NATIONAL MUSEUM

ANNUAL REPORT

2024/2025

"Museums for Education & Research"

CONTENTS

PART A:

GENERAL INFORMATION

National Museum's
General Information

The National Museum* is a Declared Cultural Institution with framework autonomy which resorts under the Department of Arts and Culture and is governed by a Council. The Museum is a natural history, cultural history and art museum which systematically and selectively collects examples and information relevant to these fields over the whole spectrum of prehistory up to the present. It is its task to document, preserve, conserve, restore, make available, study and promote such items, specimens, examples, collections and information.

*Incorporating the satellites: First Raadsaal Museum; Florisbad Research Station; Freshford House Museum; Oliewenhuis Art Museum; Wagon Museum; and Artbank.

NATIONAL MUSEUM, BLOEMFONTEIN

The National Museum in Bloemfontein was established in 1877 and initially its collections and displays consisted mainly of rarities from around the world. Subsequently the Museum has developed into an omnibus institution with international stature. Intensive research is being done and significant study collections have been assembled in the fields of acarology, arachnology, botany, entomology, herpetology, mammalogy, ornithology, palaeo-ecology, palaeontology, anthropology, archaeology, cultural history, rock art and fine arts. Education is a further core function of the Museum and is embedded in every Museum activity. Through its displays and programmes the Museum renders a public service for its diverse audiences, engaging them in enjoyable and enlightening experiences and enriching the learning opportunities of all individuals.

OLIEWENHUIS ART MUSEUM

(Satellite of the National Museum)

On 19 July 1985 the former State President, Mr P.W. Botha, handed Oliewenhuis to the National Museum to be developed into an art museum. Oliewenhuis was erected in 1941 as residence of the Governor-General of the Union of South Africa. It was also used by the State Presidents of the Republic of South Africa as residence when on official visits to Bloemfontein. Later, however, Oliewenhuis was no longer used and it was thus made available to the National Museum.

Several structural changes had to be made to develop Oliewenhuis into an art museum, which on completion was officially opened on 11 October 1989.

Oliewenhuis Art Museum collects exclusively South African art and its collection consists of paintings, sculpture and graphic art. The pride of the collection are the Pierneef paintings, especially the magnificent Rustenburg Kloof, and the paintings of Bloemfontein done by Thomas Baines in 1851, only five years after the establishment of the town. The Art Museum obtains artworks through donations and acquisitions. The City Council of Bloemfontein made important donations, which were first housed at the A.C. White Gallery, and Mrs Dora Scott donated the F.P. Scott Trust Collection. The latter includes 24 artworks of the Bloemfontein Group.

FLORISBAD QUATERNARY RESEARCH STATION

(Satellite of the National Museum)

Florisbad is an internationally important fossil locality which has produced an archaic modern human skull in addition to valuable archaeological and palaeontological material. It is a key site for information not only on the physical development of modern humans, but also on their environment and subsistence behaviour. In September 1912 an earthquake opened up a new spring at the Florisbad mineral spring, and fossil bones and stone artefacts were brought to the surface with the water. Robert Broom investigated the find and in 1913 published an article on the material.

The discoveries prompted further investigations in the 1920s and 1930s by Prof. T.F. Dreyer from the Grey University College in Bloemfontein. This culminated in the discovery of the Florisbad human cranium in 1932. Dr A.C. Hoffman, Director of the National Museum in Bloemfontein, carried out further work in 1952. In 1980 Florisbad was bought by the South African Government for research purposes and was placed under the administration of the National Museum, Bloemfontein.

WAGON MUSEUM

(Satellite of theNational Museum)

The Wagon Museum is situated on the same premises as the First Raadsaal Museum. It houses a collection of historical wagons and carriages, such as a spring wagon, Voortrekker ox wagon, transport wagon, stage coach, mule wagon, spider and Cape cart. In the exhibition area are various panels depicting the development of transport through the ages and the making of a wagon wheel. A miniature diorama gives the visitor an impression of a team of oxen in front of a Voortrekker ox wagon. An exhibit of modes of transport used by black people has recently been included in the Museum.

ART BANK

The Art Bank of South Africa is a national programme of the Department of Arts and Culture as part of the Mzansi Golden Economy (MGE) strategy implementation and is hosted by the National Museum Bloemfontein, an agency of the Department of Arts and Culture. The vision of the Art Bank is to promote, foster and stimulate a vibrant market for the collection of South African contemporary visual art. It is tasked with purchasing artworks from South African artists, particularly that of emerging artists in order to lease and sell the artworks to South African government departments, private companies and private individuals.

FRESHFORD HOUSE MUSEUM

(Satellite of the National Museum)

Freshford is one of the few houses of the upper middle class of the Edwardian period that still exists in Bloemfontein. The house was designed and built by the architect, John Edwin Harrison. Born and trained in England, Harrison immigrated to South Africa in 1894.

Freshford House was completed in 1897, i.e. during a transition between the Late Victorian and Edwardian periods. With its asymmetrical facade, unplastered red brick walls, bay windows, veranda with carved wood and galvanised iron roof with cast-iron finishes, Freshford House is a typical example of a residence during this period in Bloemfontein.

The house was acquired by the National Museum in 1982, restored to its former glory and was opened to the public in 1986.

FIRST RAADSAAL MUSEUM

(Satellite of the National Museum)

The British Resident, Maj. H.D. Warden, built this typical South African pioneer's building in 1849. It was the first school building north of the Orange River. It served as a church until 1852 and it was used by the Legislative Council of the Orange River Sovereignty and, from 1854, by the Orange Free State Republic as Assembly Hall and offices. When the Assembly moved to larger premises in 1856, the building reverted to its use as a school, which it remained until 1877. The little building was put to a different use once again when in that year it housed the newly established National Museum. It was vacated in 1915 when the Museum moved to its present premises, and it was proclaimed a National Monument in 1936. In 1975 the wheel had turned full circle when the old Raadsaal was once again vacated and transferred to the National Museum.

Registered Name:	National Museum Bloemfontein
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Telephone Number/s:	+27 51 447 9609
Fax Number:	+27 51 447 6273
Email Address:	direk@nasmus.co.za
Website Address:	www.nasmus.co.za
External Auditors:	Auditor General of South Africa
Bankers:	ABSA
Company Secretary:	None

List of Abbreviations/Acromyms

AGSA	Auditor General of South Africa
ArtBankSA	Art Bank of South Africa
BBBEE	Broad Based Black Economic Empowerment
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DSAC	Department of Sports, Arts and Culture
GRAP	Generally Recognised Accounting Practice
HOD	Head of Department
OHS	Occupational Health & Safety
PESP	Presidential Employment Stimulus Programme
PPPFA	Preferential Procurement Policy Framework Act
PFMA	Public Finance Management Act
NDP	National Development Plan
NEHAWU	National Education, Health and Allied Workers' Union
NRF	National Research Fund
SAPTU	South African Parastatal and Tertiary Instititions Union
SCM	Supply Chain Management
SMME	Small Medium and Micro Enterprises
UN	United Nations
UNESCO	United Nations Education, Scientific and Cultural Organisation
UNIDROIT	International Institute for the Unification of Private Law

Foreword
by the Chairperson

Mr Frans Kraalshoek

"For me,
education is culture
education is reading
education is enlightenment
education is transformation
education is dignity
education is equality
education is inclusion
education is solidarity
education is life!"

-Emma Nardi

Museums, a wealth of knowledge on offer

The National Museum's mission is to provide heritage information, an enjoyable experience and an invaluable tourism resource to all people through quality research, conservation, education and exhibitions. The National Museum joined the international museum community to celebrate the year International Museum Day 2024 under theme, "Museums for Education and Research.". One of our key functions is to disseminate information on nature, culture and art, through publications, exhibitions and a variety of educational programmes. Our role in the basic and higher education sphere has become more prominent through increased activities over the reporting period. The theme underscores the pivotal role of cultural institutions in providing a holistic educational experience. It is for this reason that we chose the theme "***Museums for Education and Research***" as the theme for this annual report.

Performance Highlights

This report details the financial and non-financial performance of Year 5 of the Museum's Five-Year Strategic Plan (2020 -2025). A significant milestone for the Museum is that we achieved a clean audit in each financial year of the Five-Year Strategy!

I am pleased to report that out of **68** targets set, **63 (93%)** were achieved or exceeded. The Museum has developed plans to address the remaining five targets — two that were partially achieved and three that were not achieved — in the new financial year. Only **4%** of targets were not met. Detailed performance information is available in Part B of this report.

Performance Against Strategic Targets

TARGET STATUS	NUMBER OF TARGETS	PERCENTAGE
Achieved / Exceeded	63	93%
Partially Achieved	2	3%
Not Achieved	3	4%
TOTAL	68	100%

I am also pleased to report that the Museum received an **unqualified and clean audit opinion** from the Auditor-General for the 2024/25 financial year. Another highlight is our excellent expenditure management: the Museum maintained an audited average of just two days for the payment of creditors and suppliers (2023/24: two days).

The Museum's financial position remains stable, closing the financial year with an accumulated surplus of **R215 million**. While the Museum experienced an increase in visitor numbers, we did not meet the visitor target set for the year. Our largest visitor stakeholder group remains schools. We successfully rolled out all planned temporary exhibitions and fully implemented our research programme for the year.

Research and Conservation highlights

It is pleasing to report that the Museum received ethical clearance for all new research projects initiated during the year. This achievement aligns with the Museum's strategic objective to conduct research in accordance with ethical standards while producing high-quality outcomes across its various research disciplines.

The Museum actively undertakes and promotes research in multiple natural and human science fields. During the financial year, **13** research studies were conducted using the Museum's existing collections. Research output continued to grow, with **26** scientific articles published in peer-reviewed journals and **30** articles published in popular journals and magazines.
Museum scientists shared their research at **21** national and international conferences. They also contributed to academic development by supervising two postgraduate students at Doctoral and Masters level, and by hosting **five** university students for vacation work at the Museum's research station. In support of the broader scientific community, a total of **57** manuscripts were peer-reviewed by Museum scientists,

including journal articles, research theses, scientific reports, and researcher evaluations. Additionally, they delivered **eight** academic lectures and **20** public lectures during the year.

Scientists of the Museum were involved in the description of **15 new species** in the last financial year. These new species were described in international journals. Through our collections and research, the Museum is connected to the national and international scientific community. Our scientists registered **2** new collaborative research projects and were awarded 5 research grants. Edition 79 of **Culna Magazine** was produced and **24** articles were published online. The **Indago** Journal was published in hardcopy and online.

The Museum engages in conservation by building and curating representative collections of Natural and Human Science, including Fine Arts. The Museum added **16 897** new specimens to our natural science collections and **244** to our human science collections in the year. The **ArtBankSA** purchased **100** artworks during the year.

Annually the Collections Department audits the heritage collections for compliance with the Collections Policy and GRAP. The audit outcomes show that the Museum has an excellent compliance rate with procedures for conservation, curation, and management of collections. The Museum made additional equipment purchases in line with its strategy for **Digitisation of Heritage Collections** and **4515** heritage items were digitised.

Employment Equity

The National Museum has an approved Employment Equity Policy and Plan in place which is aligned to national and regional demographics. The Employment Equity Plan has established equity targets which guide recruitment.

Challenges Faced by Council

The Museum's biggest challenges faced by Council is the high cost of employment expenditure and the over reliance on DSAC grant funding. Treasury continued to make budget cuts to funding allocated to government entities in response to demands on the fiscus. Unfortunately, the Museum's budget was reduced during the year under review. The Museum recognises that it needs to generate more income which will be done by increasing visitor numbers, promoting increased use of its venues, and attracting more research grants.

The Year Ahead

The Museum has now concluded its 2020 – 2025 Strategic Plan and has signed a new five-year plan with the Minister. In the 2025.26 financial period, the Museum will focus on exploiting new opportunities and improving in below areas:

- Implementing the existing PESP projects.
- Improving the roll out of CAPEX projects which will see urgent renovations to the premises of the National Museum and satellites.
- Fundraising and sourcing alternative grant funding for research due to ongoing budget cuts imposed by DSAC and Treasury.
- Implement its Employment Equity Plan and Development of Black Scientist programme.
- Expanding the digitisation of the collections.
- Improving its contract management and supply chain management.
- Overall strengthening of the governance of the organisation.

Acknowledgements / Appreciation

During the financial year, the Minister gazetted the amalgamation of the National Museum with IZIKO Museum of South Africa. This was followed by the gazetting of the reversal of the amalgamation in October 2024. A tumultuous period of uncertainty followed which was harmful to organisational stability. We recognise this was a difficult period for Management and the staff and it is pleasing to see that the organisation recovered speedily and was able to achieve such outcomes despite the turbulence experienced during the financial year. The CEO, Management and Staff of the National Museum are congratulated for achieving these excellent performance outcomes and a clean audit.

On behalf of the Council, I extend our thanks and appreciation to the Minister, for his guidance and support provided to the sector during the year. I am indebted to my fellow Council members, who, despite the many challenges that we dealt with in the year, played a key role in advancing our governance programme for the year with minimal disruptions. Our Council members are passionate about the Museum and are committed to successfully steering the organisation to a successful amalgamation. I extend my appreciation to the officials of the Department of Sports, Arts and Culture, for their guidance and support.

Conclusion

Our attendance statistics show that the largest segment of the Museum's visitors are school groups and parents and their children. The Museums exhibition and outreach programmes play a key role in providing curriculum-based education for our school visitors. Our investment in a Mobile Art Museum has been showing dividends. We have increased our reach in rural and outlying areas by providing curriculum based visual art lessons to schools in our province. The Museum made progress in expanding our exhibitions at the Raadsaal Museum. The new exhibitions will provide space for learners to be educated on more of our history. Additionally, we expanded our education reach to the higher education sector, where we provide post graduate supervision, lectures, and field schools to university learners. The new field school at Florisbad Quaternary Research Station has been marketed more broadly and is attracting more international and national students and researchers.

F. KRAALSHOEK

Mr F Kraalshoek
National Museum
31 July 2025

Chief Executive Officer's **overview**

Chief Executive Officer
Sharon Snell

"Museums are not neutral. They are spaces where values are communicated—and they should educate toward equity and justice."

-La Tanya S. Autry

Introduction

The 2024.25 financial year felt like a roller coaster ride due to the impact of the amalgamation activities on the entity. The Museum was earmarked by DSAC to be amalgamated with IZIKO Museums, and the formal gazette was published in May 2024. The term of the Council of the National Museum came to an end, and we had to navigate the amalgamation without any support at that Council level. The road leading to amalgamation was fraught with difficulties, confusion and bullying. Thankfully the new minister, Mr Gayton Mckenzie, reversed the amalgamation and appointed a new Council to steer the National Museum. This allowed us to get back to the business of running our Museums.

62
NEW ANIMAL, PLANT OR FOSSIL SPECIES DESCRIBED
2020-2025
Strategy period

General Review

The Museum's income was again severely affected by unplanned budget cuts during the financial year because of Treasury reprioritising funding due to pressure on the fiscus. The Museum's primary income consisted of grant funding received from DSAC in an amount of **R 81.58 million** (2023.24: R 83,9 million). Other significant income received was from interest **R 10,3 million** (2023.24: R 9,6 million). The positive variance in interest income is attributable to increases in the repo rate during the period. An amount of **R 599 K** (2023.24: R 599 K) was received as project income. The Museum ended the financial year with an operational surplus of **R 12,68 million** (2023.24: R 8,7 million). Employee costs was the most significant expenditure **R 41,7 million** (2023.24: R 45,2 million). We closed the financial year with an accumulated surplus of **R 215 million** (2023.24: R 202 million).

182
ARTICLES PUBLISHED
IN PEER-REVIEWED JOURNALS
2020-2025
Strategy period

DSAC has made Presidential employment stimulus programme (PESP) Funding available to the cultural and creative industry with the aim to expand the creative industry and contribute to economic recovery and reconstruction. Due to the successful implementation of the first PESP in 2020, the National Museum, with coordination by the Art Bank of South Africa, is once again implementing various programmes. PESP funding revenue during the financial period amounted to R 16,4 million.

The Museum did experience capacity constraints or challenges in the reporting period because of the job freeze implemented by the Department in 2023 and 2024. The DSAC continued with instructions on a job freeze in 2024 due to the scheduled amalgamation. As a result, existing vacancies could not be permanently filled. No activities were discontinued, and no new or proposed activities were introduced. There were no events after the reporting date.

