internal and external audits;
- Compliance with the Public Finance Management Act and any other applicable legislation; and
- Any other relevant issues referred to it by the Museum.

5.3 The Audit and Risk Committee's other roles are to:

- Review the annual financial statements to provide the Council of the Museum with an authoritative and credible view of the financial position of the entity, its efficiency and effectiveness and its overall level of compliance with the Public Finance Management Act and any other applicable legislation;

- Respond to the Council and recommend an Audit Plan on any issues raised by the Auditor-General in the audit report;
- Carry out such investigations into the financial affairs of the Museum as the Council may request;
- In performing its duties, the Committee will maintain effective working relationships with the Council, management, and the internal and external auditors;
- To perform their roles effectively, each committee member will obtain an understanding of the detailed responsibilities of committee membership as well as the general Museum's business, operations and risks.

5.4 Key Performance Areas of the Audit and Risk Committee

The key performance areas of the Audit and Risk Committee are:

- Financial reporting
- Internal controls and systems
- Risk Management
- Performance management
- Assist Council and Management to fulfil their accounting and legal responsibilities.

5.5 Attendance of meetings by Audit and Risk Committee Members

Committees for the period 01 April 2021 – 31 March 2022

Committee	No. of Meetings Held	No. of Members	Name of Members
Audit and Risk Committee	4	7	Jordan, Mr M.A. (Chairperson, Independent); Stobie, Prof B.; Mthembu, Ms N. (Independent); Mhlongo, Ms N.; Mngadi, Ms N. (Independent); Ndlovu, Ms T (Independent); Sibiya, Mr V.V. (Independent)

6. Compliance with Laws and Regulations

- The KwaZulu-Natal Museum, in terms of Section 4 of the Cultural Institutions Act, constitutes a corporate body and accordingly, the KwaZulu-Natal Museum, the Council and all members are required to comply with the principles of good corporate governance and all laws and regulations.
- The Audit and Risk Committee is in place to ensure that the KwaZulu-Natal Museum complies with all the laws and regulations.
- The KwaZulu-Natal Museum has in place an internal audit function that performs a review of compliance with laws and regulations on an annual basis.
- The KwaZulu-Natal Museum reports on compliance with laws and regulations on a quarterly basis. The PFMA checklist is completed and approved by Council.

7. Fraud and Corruption

The KwaZulu-Natal Museum has zero tolerance for fraud and corruption. To this end, Council has an approved Fraud Prevention Policy. The Policy addresses strategic fraud and corruption risks that must be addressed. In addition, the Museum has a whistle blower hotline where suspected or confirmed cases of fraud and corruption can be reported. The hotline is administered by the Internal Auditor of the Museum. The telephone number of the Hotline is posted on the KwaZulu-Natal Museum website for the employees and the public. It is the responsibility of all employees to immediately report all allegations or incidents of fraud and corruption. All managers are responsible for the detection, prevention and investigation of fraud and corruption and must report all incidents and allegations of fraud and corruption.

8. Minimising Conflict of Interest

Management and all staff of the KwaZulu-Natal Museum complete an annual declaration of interest form. Management and staff are encouraged to update the form as and when there is a change in circumstances. In addition, prior to the commencement of the Council meetings, Council members are required to declare potential interest on an agenda item.

9. Code of Conduct

The KwaZulu-Natal Museum has in place the Employee Relations Policy.The policy deals with conduct in the workplace and covers the following topics:

- Relationship Management Strategy
- Statutory Legislative Requirements
- Conflict Resolution and Preventative Mechanisms
- Disciplinary Code and Procedure
- Grievance Procedure
- Harassment Policy.

The Employee Relations Policy is stored in the public drive on the Museum network to be easily accessible to all staff members.

10. Health, Safety and Environment Issues

The KwaZulu-Natal Museum has established an internal Health and Safety Committee. The primary objective of the committee is to ensure that the Museum is health and safety regulations compliant. Health and safety matters are attended to on a day to day basis. The committee meets on a quarterly basis and a Health and Safety Report is presented at the Audit and Risk Committee on a quarterly basis. Compliance with the health and safety regulations is one of the performance indicators under the Administration Programme (Support Services Sub-programme).

11. Social Responsibility

The KwaZulu-Natal Museum is an entity under the Department of Sport, Arts and Culture and accordingly it must address national imperatives.

As part of contributing towards skills development an agreement of understanding with the Durban University of Technology is in place to offer experiential training to final year tourism students; twenty-three students benefited from this programme. The rural outreach programme is pivotal at ensuring that the rural communities have access to Museum educational programmes by taking the Museum to the people; this initiative goes a long way in supplementing learner education since the Museum's educational programmes are curriculum aligned. The Museum celebrated the Nelson Mandela Day by conducting activities in the spirit of uplifting the communities where it operates.

12. Audit Committee Report

Report of the Audit and Risk Committee

We are pleased to present our report for the financial year ended 31 March 2022.

Audit and Risk Committee Members and Attendance

The Audit and Risk Committee consists of the members listed hereunder and met four times during the period under review as per its approved terms of reference.

Members for the period 01 September 2021 – 31 March 2022

No	Name of Member	Internal or External	Number of Meetings Attended
1.	Ndlovu, Ms T. (Chairperson from 01 September 2021)	External	2
2.	Stobie, Prof B.	Internal	2
3.	Magaqa, Adv S.	Internal	2
4.	Sibiya, Mr V.	External	2
5.	Mngadi, Ms N.	External	2
6.	Maphasa, Mr L.	Ex-Officio	2

Members for the period 01 April 2021 – 31 August 2021

No	Name of Member	Internal or External	Number of Meetings Attended
1.	Jordan, Mr A. (Acting Chairperson until 31 May 2021)	External	1
2.	Stobie, Prof B.	Internal	2
3.	Mhlongo, Ms N.	Internal	2
4.	Mthembu, Ms N.	External	1
5.	Mngadi, Ms N. (Acting Chairperson: 01 June 2021 - 31 August 2021)	External	2
6.	Sibiya, Mr V. (From 01 June 2021)	External	1
7.	Ndlovu, Ms T (From 01 June 2021)	External	1
8.	Maphasa, Mr L.	Ex-Officio	2

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. It 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

The ARC reviewed the work of the Internal Audit and its recommendations. The ARC is satisfied that recommendations that were addressed and improvements on implementation that were based on the risk assessments conducted were effected.

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

- Asset Management Review
- Human Resources Management Review
- Supply Chain Management Review
- Audit of Performance Information Review
- Annual Financial Statements Review
- Reliability and integrity of financial and operational information
- Compliance with laws, regulations and controls.

In-Year Management Quarterly Report

The public entity has reported quarterly to the National Treasury and the Department of Sport, Arts and Culture as is required by the PFMA. The internal audit also reported on a quarterly basis on the annual activities as outlined on the approved three year rolling internal audit plan which is tracked and monitored by the Audit and Risk Committee.

Evaluation of the Performance towards attainment of the Museum's objectives/goals

In relation to the strategic and operational goals, the practice of conducting regular performance assessments, the culture, nature and size of the transactions have led the Committee to remain confident on the existing internal control such that staff evaluations that require participation or monitoring by the Committee have not merited pursuit.

Risk management and reporting

Risk management was effective constantly monitored and addressed at an appropriate level of anticipation, preparation in line with the predetermined risk appetite of the Museum. This has been adequately conducted by management, reported to the Committee for oversight satisfaction. This year the impact of the COVID-19 pandemic and the related restrictions necessitated the adjustment of the existing risk assessment to also serve as an important input to the revision of the internal audit strategic plan.

Compliance to laws and regulations

The Audit and Risk Committee provided oversight on the possible non-compliance to laws and regulations throughout the year with no transgressions identified and no possible transgressions were identified.

Evaluation of Financial Statements

The committee has fulfilled a critical role in evaluating the annual financial statements as follows:

- Reviewed the audited financial statements included in the annual report,
- Reviewed all the accounting policies and practices (including changes where applicable), and
- Reviewed performance information as reported in the annual report.

Auditor's Report

The Audit and Risk Committee 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 of South Africa.

Furthermore, the Audit and Risk Committee notes the findings as indicated by the Auditor-General in the Management report, and do recognize and appreciate the plans of management to correct these findings. The Committee will monitor the implementation of planned corrective action.

Ms. T. Ndlovu
Chairperson – Audit & Risk Committee
Date: 25 August 2022

13. B-BBEE Compliance Performance Information

Has the Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	Response Yes/No	Discussion (include a discussion on your response and **indicate what measures have been taken to comply)**
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	Yes	Suppliers doing business with the Museum are subjected to a vetting process i.e. each supplier must be registered on the CSD and must be up to date.
Developing and implementing a preferential procurement policy	Yes	The Museum maintains a Supply Chain Management policy that is in line with the National Treasury Preferential Procurement Policy Framework Act, 2000: Preferential Procurement Regulations, 2017
Determining qualification criteria for the sale of state-owned enterprises?	No	Not applicable
Developing criteria for entering into partnerships with the private sector?	No	Not applicable

Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	Yes	The Museum has been involved in offering bursaries and internships to the previously disadvantages students and graduates.

1. Introduction

1.1 Background and Legislative Framework

The Human Resources (HR) Plan sets the direction for the Human Resources Division to address the trends and challenges that the KwaZulu-Natal Museum encounters now and in the years to come, in the human resources management and development context. The plan also provides general information about the HR Division's link with the rest of the Museum's departments. The HR Division will use the HR Plan as their work plan for implementing its goals and priorities.

1.2 Human Resource Mission and Values

Mission

The HR Division regards its mission as dedicating itself to serve and support the organisation in achieving its strategic objectives. Through strategic partnerships and collaboration, the HR Division recruits, develops and retains a high performing and diverse workforce and fosters a healthy, safe, well equipped and productive work environment for employees, their families and public in order to maximise individual potential, increase organisational capacity and position the Museum as an employer of choice.

To give effect to its mission, HR endeavours to (i) Empower employees towards maximising their personal potential and deliver on and exceed organisational requirements, (ii) Continuously align HR Strategy with the Museum Strategy, Legislative requirements and Best Practices in the HR field, (iii) Promote Equity, Fairness, Objectivity and Consistency, (iv) Commit to professional conduct, promote professional HR management practices and advance the knowledge and proficiency of HR to the benefit of the KwaZulu-Natal Museum, and (v) Develop and adopt appropriate systems and procedures to ensure fair, efficient and transparent personnel administration.