Research and Exhibition Highlights

Four Museum researchers hold **NRF ratings**. In review period, Dr Will Archer, HOD: Archaeology and Anthropology, achieved a B3 NRF rating, recognising the quality and the impact of his research outputs. The B category researchers are those who enjoy considerable international recognition by their peers for the high quality and impact of their recent research outputs.

A total of **33** peer-reviewed articles were published, and the full list of publications appears in Part B.
The National Museum signed a Memorandum of Agreement (MOA) with **Tyumen State University, Russia**, paving the way for future cooperative efforts between the two institutions.

This agreement underscores the shared commitment of both organizations to global biodiversity research, aligning with the G20 research and innovation agenda. The collaboration will focus on key areas of mutual interest, particularly in biodiversity conservation and scientific exploration. The National Museum has a longstanding history of working alongside scientists from Tyumen State University, resulting in successful joint fieldwork and the publication of numerous research papers on mite biodiversity in South Africa. The signing of this Memorandum signals an intent to expand these efforts into other areas of museum specialisation, fostering greater knowledge exchange and innovation.

Image: Dr Lizel Hugo- Coetzee, Dr Andrei Tolstikov, Mrs Sharon Snell and Dr Will Archer at the signing ceremony.

The Museum recognised four scientists for research excellence in the financial period 24/25. They excelled in the number of academic publications they authored/ co- authored in the 12-month period.The Museum has built strong research capabilities across significant fields with four NRF rated researchers on the team. The National Museum contributes to South Africa's scholarly output and participates in multiple national and international research collaborations. The vision of the National Museum is to be known as the best heritage centre in Africa, and it intend to achieve this by excelling in its conservation, research, and educational functions across a broad spectrum of disciplines in the Natural Sciences, Human Sciences and Fine Arts.

Dr Lizel Hugo- Coetzee; Mr Dawie de Swardt; Dr Michael Bates were recognised for research excellend with Mrs Sharon Snell. Dr Gimo Daniels was also recognised (not in the photo).

The Top 20 South African visual artists were selected to present solo exhibitions at Oliewenhuis Art Museum. South African visual artists were invited through an open call to submit their solo exhibition proposal for placement on the exhibition calendar of Oliewenhuis Art Museum. Over 50 applications were received. Each artist chosen will be provided with an opportunity to have a solo exhibition at Oliewenhuis Art Museum.

The adjudicating criteria for selection included the significance of the artist and the body of artwork that they have produced, as well as whether the exhibition proposal was unique and held historical and cultural significance. The selected artists have mastered their preferred mediums and the concepts they work with are expressed uniquely and clearly.

Image: Last year artists were invited to apply for a short-term assignment to paint silhouettes in the Museum garden. Of the 73 applications, six artists were selected to submit proposals, and two were shortlisted. The chosen artist was Ms. Jordan-Beth Erlank.

Request for Rollover of Funds

The Museum applied for rollover of surplus funds from the 22.23 financial period, and this was granted by Treasury. Treasury approval was granted in terms of PFMA section 53(3) for the National Museum to retain the cash surplus of **R 59 million** to be used to enhance and upgrade its ICT infrastructure; digitisation of the museum collection; upgrade of facilities, and secured premises for Artwork (Art Storeroom, Air conditioning, Flooring, Burglary Proofs for all entrance and exits and windows, Painting, Emergency Equipment and Shelving for Artwork); Maintenance and repairs of the museum and its satellite museums; replacement of the ageing museum fleet; payment of staff and management annual performance bonuses; and a project to develop black scientist by training black upcoming scientists; and payment of municipal charges.

Employee Benefits

The Museum has proactively converted from a self-managed fund to an Umbrella fund to reduce costs and associated risks. Transfer of Unclaimed benefits was finalised and transferred to the Umbrella Fund and the Museum is in the process of finalizing the closure of the self-managed fund with the Financial Sector Conduct Authority.

Image: **the 88th SAMA National Conference** took place at the Armour Museum in Tempe Military Base, Bloemfontein. The theme was '**Digital Revolution: South African Museum and the Fourth Industrial Revolution**.' National Museum scientist presented their research at the conference.

Supply Chain Management

Internal audit identified SCM- related findings in the year under review and these are being addressed. Our contract management has improved due to improved processes introduced; however, this will remain a focus area going forward. The Museum has a training plan in place for SCM officials and Management to tackle gap areas. The SCM Policy was reviewed and updated. The Museum did not conclude any unsolicited bid proposals for the year under review.

Image: Our VIP guests at the popular *Canvas and Cupid* event held at Oliewenhuis Art Museum to celebrate Valentine's Day. Guests enjoyed art, a romantic picnic under the stars and star gazing courtesy of the Department of Physics, University of the Free State.

Audit Report Matters from the prior period

The Museum received a clean audit report in the prior period and had in place an Audit Tracking Register to track the resolution of all findings. Progress was reported quarterly to the Audit and Risk Committee. Currently all findings have been resolved.

Image: The National Museum hosted Portugal's Consul-General, Graça Araújo Fonseca. The Portuguese delegation visited the National Museum to learn more about the Museum's Portuguese Project.

The National Museum in the Triennium

The cost of employment was **R 41.7 million** and it is estimated that this will be the biggest cost driver going forward. The National Museum will have in its employment about 120 staff members in the triennium. This poses a budgetary challenge that will need attention if the Museum is to continue attracting top research talent, including NRF- rated researchers. However, the Museum remains an economically viable entity.

The Museum has embedded Enterprise-Wide Risk Management into its strategy and operations. It is important to note that significant strides have been made over the five-year period in the management of risks at the Museum, and this has translated into tangible improvements in the Museum's overall performance and audit and governance outcomes.

Acknowledgements

Image: SAMA Publications Design Awards 2024. The South African Museums Association awarded our CULNA Magazine first prize for best publication in the book category.

The Museum has completed Year 5 of its strategy and in some instances, we have achieved or overachieved most of our targets set out in its Five-Year Strategic Plan. All these achievements are because of the hard work done by the Heads of Departments and staff of the Museum. I would like to thank them for their commitment, passion, and support throughout the year, especially for innovation and team discipline during the lockdown periods.

I remain indebted to our Council Deputy Chairperson, Mr Frans Kraalshoek, who provides strategic support and guidance to the Executive Management. I would like also to extend my thanks to the Council of the National Museum and the committees for

their active support and counsel throughout the year
S Snell
Chief Executive Officer
National Museum
31 July 2025

Statement of responsiblity and confirmation of accuracy for the **Annual Report**

To the best of our knowledge and belief, we confirm the following:

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

The Annual Report is complete, accurate and is free from any omissions.

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

The Annual Financial Statements (Part F) have been prepared in accordance with the standards applicable to the public entity.

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

The accounting authority is responsible for establishing and implementing a system of internal control which 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 public entity for the financial year ended 31 March 2025.

Yours faithfully

Chief Executive Officer
Name: S Snell
Date: 31 July 2025

F. KRAALSHOEK

Chairperson of the Council
Name: Mr Frans Kraalshoek
Date: 31 July 2025

Strategic Overview

The National Museum is a Natural History Museum, a Cultural History Museum and an Art Museum. Against the background of the international definition of a museum as a non-profit-making, permanent institution in the service of society and of its development, and open to the public, which acquires, conserves, researches, communicates and exhibits, for purposes of study, education and enjoyment, material evidence of people and their environment, the National Museum performs its conservation, research and educational functions in a broad spectrum of disciplines in the Natural Sciences, Human Sciences and Fine Arts.

Vision

To be known as the best heritage centre in Africa.

Mission

To provide heritage information, an enjoyable experience and an invaluable tourism resource to all people through quality research, conservation, education and exhibitions. The Museum's functions are:

- *Conservation*: To build and curate representative collections of natural science, human science and art objects which are consistent with the objectives and activities of the Museum.
- *Research:* To undertake and promote research in the approved disciplines of the Museum.
- *Education*: To disseminate information on nature, culture and art, through publications, exhibitions and a variety of educational programmes.
- *Tourism*: To provide an invaluable tourism resource in the central interior of South Africa.

Values

The National Museum is driven by the following values:

Excellence	Respect	Teamwork	Innovation
Professionalism	Co-operation	Commitment & Passion	Community empowerment

Legislative and other mandates

Cultural Institutions Act

The National Museum was established in terms of section 3 of the Cultural Institutions Act (Act 119 of 1998) and in terms of section 5 is governed by a Council appointed by the Minister of Arts and Culture.

Parliament has the power to conduct oversight of all organs of state, including those at provincial and local government level. Portfolio committees exercise oversight over a particular government department or "portfolio" and deal with bills within that portfolio.

Parliamentary committees are established as instruments of the Houses in terms of the Constitution to facilitate oversight and monitor the government. These committees are the "engine rooms" of Parliament's oversight and legislative work. Committees scrutinise legislation, oversee government action, and interact with the public. One of the most important aspects of the oversight function is the consideration by committees of annual reports of organs of State, and reports of the Auditor-General. Depending on the purpose of the oversight, the Committee will either request a briefing from the organ of State or visit it for fact-finding.

National Living Heritage Policy

The DSAC has developed the National Living Heritage Policy with the objective of the safeguarding of living heritage and ensuring compliance with the 2003 UNESCO Convention on Intangible Cultural Heritage Convention.

National Policy on Digitisation of Heritage Resources

The Policy recognises and takes account of the implications of the rapid advances in the evolution of Information and Communication Technologies for "notions and practices of collective memory and heritage". The Policy identifies the key risks to the future preservation of collections, including the fragmented character of current digitisation initiatives; the financial resources available to support digitisation; the lack of consistency in the standards and guidelines; and the threat of the proliferation of digital archives containing important national content that is largely uncontrolled and unconnected to the national memory systems. The Policy seeks to address these risks.

Ratification / Accession to International Conventions

Various international conventions and protocols govern the culture and heritage landscape. The DSAC has developed policies in line with the applicable conventions and initiated the ratification/accession process by submitting the following international conventions to Parliament for tabling:

a) UNESCO Convention (2001) on the Protection of the Underwater Cultural Heritage;

b) Second Protocol to the 1954 Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict (1999); and

c) UNIDROIT Convention on Stolen or Illegally Exported Cultural Objects (1995).

The Use of Official Languages Act

The Use of Official Languages Act, which seeks to regulate and monitor the use of official languages by government, came into operation with effect from 2 May 2013.

Review of the White Paper on Arts and Culture

The Revised White Paper seeks to align the Arts Culture and Heritage space with the broader shifts in government policy and priorities and to elevate the contribution that arts, culture and heritage might make towards social cohesion, nation-building and economic empowerment. It also seeks to address the challenges that the Sector faces, to remove duplication and overlaps in mandate, and to rationalise the number of entities falling under the DSAC and their associated institutional activities.

The Revised White Paper recommends a substantial restructuring of institutional support for the Sector. Key questions arising from this approach include the detailed programming of these institutions and how they will be able to meet their mandates with the available financial and human resources.

National Development Plan

The *National Development Plan* – Vision 2030 (2011) outlines a vision for the country, aiming, *inter alia*, to eliminate poverty and reduce inequality by 2030. Chapter 15 of this plan asserts that the Arts, Culture and Heritage Sector is viewed as a potentially powerful driver for creating a sense of inclusiveness and for encouraging interaction between South Africans from different social backgrounds. Importantly, too, it is viewed as capable of contributing to the mobilisation of active and responsible citizenry. Furthermore, the NDP highlights that the economic value and contribution of the Sport, Arts, Culture and Heritage Sector is increasingly recognised, and that strategies must be developed and implemented to exploit its potential on a global scale.

The NDP aspires to arrive at a situation in which South Africans will be more conscious of that which they have in common, rather than the differences that separate people. This implies that interventions need to facilitate an experience by all South Africans that cuts across the divisions of race, gender, and class. Accordingly, a central focus of the NDP is on creating opportunities that equalise the life chances of South Africans. The NDP further emphasises the importance of redress through measures such as employment equity and black economic empowerment as a means to righting the wrongs of the past as part of this process of equalising opportunities. The NDP calls for the promotion of social cohesion across society that is based on respect and appreciation for constitutional values enshrined in the Constitution.

Sustainable Developmental Goals

The UN has emphasised that arts and culture will play an important role in pursuing each of the 17 Sustainable Development Goals. The safeguarding and promotion of culture is an end in itself, and at the same time it contributes directly to many of the SDGs — safe and sustainable cities, decent work and economic growth, reduced inequalities, the environment, promoting gender equality and peaceful and inclusive societies. The indirect benefits of culture are accrued through the culturally-informed and effective implementations of the development goals.

Cultural diversity is necessary for sustainable development for two reasons: the first is human survival as a means of cultural existence. The coexistence of various cultures leads to humans being able to better adapt to the environment. It is because of the coexistence of diverse cultures that the human race has overcome change and continued to survive. The emergence of differing cultures and maintenance of cultural diversity has raised the possibility of the human race adapting to environmental change in the future. Furthermore, in order for culture itself to retain its creativity and vitality, the existence of other cultures is a must. New ideas are born from other cultures, and the source of cultural creativity lies within constant encounters between different cultures.

Agenda 2063

At a continental level, sport, arts and culture contribute to the **Agenda 2063**, a forward-looking continental framework. Agenda 2063 is anchored on the AU vision of “a shared strategic framework for inclusive growth and sustainable development “and based on 7 aspirations derived from consultations. Three of the aspiration have particular relevance to the Museum:

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a) An Africa with a strong cultural identity, common heritage, shared values and ethics;

b) An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children and

c) An Africa of good governance, democracy, respect for human rights, justice and the rule of law.

Organisational **structure**

- **Department of Sport, Arts and Culture**
  - **Council of the National Museum**
    - **CEO**
      S. Snell
      - **CEO Office Coordinator**
        D. Orlu
      - **Human Resource Generalist**
        M. Mathe
      - **Museum Accountant: Non Financial Reporting**
        M. Mofokeng
      - **Chief Financial Officer**
        Vacant
        M. Barnes (Acting)
        - **HOD: Financial Management**
          M. Barnes
        - **HOD: Supply Chain Management**
          G. Dlamini
      - **Deputy Director**
        Vacant
      - **Heads of Departments**
        - **HOD: Facilities Management**
          Z. Mantsengu
        - **HOD: Education**
          A. Van Staden
        - **HOD: Design & Workshop**
          C.P. Venter
        - **HOD: ArtBankSA**
          Y. de Kock (Acting)
        - **HOD: Mammalogy**
          N. Avenant
        - **HOD: Ornithology**
          D. de Swardt
        - **HOD: Karoo Palaeontology**
          S. Havenga (Acting)
        - **HOD: Human Sciences Research**
          S. Moodley
        - **HOD: Animal & Plant Systematics**
          M. Bates
        - **HOD: Terrestrial Invertebrates**
          L. Hugo-Coetzee
        - **HOD: Collections Management & Library**
          S. Havenga
        - **HOD: Archaeology/ Anthropology & Florisbad**
          W. Archer
        - **HOD: Oliewenhuis Art Museum**
          E. le Roux

Satellites

- ArtBankSA
- Freshford House Museum
- Oliewenhuis Art Museum
- First Raadsaal & Wagon Museum
- Florisbad Quaternary Research

PART B

PERFORMANCE INFORMATION

Auditor's Report: **Predetermined Objectives**

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

Refer to page 50 of the Auditors Report, published as Part F: Financial Information.

1. SITUATIONAL ANALYSIS

1.1. Service Delivery Environment

The National Museum provides professional services in the curation and conservation of heritage-based collections, in research and education, of benefit to a broad spectrum of the community. Outputs and standards have either been maintained or improved upon by the Museum. Where targets have not been achieved, measures will be considered in future to address these aspects.

The Museum strives to address transformation, in a broad sense, across the range of its processes and activities, from policy development and recruitment, through to its collections, research, education and community outreach programmes. There is an ongoing emphasis on the important role the Museum must play in contributing to the transformation of the heritage sector.

1.2. Organisational environment

The Annual Report should provide readers with an understanding of the organisational challenges and successes experienced by the public entity in the year under review. The aim of this 'overview of the organisational environment' is to provide a description of any significant developments internal to the public entity that may have impacted on the public entity's ability to deliver on its Strategic Plan and Annual Performance Plan, e.g. the resignation and/or appointment of key personnel such as the CEO or the CFO, a strike by significant portions of the personnel employed by the public entity, or restructuring efforts, significant system failures or cases of corruption. Given that these are factors internal to the public entity and therefore ostensibly within the public entity's control, it would be expected that the public entity gives some indication of any measures that were adopted to mitigate the impact of these events on service delivery.