Values

In this context, the values that HR subscribe to include that: (i) The human resources (employees) is Council's most valuable resource as every service or product is ultimately created or delivered through human intervention, (ii) HR is focused on maximising the human resources potential, and (iii) HR champions and support diversity.

The HR Division demonstrates the following values:

- Promote honesty, integrity, and trust: We honour our commitments and conduct business in a manner that promotes fairness, respect, honesty and trust
- Celebrate teamwork: We encourage the diversity of thoughts, experiences, and backgrounds and celebrate participation and partnership in all our endeavours
- Foster communication and transparency: We solicit the input of others and promote transparency and inclusiveness
- Focus on our customers: We have a passion for service and are committed to knowing our customers' business, anticipating their needs, and exceeding expectations
- Embrace change and innovation: We are open to possibility and foster creativity and support continuous improvement
- Champion employee development and wellness: We are committed to maximising the potential of every individual and supporting and promoting the Museum as a learning organization produce quality results: we believe those we serve deserve excellent service, a safe, productive, and healthy work environment, and quality results.

1.3 Key Performance Areas

The Human Resources Plan is focused on eight overarching key performance areas:

- Recruitment and Selection

- Education, Training and Development of employees
- Employment Equity & Diversity Management
- Occupational Health and Safety
- Performance Management
- Employee Relations
- Employee Wellness
- Workforce Planning and Personnel Administration.

2. Human Resources Oversight Statistics

Personnel Cost by Programme/Activity/Objective

Programme/activity/objective	Total Expenditure for the entity (R)	Personnel Expenditure (R)	Personnel exp. as a % of to-tal exp.	No. of employees	Average personnel cost per employee (R)
Administration	46,060,391	13,801,112	29.96	34	405,915
Business Development	46,060,391	10,511,607	22.82	17	618,330
Public Engagement	46,060,391	7,629,386	16.56	29	263,082
Total		31,942,116	69,34	80	1,287,327

Personnel Cost by Salary Band

Level	Personnel Expenditure (R)	% of personnel exp. to total personnel cost (R)	No. of employees	Average personnel cost per employee (R)
Top Management	2,553,738	8%	2	1,276,869
Senior Management	8,407,210	26%	10	840,721
Professional qualified	8,476,735	27%	12	706,395
Skilled	10,200,561	32%	42	242,870
Semi-skilled	2,303,873	7%	14	164,562
Unskilled	-	-	-	-
TOTAL	31,942,116	100%	80	3,231,417

Performance Rewards

Programme/activity/objective	Performance rewards	Personnel Expenditure (R)	% of performance rewards to total personnel cost (R)
Top Management	None	0	0
Senior Management	None	0	0
Professional qualified	None	0	0
Skilled	None	0	0
Semi-skilled	None	0	0
Unskilled	None	0	0
TOTAL		0	0

Training Costs

Programme/activity/objective	Personnel Expenditure (R)	Training Expenditure (R)	Training Expenditure as a % of Personnel Cost.	No. of employees	Avg training cost per employee (R)
Administration	31,942,116	104,425	0.33	9	11,603
Business Development	31,942,116	60,652	0.19	16	3,791
Public Programmes	31,942,116	41,472	0.13	10	4,147
TOTAL	31,942,116	206,548	0.65	35	19,541

Employment and Vacancies

Programme/activity/objective	2021/2022 No. of Employees	2021/2022 Approved Posts	2021/2022 No. of Employees	2021/2022 Vacancies	% of vacancies
Administration	34	34	34	2	2.5%
Business Development	17	17	17	2	2.5%
Public Programmes	29	29	29	0	0
TOTAL	80	80	80	4	5%

Level	2021/2022 No. of Employees	2021/2022 Approved Posts	2021/2022 No. of Employees	2021/2022 Vacancies	% of vacancies
Top Management	2	2	2	0	0
Senior Management	10	10	10	1	1.25%
Professional qualified	12	12	12	1	1.25%
Skilled	42	42	42	1	1.25%
Semi-skilled	14	14	14	1	1.25%
Unskilled	0	0	0	0	0
TOTAL	80	80	80	4	5%

Employment Changes

Salary Band	Employment at beginning of period	Appointments	Terminations	Employment at end of the period
Top Management	2	0	0	2
Senior Management	10	0	0	10
Professional qualified	12	0	0	12
Skilled	29	17	3	43
Semi-skilled	13	1	1	13
Unskilled	0	0	0	0
TOTAL	66	18	4	80

Reasons for staff leaving

Reason	Number	% of total no. of staff leaving
Death	0	0
Resignation	1	1.25%
Dismissal	1	1.25%
Retirement	0	0
Ill Health	0	0
Expiry of contract	2	2.5%
Other (settlement agreement)	0	0
TOTAL	4	5%

Labour Relations: Misconduct and Disciplinary Action

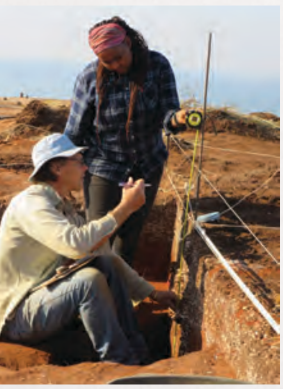
Nature of disciplinary Action	Number
Verbal Warning	1
Written Warning	2
Final Written warning	1
Dismissal	1

Equity Target and Employment Equity Status

Levels	Male							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	2	2	0	0	0	0	0	0
Senior Management	3	3	0	0	1	1	3	3
Professional qualified	1	1	0	1	0	1	3	2
Skilled	19	19	0	0	1	1	0	0
Semi-skilled	7	7	0	0	0	0	0	0
Unskilled	0	0	0	0	0	0	0	0
TOTAL	32	32	0	1	2	3	6	5

Levels	Female							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	0	0	0	0	0	0
Senior Management	2	2	0	0	1	1	0	0
Professional qualified	1	2	0	1	1	1	6	4
Skilled	22	22	0	2	1	0	0	0
Semi-skilled	6	6	0	0	0	0	0	0
Unskilled	0	0	0	0	0	0	0	0
TOTAL	31	32	0	3	3	2	6	4

Levels	Persons with Disabilities			
	Male		Female	
	Current	Target	Current	Target
Top Management	0	0	0	0
Senior Management	1	1	0	0
Professional qualified	0	0	0	1
Skilled	0	0	0	0
Semi-skilled	0	0	0	0
Unskilled	0	0	0	0
TOTAL	1	1	0	1



PART E:

FINANCIAL INFORMATION

Report of the auditor-general to Parliament on the KwaZulu-Natal Museum

Report on the audit of the financial statements.

Opinion

1. I have audited the financial statements of the KwaZulu-Natal Museum as set out on pages 52 to 91, 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 and statement of comparison of budget information with actual information for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the KwaZulu-Natal Museum as at 31 March 2022 and its financial performance and cash flows for the year then ended in accordance with South African Standards of Generally Recognized Accounting Practise (SA Standards of GRAP) and the requirements of the Public Finance Management, 1999 (Act No 01 of 1999)(PFMA).

Basis for 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 opinion.

Responsibilities of the accounting authority for the financial statements

6. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the SA Standards of 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.

7. In preparing the financial statements, the accounting authority is responsible for assessing the 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 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

8. 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.

9. 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

10. 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 selected programmes presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.

11. My procedures address the usefulness and reliability of the reported performance information, which must be based on the 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 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.

12. 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 programme 2 – business development presented on pages 24 to 27 in the entity's annual performance report for the year ended 31 March 2022.

13. 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.

14. I did not identify any material findings on the usefulness and reliability of the reported performance information for the selected programme.

Other matter

15. I draw attention to the matter below.

Achievement of planned targets

16. Refer to the annual performance report on pages 22 to 30 for information on the achievement of planned targets for the year and management's explanations provided for the over achievement of targets.

Report on the audit of compliance with legislation

Introduction and scope

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

18. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

Other information

19. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report, which includes the chairperson of the council report and the audit committee's report as required by PFMA. The other information does not include the financial statements, the auditor's report and the selected programme presented in the annual performance report that had been specifically reported in this auditor's report.

20. 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.

21. 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 programmes

presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

22. The other information I obtained prior to the date of this auditor's report is the draft annual report, and the audit committee report as well as the final annual report are expected to be made available to us after 31 July 2022.

23. If, based on the work I have performed on the other information that I obtained prior to the date of this auditor's report, I conclude that there is a material misstatement in this other information, I am required to report that fact. I have nothing to report in this regard.

24. When I do receive and read the outstanding information, and if I conclude that there is a material misstatement, 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

25. 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.

26. I did not identify any significant deficiencies in internal control.

Auditor-General

Pietermaritzburg

29 July 2022

AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure – Auditor-general's responsibility for the audit

27. 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 entity's compliance with respect to the selected subject matters.

Financial statements

28. 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 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 entity 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 an 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

29. 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.

30. 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.

Country of incorporation and domicile	South Africa
Legal form of entity	Schedule 3A Public Entity
Nature of business and principal activities	The Mandate of the KwaZulu-Natal Museum is to serve the people of South Africa by interpreting material evidence of the cultural and natural world in order to increase knowledge, understanding and appreciation of the nation's wealth of history and biodiversity. In line with the Department of Sport, Arts and Culture's vision of creating an active, winning and socially cohesive nation, the KZN Museum identified these four core functions: Collections; Research; Exhibitions and Education & Outreach.

Council Members for the period between 01 September 2021 - 31 March 2022

Members

Kunene, Ms K. (Chairperson)
Magaqa, Adv. S (Deputy Chairperson)
Maphasa, Mr L.J. (Director)
Dantile, Dr. F
Dlamini, Mr. S
Mfuphi, Mr. L
Noge, Mr. M
Ramagoshi, Ms M
Robinson, Ms. L
Stobie, Prof. B

Council Members for the period between 01 April 2021 - 31 August 2021

Members

Mazibuko, Prof. N.M (Chairperson)
Stobie, Prof. B (Deputy Chairperson)
Maphasa, Mr L.J (Director)
Jivan, Mr U
Khorommbi, Mr TC
Magaqa, Adv. S
Mhlongo, Ms N
Musundwa, Ms S
Nkosi, Dr N
Ramagoshi, Ms M

Executive Directors for the period:

Maphasa, Mr L.J (Director)
Miya, Mr S.R (Deputy Director)
Dlamini, Mr S.E (Executive Manager: Finance and Administration)
Flanagan, Mr W (Executive Manager: Exhibitions)
Midgley, Dr. J (Principal Curator: Natural Sciences)
Ntombela, Mrs T.S (Executive Manager: Education)
Blundell, Dr. G (Principal Curator: Human Sciences)

Registered office

237 Jabu Ndluvu Street
Pietermaritzburg
3201

General Information

Postal address	Private Bag 9070 Pietermaritzburg Republic of South Africa 3200
Controlling entity	Department of Sport, Arts and Culture National
Bankers	First National Bank South African Reserve Bank
Auditors	Auditor - General of South Africa
Level of assurance	These annual financial statements have been audited in compliance with the applicable requirements of the Public Finance Management Act No. 1 Of 1999.
Preparer	The annual financial statements were internally compiled by: Mr S.E Dlamini
Published	31 May 2022

Index

The reports and statements set out below comprise the annual financial statements presented to the legislature:

DSAC	Department of Sport, Arts and Culture
DPWI	Department of Public Works and Infrastructure
PFMA	Public Finance Management Act No.1 of 1999
GRAP	Generally Recognised Accounting Practice
UIF	Unemployment Insurance Fund
WCA	Workmen's Compensation Act

KWAZULU-NATAL MUSEUM
Annual Financial Statements for the year ended 31 March 2022

Council's Responsibilities and Approval

The members are required by the Public Finance Management Act (Act 1 of 1999), to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is the responsibility of the members to ensure that the annual financial statements fairly present the state of affairs of the entity as at the end of the financial year and the results of its operations and cash flows for the period then ended. The external auditors are engaged to express an independent opinion on the annual financial statements and was given unrestricted access to all financial records and related data.

The annual financial statements have been prepared in accordance with Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board.

The annual financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The members acknowledge that they are ultimately responsible for the system of internal financial control established by the entity and place considerable importance on maintaining a strong control environment. To enable the members to meet these responsibilities, the members sets standards for internal control aimed at reducing the risk of error or deficit in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the entity and all employees are required to maintain the highest ethical standards in ensuring the entity's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the entity is on identifying, assessing, managing and monitoring all known forms of risk across the entity. While operating risk cannot be fully eliminated, the entity endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The members are of the opinion, based on the information and explanations given by management that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or deficit.

The members have reviewed the entity's cash flow forecast for the year to 31 March 2023 and, in the light of this review and the current financial position, they are satisfied that the entity has or has access to adequate resources to continue in operational existence for the foreseeable future.

The entity is wholly dependent on the entity for continued funding of operations. The annual financial statements are prepared on the basis that the entity is a going concern and that the entity has neither the intention nor the need to liquidate or curtail materially the scale of the entity.

Although the members are primarily responsible for the financial affairs of the entity, they are supported by the entity's external auditors.

The external auditors are responsible for independently reviewing and reporting on the entity's annual financial statements. The annual financial statements have been examined by the entity's external auditors and their report is presented on page 48.

The annual financial statements set out on page 54, which have been prepared on the going concern basis, were approved by the members on 31 May 2022 and were signed on its behalf by:

Kunene, Ms.K. (Chairperson)	**Maphasa, Mr L.J. (Director)**
28 July 2022	28 July 2022

Statement of Financial Position as at 31 March 2022

Description	Note(s)	2022	2021
Assets			
Non-Current Assets			
Property, plant and equipment	2	3,284,768	3,883,628
Intangible assets	3	282,745	518,115
Heritage assets	4	53,500,725	53,500,725
		57,068,238	**57,902,468**
Current Assets			
Inventories	6	9,281	15,768
Trade and other receivables	7	749,752	863,598
Cash and cash equivalents	8	238,253,203	130,020,366
		239,012,236	**130,899,732**
Total Assets		**296,080,474**	**188,802,200**
Liabilities			
Current Liabilities			
Deferred grants and project funding	10	235,326,096	128,519,610
Trade and other payables	12	2,026,202	563,797
Provisions: Leave	11	2,243,676	2,168,748
		239,595,974	**131,252,155**
Total Liabilities		**239,595,974**	**131,252,155**
Net Assets		**56,484,500**	**57,550,045**
Accumulated surplus: from operations	9	53,217,055	53,217,055
Accumulated surplus: Non-repayable funding: funds available		3,267,445	4,332,990
Total Net Assets		**56,484,500**	**57,550,045**

Statement of Financial Performance

Description	Note(s)	2022	2021
Revenue			
Revenue from exchange transactions			
Sale of goods and rendering of services		625,006	568,623
Interest received - investment		237,045	357,208
Gain on disposal of assets and liabilities		7,152	-
Total revenue from exchange transactions		**869,203**	**925,831**
Revenue from non-exchange transactions			
Transfer revenue			
Government grants & subsidies	15	44,125,647	38,509,286
DPWI: Services in-Kind - Rental		11,232,660	11,232,660
Total revenue from non-exchange transactions		**55,358,307**	**49,741,946**
Total revenue	13	**56,227,510**	**50,667,777**
Expenditure			
Compensation of employees	16	(31,942,116)	(30,479,640)
Depreciation and amortisation	17	(1,359,132)	(1,780,179)
Rentals: Premises and equipment	14	(11,278,237)	(11,258,455)
Equipment storage costs		(28,761)	(68,300)
Loss on disposal of assets and liabilities		-	(8,227)
Cost of Sales		(26,636)	(3,862)
General Expenses	18	(12,658,169)	(11,051,490)
Total expenditure		**(57,293,051)**	**(54,650,153)**
Deficit for the year		**(1,065,541)**	**(3,945,574)**

Statement of Changes in Net Assets

Description	Revaluation reserve	Accumulated surplus	Total net assets
Balance at 01 April 2020	**53,217,055**	**6,673,283**	**59,890,338**
Changes in net assets			
Deficit for the year	-	(3,945,575)	(3,945,575)
Total changes	-	(3,945,575)	(3,945,575)
Opening balance as previously reported	53,217,055	2,727,709	55,944,764
Adjustments			
Prior year adjustments	-	1,605,280	1,605,280
Balance at 01 April 2021 as restated*	**53,217,055**	**4,332,989**	**57,550,044**
Changes in net assets			
Deficit for the year	-	(1,065,544)	(1,065,544)
Total changes	-	(1,065,544)	(1,065,544)
Balance at 31 March 2022	**53,217,055**	**3,267,445**	**56,484,500**
Note(s)	9		

Statement of Cash Flow

Description	Note(s)	2022	2021
Cash flows from operating activities			
Receipts			
Sale of goods and services		632,156	568,623
Non exchange revenue		44,125,647	38,509,286
Interest received		237,045	357,208
Other operating revenue		1,645,581	-
		46,640,429	39,435,117
Payments			
Compensation of employees		(31,930,032)	(30,479,640)
Goods and services		(12,754,072)	(11,112,646)
Other operating expenditure		-	(455,504)
		(44,684,104)	(42,047,790)
Net cash flows from operating activities	20	**1,956,325**	**(2,612,673)**
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(508,552)	(425,875)
Purchase of other intangible assets	3	(21,422)	(31,003)
Purchases of heritage assets	4	-	(228,000)
Net cash flows from investing activities		**(529,974)**	**(684,878)**
Cash flows from financing activities			
Movement in Deferred grants and project funding		106,806,486	17,363,184
Net increase/(decrease) in cash and cash equivalents		**108,232,837**	**14,065,633**
Cash and cash equivalents at the beginning of the year		130,020,366	115,954,733
Cash and cash equivalents at the end of the year	8	**238,253,203**	**130,020,366**

Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis

Description	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Statement of Financial Performance						
Revenue						
Revenue from exchange transactions						
Journals publications	50,000	-	**50,000**	96,759	**46,759**	Note 15
Entrance charges	100,000	(24,037)	**75,963**	87,243	**11,280**	Note 15
School entrance charges	35,000	(23,302)	**11,698**	9,453	**(2,245)**	Note 15
LRC income	50,000	(27,186)	**22,814**	22,388	**(426)**	Note 15
Museum shop	20,000	502	**20,502**	24,856	**4,354**	Note 15
Vending machine	-	-	**-**	-	**-**	Note 15
Holiday programme	37,500	(16,625)	**20,875**	21,073	**198**	Note 15
Hall bookings	20,000	(10,000)	**10,000**	33,550	**23,550**	Note 15
Other income	1,193,240	-	**1,193,240**	336,835	**(856,405)**	Note 15
Interest received - investment	388,844	(209,884)	**178,960**	237,045	**58,085**	Note 15
Total revenue from exchange transactions	**1,894,584**	**(310,532)**	**1,584,052**	**869,202**	**(714,850)**	
Revenue from non-exchange transactions						
Taxation revenue						
State contribution	35,196,000	(35,196,000)	**-**	35,196,000	**35,196,000**	Note 17
Services in Kind - Deemed Rental	11,232,660	-	**11,232,660**	11,232,660	**-**	Note 17
Donations received	3,000	(2,000)	**1,000**	3,140	**2,140**	Note 17
Grants funding: Municipal charges	4,640,000	-	**4,640,000**	4,640,000	**-**	Note 17
Leasing: Parking	293,000	-	**293,000**	293,000	**-**	Note 17
Deferred grants income	12,528,209	(7,275,072)	**5,253,137**	3,919,429	**(1,333,708)**	Note 17
Grants funding: Capital	-	92,789	**92,789**	53,585	**(39,204)**	Note 17
Non-repayable funding: Revenue	-	43,919	**43,919**	20,493	**(23,426)**	Note 17
Total revenue from non-exchange transactions	**63,892,869**	**(42,336,364)**	**21,556,505**	**55,358,307**	**33,801,802**	
Total revenue	**65,787,453**	**(42,646,896)**	**23,140,557**	**56,227,509**	**33,086,952**	
Expenditure						
Compensation of employees	-	-	**-**	-	**-**	
Administration	-	-	**-**	-	**-**	
- Entity Management	(6,958,327)	(662,742)	**(7,621,069)**	(7,702,899)	**(81,830)**	Note 18
- Public Relations	(1,287,579)	240,631	**(1,046,948)**	(1,064,990)	**(18,042)**	Note 18
- Library	(1,489,875)	4,841	**(1,485,034)**	(1,484,475)	**559**	Note 18
- Technical Services	(3,438,552)	(14,448)	**(3,453,000)**	(3,464,945)	**(11,945)**	Note 18
Business Development	(10,576,785)	121,253	**(10,455,532)**	(10,511,607)	**(56,075)**	Note 18
Public Programmes	-	-	**-**	-	**-**	
- Exhibitions	(3,588,990)	207,209	**(3,381,781)**	(3,321,729)	**60,052**	Note 18
- Education	(4,324,706)	15,776	**(4,308,930)**	(4,307,658)	**1,272**	Note 18
Goods and services	-	-	**-**	-	**-**	
Administration	-	-	**-**	-	**-**	
- Entity Management	(15,346,975)	7,257,592	**(8,089,383)**	(6,089,109)	**2,000,274**	Note 20

Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis

Description	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
- Public Relations	(260,750)	50,548	**(210,202)**	(138,354)	**71,848**	Note 20
- Library	(390,000)	8,430	**(381,570)**	(321,685)	**59,885**	Note 20
- Technical Services	(5,384,354)	42,092	**(5,342,262)**	(5,053,144)	**289,118**	Note 20
Business Development	(707,000)	(88,470)	**(795,470)**	(1,069,155)	**(273,685)**	Note 20
Public Programmes	-	-	**-**	-	**-**	
- Exhibitions	(45,500)	(4,400)	**(49,900)**	(49,583)	**317**	Note 20
- Education	(155,400)	-	**(155,400)**	(121,925)	**33,475**	Note 20
Services in Kind - Deemed Rental	(11,232,660)	-	**(11,232,660)**	(11,232,660)	**-**	Note 20
Total expenditure	**(65,187,453)**	**7,178,312**	**(58,009,141)**	**(55,933,918)**	**2,075,223**	
	600,000	**(35,468,584)**	**(34,868,584)**	**293,591**	**35,162,175**	
Deficit for the year	**600,000**	**(35,468,584)**	**(34,868,584)**	**293,591**	**35,162,175**	
Depreciation and amortisation	-	-	**-**	(1,359,132)	**(1,359,132)**	Note 19
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	**600,000**	**(35,468,584)**	**(34,868,584)**	**(1,065,541)**	**33,803,043**	

KWAZULU-NATAL MUSEUM

Annual Financial Statements for the year ended 31 March 2022

Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis

Description	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Capital Expenditure						
Assets						
Non-Current Assets						
Vehicles	-	-	-	-	-	
Inventories	(22,750)	-	**(22,750)**	(118,319)	**(95,569)**	Note 2
Property, plant and equipment	(23,000)	-	**(23,000)**	(19,461)	**3,539**	Note 2
Assets not Reflected	(123,700)	-	**(123,700)**	(367,778)	**(244,078)**	Note 2
Intangible assets	(17,000)	-	**(17,000)**	(21,422)	**(4,422)**	Note 3
Equipment - Scientific	(64,600)	-	**(64,600)**	(2,995)	**61,605**	Note 2
	(251,050)	**-**	**(251,050)**	**(529,975)**	**(278,925)**	
Total Assets	**(251,050)**	**-**	**(251,050)**	**(529,975)**	**(278,925)**	

Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis

Description	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference

REVENUE
The revenue items have performed poorly this financial year. The significant items are related to generated income.

1. Donation Received.
The positive variance of R2,140 is attributable to the Government easing the COVID-19 regulations and restrictions. The Museum has experienced favourable visitor numbers as the Museum is now open everyday.

2. Journal Publications.
The positive variance of R46,759 is attributable to the production of a special volume of the Southern African Humanities (Simon Hall Festschrift) in 2022.

3. Entrance Charges: General.
The positive variance of R11,280 is attributable to the government easing the COVID-19 regulations and restrictions. The Museum has experienced favourable visitor numbers as the Museum is now open everyday.

4. Hall Bookings.
The positive variance of R23,550 is attributable to the Government easing the COVID-19 regulations and restrictions. The Museum has experienced favourable visitor numbers as the Museum is now open everyday
.

5. Other income
The negative variance of R856, 405 is mainly attributable to the COVID-19 Lockdown and other trade restrictions that existed for the most part of 2021/22 period. These hindered the Museum's ability to raise funds.

6. Deferred Grants: Income Available.
The negative variance of R1.3 million is attributable to the delays that were experienced in the first half of the year. The Museum was optimistic that a bulk of the work will happen before the end of the financial year. This item was over budgeted.

EXPENDITURE
The personnel expenditure is still within the ambit of the Mid Term budget with just a few items that were affected by the Medical Aid both positively and negatively..

Goods and Services

7. Administration - Entity Management
The negative variance of R2.0 million is attributable to the construction industry closing during the festive season. The Museum was optimistic that a bulk of the work will happen before the this period. This item was over budgeted. Furthermore, the museum is projecting an underspending in items like Printing, Covid- 19 and Transport other.

8. Administration - Public Relation
The negative variance of R71, 849 is attributable to the savings on the printing of the annual report and the Annual Performance Plan. Due to COVID - 19, DSAC requested that institution submit soft copies.

9. Administration - Technical Services
The negative variance of R289,118 is attributable to the saving on Municipal Charges. The Museum, has recently started paying directly to the Msunduzi municipality. In the past the payment were made to DPWI, at a fee of 5%.

10. Business Development - Research
The overspending of R273,685 is attributable to a large spending of NRF funding. Most of these research funds were brought forward from the previous year. The research Dept. could not utilize these funds due to Covid - 19 restrictions; they then had to apply for a carry over in the current year.

11. Public Engagement - Education.
The underspending of R33,475 is attributable to the COVID-19 restrictions in term of number. As a result most of the events were kept small; saving the Museum on catering and transport.

Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis

Description	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference

CAPITAL EXPENDITURE

(a). Equipment - Other: The Museum had to acquire a camera and science kit and dehumidifier R53,585 was financed by grant funding.

(b). Computers: The budget of R123,700 had been set aside mainly to replace old computers. The Museum also acquired the tools of trade for the new Council member.

(c). Intangible Assets: The budget was set aside for the renewal Adobe Suite and Primer 7 software.

Accounting Policies

Description	Note(s)	2022	2021

1. Presentation of Annual Financial Statements

The financial statements have been prepared and are in compliance with the effective Standards of Generally Recognised Accounting Practices (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board in accordance with Section 55(1)(b) of the Public Finance Management Act, (Act No. 1 of 1999). Assets, liabilities, revenues and expenses have not been offset except where offsetting is required or permitted by a Standard of GRAP. The accounting policies are applied consistent with those used to present the previous year's financial statements, unless explicitly stated. The details of any changes in accounting policies are explained in the relevant policy.

The annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention. They are presented in South African Rand.

The following statements of Generally Recognized Accounting Practice (GRAP) issued by the Accounting Standards Board have been approved but an effective date has not yet been determined:

GRAP 25 Employee Benefits
GRAP 104 Financial Instruments.

These accounting policies are consistent with the previous period.

1.1 Use of Estimates and Judgements

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future period if the revision affects both current and future periods.

In particular, information about significant areas of estimation, uncertainty and critical judgments in applying accounting policies that have the most significant effect on the amount recognised in the financial statements are described in the following notes:

Note 1.3 Property, plant and equipment
Note 1.5 Intangible assets
Note 1.18 Provisions
Note 1.22 Services in kind (deemed rental)

Post-retirement benefits

It is the policy of the KwaZulu – Natal Museum to provide retirement benefits for the employees. The Museum’s contributions in respect of defined contribution plans and benefit plans are expensed as incurred. Additional information is disclosed in Note 5.

1.2 Inventories

Inventories are valued at the lower of cost or net realisable value. Inventory comprises museum shop stock, vending machine stock and consumable stationery. The cost of inventories comprises all costs of purchase, conversion and other costs incurred in bringing the inventories to their present location and condition, and is determined using the first-in, first-out method. Obsolete, redundant and slow moving inventories are identified on a regular basis and are written down to their estimated net realisable values.

1.3 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. The depreciation rates are in line with the KwaZulu-Natal Museum's Fixed Asset Policy. Depreciation is charged so as to write off the cost or valuation of assets over their estimated useful lives, using the straight line method on the following basis:.

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 is initially measured at cost.

Accounting Policies

1.3 Property, plant and equipment (continued)

Item	Depreciation method	Average useful life
Furniture and wood	Straight-line	16,6%
Motor vehicles	Straight-line	20%
Equipment -Other	Straight-line	16,6% to 25%
Computer equipment	Straight-line	33,3%
Scientific equipment	Straight-line	20%

The useful life of assets is reassessed on an annual basis and any change in estimate is taken into account in the determination of remaining depreciation and amortisation charges.

Subsequent Measurement
Subsequent expenditure relating to an item of property, plant and equipment is capitalised when it is probable that future economic benefits from the use of the asset will be increased. All other subsequent expenditure is recognised as an expense in the period in which it is incurred.

Derecognition
The carrying amount of an item of property, plant and equipment shall be derecognised:
(a) on disposal (including disposal through a non-exchange transaction); or
(b) when no future economic benefits or service potential are expected from its use or disposal.

1.4 Impairment

Non-Financial Assets
The carrying amount of KwaZulu-Natal Museum assets, other than inventories, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

The recoverable amount of an asset is the greater of its value in use and its fair value less costs to sell. For the purpose of impairment testing, the condition of the asset is evaluated to ascertain its value in use. Where the asset is damaged beyond repair, the fair value of the asset is its scrap value.

An impairment loss is recognised if the carrying amount of the asset exceeds its recoverable amount. Impairment losses are recognised in profit or loss.

Reversals of Impairment
An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the assets carrying amount does not exceed the carrying amount that would have been determined net of depreciation or amortisation, if no impairment loss has been recognised.

1.5 Intangible assets

Intangible assets are shown at cost less accumulated amortisation and impairment losses. The useful life of intangibles is reassessed on an annual basis and any change in estimate is taken into account in the determination of remaining amortisation charges. The amortisation is calculated on a straight line method to write-off intangible assets over their estimated useful life as follows:-

Item	Depreciation method	Average useful life
Computer software	Straight-line	33,3%

1.6 Heritage assets
Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance, and are held indefinitely for the benefit of present and future generations. Heritage assets are recognised as an asset if, and only if: (a) it is probable that future economic benefits or service potential association with the asset will flow to the entity, and (b) the cost or fair value of the asset can be measured reliably.