1.3. Key policy developments and legislative changes

There were no significant changes to the National Museum's legislative and other mandates. The pending White Paper on Arts, Culture and Heritage, as well as the National Museum's policy, the draft versions of which are still under discussion, will doubtless impact on the Museum's operations.

1.4. Strategic Objectives

Annual Performance Report of National Museum 2024/2025

Performance Information **by Programme/Activity/Objective**

Programme 1: Business Development

Programme 1: Business Development	
Purpose	**Programme purpose**: • To properly manage and maintain the natural and cultural heritage and art collections. • Serve as centres for promotion of research and development. • Ensure that the Museum remains a centre of research excellence by publishing research output in accredited scientific journals, often collaborating with other national or international researchers; and • Building human and research capacity.
Sub Programmes	**Sub – Programme Purpose**
Curation and Conservation of Collections	To collect and conserve materials and objects of natural and cultural heritage relevant to the disciplines of the National Museum, which represent an important part of the collective national estate. In addition, to give attention to expanding collections where appropriate to include materials, objects and information to promote an enhanced sense of national pride in the diverse cultural and natural heritage shared by all South Africans.
Research and Information Management	To undertake research according to ethical standards to produce high quality results relating to the various research disciplines of the National Museum and to communicate the relevance and meaning of these results, including contributing data to current important debates and trends of research, to as broad an audience as possible. Research programmes will incorporate aspects relevant to promoting a greater awareness of the importance and role of previously marginalized communities in contributing to South Africa as a nation.

Key performance indicators, planned targets and actual achievements

Output indicator	Planned Target 2023/2024	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations
No of new heritage items added to the collection	10 000 new heritage items added to natural science collections	33 424	10 000 new heritage items added to natural science collections	Achieved 16 897	(+6 897)	Fieldtrips yielded more heritage items than anticipated.
	300 new heritage items added to human science collections	68	300 new heritage items added to Human Science Collection	Partially achieved 244	(-56)	Planned fieldwork trips yielded fewer heritage items than anticipated.
	2 new heritage items added to Oliewenhuis Art Museum	5	2 new heritage items added to Oliewenhuis Art Collections	Achieved 2	None	No deviation
% compliance with Conservation Policy and GRAP	Collections Department audit of Heritage Collection for compliance with Collections Policy	Audit conducted.	Collections Department audit of Heritage Collection for compliance with Collections Policy	Achieved 1	None	No deviation
No of heritage items digitised	1000 Digitized items	6054	1000 heritage items digitised	Achieved 4515	(+3515)	More heritage items digitised due to dedicated digitisation projects.

No of loans of collections items	5 new outgoing loans	14	5 new outgoing loans	Achieved 11	(+6)	More external institutions applied for loans than anticipated.
No of research studies conducted on existing collections	10 research studies conducted on existing Museum collections	14	10 research studies on existing Museum collections	Achieved 13	(+3)	More researchers are using the Museum collections than anticipated.
No of popular research articles published	30 popular research articles published	34	30 popular research articles published	Achieved 30	None	No deviation
Develop a policy for ethical research at the Museum	When needed research projects to have ethical clearance	100%	When needed research projects to have ethical clearance 100%	Achieved 100%	None	No deviation
No of research grants awarded to Museum Scientists	5 research grants awarded to Museum scientists	9	5 research grants awarded to Museum scientist	Achieved 5	None	No deviations
No of NRF rated Museum scientist	2 NRF rated scientists at the Museum	3	2 NRF rated Museum scientists	Achieved 4	(+2)	Two more researchers were successful in their application.
No of research fieldtrips conducted	15 per annum research field trips conducted	28	15 per annum research field trips conducted	Achieved 28	(+13)	More collaborative fieldtrips than anticipated.
No of research papers or posters delivered at research conferences	20 research papers or posters delivered at research conferences	28	15 research papers or posters delivered at research conferences	Achieved 21	(+6)	Often several papers presented at single conferences.
No of public lectures delivered	15 per annum of public lectures	16	15 per annum of public lectures	Achieved 20	(+5)	Over-achievement occasioned by more requests for public lectures.
No of lectures delivered to students registered at Higher Education Institutions	15 per annum public lectures/ practicals delivered (Higher Education Institutions)	5	15 per annum public lectures/ practicals delivered to students at Higher Education Institutions	Not achieved 8	(-7)	Fewer requests were received to present lectures to students.
No of articles published in peer reviewed journals	25 per annum articles published in peer reviewed journals	33	25 per annum articles published in peer reviewed journals	Achieved 26	(+1)	One more article published than anticipated.
No of new animal or plant or fossil species described	5 new species described	4	5 new species described	Achieved 15	(+10)	More new species discovered than anticipated.
No of reviews conducted	50 reviews conducted	51	50 reviews conducted	Achieved 57	(+7)	More external requests received than anticipated.

No of Technical Reports/ Impact Assessments conducted by Museum Scientist	1 CRM/EIA/Bio monitoring and site reports	1	1 CRM/EIA/Bio monitoring and site reports.	Achieved 2	(+1)	One more external request received than anticipated.
No of new international and national collaborative projects	2 new international and national collaborative projects	8	2 new international and national collaborative projects	Achieved 2	None	No deviation
Production of CULNA	CULNA 1 hard copy issue produced	1	CULNA 1 hardcopy issue produced	Achieved 1	None	No deviation
	15 online CULNA articles	16	15 online CULNA articles	Achieved 24	(+9)	More submissions received from authors than anticipated.
Production of INDAGO	Indago 2 online articles	3	Indago 2 online articles	Achieved 3	(+1)	One more external submission received than anticipated.
Staff serving on the Executive of Professional bodies	5 professional staff serving on committees of professional bodies	9	5 professional staff serving on committees of professional bodies	Achieved 9	(+4)	More staff were invited to serve on committees than anticipated.
Progress on all research projects during the year	Progress on 70% of research projects per annum.	74%	Progress on 70% of research projects per annum	Achieved 73%	(+3%)	More deliverables were finished than anticipated.

Linking performance with budgets

The links between the Museum's budget and its core programmes are indicated in the table below:

	2023.2024			2024.2025		
Programme/activity/objective	**Budget**	**Actual Expenditure**	**Under Expenditure**	**Budget**	**Actual Expenditure**	**Under Expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Programme 1: Business Development	1 633	1 400	244	1 525	1 493	32
Total	**1 633**	**1 400**	**244**	**1 525**	**1 493**	**32**

Programme 2: Public Engagement

Programme 2: Public Engagement	
Purpose	Programme purpose: to inform, consult, involve, collaborate and empower the Museum's stakeholders in the diverse cultural and natural heritage.
Sub Programmes	**Sub- Programme Purpose**
1. **Marketing**	To promote a greater awareness and better understanding of South Africa's diverse cultural and natural heritage through relevant formal and informal activities and exhibitions.
2. **Public Educational Programmes**	To provide informative and enjoyable educational experiences through relevant formal and informal activities and public outreach programmes, thereby contributing to promoting a greater awareness and better understanding of South Africa's diverse cultural and natural heritage.

Key performance indicators, planned targets and actual achievements

Output indicator	Planned Target 2023/2024	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations
Permanent Exhibition Plan is reviewed	Permanent Exhibition Plan is reviewed and approved by CEO and Council	1	Permanent Exhibition Plan is reviewed and approved by CEO and Council	Achieved 1	None	No deviation
No of inclusive permanent exhibitions	1 inclusive permanent exhibition at the National Museum	1	1 inclusive permanent exhibition at National Museum	Achieved 1	None	No deviation
	2 Rotation of inclusive permanent exhibition artworks at Oliewenhuis	2	2 Rotation of permanent exhibition artworks at Oliewenhuis	Achieved 2	None	No deviation
	Text of Exhibitions at NM IN 3 languages	100%	Text of Exhibitions at NM IN 3 languages	Achieved 100%	None	No deviation
No of inclusive temporary exhibitions delivered	4 temporary internal exhibitions per year (including virtual exhibitions)	9	4 temporary internal exhibitions per year (including virtual exhibitions)	Achieved 7	(+3)	More exhibitions held for special days than anticipated.
	2 temporary external exhibitions	3	2 temporary external exhibitions	Achieved 3	(+1)	One more request for an external exhibition than anticipated.
	12 Temporary Art Exhibitions (including virtual) at Oliewenhuis and the Reservoir of which 80% of solo exhibits shall be Black artist and 50 % women	12 of which 100% of solo exhibits were black artists and 100% women	12 Temporary Art Exhibitions at Oliewenhuis and the Reservoir of which 66% of solo exhibits shall be Black artist and 33% women (including virtual exhibitions)	Achieved 13 of which 25% of solo exhibits were black artists and 75% women	(+1)	One more exhibition, but slightly lower percentages achieved on the demographics for solo artists
No of Special Days celebrated with communities	Hosting of 4 celebrations with community for International Museum Day, Womens Day, Youth Day and International Day of Persons with Disabilities (including virtual celebrations	9	Hosting celebrations with community for International Museum Day, Womens Day, Youth Day and International Day of Persons with Disabilities (including virtual celebrations)	Achieved 9	(+5)	More Special days were celebrated than planned.
Conduct a facilities audit	Conduct a facilities audit with DPW/DSAC	n/a	n/a	n/a	n/a	No deviation
	50% implementation of UAMP projects funded by DSAC and DPW	51%	50% implementation of UAMP projects funded by DSAC/ DPW	Achieved 53%	(+3%)	The Museum's implemen-tation was slightly better than planned
No of visitors to the National Museum and satellites including outreach	100 000 to National Museum and satellites	100 256	100 000 to National Museum and the satellites	Partially achieved 92 684	(-7 316)	Fewer visitors than anticipated

Museum provides heritage experience virtually.	100 000 people reached through social media platforms	722 636	100 000 people reached through social media platforms	Achieved 908 645	(+808 645)	Much higher reach virtually than anticipated.
	300 social media posts made providing scientific/heritage information	2514	300 social media posts made providing scientific/heritage information	Achieved 2 391	(+2 091)	Active virtual posting occasioned overachieve-ment.
Celebrate excellence in the Heritage Sector	Host Free State Young Artist Competition	1	Host Free State Young Artist Competition	Achieved 1	None	No deviation
	1 New Breed Competition	1	1 New Breed Competition	Not achieved 0	(-1)	Sponsor of competition withdrew.
	1 ArtBank SA Competition	1	1 ArtBank SA Competition	Achieved 1	None	No deviation
No of PHDs or Masters students supervised	2 per annum PHDs or Masters students supervised	2	2 per annum PHDs or Masters students supervised	Achieved 2	None	No deviation
No of post doc opportunities provided	0 per annum of post doc opportunities provided	0	0 per annum of post doc opportunities provided	n/a	n/a	No deviation
No of internships provided	10 internships provided per annum.	16	10 internships provided per annum	Achieved 16	(+6)	More interns at Oliewenhuis and Artbank than anticipated.
No of vacation work experience opportunities provided for learners/ students	5 per annum vacation work experience opportunities provided for learners	8	5 per annum vacation work experience opportunities provided for learners/ students	Achieved 5	None	No deviation
No of school groups receive curriculum based lessons	350 lessons and guided tours school groups received curriculum based lessons by NM and 100 by Oliewenhuis	599 by NM 150 by Oliewenhuis	350 lessons and guided tours school groups received curriculum based lessons by NM and 100 by Oliewenhuis	Achieved 467 by NM 177 by Oliewenhuis	(+117) (+77)	More lessons and guided tours than anticipated.
	5 educator training workshops	5	5 educator training workshops	Achieved 5	None	No deviation
	2000 educational brochures distributed by Oliewenhuis	2563	2000 educational brochures distributed by Oliewenhuis	Achieved 2151	(+151)	Increased opportunity to distribute more brochures.
	Participation in 2 career guidance initiatives	4	Participation in 3 career guidance initiatives	Achieved 4	(+1)	One additional external opportunity arose.

No of mobile museum trips including to rural school	NM conduct 20 mobile museum trips including rural schools	24	NM conduct 20 mobile museum trips including rural schools	Achieved 27	(+7)	More opportunities to visit schools with the mobile museum.
	Oliewenhuis conduct 5 mobile art museum curriculum-based lessons on visual arts including rural schools	12	Oliewenhuis conduct 10 mobile art museum curriculum-based lessons on visual arts including rural schools	Achieved 10	None	No deviation
No of school holiday workshops provided	8 school holiday workshops provided	9	8 No of school holiday workshops provided	Achieved 11	(+3)	An increased interest from learners occasioned the overachieve-ment.
No of artworks purchased, leased and sold	100 artworks purchased	324	100 No of artworks purchased	Achieved 100	None	No deviation
	20 artworks leased and /or sold per annum	218	5 artworks leased or sold per annum	Achieved 15	(+10)	More artworks sold due to the PESP programme.
No of ArtBank Exhibitions held	1 ArtBank Exhibition to be held annually.	5	2 ArtBank Exhibitions held annually.	Achieved 3	(+1)	It is encouraged to hold more exhibitions for the sake of the longevity of ArtBankSA
	2000 people attend ArtBank exhibitions per annum	20 070	2000 people attend ArtBank exhibitions per annum	Achieved 25 656	(+23 656)	The exhibition attracted more than expected number of people and more exhibitions held.
No of research or popular articles published about ArtBank collections	5 research or popular articles published about the ArtBankSA collections	5	5 research or popular articles published about the ArtBank collections	Achieved 5	None	No deviation.
Amount of income generated	R 100k per annum income generated.	R 105 260	R 50k per annum amount of income generated.	Achieved R128 122	(+78 122)	More artwork sold than anticipated.
ArtBank Sales and Marketing Strategy and MOU with DSAC	n/a	n/a	No target for 2024/2025	n/a	n/a	No deviation

Linking performance with budgets

The links between the Museum's budget and its core programmes are indicated in the table below:

	2023/2024			2024/2025		
Programme/activity/objective	**Budget**	**Actual Expenditure**	**Under Expenditure**	**Budget**	**Actual Expenditure**	**Under Expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Programme 2: Public Engagement	1 094	850	244	1 070	1 017	53
Total	**1 094**	**850**	**244**	**1 070**	**1 017**	**53**

Programme 3: Compliance and Administration

Programme 3: Compliance and Administration	
Purpose	To provide the necessary professional support and compliance services to ensure the achievement of the Museum's Primary objectives of carrying out quality research, expanding and managing diverse heritage collections and communicating this to all, through educational programmes, exhibitions and publications, to emphasise the importance of this diverse heritage to the South African nation.
Sub Programmes (if Applicable)	**Sub – Programme Purpose**
Support Services	To provide support through Human resources, information technology, security, risk management, supply chain management to enable the Museum to achieve its mandate
Compliance Services	To provide support to the Museum to ensure compliance with Legislation, guidelines, frameworks to avoid audit Findings

Key performance indicators, planned targets and actual achievements

Outcomes: Improved governance of the Museum						
Output indicator	**Planned Target 2023/2024**	**Actual Achievement 2023/2024**	**Planned Target 2024/2025**	**Actual Achievement 2024/2025**	**Deviation from planned target to Actual Achievement for 2024/2025**	**Comment on deviations**
Achieve an unqualified audit report	Unqualified audit report achieved for 2022.23	Achieved clean audit for the 22.23 financial year	Unqualified audit report for 23/4	Achieved clean audit	Improved audit opinion	Improved governance and compliance
No of staff training opportunities to support governance	3 staff training opportunities to support governance	3	3 staff training opportunities to support governance	Achieved 3	None	No deviation.
No of policies reviewed	All policies must be reviewed in a 3 year cyclical schedule	100%	All policies must be reviewed in a 3 year cyclical schedule	Achieved 100%	None	None
Information technology governance enhanced with investment in IT infrastructure and relevant policies	Investment in new IT infrastructure	n/a	Investment in new IT infrastructure	0	n/a	No target
	No target for 2023/2024	n/a	IT policies and SOPS review	Not achieved 0	(-1)	No new IT infrastructure

Performance and Financial reporting Annual report submitted on time.	Quarterly performance reports submitted on time including lockdown revised dates	100%	Quarterly performance reports submitted on time	Achieved 4	None	No deviation
	Annual report submitted on time	1	Annual report submitted on time	Achieved 1	None	No deviation
No of disciplinary actions taken for non-compliance with PFMA and policy	100% on all matters identified to implement consequence management	100%	100% on all matters identified to implement consequence management	Achieved 100%	None	No deviation
Risk Management is implemented Annual Risk Treatment Plan Combined Assurance Plan in Place	Risk Management Registers (Operational, Strategic and Fraud Risk Registers) updated quarterly	100%	Risk Management Registers (Operational, Strategic and Fraud Risk Registers) updated quarterly	Achieved 4	None	No deviation
	Annual Risk Treatment Plan	1	Annual Risk Treatment Plan	Achieved 1	None	No deviation
	Combined Assurance Plan in Place	1	Combined Assurance Plan in Place	Achieved 1	None	No deviation
Quarterly maintenance of Council decision register	Council decision register updated quarterly	4	Council decision register updated quarterly	Achieved 4	None	No deviation
Quarterly maintenance of Contract register	Contract register updated quarterly and approved by CEO	4	Contract register updated quarterly and approved by CEO	Achieved 4	None	No deviation

Linking performance with budgets

The links between the Museum's budget and its core programmes are indicated in the table below:

	2023.2024			2024.2025		
Programme/activity/ objective	**Budget**	**Actual Expenditure**	**Under Expenditure**	**Budget**	**Actual Expenditure**	**Under Expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Programme 3: Compliance and Administration	64 305	60 616	3 689	67 330	52 896	14 434
Total	**64 305**	**60 161**	**3 689**	**67 330**	**52 896**	**14 434**

Summary:

Achievement Status	No of Indicators	%
Achieved/ Overachieved	63	93
Partially Achieved	2	3
Not achieved	3	4
Total	**68**	**100%**

Annexures
Museum Publications for 2024/25

Below is a list of peer -reviewed articles published by National Museum scientists. A total of 26 peer-reviewed articles were published for 2024.25

Research Department	Peer- reviewed publications

Archaeology, Anthropology and Florisbad Quaternary Research Station

Dr Will Archer
B3 NRF rated Researcher

Dr Sharon Holt

SCHMID, V.C., WADLEY, L., BRANDL, M., GUILLEMARD, I., RHODES, S.E., TAIPALE, N., WITELSON, D.M., BÖRNER, M., CNUTS, D., HODGSKISS, T., MURUNGI, M., NIGST, P.R., PORRAZ, G., PUECH, E., ROTS, V., STAHLSCHMIDT, M.C., STELZER, S., TEYSSANDIER, N., TRIBOLO, C., VAL, A., VAN SCHALKWYK, L., **ARCHER, W.** (2025) Renewed impetus for Stone Age research in the eastern Free State (South Africa) centred on Rose Cottage Cave. South African Archaeological Bulletin 79(221): 105-119.

GRINE, F.E., POST, N.W., GREENING, V., CREVECOEUR, I., BILLINGS, B.K., MEYER, A., **HOLT, S.,** BLACK, W., MORRIS, A.G., VEERAMAH, K.R., MONGLE, C.S. (2025) Frontal sinus size in South African Later Stone Age Holocene Khoe-San. The Anatomical Record 308(3): 801-826

Human Sciences Research

Dr Hendrik Snyders
Research Associate

SNYDERS, H. (2024) Regaining lost ground and countering the anti-apartheid sports movement: the Committee for Fairness in Sport (CFFS), Bureau of State Security (BOSS), and the International Sports Boycott, 1973-1978. African Studies Quarterly 22(4): 46-65.

Mammalogy

Dr Nico Avenant
C1 NRF rated Researcher

KEILANI, H., **AVENANT, N.**, CAMINADE, P., PILLAY, N., GANEM, G. (2025) Negative impact of mild arid conditions in natural rodent populations revealed using markers of physiological condition in natura. Peer Community Journal 5: e28.

Ornithology

Dawie de Swardt

DE SWARDT, D.H., ENGELBRECHT, G.D. (2024) Yellow-tufted Pipit, Anthus crenatus. Version 2.0. In Birds of the World (G.D. Engelbrecht and V.J. Parker, Editors). Cornell Lab Ornithology, Ithaca, NY, USA

VOELKER, G., WOGAN, G.O.W, HUNTLEY, KALIBA, P., **DE SWARDT, D.H**., BOWIE, R.C. K. (2024) Climate-cycling did not affect haplotype distribution in an abundant Southern African avian habitat generalist species, the Familiar Chat (*Oenanthe familiaris*). Integrative Zoology 0: 1–13.

BATES, M. F., **DE SWARDT, D.H.** (2024) Natural history notes: Pyxicephalidae *Pycxicephalus adspersus* Giant Bullfrog avian predation. African Herp News 85: 36-40.

BATES, M. F., **DE SWARDT, D.H.** 2024. Natural history notes: Pipidae *Xenopus laevis* Common Platanna predation. African Herp News 85: 33-35.

BATES, M.F., **DE SWARDT, D.H.** (2024) Natural history notes: *Trachylepis capensis* (Gray, 1831) and *Trachylepis varia* (Peters, 1867), Cape Skink and Variable Skink: Avian predation. African Herp News 84: 23-25.

Animal and Plant Systematics

Dr Michael Bates

Dr Cora Stobie

BARENDS, J.M., BASSIER, I., BUCKLEY, E.E., **STOBIE, C.S., BATES, M.F.** (2024) Patterned, plain, and in-between: An assessment of ecogeographic divergence between colour pattern morphs of the common egg-eater *Dasypeltis scabra*. African Journal of Herpetology 73(2): 149–165.

BATES, M. (2024) *Bitis arietans* (Puff Adder). Herpetological Review 55(2): 270.

BATES, M. F., DE SWARDT, D.H. (2024) Natural history notes: Pyxicephalidae *Pycxicephalus adspersus* Giant Bullfrog avian predation. African Herp News 85: 36-40.

BATES, M. F., DE SWARDT, D.H. 2024. Natural history notes: Pipidae *Xenopus laevis* Common Platanna predation. African Herp News 85: 33-35.

BATES, M.F., DE SWARDT, D.H. (2024) Natural history notes: *Trachylepis capensis* (Gray, 1831) and *Trachylepis varia* (Peters, 1867), Cape Skink and Variable Skink: Avian predation. African Herp News 84: 23-25.

BATES, M.F., WILSON HARTMANN, B. (2024) Natural history notes: *Lycophidion capense capense* (Smith, 1831) Common Wolf Snake: Avian predation. African Herp News 84: 19-22.

BATES, M.F. (2024) Geographical distributions: *Bradypodion dracomontanum* Raw, 1976 Drakensberg Dwarf Chameleon. African Herp News 84: 40-44.

HEIDEMAN, N., **BATES, M.**, ZHAO, Z. (2024) Trophic structure and dietary overlap in the Sympatric Skinks *Trachylepis punctatissima* and *Trachylepis varia* from Central South Africa. African Journal of Ecology 2024: 62:e133331.

WEISSMAN, J.L., CHAPPELL, C.R., RODRIGUES DE OLIVEIRA, B.F., EVANS, N., FAGRE, A.C., FORSYTHE, D., FRESE, S.A., GREGOR, R., ISHAQ, S.L., JOHNSTON, J., BITTU K.R., MATSUDA, S.B., MCCARREN, S., ALVAREZ DE LA CAMPA, M.O., ROEPKE, T.A., SINNOTT-ARMSTRONG, N., **STOBIE, C.S.**, TALLUTO, L., VARGAS-MUÑIZ, J.M. (2024) Queer- and trans-inclusive faculty hiring—A call for change. Plos Biology 22(11): e3002919.

Terrestrial Invertebrates

Dr Lizel Hugo-Coetzee

Dr Gimo Daniel
Y1 NRF rated Researcher

Mr Burgert Muller

Mr Jan- Andries Neethling

Ms Jarmaine Magoai

ABDALLA, I.H., MANSELL, M.W., SOLE, C.L., **DANIEL, G.M**. (2025) Phylogeny and historical biogeography of the southern African lacewing genus *Afroptera* (Neuroptera: Nemopteridae: Nemopterinae). Systematic Entomology 50: 154–167.

BRUDA, E.A., SOKA, G., MASENGA, E., **DANIEL, G.M**., MJINGO, E. (2024) Species composition of dung beetles (Scarabaeide: Scarabaeinae) from different habitat types in a protected area in eastern Africa. African Journal of Ecology 62: e13298.

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HUGO-COETZEE, E.A. (2024) A review of the Hermannielloidea (Acari, Oribatida) of South Africa, with description of a new species of *Plasmobates*. International Journal of Acarology 50: 503-514.

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Exhibitions at
Oliewenhuis Art Museum 2024/2025

Oliewenhuis Art Museum hosted 14 exhibitions during the financial year.

30 Years of Democracy: Celebrating the 30th Anniversary of Freedom in celebration of the 30th Anniversary of Democracy in South Africa, from 27 April 2024. Permanent Collection Exhibition Area

Learning through Art: The museum as classroom, Curated by the Education Officer at Oliewenhuis Art Museum, Natley Barnardo, 14 June – 11 August 2024, Main Building

Invictus – Spirit of democracy, an ArtbankSA exhibition, 2 July – 8 September 2024, Reservoir

***Lefeloboiketlo (A place of rest)*, a solo exhibition by Kutlwano Monyai**, 2 July – 8 September 2024, Annex Gallery


35th Annual Sophia Gray Memorial Exhibition, 22 August – 29 September 2024, Main Building


***INTERCONNECTIONS, a* solo exhibition by Majak Bredell,** 19 September – 10 November 2024, Reservoir


Sojourn, an ArtbankSA exhibition**,** 14 October – 17 November 2024, Main Building


Venture, an ArtbankSA exhibition**,** 5 December – 11 May 2025, Reservoir

Blind Alphabet A*,* Permanent Collection artworks by Willem Boshoff, 8 November – 9 February 2025, Annex Gallery

Ethereal: A journey through colour and imagination**,** selected artworks from Oliewenhuis Art Museum's Permanent Collection and ArtbankSA's contemporary collection, 30 November 2024 – 21 March 2025, Main Building

Christ and the other person, a series by Father Frans Claerhout, 5 December 2024 – 9 February 2025, Annex Ground floor

***EUPHORIA … IN SY GLORIA* – A solo exhibition by Hannalie Taute,** 27 February – 13 April 2025, Annex Gallery


***Mythologies of Time*: A solo exhibition by Simon Venter,** 13 March – 4 May 2025, Main Building


***Fundamentally*,** 20 March – 4 May 2025, Main Building



PART C:
GOVERNANCE

INTRODUCTION

Corporate governance embodies processes and systems by which public entities are directed, controlled and held to account. In addition to legislative requirements based on a public entity's enabling legislation, and the Companies Act, corporate governance with regard to public entities is applied through the precepts of the Public Finance Management Act (PFMA) and run in tandem with the principles contained in the King Report on Corporate Governance. Parliament, the Executive and the Accounting Authority of the public entity are responsible for corporate governance.

The National Museum strives to be committed to sound corporate governance and is primarily guided by generally accepted corporate governance practices, as well as Corporate Governance in the public sector. These seek to ensure that the Museum's mandate is fulfilled with due consideration to responsive decision making, accountability, effective and ethical leadership, as well as fairness and transparency whilst monitoring performance and compliance with statutory requirements.

1. PORTFOLIO COMMITTEES

The Museum did not attend any meetings for the period.

2. EXECUTIVE AUTHORITY

All compliance reports were submitted to DSAC by the due date. No issues have been raised.

3. THE ACCOUNTING AUTHORITY / BOARD

The full report is tabled in the Annual Financial Statements.

4. RISK MANAGEMENT

The National Museum is required to maintain an effective, efficient and transparent system of financial, risk management and internal control measures in accordance with the provisions of the PFMA. Council has identified risk management as a focus area and its current practices were enhanced by the strengthening of the policy environment and risk reporting. The Council approved a Risk Management Framework and Policy in 2019.

Risks are continuously identified, assessed, evaluated, mitigated, monitored and reviewed. As each risk was identified it was allocated to a relevant person in the respective Department responsible for the day-to-day management thereof and recorded in a risk register that contains the descriptions, causes, controls in place, assessments and mitigating actions of all risks identified. The identification was both at operational and strategic levels and regular assessments were performed to determine the effectiveness of the risk management and to identify emerging risks.

The Audit and Risk Committee advises management on the overall system of risk management, especially the mitigation of unacceptable levels of risk. They also advise the Council on risk management and independently monitor the effectiveness of the system of risk management.

Enterprise-Wide Risk Management has been fully implemented at the Museum. There has been significant progress in the reporting period in the management of risks, and this has translated into improvements in the Museum's performance.

5. INTERNAL CONTROL UNIT

There is no separate Internal Control Unit. Management is responsible for the maintenance of internal controls.

6. INTERNAL AUDIT AND AUDIT COMMITTEES

Objectives of Internal audit
The objectives of internal audit are to provide independent, objective assurance and consulting activities designed to add value and improve operations of the Museum.

Key Activities of Internal Audit

A risk-based strategic approach is adopted which takes into account the results of the formal risk assessment conducted by management. This was used to develop a risk-based three- year internal audit plan. This is revised annually and the annual internal audit plan based on updated risk assessment is submitted to the audit committee for approval at the start of the financial year. The Internal Audit Plan was implemented for 2023/24 and was within budget.
Key activities and objectives of the audit and risk committee

The Audit and Risk Committee's scope of work is determined by the requirements of the Treasury Regulations 3.1.10 accordingly and in line with this regulation, the committee's objectives were to assess and advise among other things, on the following matters:

Effectiveness of the internal control systems;
Effectiveness of the internal audit function;
Risk areas of the Museum's operations to be covered in the scope of internal and external audit.
Adequacy, reliability and accuracy of the financial information provided to management and other users of such information;
Any accounting and auditing concerns identified as a result of internal and external audit.
The Museum's compliance with legal and regulatory provisions;
Activities of the internal audit function, including its annual work programme, co-ordination with the external auditors, reports of the significant investigations and responses of management to specific recommendations.

The table below discloses relevant information of the Audit and Risk Committee members

Name	Qualifications	Internal or External	If internal, position in the public entity	Date Appointed	Date Resigned	No of meetings attended
Mr M Mothapo (Chairperson)	B. Compt	External	N/A	1-Jun-21	N/A	6
Ms FS Tshikido	Masters in Business Administration (MBA)` B.Com (Honours) Post graduate Diploma in risk management B.Com Accounting	External	N/A	1-Jun-21	N/A	3
Mr TK Mothudi	B.Compt Post Graduate Diploma in Forensic auditing Diploma in risk management B.Com Law	External	N/A	1-Jun-21	N/A	6
Adv M Zulu	LLB & Certificate in Legislative Drafting	External	N/A	8-Oct-21	N/A	6
Dr T Mosala	Bachelor of Arts Degree Bachelor Social Sciences Honours degree Masters of Arts Degree in Anthropology Bachelor of Arts Degree Bachelor Social Sciences Honours degree Masters of Arts Degree in Anthropology PhD in Anthropology	External	N/A	12-Dec-22	N/A	6

7. COMPLIANCE WITH LAWS AND REGULATIONS

The National Museum has developed policies and procedures aligned to laws and regulations that govern the industry in which the Museum operates, in order to ensure compliance. The policies and procedures were reviewed and approved by Council. The National Museum complied with laws and regulations and no material non-compliance was identified by the AGSA during the audit. Compliance is reported on quarterly through the Audit Committee.

8. FRAUD AND CORRUPTION

The National Museum developed a Fraud Prevention Plan. Training and sensitisation of reporting fraud was highlighted to the staff and how to make use of the DSAC Fraud hotline. No cases were reported. Management and the Audit and Risk Committee held a scheduled Fraud Risk Workshop and identified fraud risks. A Fraud Risk Register is maintained and tabled to Council on a quarterly basis.

9. MINIMISING CONFLICT OF INTEREST

Service providers depending on the threshold as determined in the Museum's Supply Chain Management Policy, are required to declare their interest and knowledge of Museum's officials that are or could be involved in the respective procurement process in an SBD4 form in accordance with National Treasury Practise Note 7 of 2009/2010.