Accounting Policies

1.6 Heritage assets (continued)

Recognition

The museum 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 the entity and where cost or fair value of the asset can be reliably measured.

The Museum will assess the degree of certainty attached to the flow of future service potential or economic benefits:

(a) If the entity 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 of the need to analyse the proposed collection items to determine if they conform to the set collection criteria through evaluation and research.

(b) For recognition of heritage assets, the asset needs to be controlled by the Museum as a result of past events. Such events may include: Purchase, donation, bequests, loan or transfer.

(c) Particularly within the Natural History Collection, material is often retrieved in a fragmentary state – finding a completely articulated specimen is the exception rather than the rule. A great deal of knowledge is thus required to identify and systematise the collections.

(d) The research required to identify, analyse and classify heritage items is often a collaborative effort between local and international experts that span several months, even years. These items cannot be recognised in the financial statements, but will be recorded and controlled in the register. Relevant and useful information about them shall be disclosed in the notes to the financial statements.

Initial measurement

The value of assets have been determined using either cost or fair value. Values have been assigned to the heritage assets, which may appreciate 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.

Initial Entries Using Deemed Cost

When an entity initially measures assets using the deemed cost approach in this Directive, it recognises the effect:

(a) as an adjustment to the opening balance of accumulated surpluses or deficits in the opening statement of financial position prepared using Standards of GRAP; or

(b) in revaluation surplus if an entity adopts the revaluation model in the Standards of GRAP on Property, Plant and Equipment, Intangible Assets or Heritage Assets.

(c) The Museum has adopted the cost model for Heritage Assets.

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

Accounting Policies

1.6 Heritage assets (continued)Heritage Asset Classification
A class of heritage assets is a grouping of heritage assets of a similar nature or function in the museums operations that is shown as a single item for the purpose of disclosure in the financial statements. The museum has recognised the following classes of heritage assets:

- Natural History
- Cultural History
- Library Material.

Object collections in the Cultural History Collection 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. The Library Collections consists of both published and unpublished material, as well as research material.

Heritage Assets on Loan to other Institutions.
The financial statement shall also disclose information on heritage assets that are borrowed from, or on loan to other entities.

Retrospective Application
Although the Museum adopted the accounting standard on 1 April 2012, it has taken advantage of the transitional period of three (3) years to fully implement GRAP 103 in terms of Directive 2. The three year period in which entities were not required to measure heritage assets for reporting periods beginning on or after a date within three years following the date of initial adoption of the Standard of GRAP on Heritage Assets has ended.

Where entities have not yet determined the deemed cost of those assets within the scope of Directive 7, they should consider GRAP 3 Accounting Policies, Changes in Accounting Estimates and Errors, and consider whether this change in accounting policy can be applied retrospectively from this date, or whether it is impracticable to do so.

GRAP 3 states that: “When it is impracticable to determine the period-specific effects of changing an accounting policy on comparative information for one or more prior periods presented, the entity shall apply the new accounting policy to the carrying amounts of assets and liabilities as at the beginning of the earliest period for which retrospective application is practicable...”

It may be impracticable to determine the deemed cost retrospectively if, for example, the following circumstances exist:
(a) Relevant data may not have been collected in the prior period and cannot be obtained by alternative means that allows for retrospective application.
(b) The entity is required to make significant estimates and assumptions about conditions that existed at a point in time in the past and cannot do so objectively without using hind-sight.

Impairments
At each reporting date, the entity assesses whether there is an indication that it may be impaired. If any such indication exists, the entity shall estimate the recoverable amount or the recoverable service amount of the heritage asset.

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.

Accounting Policies

1.7 Assets not Reflected
The following assets are not reflected in the Statement of Financial Position:

Land and Buildings
The land and buildings are made available to the KwaZulu-Natal Museum under section 9 of the Cultural Institutions Act. The land and buildings are owned by the Department of Public Works and are leased to the KwaZulu-Museum at no consideration. It is the policy of the KwaZulu-Natal Museum to include the fair value of the rental benefit in the services in-kind item on the face of the Statement of Financial Performance.

1.8 Deferred Grants
Funds are recorded as deferred income and are then recognised as income on a systematic basis over the period necessary to match the funding with the related costs. .

1.9 Financial instruments
Initial recognition and measurements
Financial instruments are recognised when the KwaZulu-Natal Museum becomes a party to the contractual provisions of the relevant instrument, and are initially measured at cost. Subsequent to initial recognition, these instruments are measured as set out below:

Cash and cash equivalents
Cash and cash equivalents are stated at camortised cost. Cash and cash equivalents comprise cash at bank and deposits held on call with banks.

Trade and other payables
A concessionary loan is a loan granted to or received by an entity on terms that are not market related.

Trade and other receivables
Trade and other receivables are stated atamortised cost less provision for doubtful debts. Receivables are written off when considered irrecoverable..

1.10 Tax Exemption

Exemption
The KwaZulu-Natal Museum is exempt from income tax because it is a Section 3A Public Entity. The KwaZulu-Natal Museum is also exempt from the payment of Output VAT on revenue received. As a result, Input VAT is also not refundable from SARS.

1.11 Employee benefits

Short-term employee benefits
The cost of short term employee benefits is recognised in the period in which the service is rendered and is not discounted.

Provision for employee benefits
Provision for employee entitlement to annual leave represents the present obligation that the KwaZulu-Natal Museum has to as a result of employees' services provided to the reporting date. The provision has been calculated at undiscounted amounts based on salary rates effective on the reporting date.

Accounting Policies

1.11 Employee benefits (continued)

Defined benefit plans
For defined benefit plans the cost of providing the benefits is determined using the projected credit method.

Actuarial valuations are conducted on an annual basis by independent actuaries separately for each plan.

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

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.

To the extent that, at the beginning of the financial period, any cumulative unrecognised actuarial gain or loss exceeds ten percent of the greater of the present value of the projected benefit obligation and the fair value of the plan assets (the corridor), that portion is recognised in surplus or deficit over the expected average remaining service lives of participating employees. Actuarial gains or losses within the corridor are not recognised.

Gains or losses on the curtailment or settlement of a defined benefit plan is recognised when the entity is demonstrably committed to curtailment or settlement.

When it is virtually certain that another party will reimburse some or all of the expenditure required to settle a defined benefit obligation, the right to reimbursement is recognised as a separate asset. The asset is measured at fair value. In all other respects, the asset is treated in the same way as plan assets. In surplus or deficit, the expense relating to a defined benefit plan is presented as the net of the amount recognised for a reimbursement.

The amount recognised in the statement of financial position represents the present value of the defined benefit obligation as adjusted for unrecognised actuarial gains and losses and unrecognised past service costs,and reduces by the fair value of plan assets.

Any asset is limited to unrecognised actuarial losses and past service costs, plus the present value of available refunds and reduction in future contributions to the plan.

1.12 Publications
Expenses related to publications are written off in the year in which they are incurred.

1.13 Commitments
Items are classified as commitments when the council has committed itself to future transactions that will normally result in the outflow of resources. Commitments are not recognised in the statement of financial position as a liability, but are included in the disclosure notes in the following cases:

- approved and contracted capital commitments; and
- where the capital expenditure has been approved and the contract approved, this would include commitments that may not be recognised as asset in terms of GRAP however only incidental to the capital commitment.
- Operational commitment are related the lease commitment which are required by GRAP 13.

1.14 Revenue from exchange transactions
Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows represent an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one 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 the other party in exchange.

Fair value is the amount at which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm’s length transaction.

Revenue from exchange transactions refers to revenue that accrued to the entity directly in return for services rendered and goods sold, the value of which approximates the consideration received or receivable. The full amount of the revenue is recognised and any impairment losses are subsequently recognised.

Accounting Policies

1.14 Revenue from exchange transactions (continued)

Interest Income
Interest income is recognised on a time proportion basis, taking into account the principal outstanding and the effective rate over the period to maturity, when it is probable that such income will accrue to KwaZulu-Natal Museum.

Other Income
Other income is recognised when it is probable that the future economic benefits will flow to KwaZulu-Natal Museum and it can be measured reliably.

1.15 Revenue from non-exchange transactions
Revenue from non-exchange transactions arises when an entity receives value from another entity without directly giving approximately equal value in exchange. An asset acquired through a non-exchange transaction shall initially be measured at its fair value as at the date of acquisition. This revenue will be measured at the amount of increase in net assets recognised by the entity.

An inflow of resources from a non-exchange transaction recognised as an asset shall be recognised as a revenue, except to the extent that a liability is recognised for the same flow. As an 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 will reduce the carrying amount of the liability recognised as an amount equal to that reduction.

1.16 Cost of sales
When inventories are sold, the carrying amount of those inventories is recognised as an expense in the period in which the related revenue is recognised. The amount of any write-down of inventories to net realisable value and all surplus (deficit) of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value, is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

The related cost of providing services recognised as revenue in the current period is included in cost of sales.

Contract costs comprise:
- costs that relate directly to the specific contract;
- costs that are attributable to contract activity in general and can be allocated to the contract on a systematic and rational basis; and
- such other costs as are specifically chargeable to the customer under the terms of the contract.

1.17 Provisions
Provisions are recognised where the institution has a present legal or constructive obligation as a result of a past event, a reliable estimate of the obligation can be made and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation.

1.18 Contingent Liabilities
Contingent liability is a possible obligation depending on whether some uncertain future event occurs, or a present obligation but payment is not probable or the amount cannot be measured reliably. Contingent liabilities are thus not recognised in the statement of financial position as a liability but are included in the disclosure notes, unless the possibility of an outflow of economic resources is remote.

1.19 Comparative figures
Comparative figures have been adjusted to conform to changes in presentation and classification, where necessary.

1.20 Segment information
A segment is an activity of an entity:
- that generates economic benefits or service potential (including economic benefits or service potential relating to transactions between activities of the same entity);

Accounting Policies

1.20 Segment information (continued)

- whose results are regularly reviewed by management to make decisions about resources to be allocated to that activity and in assessing its performance; and
- for which separate financial information is available.

Reportable segments are the actual segments which are reported on in the segment report. They are the segments identified above or alternatively an aggregation of two or more of those segments where the aggregation criteria are met.