10. CODE OF CONDUCT

As a public entity the Museum subscribes to both the Code of Conduct for Public Servants and the International Council of Museums (ICOM) Code of Ethics for Museums. The reason for adopting these two Codes is to help Museum employees to understand the standards of personal and professional behaviour required to enable the Museum to fulfil its public mandate in terms of the Cultural Institutions Act of 1998 and the Public Service Act of 1994.

11. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

The National Museum's multi-disciplinary Occupational Health and Safety Committee meets once a month to oversee all OHS related issues and risks. A special Health and Safety Report was procured to review the Museum's fire hazards. The OHS committee systematically attended to all the recommendations from this report.

12. AUDIT COMMITTEE REPORT

Full report is tabled in the Annual Financial Statements

13. BBBEE COMPLIANCE PERFORMANCE INFORMATION

The following table has been completed in accordance with the compliance to the BBBEE requirements of the BBBEE Act of 2013 and as determined by the Department of Trade and Industry.

Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regard 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?	No	The entity was assessed for BBBEE status and obtained Non-compliant BBBEE certificate
Developing and implementing a preferential procurement policy?	No	The entity was assessed for BBBEE status and obtained Non-compliant BBBEE certificate, however the Museum has developed and is currently implementing an SCM policy that applies 80/20 preferential point system that is based on PPPFA
Determining qualification criteria for the sale of state-owned enterprises?	No	The entity was assessed for BBBEE status and obtained Non-compliant BBBEE certificate
Developing criteria for entering into partnerships with the private sector?	No	The entity was assessed for BBBEE status and obtained Non-compliant BBBEE certificate
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	No	The entity was assessed for BBBEE status and obtained Non-compliant BBBEE certificate

PART D:

HUMAN RESOURCE MANAGEMENT

Human Resource Management

1. INTRODUCTION

Employment Equity and Transformation at the Museum

The Museum's transformation agenda is guided by an approved Employment Equity Policy and Plan, which takes into account both national and regional demographics. Based on this, equity targets were established to drive the recruitment and development of a more representative workforce. While progress has been made, the Museum continues to face challenges in attracting and retaining black scientists and Heads of Research Departments—an area identified as critical to transformation. These gaps are expected to be addressed as relevant vacancies arise.

During the financial year, the Museum successfully recruited skilled black professionals, improving demographic representation within the institution.

The staff demographic profile is as follows:

- African: 76%
- White: 19%
- Coloured: 1%
- Indian: 1%

The Museum's Employment Equity Plan continues to guide recruitment processes in line with these targets.

In terms of gender representation, staff are comprised of 59% females and 41% males. Gender equity targets have been met and exceeded, largely due to the over-representation of white females in the professionally qualified and skilled categories. The breakdown of female staff is:

- African: 74%
- White: 20%
- Coloured: 5%
- Indian: 1%

Despite the overall representation, black females (African, Coloured, and Indian) remain underrepresented compared to national demographics. To address this, the Museum has set a target to increase their representation by 10% in the professional and skilled categories, as vacancies arise.

Male staff demographics are:

- African: 80%
- White: 18%
- Coloured: 2%
- Indian: 0%

Similarly, black males are underrepresented relative to national benchmarks. The Museum aims to increase their representation in professional and skilled roles by 10%, subject to vacancies.

To support transformation, the Museum has implemented a **Programme to Develop Black Scientists**, which received Treasury approval for funding in previous periods. Two black aspiring scientists are currently enrolled in development plans and are being mentored by the Head of Department. Additionally, a black intern in the Terrestrial Invertebrates section is gaining workplace experience as part of this initiative.

Maintaining research excellence remains a key objective. However, the Museum competes with universities and well-funded institutions for a limited pool of highly skilled scientists. Ongoing budget constraints have made it increasingly difficult to attract top talent.

Lastly, the Museum implemented its performance management policy during the year, ensuring that staff performance targets are aligned with job descriptions and the Museum's Annual Performance Plan.

Unionisation at the workplace

The Museum has a formalised unionised environment. There are 2 (two) unions that enjoy the support of staff members at the Museum.

Union Name	Number of members as of 31 March 2025
NEHAWU	17
SAPTU	2
TOTAL UNIONISED STAFF	**19**

The Council formally recognised NEHAWU in 2019, and in terms thereof a signed Recognition Agreement was concluded between the employer and the Union. Pursuant to this agreement, shop stewards were appointed at the Museum workplace to represent staff in their dealings with management. The recognition agreement expired due to effluxion of time and as at year end no new agreement was concluded.

2. HUMAN RESOURCE OVERSIGHT STATISTICS

Below are our key Human Resource Oversight Statistics:

Personnel Cost by programme/ activity/ objective -Financial

Programme/activity/objective	Total Expenditure for the entity (R'000)	Personnel Expenditure (R'000)	Personnel exp. as a % of total exp.	No. of employees	Average personnel cost per employee (R'000)
Programme 1. Business development: Curation and Conservation of Collections, Research and Information Management	24,575	20,077	82%	46	436
Programme 2. Public engagement: Marketing, Public Educational Programmes	840	11,953	14%	59	203
Programme 3: Administration: Support services	60,362	12,716	21%	46	276

Personnel cost by salary band

Level	Personnel Expenditure (R'000)	% of personnel exp. to total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Top Management	1,718	4%	1	1,718
Senior Manager	850	2%	1	850
Professional qualified	6,937	17%	10	694
Skilled	18,549	44%	51	364
Semi-skilled	5,407	13%	17	318
Unskilled	8,549	20%	71	120
TOTAL	42,010	100%	151	4,064

*The above figure includes temporary and fixed term staff that are not on the organogram.

Performance Rewards as of 31 March 2025

Programme//activity/objective	Performance rewards (R'000)	Personnel Expenditure (R'000)	% of performance rewards to total personnel cost
Top Management	19	1,699	1%
Senior Management	0	850	0%
Professional qualified	144	6,793	2%
Skilled	471	18,078	3%
Semi-skilled	195	5,212	4%
Unskilled	265	8,284	3%
TOTAL	1,094	40,917	3%

Training Costs

The Museum provided 12 staff members with external training opportunities as detailed below.

EXTERNAL TRAINING CONDUCTED 24.25		
Course	**No. of staff**	**Per unit cost R**
Finance Training	2	4,588.50
First Aid Training	10	5,633.50
Fire Fighting	10	21,730.50
Total staff trained	**12**	

Employment and vacancies

The Museum had a 9% vacancy rate as at 31 March 2025 for the permanent staff category.

Programme/activity/ objective	2023/2024 No. of Employees	2023/2024 Vacancies	2024/2025 No. of Employees	2024/2025 Vacancies	% of vacancies
Permanent	112	7	85	8	9%
Fixed Term	9	0	27	2	7%
Casuals (Relief Staff)	3	0	30	0	0%
Interns	8	0	9	0	0%

Programme/activity/ objective	2023/24 No. of Employees	2023/24 Vacancies	2024/25 No. of Employees	2024/25 Vacancies	% of vacancies
Top Management	1	0	1	0	0%
Senior Management	0	0	1	1	100%
Professional qualified		3	10	1	10%
Skilled	30	1	51	5	10%
Semi-skilled	32	0	17	0	0%
Unskilled	29	3	71	3	4%
TOTAL	**112**	7	**151**	**10**	**7%**

Employment changes

Table below reflects information on changes in employment over the financial year.

Salary Band	Employment at beginning of period 1 April	Appointments	Terminations	Employment at end of the period 31 March 2025
Top Management	1	0	0	1
Senior Management	1	0	1	0
Professional qualified	10	0	0	10
Skilled	54	1	4	51
Semi-skilled	18	0	1	17
Unskilled	55	19	3	71
Total	**139**	**20**	**9**	**150**

*The above table excludes interns and casual staff not on the organogram.

Reasons for staff leaving

Reason	Number
Death	1
Resignation	5
Dismissal	0
Retirement	3
Ill health	0
Expiry of contract	0
Other	0
Total	9

Staff turnover is very low at the Museum and was primarily driven by retirements.

Labour Relations: Misconduct and disciplinary action as at 31 March 2025

There were no pending CCMA or Labour Court matters at the end of the period.

Nature of disciplinary Action	Number
Verbal Warning	0
Written Warning	11
Final Written warning	0
Dismissal	0

Equity Target and Employment Equity Status as at 31 March 2025

Levels	MALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0
Professional qualified	2	2	0	1	0	1	4	3
Skilled	12	10	0	0	0	0	7	5
Semi-skilled	4	6	1	1	0	0	0	0
Unskilled	34	12	0	2	0	0	1	2
SUB TOTALS	**52**	**30**	**1**	**4**	**0**	**1**	**12**	**10**
TOTAL MALES								**65**

Levels	FEMALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	1	1	0	0	0	0
Senior Management	1	1	0	0	0	0	0	0
Professional qualified	1	4	0	1	1	1	3	2
Skilled	13	12	1	2	0	1	12	10
Semi-skilled	7	4	2	1	0	0	3	2
Unskilled	46	18	1	1	0	1	0	1
SUB TOTAL	**68**	**39**	**5**	**6**	**1**	**3**	**18**	**15**
TOTAL FEMALES								**92**

Levels	Disabled Staff			
	Male		Female	
	Current	Target	Current	Target
Top Management	0	0	1	1
Senior Management	0	0	0	0
Professional qualified	0	0	0	0
Skilled	0	0	0	0
Semi-skilled	0	0	0	0
Unskilled	0	0	0	0
TOTAL	**0**	**0**	**1**	**1**

PART E:

PFMA COMPLIANCE REPORT

Information on Irregular, Fruitless and Wasteful Expenditure and Material Losses

Irregular expenditure

a) Reconciliation of Irregular expenditure

Description	2024/25	2023/24
	R'000	R'000
Opening balance	23	23
Add: Irregular expenditure confirmed	-	-
Less: Irregular expenditure condoned	-	-
Less: Irregular expenditure not condoned and removed	-	-
Less: Irregular expenditure recoverable	-	-
Less: Irregular expenditure not recovered and written off	-	-
Closing balance	**23**	**23**

The irregular expenditure was investigated and confirmed in the previous financial years and awaiting condonation from National Treasury.

Reconciling notes

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure that was under assessment	-	-
Irregular expenditure that relates to 2023/24 and identified in 2024/25	-	-
Irregular expenditure for the current year	-	-
Total	-	-

b) Details of current and previous year irregular expenditure (under assessment, determination, and investigation)

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure under assessment	-	-
Irregular expenditure under determination	-	-
Irregular expenditure under investigation	-	-
Total	-	-

c) Details of current and previous year irregular expenditure condoned

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure condoned	-	-
Total	-	-

d) Details of current and previous year irregular expenditure removed - (not condoned)

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure NOT condoned and removed	-	-
Total	-	-

e) **Details of current and previous year irregular expenditure recovered**

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure recovered	-	-
Total	-	-

f) **Details of current and previous year irregular expenditure written off (irrecoverable)**

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure written off	-	-
Total	-	-

g) **Details of current and previous year disciplinary or criminal steps taken as a result of irregular expenditure**

Disciplinary steps taken
A warning was issued to the employee who permitted irregular expenditure amounting to R13,267.00
An employee who permitted irregular expenditure of R10,000.00 subsequently resigned before any disciplinary steps could be taken, based on the investigation there was value for money hence no recovery process was instituted.

Fruitless and wasteful expenditure

a) **Reconciliation of Fruitless and wasteful expenditure**

Description	2024/25	2023/24
	R'000	R'000
Opening balance	-	15
Add: Fruitless and wasteful expenditure confirmed	-	-
Less: Fruitless and wasteful expenditure recoverable	-	(15)
Less: Fruitless and wasteful expenditure not recovered and written off	-	-
Closing balance	-	-

Reconciling notes

Description	2024/25	2023/24
	R'000	R'000
Fruitless and wasteful expenditure that was under assessment	-	-
Fruitless and wasteful expenditure that relates to 2023/24 and identified in 2024/25	-	-
Fruitless and wasteful expenditure for the current year	-	-
Total	**-**	**-**

b) **Details of current and previous year Fruitless and wasteful expenditure (under assessment, determination, and investigation)**

Description	2024/25	2023/24
	R'000	R'000
Fruitless and wasteful expenditure under assessment	-	-
Fruitless and wasteful expenditure under determination	-	-
Fruitless and wasteful expenditure under investigation	-	-
Total	-	-

c) **Details of current and previous year fruitless and wasteful expenditure recovered**

Description	2024/25	2023/24
	R'000	R'000
Fruitless and wasteful expenditure recovered	-	15
Total	-	15-

d) **Details of current and previous year fruitless and wasteful expenditure not recovered and written off**

Description	2024/25	2023/24
	R'000	R'000
Fruitless and wasteful expenditure written off	-	-
Total	-	-

e) **Details of current and previous year disciplinary or criminal steps taken as a result of fruitless and wasteful expenditure**

Disciplinary steps taken
None

Additional disclosure relating to material losses in terms of PFMA Section 55(2)(b)(i) &(iii))

a) **Details of material losses through criminal conduct**

Material losses through criminal conduct	2024/25	2023/24
	R'000	R'000
Theft	-	-
Other material losses	-	-
Less: Recoverable	-	-
Less: Not recoverable and written off	-	-
Total	-	-

b) **Details of other material losses**

Nature of other material losses	2024/25	2023/24
	R'000	R'000
None	-	-
Total	-	-

c) **Other material losses recoverable**

Nature of losses	2024/25	2023/24
	R'000	R'000
None	-	-
Total	-	-

d) **Other material losses not recoverable and written off**

Nature of losses	2024/25	2023/24
	R'000	R'000
None	-	-
Total	-	-

Information on late and / or non-payment of suppliers

Description	Number of Invoices	Consolidated Value
		R'000
Valid invoices received	3,225	30,090
Invoices paid within 30 days or agreed period	3,225	30,090
Invoices paid after 30 days or agreed period	-	-
Invoices older than 30 days or agreed period (unpaid and without dispute)	-	-
Invoices older than 30 days or agreed period (unpaid and in dispute)	-	-

Information on Supply Chain Management

Contract Variation and expansions

Project description	Name of supplier	Contract modification type	Contract number	Original contract value	Value of previous contract expansion/s or variation/s	Value of current contract expansion or variation
				R'000	R'000	R'000
Supply and installation of Solar PV system at First Raadsaal and wagon Museum	Ayize Electrical & Trading (Pty) Ltd	Variation	6516	134	-	36
Total				134	-	36

PART F:

FINANCIAL INFORMATION

Report of the **External Auditor**

Report of the auditor-general to Parliament on the National Museum Bloemfontein

Report on the financial statements

1. I have reviewed the financial statements of the National Museum Bloemfontein set out on pages 59 to 163, which comprise the statement of financial position as at 31 March 2025, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

Conclusion

2. Based on my review, nothing has come to my attention that causes me to believe that the financial statements do not present fairly, in all material respects, the financial position of the National Museum Bloemfontein as at 31 March 2025 and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Emphasis of matter

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

Restatement of corresponding figures

4. As disclosed in notes 37 and 38 to the financial statements, the corresponding figures for 31 March 2024 were restated as a result of an error in the financial statements of the public entity at, and for the year ended 31 March 2025.

Responsibilities of the accounting authority for the financial statements

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

Responsibilities of the auditor-general for the review of the financial statements

7. My responsibility is to express a conclusion on the accompanying financial statements. I conducted my review in accordance with the International Standard on Review Engagements (ISRE) 2400 (Revised), Engagements to review historical financial statements. The standard requires me to conclude on whether anything has come to my attention that causes me to believe that the financial statements, taken as a whole, are not prepared in all material respects in accordance with the applicable financial reporting framework. This standard also requires me to comply with relevant ethical requirements.
8. A review of financial statements in accordance with ISRE 2400 (Revised) is a limited assurance engagement. I am required to perform procedures, primarily consisting of making inquiries of management and others within the auditee, as appropriate, and applying analytical procedures, and evaluating the evidence obtained.
9. The procedures performed in a review engagement are substantially less than those performed in an audit conducted in accordance with International Standards on Auditing. Accordingly, I do not express an audit opinion on these financial statements.