1.21 Related parties

Related party transaction is a transfer of resources or obligations between the related parties, regardless of whether a price is charged. Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions or if the related party entity and another entity are subject to common control. The disclosure note details the related party transactions.

1.22 Events after reporting date

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

The entity will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

The entity 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.

1.23 Services in-Kind

The KwaZulu-Natal Museum recognises services in-kind that are significant to its operations and / or service delivery objectives as assets and recognise the related revenue when it is probable that the future economic benefits or service potential will flow to the entity and the fair value of the assets can be measured reliably.

Notes to the Annual Financial Statements

Description	2022	2021

2. Property, plant and equipment

	2022			2021		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Furniture: Wood & Metal	2,164,151	(1,666,761)	497,390	2,144,690	(1,588,866)	555,824
Motor vehicles	1,991,436	(1,380,996)	610,440	2,000,917	(1,134,651)	866,266
Equipment -Other	4,740,906	(3,717,299)	1,023,607	4,648,451	(3,228,490)	1,419,961
Computer equipment	3,043,838	(2,334,098)	709,740	2,888,954	(2,290,288)	598,666
Scientific equipment	1,258,360	(814,769)	443,591	1,257,085	(814,173)	442,912
Total	**13,198,691**	**(9,913,923)**	**3,284,768**	**12,940,097**	**(9,056,468)**	**3,883,628**

Notes to the Annual Financial Statements

Description

2. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2022

	Opening balance	Additions	Additions through transfer of functions / mergers	Disposals	Depreciation	Total
Furniture: Wood & Metal	555,824	19,461	-	-	(77,895)	497,390
Motor vehicles	866,266	-	-	(7,900)	(255,826)	610,440
Equipment -Other	1,419,961	118,319	-	(25,864)	(514,473)	1,023,607
Computer equipment	598,666	367,777	-	(212,894)	(253,528)	709,740
Scientific equipment	442,912	2,995	-	(1,720)	(969)	443,591
	3,883,629	**508,552**	**-**	**(248,378)**	**(1,102,691)**	**3,284,768**

Notes to the Annual Financial Statements

Description

2. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2021

	Opening balance	Additions	Additions through transfer of functions / mergers	Disposals	Depreciation	Total
Furniture: Wood & Metal	564,667	66,151	2,051	(2,399)	(74,646)	555,824
Motor vehicles	1,230,894	-	-	-	(364,628)	866,266
Equipment -Other	1,789,908	66,304	59,467	(61,018)	(434,699)	1,419,961
Computer equipment	732,720	202,648	62,236	(66,071)	(332,868)	598,665
Scientific equipment	543,576	90,771	-	-	(191,435)	442,912
	4,861,765	**425,874**	**123,754**	**(129,488)**	**(1,398,276)**	**3,883,628**

Notes to the Annual Financial Statements

Description

3. Intangible assets

	2022			2021		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Computer software - Bought	1,412,149	(1,129,404)	282,745	1,403,923	(885,808)	518,115

Reconciliation of intangible assets - 2022

	Opening balance	Additions	Disposals	Amortisation	Total
Computer software - Bought	518,115	21,422	(13,196)	(256,442)	282,745

Reconciliation of intangible assets - 2021

	Opening balance	Additions	Disposals	Amortisation	Total
Computer software - Bought	871,505	31,003	(40,811)	(381,904)	518,115

Notes to the Annual Financial Statements

Description

4. Heritage assets

	2022			2021		
	Cost / Valuation	**Accumulated impairment losses**	**Carrying value**	**Cost / Valuation**	**Accumulated impairment losses**	**Carrying value**
Heritage assets which fair values cannot be reliably measured: (Para .94)						
Natural History	5,077,315	-	5,077,315	5,077,315	-	5,077,315
Cultural History	43,432,505	-	43,432,505	43,432,505	-	43,432,505
Library	4,990,905	-	4,990,905	4,990,905	-	4,990,905
Total	**53,500,725**	**-**	**53,500,725**	**53,500,725**	**-**	**53,500,725**

Reconciliation of heritage assets 2022

	Opening balance	**Additions**	**Total**
Heritage assets which fair values cannot be reliably measured: (Para .94)			
Natural History	5,077,315	-	5,077,315
Cultural History	43,432,505	-	43,432,505
Library	4,990,905	-	4,990,905
	53,500,725	**-**	**53,500,725**

Reconciliation of heritage assets 2021

	Opening balance	**Additions**	**Total**
Heritage assets which fair values cannot be reliably measured: (Para .94)			
Natural History	5,077,315	-	5,077,315
Cultural History	43,204,505	228,000	43,432,505
Library	4,990,905	-	4,990,905
	53,272,725	**228,000**	**53,500,725**

Notes to the Annual Financial Statements

Description	2022	2021

4. Heritage assets (continued)

Heritage assets

Additions
For recognition of heritage assets, the asset needs to be controlled by the Museum as a result of past events. Such events may include: Purchase, donation, bequests, loan or transfer. Additions disclosed in respect of the 2019/20 and 2020/21 financial period, include only those items purchased.

Loans
Valid and duly authorised Loan Agreements have been concluded with all entities in accordance with the Museum's Heritage Asset Management Policy.

Collections
In determining the fair value of a collection, the entity considered whether the entire collection has a higher value than the sum of the values of the individual items making up that collection. For the purpose of valuation and disclosure, the following classes of heritage assets are recorded and, where appropriate, valued as a group or at box level:

Cultural History
- 40,752 research collection catalogued items.

Natural History
- 6,848 research collection catalogued items.

Library
- 9,481 research collection catalogued items.

Impairment
At each reporting date, the entity assesses its heritage assets to determine whether there is an indication that they may be impaired. If any such indication exists, the entity shall estimate the recoverable amount or the recoverable service amount of the heritage asset:

The following information relating to age and/or condition of heritage assets is provided for better appreciation:
- Where acquisitions have been fair valued and assessed, the valuation surplus/ loss has been disclosed accordingly.
- Where acquisitions have been assessed with no significant change in fair value for the period under review, they are disclosed at cost or fair value.
- All remaining items valued and disclosed have been assessed and fair valued as at the date of recognition.

Management has considered the impairment of heritage assets during the period under review and concluded that there were no impairment losses to recognise.

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 the Museum 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 shall be disclosed in the notes to the financial statements. These items are controlled in the asset register and consist of broken or damaged items.

Notes to the Annual Financial Statements

Description	2022	2021

4. Heritage assets (continued)

Inability to Determine Service Potential

The Museum has assessed the degree of certainty attached to the flow of future service potential or economic benefits. The service potential of collected items are undetermined until they are subjected to evaluation and research to determine if they conform to the set collection criteria. These items cannot be recognised in the financial statements, but will be recorded and controlled in the register. These items have been verified, but research is still being undertaken to determine what they are, and if the objects meet the recognition criteria of heritage assets.

- Unassembled or fragmented artefacts: these items cannot be recognised in the financial statements, but are recorded and controlled in the register.

Assets Not Valued and not Affecting the Annual Financial Statements

- Natural History: this collection comprises of a diverse collection of material including: Marine Biology, Invertebrates and Terrestrial Vertebrates, Palaeontology, Rocks and Minerals, and Fossils. The collection is primarily of research significance. While the majority of the collection has been assessed as having no commercial value; all specimens have been physically verified.
- Items on exhibition: these items are largely replicas and are used for exhibition and education purposes. These items are expensed.

5. Retirement benefit obligations

Post retirement and Defined benefit plan

The KwaZulu-Natal Museum is a member of the Museums Pension Fund. This is an independent fund managed by a Board of Trustees. The Fund is a defined benefit fund. With effect from 1 April 2003 a defined contribution category has been implemented for all new employees joining the Fund after this date. The Fund provides benefits when members retire, and also when they resign or die before retirement. The disability Income Security Plan provides income replacement in the case of disablement and the Group Life Scheme provides benefits in the event of death. Employees of the KwaZulu-Natal Museum contribute to the Museums Pension Fund. As at 31 March, the following members of staff contributed to the Museums Pension Fund:

	No. of Employees	Employees Contribution	Employees Contribution
Defined Benefit plan	6	7,5%	20%
Defined Contribution plan	53	7,5%	15%

The funding level used to calculate the liability per employer was according to the 31 March 2019 valuation results. The actuary of the Museums Pension Fund calculated the actuarial reserves per participating institution as at 31 March 2022. According to the 31 March 2018 valuation report the fund was 100% funded. The KwaZulu-Natal Museum's updated liability as at 31 March 2022 is NIL.

The contribution to the pension fund R3,103,546 (2020/21: R2,968,274) is included in the compensation of employees.

6. Inventories

	2022	2021
Stationery: stock on hand	4,505	8,419
Museum visitors shop: stock for resale	4,776	7,349
	9,281	**15,768**

7. Trade and other receivables

	2022	2021
Trade receivables	85,151	417,559
Sundry debtors	174,643	119,826
Prepaid expenses	489,961	326,213
	749,755	**863,598**

Notes to the Annual Financial Statements

Description	2022	2021

8. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	5,566	2,530
Bank balances	22,931,551	24,607,097
Short-term deposits	215,316,086	105,410,739
	238,253,203	**130,020,366**

9. Accumulated surplus: from operations

Revaluation reserve	54,187,374	54,187,374

10. Deferred grants and project funding

Unspent conditional grants and receipts comprises of:

Unspent conditional grants and receipts		
CATHSSETA	26,081	-
DAC: Capital Works: New Museum Project	231,341,214	123,755,623
DAC: Water Piping Project	935,600	935,600
DAC: Museum Maintenance Project	2,651,181	3,542,000
DAC: Museum Maintenance Project	10,844	10,844
Research grant: G Blundell (NRF)	4,036	4,036
Jrs Biodiversity Foundation Other Current Asset	26,953	79,248
DIPoDIP-Neutral Unallocated BS	274,538	149,285
National Lotteries Board: Freedom Exhibition	2,685	2,685
National Research Foundation	11,392	11,392
Human Science Research Unallocated BS	41,572	28,897
	235,326,096	**128,519,610**

Movement during the year		
Balance at the beginning of the year	128,519,610	111,156,426
Additions during the year	111,079,974	20,984,142
Income recognition during the year	(4,273,488)	(3,620,957)
	235,326,096	**128,519,610**

Conditions of the Grants and Project Funding: (all funds are repayable if not spent):
- Grant to finance Dr Blundell's scientific research costs
- Grant to finance Dr Midgley's scientific research costs
- Grant to finance Dr Williams's scientific research costs
- Grant for capital works: provision of security and upgrade of the New Museum Site
- Grant for capital works: upgrading of the water pipes in the Museum
- Grant for repairs and maintenance of the Museum building
- Funding provided to assist with the GRAP 103: Heritage Assets compliance project
- Funding provided to assist with the GRAP 103: Heritage Assets compliance project
- Funding for the development and construction of the Freedom Exhibition
- Funding for the Oupa Novelties Trust project
- Funding provided to host the National Science Week
- Funding provided to improve the Natural History Collection management
- Funding provided to improve the Natural History Collection management
- Funding provided to improve the Natural History Collection management
- Funding provided to improve the Natural History Collection management
- Grant for repairs and maintenance of the Museum building - Facilities Management
- CATHSSETA Funding

Notes to the Annual Financial Statements

Description	2022	2021

11. Provisions: Leave

Reconciliation of provisions - 2022

	Opening Balance	Additions	Total
Leave provision	2,168,748	74,928	2,243,676

Reconciliation of provisions: leave - 2021

	Opening Balance	Additions	Total
Leave provision	2,034,077	134,671	2,168,748

This provision is for the estimation of the value of the leave pay that would become payable at the termination date of any employment contract. The event of the full provision being fully payable at any one time is unlikely.

12. Trade and other payables

	2022	2021
Trade payables	1,436,302	236,762
Sundry creditors	589,900	327,035
	2,026,202	**563,797**

13. Revenue

	2022	2021
Sale of goods and rendering of services	625,006	568,623
Interest received - investment	237,045	357,208
Government grants & subsidies	44,125,647	38,546,087
Services-In Kind: Rental	11,232,660	11,232,660
	56,220,358	**50,704,578**

	2022	2021
The amount included in revenue arising from exchanges of goods or services are as follows:		
Sale of goods and rendering of services	625,006	568,623
Interest received - investment	237,045	357,208
	862,051	**925,831**

	2022	2021
The amount included in revenue arising from non-exchange transactions is as follows:		
Transfer revenue		
Government grants & subsidies	44,125,647	38,546,087
Services-In Kind: Rental	11,232,660	11,232,660
	55,358,307	**49,778,747**

14. Lease rentals on operating lease

	2022	2021
DPWI Services - In - Kind-Deemed Rental Premises		
Deemed rental amounts	11,232,660	11,232,660
Equipment		
Contractual amounts	45,577	25,795
	11,278,237	**11,258,455**

Notes to the Annual Financial Statements

Description	2022	2021

14. Lease rentals on operating lease (continued)

The KwaZulu-Natal Museum received direct transfers from the Department of Sport, Arts and Culture to defray municipal charges like water and electricity. However, the KwaZulu-Natal Museum did not pay the municipal charges in full in the period under review because of the delayed billing by the Department of Public Works. For financial reporting purposes a trade payable has been raised at year end (see Note 12). In addition, the Department of Public Works does not charge the KwaZulu-Natal Museum for the use of the building, these are accordingly classified as services in-kind as per GRAP 23 and the fair value of the benefits have been estimated.

15. Government grants and subsidies

Operating grants		
Donations Received	3,140	938
DSAC Funding: Operations	35,196,000	30,439,000
DSAC Funding: Municipal charges	4,640,000	4,511,000
DSAC Funding: Parking	293,000	278,000
Non-repayable funding: Revenue	20,493	76,998
Project funding: Income Available	3,919,429	2,847,606
	44,072,062	**38,153,542**
Capital grants		
Grant Funding: Capital Receipts	53,585	355,744
	44,125,647	**38,509,286**

16. Employee related costs

Basic	25,053,077	23,680,970
Bonus	1,673,513	1,584,219
Medical aid - company contributions	1,257,811	1,217,199
UIF	123,421	113,003
WCA	48,008	50,649
Leave pay provision charge	108,916	298,040
Funeral benefit	17,679	18,486
Pension	3,103,546	2,968,274
Housing benefits and allowances	556,145	548,800
	31,942,116	**30,479,640**

17. Depreciation and amortisation

Property, plant and equipment	1,359,132	1,780,179

Notes to the Annual Financial Statements

Description	2022	2021

18. General expenses

Audit fees: External	567,310	528,027
Audit fees: Internal	101,060	438,224
Advertising	149,517	164,548
Audit committee fees	145,447	59,998
Bank charges	33,774	31,482
Cleaning	94,244	120,287
Computer expenses	-	910
Grant expenditure	3,952,362	2,812,207
Education Programme Functions	147,709	182,806
New Displays expenses	34,036	20,169
Entertainment	2,288	622
Insurance	274,750	251,594
Council fees	614,912	302,782
Fuel and oil	161,554	79,085
Printing and stationery	147,417	164,184
Repairs and maintenance	688,964	612,824
Security (Guarding of Museum property)	65,747	51,483
Subscriptions and membership fees	370,740	476,637
Telephone and fax	98,062	216,382
Motor vehicle expenses: Transport	6,071	20,419
Staff training	206,548	152,721
Uniforms	44,674	77,609
Accommodation	103,949	44,643
Chemicals and consumables	51,691	66,566
Sundry expenses	22,527	59,937
Services-In-Kind: Municipal charges	4,263,524	3,810,455
Services - In - Kind: Parking	197,664	207,393
L.A.N. Other Expense	111,628	97,496
	12,658,169	**11,051,490**

19. Cost of sales

Sale of goods		
Purchases	26,636	3,862

20. Cash generated from (used in) operations

Deficit	(1,065,544)	(3,945,574)
Adjustments for:		
Depreciation and amortisation	1,359,132	1,780,179
Gain on sale of assets and liabilities	5,071	8,227
Movement in leave provision	74,928	134,671
Changes in working capital:		
Inventories	6,486	(2,472)
Trade and other receivables	113,848	(505,310)
Trade and other payables	1,462,404	(82,394)
	1,956,325	**(2,612,673)**

21. Financial instruments disclosure

Overview

The KwaZulu-Natal Museum has exposure to the following risks from its use of financial instruments:
- Credit risk
- Liquidity risk
- Market risk
- Interest rate risk
- Credit risk.

This note presents information about the KwaZulu-Natal Museum's exposure to each of the above risks, the KwaZulu-Natal Museum's objectives, policies and processes for measuring and managing risk.

In terms of Treasury Regulation 27.2.1, issued in terms of PFMA, the accounting authority (Council) must ensure that a risk assessment is conducted regularly to identify emerging risks in the entity. The Council established the Audit and Risk Committee which is responsible for developing and monitoring the KwaZulu-Natal Museum's risk management policies.

The Audit and Risk Committee oversees how management monitors compliance with the KwaZulu-Natal Museum's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the KwaZulu-Natal Museum. The Audit and Risk Committee is assisted in its oversight role at operational level by the Internal Audit. The Internal Audit undertakes reviews of risk management control procedures, the results of which are reported to the Audit and Risk Committee.

Credit risk
Credit risk is the risk of financial loss to the KwaZulu-Natal Museum if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from KwaZulu-Natal Museum's receivables from customers.

Trade and other receivables
The KwaZulu-Natal Museum's exposure to credit risk is influenced mainly by the individual characteristics of each customer. The composition of the KwaZulu-Natal Museum's customer base, including the default of the industry and country in which the customers operate, has less of an influence on credit risk.

The other receivables largely comprise prepaid expenses, outstanding NRF research grants as well as royalties receivable.

The KwaZulu-Natal Museum policy is to monitor its exposure to credit risk on a monthly basis. At year end, the maximum exposure to credit risk is represented by the carrying amount of each financial asset.

Investments
The KwaZulu-Natal Museum limits its exposure to credit risk by investing only in high liquid investments that are held only at the approved banking institution with maturities of three months or less and that are subject to insignificant interest rate risk.

Liquidity risk
Liquidity risk is the risk that the KwaZulu-Natal Museum will not be able to meet its financial obligations as they fall due. The KwaZulu-Natal Museum's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the KwaZulu-Natal Museum's reputation.

It is the policy of the KwaZulu-Natal Museum, in line with the National Department of Sport, Arts and Culture not to borrow monies. The KwaZulu-Natal Museum maintain a business credit card which it uses for air travel arrangements and foreign currency transactions.

Trade and other payables
The KwaZulu-Natal Museum is only exposed to liquidity risk with regard to the payment of its payables. These payables are all due within the short-term.

Categories of financial instruments

2022

Financial assets

Notes to the Annual Financial Statements

Description	2022	2021

21. Financial instruments disclosure (continued)

	At amortised cost	Total
Trade and other receivables from exchange transactions	743,259	743,259
Cash and cash equivalents	237,586,006	237,586,006
	238,329,265	**238,329,265**

Financial liabilities

	At amortised cost	Total
Trade and other payables from exchange transactions	2,231,592	2,231,592

2021

Financial assets

	At amortised cost	Total
Trade and other receivables from exchange transactions	863,598	863,598
Cash and cash equivalents	130,020,366	130,020,366
	130,883,964	**130,883,964**

Financial liabilities

	At amortised cost	Total
Trade and other payables from exchange transactions	2,169,078	2,169,078

Financial instruments in Statement of financial performance

Market risk
Market risk is the risk that changes in the market prices, such as the interest rates will affect the KwaZulu-Natal Museum's income. The objective of market risk management is to manage and control market risk exposure within acceptable parameters, while optimizing return.

Currency risk
Currency risk is the risk that arises from the exposure of foreign currency transactions and the fluctuations in the forex market. The KwaZulu-Natal Museum is exposed to this risk primarily for library subscription renewals.

Interest rate risk
Interest rate risk is the risk that arises from exposure to credit facilities. The KwaZulu-Natal Museum maintain a business credit card facility which it uses for air travel arrangements and foreign currency transactions. The payment plan is through debit order against the current account thus limiting exposure to interest charges.

Fair values
The fair values of financial assets and liabilities are the same as the carrying values reflected in the statement of financial position.