Report on the annual performance report

10. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected material performance indicators presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.
11. I selected the following material performance indicators related to business development presented in the annual performance report for the year ended 31 March 2025. I selected those indicators that measure the public entity's performance on its primary mandated functions and that are of significant national, community or public interest.
    - Number of new heritage items added to the collection
    - Number of heritage items digitised
    - Number of research studies conducted on existing collections
    - Number of popular research articles published
    - Develop a policy for ethical research at the Museum
    - Number of research grants awarded to Museum scientists
    - Number of NRF-rated Museum scientists

- Number of research fieldtrips conducted
- Number of research papers or posters delivered at research conferences
- Number of public lectures delivered
- Number of articles published in peer-reviewed journals
- Number of new animal, plant, or fossil species described
- Number of new international and national collaborative projects

12. I evaluated the reported performance information for the selected material performance indicators against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the public entity's planning and delivery on its mandate and objectives.
13. I performed procedures to test whether:
    - the indicators used for planning and reporting on performance can be linked directly to the public entity's mandate and the achievement of its planned objectives
    - all the indicators relevant for measuring the public entity's performance against its primary mandated and prioritised functions and planned objectives are included
    - the indicators are well defined and verifiable to ensure that they are easy to understand and apply consistently and that I can confirm the methods and processes to be used for measuring achievements
    - the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
    - the indicators and targets reported on in the annual performance report are the same as what was committed to in the approved initial or revised planning documents
    - the reported performance information is presented in the annual performance report in the prescribed manner
    - there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.
14. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.
15. I did not identify any material findings on the reported performance information for the selected indicators.

Other matter

16. I draw attention to the matter below.

Achievement of planned targets

17. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- and under achievements.
18. The table that follows provides information on the achievement of planned targets and lists the key indicators that were not achieved as reported in the annual performance report. The reasons for any underachievement of targets are included in the annual performance report on pages 19 to 26.

Business development

Targets achieved: 92% *Budget spent: 97%*		
Key indicator not achieved	**Planned target**	**Reported achievement**
No of new heritage items added to the collection	300 new heritage items added to Human Science Collection	Partially achieved 244

Report on compliance with legislation

19. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting authority is responsible for the public entity's compliance with legislation.
20. I performed procedures to test compliance with selected requirements in key legislation in accordance with the AGSA findings engagement methodology. This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
21. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the public entity, clear to allow consistent measurement and evaluation, while

also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

22. I did not identify any material non-compliance with the selected legislative requirements.

Internal control deficiencies

23. I considered internal control relevant to my engagement on the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

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

Professional ethics and quality control

25. I am independent of the public 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 engagements in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

26. In accordance with the International Standard on Quality Management 1, the AGSA maintains a comprehensive system of quality management that includes documented policies and procedures on compliance with ethical requirements and professional standards.

Auditor - General

Bloemfontein

31 July 2025

AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure to the auditor's report

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act 1 of 1999	Section 51(1)(b)(i); 51(1)(b)(ii); 51(1)(e)(iii); 53(4); Section 54(2)(c); 54(2)(d); 55(1)(a); 55(1)(b); Section 55(1)(c)(i); 56; 57(b); 66(3)(c); 66(5)
Treasury Regulations, 2005	Regulation; 16A3.2; 16A3.2(a); 16A6.1; 16A6.2(a); Regulation 16A6.2(b); 16A6.3(a); 16A6.3(b); Regulation 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; Regulation 16A6.6; 16A.7.1; 16A.7.3; 16A.7.6; Regulation 16A8.3; 16A8.4; 16A9.1(b)(ii); Regulation 16A 9.1(d); 16A9.1(e); 16A9.1(f); Regulation 16A9.2; 16A9.2(a)(ii); 30.1.1; 31.1.2(c); Regulation 30.1.3(a); 30.1.3(b); 30.1.3(d); 30.2.1; Regulation 31.2.1; 31.2.5; 31.2.7(a); 31.3.3; 32.1.1(a); Regulation 32.1.1(b); 32.1.1(c); 33.1.1; 33.1.3
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	Regulation 17; 25(7A)
Second amendment National Treasury Instruction Note 5 of 2020-21	Paragraph 1
Erratum National Treasury Instruction Note 5 of 2020-21	Paragraph 2
National Treasury instruction No 5 of 2020-21	Paragraph 4.8; 4.9; 5.3
National Treasury Instruction Note 1 of 2021-22	Paragraph 4.1
National Treasury Instruction Note 4 of 2015-16	Paragraph 3.4
National Treasury SCM Instruction Note 4A of 2016-17	Paragraph 6
National Treasury SCM Instruction Note 3 of 2021-22	Paragraph 4.1; 4.2(b); 4.3; 4.4; 4.4(a); 4.17; 7.2; Paragraph 7.6
National Treasury SCM Instruction Note 11 of 2020-21	Paragraph 3.4(a); 3.4(b); 3.9
National Treasury SCM Instruction Note 2 of 2021-22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
Practice Note 5 of 2009-10	Paragraph 3.3
Practice Note 7 of 2009-10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act 5 of 2000	Section 1; 2.1(a); 2.1(f)
Preferential Procurement Regulations of 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Preferential Procurement Regulations of 2017	Regulation 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; Regulation; 6.6; 6.8; 7.1; 7.2; 7.3; 7.6; 7.8; Regulation 8.2; 8.5; 9.1; 10.1; 10.2; 11.1; 11.2
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)

General **Information**

Country of incorporation and domicile	South Africa
Legal form of entity	Schedule 3A Public Entity
Nature of business and principal activities	To collect, preserve, interpret and display objects of artistic, cultural or scientific significance for the education of the public
Council Members	Mr Vince Blennies (Chairperson of the Council) Mr Frans Kraalshoek (Deputy Chairperson of the Council) Mrs Leonie Marais Mr Ashley Latchu Mr Alberto Thompson Ms Buyisiwe Dlamini Dr Hendrik Snyders Ms Thandeka Mngadi
Registered office	36 Aliwal Street Bloemfontein Central Bloemfontein 9301
Business address	36 Aliwal Street Bloemfontein Central Bloemfontein 9301
Bankers	ABSA Bank Ltd South African Reserve Bank
Auditors	Auditor General of South Africa
Chief Executive Officer	Mrs. S. Snell
Chief Financial Officer	Mrs. M. Barnes Ms. G. Simelane CA(SA)
Relevant Legislation	Public Finance Management Act (PFMA) (Act No. 1 of 1999) Generally Recognised Accounting Practice (GRAP) Employment Equity Act (No. 55 of 1999) Skills Development Levies Act (Act No. 9 of 1999) Unemployment Insurance Act (Act No. 30 of 1966) Basic Conditions of Employment (Act No. 75 of 1997)

Index

Abbreviations used:

CPD	Corporation for Public Deposits
CRR	Capital Replacement Reserves
GRAP	Generally Recognised Accounting Practice
DBO	Defined Benefit Obligation
PFMA	Public Finance Management Act

Report of the **Accounting Officer**

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 financial statements and related financial information included in this report. It is the responsibility of the members to ensure that the 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 financial statements and were given unrestricted access to all financial records and related data.

The 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 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 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 minimize 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 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, 2026 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 external auditors are responsible for independently reviewing and reporting on the entity's financial statements. The financial statements have been examined by the entity's external auditors and their report is presented on page 6 - 10.

The financial statements set out on pages 11 to 86, have been prepared on the going concern basis, and were approved by the council on 31 July, 2025 and were signed on its behalf by:

Sharon Snell
Chief Executive Officer
National Museum Bloemfontein
31 July 2025

Audit and Risk Commitee Report

We are pleased to present our report for the financial year ended 31 March, 2025.

Audit committee members and attendance

The Audit and Risk Committee consists of five members, three of which are external members as listed hereunder. The Committee is required to meet a minimum of two times per annum as per the provisions of the Public Finance Management Act (PFMA). In terms of the approved Audit Committee Charter, a minimum of 4 (four) meetings shall be held during a year, supplemented by other meetings and discussions which may be determined by the Committee or upon request by Management. Special meetings of the Committee may be convened as required.

During the current financial year, the term of the previous Audit and Risk Committee ended on 31 May 2024. A new Audit and Risk Committee was appointed on 25 November 2024. This gap in appointments resulted in fewer meetings being held than required by the Audit Committee Charter. During the interim period without a formally constituted committee, management reported to the Iziko Museum's Audit and Risk Committee and Council, in line with the temporary amalgamation arrangement, which was subsequently withdrawn.

Name of member	Number of meetings attended
Mr TK Mothudi (Chairperson) (appointment: 25/11/2024)	3 (3 Year term appointed as an independent member)
Ms Daphline Ewertse (appointment: 25/11/2024)	2 (3 Year term appointed as an independent member)
Ms Mashudu Myeza (appointment: 25/11/2024)	2 (3 Year term appointed as an independent member)
Mrs Leonie Marais (appointment: 09/12/2024)	2 (3 Year term appointed as a council representative)
Ms Buyisiwe Dlamini (appointment: 09/12/2024)	2 (3 Year term appointed as a council representative)
Mr MR Mothapo (Chairperson) (term ended: 31/05/2024)	1 (3 Year term appointed as an independent member)
Ms TM Mosala (term ended: 31/05/2024)	1 (3 Year term appointed as an independent member)
Ms FS Tshikhudo (term ended: 31/05/2024)	1 (3 Year term appointed as an independent member)
Adv M Zulu (term ended: 31/05/2024)	1 (3 Year term appointed as a council representative)

Audit committee responsibility

The Audit and Risk Committee reports that it has complied with its responsibilities arising from section 51(1)(a)(ii) of the PFMA and Treasury Regulation 3.1. The audit committee also reports that it has adopted appropriate formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The Audit and Risk Committee has performed the following key responsibilities:

- Adopted the Audit and Risk Management Charter and proposed approval to Council.
- Reconfirmed the appropriateness of the Internal Audit Charter and methodology.
- Evaluated the findings raised by internal and external audit and made recommendations on addressing those matters.
- Performed a review of financial information submitted to the committee and commented specifically on concerns raised based on year to date information and accuracy of projections.
- Liaised with the Auditor General of South Africa on matters relating to communication with those charged with governance.

The effectiveness of internal control

The system of internal controls applied by the entity over financial and risk management is effective, efficient and transparent. In line with the PFMA and the King IV Report on Corporate Governance requirements, Internal Audit provides the audit committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes. From the various reports of the internal auditors, the audit report on the financial statements, and the management report of the Auditor General South Africa, it was noted that no matters were reported that indicate any material deficiencies in the system of internal control or any deviations therefrom. Accordingly, we can report that the system of internal control over financial reporting for the period under review was efficient and effective.

The Audit and Risk Committee is satisfied with the content and quality of monthly and quarterly reports prepared and issued during the year under review.

Evaluation of financial statements

The audit committee has:

- reviewed and discussed the audited financial statements to be included in the annual report, with the Auditor General of South Africa;
- reviewed the Auditor General of South Africa's management report and management's response thereto;
- reviewed changes in accounting policies and practices;
- reviewed the entities compliance with legal and regulatory provisions;
- reviewed significant adjustments resulting from the audit.

The Audit and Risk Committee concur with and accept the Auditor General of South Africa's report on the financial statements, and are of the opinion that the audited financial statements should be accepted and read together with the report of the Auditor General of South Africa.

Internal audit

In terms of the PFMA, the Accounting Officer needs to ensure that the entity has a system of internal audit under control and direction of the Committee. The internal audit function has been outsourced.

The Audit and Risk Committee is satisfied that the internal audit function is operating effectively and that it has addressed the risks pertinent to the entity. The Audit and Risk Committee is satisfied that the internal audit function maintains an effective internal quality assurance and programme that covers all aspects of the internal audit activities.

The Audit and Risk Committee has met with the Auditor General of South Africa to ensure that there are no unresolved issues.

The audit committee has met with the Auditor General of South Africa to ensure that there are no unresolved issues.

Mr TK Mothudi
Chairperson of the Audit Committee
31 July 2025

Statement of Financial Position as at 31 March, 2025

Figures in Rand thousand	Note(s)	2025	2024 Restated*
Assets			
Current Assets			
Inventories	3	68,743	74,318
Receivables from exchange transactions	4	229,763	217,583
Cash and cash equivalents	5	171,905,116	148,527,652
		172,203,622	**148,819,553**
Non-Current Assets			
Property, plant and equipment	6	25,429,219	26,381,432
Heritage assets	7	159,413,408	139,541,299
Employee benefit asset	8	5,494,413	5,494,413
		190,337,040	**171,417,144**
Total Assets		**362,540,662**	**320,236,697**
Liabilities			
Current Liabilities			
Finance lease obligation	9	94,778	88,176
Payables from exchange transactions	10	4,145,222	3,614,410
Employee benefit obligation	8	2,596,000	2,277,000
Unspent conditional grants and receipts	11	83,637,314	75,047,078
Provisions	12	-	1,039,377

* See Note 37

Statement of Financial Position as at 31 March, 2025

Figures in Rand thousand	Note(s)	2025	2024 Restated*
		90,473,314	**82,066,041**
Non-Current Liabilities			
Finance lease obligation	9	85,757	180,534
Employee benefit obligation	8	34,753,000	32,338,000
		34,838,757	**32,518,534**
Total Liabilities		**125,312,071**	**114,584,575**
Net Assets		**237,228,591**	**205,652,122**
Reserves			
Revaluation reserve	13	19,798,801	-
Capital replacement reserves	14	2,139,618	3,043,625
Accumulated surplus		215,290,172	202,608,497
Total Net Assets		**237,228,591**	**205,652,122**

* See Note 37

Statement of Financial Position as at 31 March, 2025

Figures in Rand thousand	Note(s)	2025	2024 Restated*
Revenue			
Revenue from exchange transactions			
ArtBank income	15	-	34,244
Rental income	16	86,275	91,580
Projects income	17	1,057,000	599,404
Trading revenue	18	271,510	247,161
Other income	19	-	32,665
Interest received	20	10,375,306	9,613,293
Gain on disposal of assets and liabilities	21	481,373	-
Fair value adjustments	22	-	111,645
Total revenue from exchange transactions		**12,271,464**	**10,729,992**
Revenue from non-exchange transactions			
Transfers from capital replacement reserve	14	1,155,433	-
Transfer revenue			
Transfers and subsidies received	23	81,580,056	83,926,784
Free use of buildings	24	3,343,384	3,343,384
Public contributions and donations	25	47,889	-
External funding		60,795	333,230

* See Note 37

Statement of **Financial Performance**

Figures in Rand thousand	Note(s)	2025	2024 Restated*
Total revenue from non-exchange transactions		**86,187,557**	**87,603,398**
Total revenue	26	**98,459,021**	**98,333,390**
Expenditure			
Staff costs	27	(41,666,689)	(43,229,661)
Remuneration of councillors and audit & risk committee		(343,571)	(528,229)
Depreciation	6	(2,188,440)	(2,196,241)
Impairment loss	28	(42,528)	(36,218)
Finance costs	29	(4,188,923)	(3,669,404)
Debt impairment	4	(4,000)	(46,232)
Loss on disposal of assets and liabilities	21	-	(121,778)
Fair value adjustments	22	(753,773)	-
Actuarial losses	8	(364,863)	(1,599,104)
Other operating expenses	30	(36,224,617)	(38,210,243)
Total expenditure		**(85,777,404)**	**(89,637,110)**
Surplus for the year		**12,681,617**	**8,696,280**

* See Note 37

Statement of **Financial Performance**

	Revaluation reserve	Capital replacement reserves	Total reserves	Accumulated surplus / deficit	Total net assets
Opening balance as previously reported	-	2,804,934	2,804,934	193,985,217	196,790,151
Adjustments					
Correction of errors 37	-	-	-	(73,000)	(73,000)
Balance at 1 April, 2023 as restated*	**-**	**2,804,934**	**2,804,934**	**193,912,217**	**196,717,151**
Changes in net assets					
Interest earned on capital replacement reserves	-	238,691	238,691	-	238,691
Net income (losses) recognised directly in net assets	-	238,691	238,691	-	238,691
Surplus for the year	-	-	-	8,696,280	8,696,280
Total recognised income and expenses for the year	-	238,691	238,691	8,696,280	8,934,971
Total changes	-	238,691	238,691	8,696,280	8,934,971

* See Note 37

Statement of Changes in Net Assets

Opening balance as previously reported	-	3,043,625	3,043,625	202,668,555	205,712,180
Adjustments					
Correction of errors 37	-	-	-	(60,000)	(60,000)
Restated* Balance at 1 April, 2024 as restated*	**-**	**3,043,625**	**3,043,625**	**202,608,555**	**205,652,180**
Changes in net assets					
Revaluation of heritage assets	19,798,801	-	19,798,801	-	19,798,801
Interest earned on capital replacement reserves	-	251,426	251,426	-	251,426
Withdrawals on capital replacement reserves	-	(1,155,433)	(1,155,433)	-	(1,155,433)
Net income (losses) recognised directly in net assets	19,798,801	(904,007)	18,894,794	-	18,894,794
Surplus for the year	-	-	-	12,681,617	12,681,617
Total recognised income and expenses for the year	19,798,801	(904,007)	18,894,794	12,681,617	31,576,411
Total changes	19,798,801	(904,007)	18,894,794	12,681,617	31,576,411

* See Note 37

Statement of **Changes in Net Assets**

Balance at 31 March, 2025	**19,798,801**	**2,139,618**	**21,938,419**	**215,290,172**	**237,228,591**
	13	14			

* See Note 37

Statement of **Changes in Net Assets**

Figures in Rand thousand	Note(s)	2025	2024 Restated*
Cash flows from operating activities			
Receipts			
Sale of goods and services		380,934	379,041
Grants		91,288,087	85,735,102
Interest income		10,375,306	9,613,293
		102,044,327	95,727,436
Payments			
Employee costs		(43,968,867)	(45,268,620)
Suppliers		(33,267,750)	(38,263,431)
Finance costs		(16,923)	(25,483)
		(77,253,540)	(83,557,534)
Net cash flows from operating activities	33	**24,790,787**	**12,169,902**
Cash flows from investing activities			
Purchase of property, plant and equipment	6	(1,954,565)	(3,046,518)
Proceeds from sale of property, plant and equipment	6	379,410	-
Purchase of heritage assets	7	(1,419)	(59,441)
Interest Income transferred to Capital replacement reserves		251,426	238,691

Cash Flow Statement

Figures in Rand thousand	Note(s)	2025	2024 Restated*
Net cash flows from investing activities		**(1,325,148)**	**(2,867,268)**
Cash flows from financing activities			
Finance lease payments		(88,175)	(123,891)
Net increase/(decrease) in cash and cash equivalents		**23,377,464**	**9,178,743**
Cash and cash equivalents at the beginning of the year		148,527,652	139,348,909
Cash and cash equivalents at the end of the year	5	**171,905,116**	**148,527,652**

The accounting policies on pages 18 to 40 and the notes on pages 41 to 86 form an integral part of the financial statements.