Notes to the Annual Financial Statements

Description	2022	2021

22. Commitments

Authorised capital expenditure

UPGRADING AND CONVERSION OF THE OLD ST ANNE'S HOSPITAL BUILDING TO THE NEW KWAZULU-NATAL MUSUEM PROJECT		
• Project Management Services	-	3,356,531
• Professional Consultancy Services - Principal Agent	22,846,520	24,087,831
	22,846,520	**27,444,362**
Total capital commitments		
Already contracted for but not provided for	22,846,520	27,444,362

Total commitments

Total commitments		
Authorised capital expenditure	22,846,520	27,444,362

The project entails upgrading and altering the Old St Anne's Hospital building to make it conducive for the relocation of the KwaZulu-Natal Museum to the property. This entails the construction of purpose-built museum facilities such as exhibition/ display areas, collections storage facilities, education/ lecture facilities and other support facilities. Adequate parking with landscaping will be provided within the rest of the site.

The purpose of the project is to construct a purpose-built natural and cultural history museum to fully relocate the existing KwaZulu-Natal Museum and thus address the problem of limited space and parking.

The purpose of the project is to construct a purpose-built natural and cultural history museum to fully relocate the existing KwaZulu-Natal Museum and thus address the problems described under section 1 of this business plan.

At the reporting date, the KwaZulu-Natal Museum had a commitment outstanding in respect of the professional consultancy services - principal agent, the contract commenced on 05 March 2020. The contract have a Term of 36 months and the total value of R24,553,985.

23. Contingent Liabilities

The Museum is currently in dispute with the Department of Public Works and Infrastructure in relation to shared services (Municipal utilities) to the value of R1, 605,280. The probability of the Museum being liable for this amount is remote, hence the contingent liability disclosure.

Description	2022	2021
Dispute on shared services (Municipal utilities)	1,605,280	1,605,280

Notes to the Annual Financial Statements

Description	2022	2021

24. Related parties

Relationships

Controlling entity	The Department of Sport, Arts and Culture National, is the controlling entity of the KwaZulu-Natal Museum. It provides a monthly operational grant.
Property owner	The Department of Public Works and Infrastructure is the legal owner of land and buildings occupied by the KwaZulu-Natal Museum at no consideration.
Non-Executive Directors	Council Members are the Non-Executive Directors appointed by the Minister of Arts and Culture to oversee and ensure good corporate governance. Council has various subcommittees such as the Finance and Procurement, Audit and Risk, Human Resources and Remuneration Committee and the Institutional Advancement and Ethics Committee that guide and assist management which is appointed by Council. .

Related party transactions

'The fair values of the benefit received has been recognised as Services in Kind in the Statement of Financial Performance.

	2022	2021
Deemed Rental	11,323,660	11,323,660

Notes to the Annual Financial Statements

Description

24. Related parties (continued)

Members' Remuneration

Councillors

2022

Name	Council Meetings Attended	Sub-committee Meetings Attended	Total Meetings Attended	Honorarium	Travel reimbursement	Total
Kunene, Ms.K. (Chairperson)	3	5	8	65,379	-	65,379
Dantile, Dr. F	3	5	8	31,356	-	31,356
Dlamini, Mr. S.	2	4	6	26,130	-	26,130
Magaqa, Adv. S	3	4	7	37,640	3,977	41,617
Mfuphi, Mr. L	2	4	6	27,872	-	27,872
Noge, Mr. M.	2	2	4	13,936	-	13,936
Ramagoshi, Ms M	1	4	5	10,452	-	10,452
Robinson, Ms. L	3	4	7	31,356	-	31,356
Stobie, Prof. B	3	4	7	31,356	-	31,356
	22	**36**	**58**	**275,477**	**3,977**	**279,454**

* In addition to three Council meetings, the Chairperson attended other official engagements.

2022

Name	Council Meetings Attended	Sub-committee Meetings Attended	Total Meetings Attended	Honorarium	Travel reimbursement	Total
Mazibuko, Prof. N.M. (Chairperson)	2	-	2	44,289	-	44,289
Jivan, Mr U	2	-	2	13,936	-	13,936
Khorommbi, Mr TC	2	-	2	10,452	-	10,452
Magaqa, Adv. S	1	2	3	17,420	318	17,738

Notes to the Annual Financial Statements

Description

24. Related parties (continued)

Mhlongo, Ms N	2	4	6	27,872	-	27,872
Musundwa, Ms S	2	3	5	17,420	-	17,420
Nkosi, Dr N	2	2	4	17,420	119	17,539
Ramagoshi, Ms M	1	1	2	13,936	-	13,936
Stobie, Prof. B	2	4	6	26,838	-	26,838
	16	**16**	**32**	**189,583**	**437**	**190,020**

In addition to three Council meetings, the Chairperson attended other official engagements.

2021

Name	**Council Meetings Attended**	**Sub-committee Meetings Attended**	**Total Meetings Attended**	**Honorarium**	**Travel reimbursemen t**	**Total**
Mazibuko, Prof. N.M. (Chairperson)	4	-	4	50,616	-	50,616
Jivan, Mr U	3	3	6	21,044	-	21,044
Khorommbi, Mr TC	4	3	7	24,388	-	24,402
Magaqa, Adv. S	4	3	7	27,872	-	27,872
Mhlongo, Ms N	4	7	11	38,024	-	38,024
Musundwa, Ms S	4	6	10	34,840	-	34,840
Nkosi, Dr N.	4	3	7	24,388	-	24,388
Ramagoshi, Ms M	4	3	7	24,388	-	24,388
Stobie, Prof. B	4	8	12	46,008	-	46,008
	35	**36**	**71**	**291,568**	**-**	**291,568**

* In addition to three Council meetings, the Chairperson attended other official engagements.

Notes to the Annual Financial Statements

Description	2022	2021

25. Directors' emoluments

Executive Directors

2022

	Salary	Annual Bonus	Expense Allowances	Pension	Other Benefits	Total
Maphasa, Mr L.J.	894,308	74,526	255,911	145,270	36,177	1,406,192
Miya, Mr S.R.	726,347	60,529	191,402	157,315	11,953	1,147,546
Dlamini, Mr S.E.	617,232	51,554	-	50,208	68,430	787,424
Flanagan, Mr W.	617,232	51,554	-	50,208	38,345	757,339
Midgley, Dr J.	617,232	51,554	-	100,416	14,278	783,480
Ntombela, Mrs T.S.	617,232	51,554	-	50,208	14,278	733,272
Blundell, Dr. G.	618,975	51,483	-	50,350	11,953	732,761
	4,708,558	**392,754**	**447,313**	**603,975**	**195,414**	**6,348,014**

2021

	Emoluments	Annual Bonus	Expense Allowances	Pension	Other Benefits	Total
Maphasa, Mr L.J.	888,190	73,972	239,299	143,975	32,703	1,378,139
Miya, Mr S.R.	722,488	60,182	173,182	155,980	11,669	1,123,501
Dlamini, Mr S.E.	608,740	51,340	-	49,460	65,813	775,353
Flanagan, Mr W.	608,740	51,340	-	49,460	37,924	747,464
Midgley, Dr. J.	608,740	51,340	-	98,920	13,857	772,857
Ntombela, Mrs T.S.	608,740	51,340	-	49,460	13,857	723,397
Blundell, Dr. G.	610,445	49,032	-	49,599	11,669	720,745
	4,656,083	**388,546**	**412,481**	**596,854**	**187,492**	**6,241,456**

26. Change in estimate

Property, plant and equipment

The useful lives of certain computer equipment have been extended to 3 years. This resulted in a net increase of R159 553 in surplus.

The useful lives of certain equipment - other have been extended to 4 years. This resulted in a net increase of R3 925 in surplus.

The useful lives of certain furniture - metal have been extended to 4 years. This resulted in a net increase of R7 488 in surplus.

The useful lives of certain intangible assets have been extended to 3 years. This resulted in a net increase of R116 177 in surplus.

The useful lives of certain vehicles have been extended to 10 years. This resulted in a net increase of R90 664 in surplus.

The useful lives of certain Scientific Equipment have been extended to 10 years. This resulted in a net increase of R212 413 in surplus.

Net effect on statement of financial performance

	2022	2021
Decrease in expenditure		
Decrease in depreciation and amortisation of assets	590 220	160 486

Net effect on statement of financial position

Notes to the Annual Financial Statements

Description	2022	2021

26. Change in estimate (continued)

Increase in assets		
Property, plant and equipment - Computer Equipment	159 553	58 754
Property, plant and equipment - Other Equipment	3 925	99 093
Property, plant and equipment - Furniture - Wood	-	-
Property, plant and equipment - Furniture - Metal	7 488	1 165
Property, plant and equipment - Scientific Equipment	212 413	-
Property, plant and equipment - Vehicles	90 664	
Intangible assets - Software	116 177	1 473
Increase in net assets		
Accumulated surplus	590 220	160 486

The effect in future periods is not disclosed because estimating it is impracticable as the Museum revises the esitimates based on results of conditional assessment which is performed annually.

27. Prior period errors

In the 2020/2021 financial statements (liability section), a liability for the shared services (Municipal utilities) to the value of R1, 605,280, which emanated from a dispute between the Museum and Department of Public Works and Infrastructure, was included. However, based on assessment, taking into cognisance that the Museum's utilities account with the Municipality is up to date, it was noted that the probability of this amount being payable by the Museum was remote, meaning it had less than a 50% chance of occurring, therefore, the liability was removed on the statement of financial position and disclosed as contingent liability in the current financial year.

The correction of the error(s) results in adjustments as follows:

Statement of financial position		
Decrease in Sundry year end creditors	-	(1,605,280)
Increase in Accumulated surplus: From operations	-	1,605,280
Effect on Total Accumulated Surplus	-	-

28. Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The ability of the Museum to continue as a going concern is dependent on a number of factors. The most significant of these is that the Department of Sport, Arts and Culture continue to procure funding for the ongoing operations for the Museum.

COVID-19 IMPACT

The Museum did an assessment of COVID - 19 as at 31 March 2021; there has been substantial financial impact in the year under review. The Museum, Pietermaritzburg and Durban suffered a major setback as a result of the July Unrest; which saw the city come to a cataclysmic stop. Further, the COVID-19 restriction continue the hinder the museums' ability to generate income through General Visitors, Schools, Hall Booking and Holiday Programmes.

29. Events after the reporting date

The Council is not aware of any material event which occurred after the reporting date and up to the date of this report.

NOTES:

NOTES:

KwaZulu-Natal
MUSEUM

an agency of the
Department of Sport, Arts and Culture

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