Statement of **Comparison of Budget and Actual Amounts**

Budget on Accrual Basis

	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						
Rental income	38,751	-	**38,751**	86,275	**47,524**	1
Project income	-	-	**-**	1,057,000	**1,057,000**	2
Trading revenue	175,206	-	**175,206**	271,510	**96,304**	3
Interest received - investments	5,802,000	-	**5,802,000**	10,375,306	**4,573,306**	4
Total revenue from exchange transactions	**6,015,957**	**-**	**6,015,957**	**11,790,091**	**5,774,134**	
Revenue from non-exchange transactions						
Transfers from capital replacement reserve	-	-	**-**	1,155,433	**1,155,433**	17
Transfer revenue						
Transfers and subsidies received	63,909,000	-	**63,909,000**	81,580,056	**17,671,056**	5
Free use of buildings	3,343,000	-	**3,343,000**	3,343,384	**384**	6
Public contributions and donations	-	-	**-**	47,889	**47,889**	18

Statement of **Comparison of Budget and Actual Amounts**

External funding	-	-	**-**	60,795	**60,795**	7
Total revenue from non-exchange transactions	**67,252,000**	**-**	**67,252,000**	**86,187,557**	**18,935,557**	
Total revenue	**73,267,957**	**-**	**73,267,957**	**97,977,648**	**24,709,691**	
Expenditure						
Staff cost	(48,449,436)	-	**(48,449,436)**	(41,666,689)	**6,782,747**	8
Remuneration of councilors	(350,000)	-	**(350,000)**	(343,571)	**6,429**	9
Depreciation	(2,192,000)	-	**(2,192,000)**	(2,188,440)	**3,560**	10
Impairment loss	(45,000)	-	**(45,000)**	(42,528)	**2,472**	10
Finance costs	(1,607,386)	-	**(1,607,386)**	(4,188,923)	**(2,581,537)**	11
Debt impairment	(5,000)	-	**(5,000)**	(4,000)	**1,000**	12
Other operating expenses	(16,265,605)	-	**(16,265,605)**	(36,224,617)	**(19,959,012)**	13
Total expenditure	**(68,914,427)**	**-**	**(68,914,427)**	**(84,658,768)**	**(15,744,341)**	
Operating surplus	**4,353,530**	**-**	**4,353,530**	**13,318,880**	**8,965,350**	
Gain on disposal of assets and liabilities	-	-	**-**	481,373	**481,373**	14

Statement of **Comparison of Budget and Actual Amounts**

Fair value adjustments	-	-	**-**	(753,773)	**(753,773)**	15
Actuarial gains/losses	1,101,000	-	**1,101,000**	(364,863)	**(1,465,863)**	16
	1,101,000	**-**	**1,101,000**	**(637,263)**	**(1,738,263)**	
Surplus before taxation	**5,454,530**	**-**	**5,454,530**	**12,681,617**	**7,227,087**	
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	**5,454,530**	**-**	**5,454,530**	**12,681,617**	**7,227,087**	

Statement of **Comparison of Budget and Actual Amounts**

Budget on Accrual Basis

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

Below explanations are provided for variances of 5% or more between the approved budget and actual results.

1. Rental income
The variance in rental income is due to an increase demand on the rental of the museum's facilities.

2. Project income
The variance in the project income is a result of the administration fee received for administering the Presidential Employment Stimulus Programme (PESP5) received which was unbudgeted as the program was approved later in the financial year.

3. Trading revenue
The variance in trading revenue is attributable to entrance fees for school visits that took place in the third and fourth quarters.

4. Interest received
The variance in interest from investments is in line with the financial market performance year ending 31 March 2025, based on the balances of the cash and cash equivalents with financial institutions.

5. Transfers and subsidies received
The increase is attributable to other grants received by the Museum.

6. Free use of buildings
The was no variance on the free use of building..

7. External funding
The variance is due to external funding received for scientific projects of which no budget provisions were made.

8. Staff cost
The saving realised correlates with the critical posts' resignations that took place during the year which remained vacant until year end, coupled by the freezing of posts due to the amalgamation, of which the amalgamation was subsequently reversed.

9. Remuneration of councillors
The variance is below 5%.

10. Depreciation and Impairment loss
The variance is below 5%.

11. Finance costs
The variance is a result of the interest on employee benefit obligations, an actuarial calculation, of which the actual result exceeded our anticipation.

Statement of **Comparison of Budget and Actual Amounts**

Budget on Accrual Basis

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

12. Debt impairment
The variance is as a result of the debt risk assessment results on the assessment of debtors for impairment in the current year, which resulted in a lesser movement than anticipated.

13. Other operating expenses
The variance in general expenses is due to the PESP5 grant spending which was not budgeted for as the allocation was received later in the year, and the following non-cash items: interest transferred to grants, and the free use of buildings, that were not budgeted for. The free-use of buildings relates to cost incurred by DSAC directly to DPWI on behalf of the museum and we're informed of the cost thereof at year-end, while the interest transferred to grants relates to interest earned on grant funds on Capital works and NRF admin invested with financial institutions which are allocated to the respective grants.

Treaury approval was granted in terms of PFMA section 53(3) for the National Museum to retain the 2023/24 cash surplus. A request will be made during August 2025 for the approval of the 2024/25

14. Gain on disposal of assets
The budget for the gain on disposal of asset was not provided for in the current year.

15. Fair value adjustments
The variance is as a result of the valuation of heritage assets and property, plant and equipment, which is not included in the budget, as it is impracticable to ascertain the adjustment since expertise knowledge is required to determine the adjustment.

16. Actuarial losses
The variance is due to the actuarial losses realised in the current year resulting from actuarial valuations of employee benefit obligation, which requires an a calculation of an expert, of which the actual results exceeded the anticipated amount.

17. Transfers from capital replacement reserve
The variance is due to budget provisions not being made for the transfers from capital replacement reserve.

18. Public contributions and donations
The variance was due to budget provisions not being made for public contributions and donations.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

1. Significant accounting policies

A summary of the significant accounting policies, which have been consistently applied in the preparation of these financial statements are set out below.

1.1 Basis of preparation and presentation of annual financial statements

The financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act (Act 1 of 1999).

These financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand.

These accounting policies are consistent with the previous period.

1.2 Going concern assumption

These financial statements have been prepared based on the expectation that the entity will continue to operate as a going concern for at least the next 12 months.

Funds were obtained and used in accordance with a legally adopted budget.

1.3 Comparative figures

Where necessary, comparative figures have been reclassified to conform to changes in presentation in the current year.

Where the presentation or classification of items in the financial statements is amended, prior period comparative amounts are also restated and reclassified. The nature of and reason for the reclassification will be disclosed.

Where accounting errors relating to prior periods have been identified in the current year, the correction is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly.

Where there has been a change in accounting policy in the current year, the adjustment is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly. The presentation and classification of items in the current year is consistent with prior periods, unless specified otherwise.

1.4 Critical accounting estimates and judgements in applying policies

In preparing the financial statements, management is required to make estimates and assumptions that affect the amounts represented in the financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the financial statements.

The use of judgement, estimates and assumptions is inherent to the process of preparing annual financial statements. These judgements, estimates and assumptions could result in outcomes that require a material adjustment to the carrying amount of the relevant asset or liability in the future periods.

Judgements

In the process of applying these accounting policies, management has made certain judgements that may have a significant effect on the amounts recognised in the financial statements.

Estimates

The entity makes estimates and assumptions that affect the reported amounts of assets and liabilities at date of financial position as well as the reported revenue and expenses for the year.

Estimates and judgements are evaluated annually and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

1.4 Critical accounting estimates and judgements in applying policies (continued)

Receivables

The entity assesses its trade receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in surplus or deficit, the public entity makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

The impairment for trade receivables is calculated on a portfolio basis, based on historical loss ratios, adjusted for national and industry-specific economic conditions and other indicators present at the reporting date that correlate with defaults on the portfolio. These annual loss ratios are applied to receivables balances in the portfolio and scaled to the estimated loss emergence period.

Impairment testing

The recoverable (service) amounts of cash-generating units and individual assets have been determined based on the higher of value-in-use calculations and fair values less costs to sell. These calculations require the use of estimates and assumptions. It is reasonably possible that the assumption may change which may then impact our estimations and may then require a material adjustment to the carrying value of tangible assets.

The museum reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable.

Provisions

Provisions are measured as the present value of the estimated future outflows required to settle the obligation. In the process of determining the best estimate of the amounts that will be required in the future to settle the provision management considers the weighted average possibility of the potential outcomes of the provisions raised. This measurement entails determining what the different potential outcomes are of a provision as well as the financial impact of each of those potential outcomes. Management then assigns a weighting factor to each of these outcomes that will materialise in future. The factor is then applied to each of the potential outcomes and the factored outcomes are then added together to arrive at the weighted average value of the provisions.

Post-retirement benefits

The costs of the benefits and the present value of the post retirement benefit liabilities depend on a number of factors that are determined by an actuarial valuation using a number of assumptions.

These include the determination of the discount rate, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and its long-term nature, a defined benefit obligation is hugely sensitive to changes in these assumptions.

Any changes in these assumptions will impact the charge to the performance statement and the position statement. All assumptions are reviewed at each reporting date.

Effective interest rate

The entity used the prime interest rate to discount future cash flows.

Allowance for impairment

For receivables an impairment loss is recognised in surplus and deficit when there is objective evidence that it is impaired. The impairment is measured as the difference between the receivables carrying amount and the present value of estimated future cash flows discounted at the effective interest rate, computed at initial recognition.

1.4 Critical accounting estimates and judgements in applying policies (continued)

Value in use of cash generating assets

The museum reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. Assets are grouped at the lowest level for which identifiable cash flows are largely independent of cash flows of other assets and liabilities. If there are indications that impairment may have occurred, estimates are prepared of expected future cash flows for each group of assets. Expected future cash flows used to determine the value in use of tangible assets are inherently uncertain and could materially change over time. They are significantly affected by a number of factors, together with economic factors such as inflation and interest.

Cash-generating assets are assets used with the objective of generating a positive cash flows are expected to be significantly higher than the cost of the asset.

Value in use of non-cash generating assets

The museum reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. If there are indications that impairment may have occurred, the remaining service potential of the asset is determined. The most appropriate approach selected to determine the remaining service potential is dependent on the availability of data and the nature of the impairment.

Non-cash-generating assets are assets other than cash-generating assets

1.5 Property, plant and equipment

Property, plant and equipment are tangible non-current assets that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

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.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment, where the entity is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for purposes other than the production of inventories.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Items such as spare parts, standby equipment and servicing equipment are recognised when they meet the definition of property, plant and equipment.

1.5 Property, plant and equipment (continued)

Major inspection costs which are a condition of continuing use of an item of property, plant and equipment and which meet the recognition criteria above are included as a replacement in the cost of the item of property, plant and equipment. Any remaining inspection costs from the previous inspection are derecognised.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses except for Appreciative Artworks which are carried at revalued amount being the fair value at the date of revaluation less any subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity such that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period.

When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the revaluation is restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its revalued amount.

Any increase in an asset's carrying amount, as a result of a revaluation, is credited directly to a revaluation surplus. The increase is recognised in surplus or deficit to the extent that it reverses a revaluation decrease of the same asset previously recognised in surplus or deficit.

Any decrease in an asset's carrying amount, as a result of a revaluation, is recognised in surplus or deficit in the current period. The decrease is debited directly to a revaluation surplus to the extent of any credit balance existing in the revaluation surplus in respect of that asset.

Property, plant and equipment are depreciated on the straight-line basis over their expected useful lives to their estimated residual value, except for Appreciative Artworks which have an indefinite useful life.

Any increase in an asset's carrying amount, as a result of a revaluation, is credited directly to a revaluation surplus. The increase is recognised in surplus or deficit to the extent that it reverses a revaluation decrease of the same asset previously recognised in surplus or deficit.

Any decrease in an asset's carrying amount, as a result of a revaluation, is recognised in surplus or deficit in the current period. The decrease is debited in revaluation surplus to the extent of any credit balance existing in the revaluation surplus in respect of that asset.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	**Depreciation method**	**Average useful life**
Appreciative Artworks	Straight-line	Indefinite
Fixtures	Straight-line	10 - 20 years
Furniture and fittings	Straight-line	5 - 10 years
Vehicles	Straight-line	4 - 18 years
Equipment	Straight-line	5 - 10 years
Computers	Straight-line	3 - 10 years
Library books	Straight-line	7- 10 years

The depreciable amount of an asset is allocated on a systematic basis over its useful life.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation method used reflects the pattern in which the asset's future economic benefits or service potential are expected to be consumed by the entity. The depreciation method applied to an asset is reviewed at least at each reporting date and, if there has been a significant change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset, the method is changed to reflect the changed pattern. Such a change is accounted for as a change in an accounting estimate.

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

1.5 Property, plant and equipment (continued)

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

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

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

Assets which the entity holds for rentals to others and subsequently routinely sell as part of the ordinary course of activities, are transferred to inventories when the rentals end and the assets are available-for-sale. Proceeds from sales of these assets are recognised as revenue. All cash flows on these assets are included in cash flows from operating activities in the cash flow statement.

The entity separately discloses expenditure to repair and maintain property, plant and equipment in the notes to the financial statements (see note 6).

The entity discloses relevant information relating to assets under construction or development, in the notes to the financial statements (see note 6).

Impairment

The entity assesses at each reporting date whether there is an indication that property, plant and equipment may be impaired. If any such indication exists, the entity estimates the recoverable amount or the recoverable service amount of the property, plant and equipment.

In assessing whether there is an indication that an asset may be impaired, the Museum shall consider, as a minimum, the following indications:

i. Internal sources of information

An asset is considered impaired when:

- There are new indications of physical damage or deterioration on it.
- A decision is made to halt the construction of the heritage asset before it is complete or in a usable form.

ii. External sources of information

An asset is considered impaired when:

- During the period, a property, plant and equipment market value has declined significantly more than would be expected as a result of the passage of time or normal use.

Derecognition

The entity derecognises property, plant and equipment 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 derecognition of a property, plant and equipment is included in surplus or deficit when the item is derecognised.

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.

Classes of Heritage assets

The following are classes of Heritage assets held by the museum:

- Natural History (which includes: Natural Science Collection and Human Science Collection);
- Cultural History (which includes: Firearms, Coins, Objects, textiles, etc.);
- Library Collections (which includes: Library books, Library Science Journals and Other Library Materials); and

1.6 Heritage assets (continued)

- Artworks

i. Natural Science collection

The nature of the collection is unique (all of its categories) and is purely held for its scientific and educational value to advance the objectives of the Museum, also for future generations. Collections include: Acarology, Arachnology, Botany, Entomology, Fossils, Herpetology, Mammology, Ornithology, Mineralogy, Geology, Shell collection, etc.

The collection dates back many years and was largely internally developed with no cost records kept as it was standard practice at the time. Therefore the Museum is unable to determine historic cost in line with the cost model.

There is no active market where quoted prices could be sourced to determine fair values in line with the revaluation model. In fact, many of the items have no commercial value at all, only a scientific one. Perhaps the most valuable specimens would be the name-bearing ones (holotypes), but since such specimens are always housed in museums and it is illegal for any museum to sell them, there is no existing data available upon which to base a valuation.

Collections where an active market exists and where value will be determined, have been identified as follows:

- Taxidermy (Mammology, Ornithology, Herpetology);
- Geology; and
- Shell collection

ii. Human Sciences Collection

It is submitted that the Human Sciences collection is held only for its scientific and educational value, to advance the objectives of the Museum. The collection is currently subdivided into four parts: Archaeology, Anthropology, History and Rock Art. The collection dates back many years and no known cost records were kept during its accumulation. Therefore the Museum is unable to determine historic cost in line with the cost model.

The Archaeological collection - there is no legal trade in these items within South Africa and thus their monetary value cannot be reliably measured.

The Anthropology collection - There is potentially commercial values for a few specific items. These items require identification and assessment by independent specialists in the trade (buying and selling) of scientific and cultural materials. Should any assets prove to have a monetary value, they should be valued in terms of the elected measurement model.

Rock Art collection - There is no legal trade in these items within South Africa and thus their monetary value cannot be reliably measured.

Items within the History collections do have a monetary value. These items require identification and assessment by independent specialists in the trade (buying and selling) of scientific and cultural materials. These assets should be valued in terms of the revaluation model.

iii. Library Collection

The museum library collection is diverse in its composition. Some of its collection items meet the definition of a heritage asset and some do not. The Library has conducted an assessment to determine whether various classes of its collection fall within the ambit of GRAP 103: Heritage Assets. In cases where the library material falls outside the definition; appropriate accounting treatment shall be applied.

Library books /materials that are held to provide a service to the public and may be used for more than one reporting period; such library books are classified as property, plant and equipment in accordance with GRAP 17 – Property, Plant and Equipment. If library books/materials meet the definition of heritage assets, they are recognised in accordance with GRAP 103: Heritage Assets.

Library Scientific Journals

Scientific journals volumes are published once to four times a year and the publishers would produce a new volume the following year. It is on this basis that library scientific journals are regarded as an expense.

- The Museum shall continue expensing the publication costs.

1.6 Heritage assets (continued)

Library Books

Library Books – Rare Books

The Library houses a collection of rare scientific books which meet the definition of a heritage asset and also the recognition criteria. The rare books are:

- Scarce with limited copies available;
- Available for research purposes; and
- Held for an indefinite period, unless destroyed by circumstances beyond human control.

Library Books – Staff training

This category is comprised of books purchased during the reporting period to serve a particular need; i.e. as part of staff development and training, the Museum sponsors textbook costs for the recipients, from the training budget. These books are expensed in the period in which they are acquired.

Library Books – Other

This category comprises books purchased to be used for more than one period. These books should be accounted for in terms of GRAP 17: Property Plant and Equipment.

Other Library Material (Newspaper cuttings, Maps, Photographs, etc.)

The Library houses a variety of newspaper cuttings, maps and photographs as part of its diverse collection. The collection is of research significance and is deemed instrumental in advancing the research objects of the Museum. While commercially not valuable, the collection meets the definition of a heritage asset and also the recognition criteria as it is largely:

- Available for research purposes, and
- Held for an indefinite period, unless destroyed by circumstances beyond human control.

Artwork (Oliewenhuis Art Museum)

This category is comprised of Artwork collection kept at Oliewenhuis Art Museum exhibition display, and they meet the definition and recognition criteria of a heritage asset in terms of GRAP103.

An active market exists, therefore quoted price or fair value will be used.

Recognition

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

The museum will assesses the degree of certainty attached to the flow of future service potential or economic benefits as follows:

- If 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 of the need to analyse the proposed collection items to determine if they conform to the set collection criteria through evaluation and research.
- 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, bequeath or transfer.
- Particularly within the Natural History/Science 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.

Initial measurement

Heritage assets are initially measured at cost.

Where a heritage asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition.

Subsequent measurement

In accordance with GRAP 103, an entity should choose either the cost model or the revaluation model for subsequent measurement of each class of heritage assets.

1.6 Heritage assets (continued)

Cost Model

When the cost model is used, heritage assets are subsequently carried at cost less any accumulated impairment losses.

Revaluation Model

For subsequent measurement, if the fair value of a class of heritage assets can be measured reliably, then the Museum should carry that class of heritage assets at a revalued amount. The revalued amount is the fair value less any subsequent impairment losses at the date of the revaluation. The frequency of revaluations depends upon the changes in the fair values of the heritage asset being revalued. When the fair value of a revalued heritage asset differs materially from its carrying amount, a further revaluation is required. Some heritage assets experience significant and volatile changes in fair value, thus necessitating annual revaluation. Such frequent revaluations are unnecessary, however, for a heritage asset which shows insignificant changes in fair value. It may then be necessary to revalue the heritage asset only every three years.

If a heritage asset is revalued, the entire class of heritage assets to which that asset belongs shall be revalued. If a class of heritage assets is stated at revalued amounts, the following shall be disclosed:

- the effective date of the revaluation;
- the method used to determine the heritage asset's fair value;
- the significant assumptions applied in estimating the heritage assets' fair values;
- the extent to which the heritage assets' fair values were determined directly by reference to observable prices in an active market or recent market transactions on arm's length terms, or were estimated using other valuation techniques; and
- the revaluation surplus, indicating the change for the period and any restrictions on the distribution of the balance to owners of net assets.

The museum has elected the Cost Model and shall apply this policy to the following classes of heritage assets:

- Natural History;
- Cultural History; and
- Library books

The museum has elected the Revaluation Model and shall apply the policy to the following class of heritage asset:

- Artwork (An independent revaluation will be conducted after every 3 years)

Heritage assets are carried at cost less accumulated depreciation and any impairment losses except for Artworks which are carried at revaluation amount, being the fair value at the date of revaluation less any subsequent accumulated impairment losses.

Depreciation rates:

Item	Depreciation method	Average useful life
Shell Collection	Straight-line	Indefinite
Minerology	Straight-line	Indefinite
Documents	Straight-line	Indefinite
Firearms	Straight-line	Indefinite
Herpetology Taxidermy	Straight-line	Indefinite
Library books	Straight-line	Indefinite
Coins	Straight-line	Indefinite
Mammology Taxidermy	Straight-line	Indefinite
Objects	Straight-line	Indefinite
Ornithology Taxidermy	Straight-line	Indefinite
Anthropology	Straight-line	Indefinite
Photographs	Straight-line	Indefinite
Textiles	Straight-line	Indefinite

1.6 Heritage assets (continued)

Impairment

The entity assesses at each reporting date whether there is an indication that heritage assets may be impaired. If any such indication exists, the entity estimates the recoverable amount or the recoverable service amount of the heritage asset.

A heritage asset shall not be depreciated but the Museum shall assess at each reporting date whether there is an indication that it may be impaired, this will be reflected as a deficit or surplus in the financial statement.

In assessing whether there is an indication that an asset may be impaired, the Museum shall consider, as a minimum, the following indications:

i. Internal sources of information

An asset is considered impaired when:

- There are new indications of physical damage or deterioration on it.
- A decision is made to halt the construction of the heritage asset before it is complete or in a usable form.

ii. External sources of information

An asset is considered impaired when:

- During the period, a heritage asset's market value has declined significantly more than would be expected as a result of the passage of time or normal use.

Transfers

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

Transfers to heritage assets are only made when the asset meets the definition of a heritage asset.

Derecognition

The entity derecognises heritage asset 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 derecognition of a heritage asset is included in surplus or deficit when the item is derecognised.

1.7 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, and minus any reduction (directly or through the use of an allowance account) for impairment or collectability.

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

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Derecognition is the removal of a previously recognised financial asset or financial liability from an entity's statement of financial position.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, an entity shall estimate cash flows considering all contractual terms of the financial instrument (for example, prepayment, call and similar options) but shall not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate (see the Standard of GRAP on Revenue from Exchange Transactions), transaction costs, and all other premiums or discounts. There is a presumption that the cash flows and the expected life of a group of similar financial instruments can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the cash flows or the expected life of a financial instrument (or group of financial instruments), the entity shall use the contractual cash flows over the full contractual term of the financial instrument (or group of financial instruments).

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

A financial asset is:

- cash and cash equivalents;
- a residual interest of another entity; or
- a contractual right to:
  - receive cash or another financial asset from another entity; or
  - exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.

A financial liability is any liability that is a contractual obligation to:

- deliver cash or another financial asset to another entity; or
- exchange financial assets or financial liabilities under conditions that are potentially unfavourable to the entity.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Liquidity risk is the risk encountered by an entity in the event of difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Loan commitment is a firm commitment to provide credit under pre-specified terms and conditions.

Loans payable are financial liabilities, other than short-term payables on normal credit terms.

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

1.7 Financial instruments (continued)

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

A financial asset is past due when a counterparty has failed to make a payment when contractually due.

A residual interest is any contract that manifests an interest in the assets of an entity after deducting all of its liabilities. A residual interest includes contributions from owners, which may be shown as:

- equity instruments or similar forms of unitised capital;
- a formal designation of a transfer of resources (or a class of such transfers) by the parties to the transaction as forming part of an entity's net assets, either before the contribution occurs or at the time of the contribution; or
- a formal agreement, in relation to the contribution, establishing or increasing an existing financial interest in the net assets of an entity.

Transaction costs are incremental costs that are directly attributable to the acquisition, issue or disposal of a financial asset or financial liability. An incremental cost is one that would not have been incurred if the entity had not acquired, issued or disposed of the financial instrument.

Financial instruments at amortised cost are non-derivative financial assets or non-derivative financial liabilities that have fixed or determinable payments, excluding those instruments that:

- the entity designates at fair value at initial recognition; or
- are held for trading.

Financial instruments at cost are investments in residual interests that do not have a quoted market price in an active market, and whose fair value cannot be reliably measured.

Financial instruments at fair value comprise financial assets or financial liabilities that are:

- derivatives;
- contingent consideration of an acquirer in a transfer of functions between entities not under common control to which the Standard of GRAP on Transfer of Functions Between Entities Not Under Common Control (GRAP 106) applies
- combined instruments that are designated at fair value;
- instruments held for trading. A financial instrument is held for trading if:
  - it is acquired or incurred principally for the purpose of selling or repurchasing it in the near-term; or
  - on initial recognition it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short term profit-taking;
  - non-derivative financial assets or financial liabilities with fixed or determinable payments that are designated at fair value at initial recognition; and
  - financial instruments that do not meet the definition of financial instruments at amortised cost or financial instruments at cost.

Classification

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

Class	Category
Receivables from exchange transactions	Financial asset measured at amortised cost
Cash and cash equivalents	Financial asset measured at amortised cost

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

Class	Category
Finance lease obligation	Financial liability measured at amortised cost
Payables from exchange transactions	Financial liability measured at amortised cost
Unspent conditional grants and receipts	Financial liability measured at amortised cost

1.7 Financial instruments (continued)

Provisions	Financial liability measured at amortised cost

The entity has the following types of residual interests (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	**Category**
Interest received	Measured at cost
Finance costs	Measured at cost

Initial recognition

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

The entity recognises financial assets using trade date accounting.

Initial measurement of financial assets and financial liabilities

The entity measures a financial asset and financial liability initially at its fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

Subsequent measurement of financial assets and financial liabilities

The entity measures all financial assets and financial liabilities after initial recognition using the following categories:

- Financial instruments at fair value.
- Financial instruments at amortised cost.
- Financial instruments at cost.

All financial assets measured at amortised cost, or cost, are subject to an impairment review.

Derecognition

Financial assets

The entity derecognises financial assets using trade date accounting.

The entity derecognises a financial asset only when:

- the contractual rights to the cash flows from the financial asset expire, are settled or waived;
- the entity transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
- the entity, despite having retained some significant risks and rewards of ownership of the financial asset, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the entity :
  - derecognise the asset; and
  - recognise separately any rights and obligations created or retained in the transfer.

The carrying amounts of the transferred asset are allocated between the rights or obligations retained and those transferred on the basis of their relative fair values at the transfer date. Newly created rights and obligations are measured at their fair values at that date. Any difference between the consideration received and the amounts recognised and derecognised is recognised in surplus or deficit in the period of the transfer.

If the entity transfers a financial asset in a transfer that qualifies for derecognition in its entirety and retains the right to service the financial asset for a fee, it recognises either a servicing asset or a servicing liability for that servicing contract. If the fee to be received is not expected to compensate the entity adequately for performing the servicing, a servicing liability for the servicing obligation is recognised at its fair value. If the fee to be received is expected to be more than adequate compensation for the servicing, a servicing asset is recognised for the servicing right at an amount determined on the basis of an allocation of the carrying amount of the larger financial asset.

1.7 Financial instruments (continued)

If, as a result of a transfer, a financial asset is derecognised in its entirety but the transfer results in the entity obtaining a new financial asset or assuming a new financial liability, or a servicing liability, the entity recognise the new financial asset, financial liability or servicing liability at fair value.

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

If the transferred asset is part of a larger financial asset and the part transferred qualifies for derecognition in its entirety, the previous carrying amount of the larger financial asset is allocated between the part that continues to be recognised and the part that is derecognised, based on the relative fair values of those parts, on the date of the transfer. For this purpose, a retained servicing asset is treated as a part that continues to be recognised. The difference between the carrying amount allocated to the part derecognised and the sum of the consideration received for the part derecognised is recognised in surplus or deficit.

If a transfer does not result in derecognition because the entity has retained substantially all the risks and rewards of ownership of the transferred asset, the entity continues to recognise the transferred asset in its entirety and recognise a financial liability for the consideration received. In subsequent periods, the entity recognises any revenue on the transferred asset and any expense incurred on the financial liability. Neither the asset, and the associated liability nor the revenue, and the associated expenses are offset.

Financial liabilities

The entity removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished — i.e. when the obligation specified in the contract is discharged, cancelled, expires or waived.

An exchange between an existing borrower and lender of debt instruments with substantially different terms is accounted for as having extinguished the original financial liability and a new financial liability is recognised. Similarly, a substantial modification of the terms of an existing financial liability or a part of it is accounted for as having extinguished the original financial liability and having recognised a new financial liability.

The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit. Any liabilities that are waived, forgiven or assumed by another entity by way of a non-exchange transaction are accounted for in accordance with the Standard of GRAP on Revenue from Non-exchange Transactions (Taxes and Transfers).

Presentation

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

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

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

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

In accounting for a transfer of a financial asset that does not qualify for derecognition, the entity does not offset the transferred asset and the associated liability.

1.8 Tax

Tax expenses

The entity is exempt from taxation in terms of section 10(1)(cA)(i) of the Income Tax Act. Donations made to or by the entity are exempt from Donations Tax in terms of section 56(1)(h) of the Income Tax Act.

The entity is exempt from payment of Estate Duty in terms of section 4(h) of the Estate Duty Act no. 45 of 1995. The entity is not registered for value added tax in terms of section 24(1) of the Value Added Tax Act of 1991.

1.9 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

Finance leases - lessor

The entity recognises finance lease receivables as assets on the statement of financial position. Such assets are presented as a receivable at an amount equal to the net investment in the lease.

Finance revenue is recognised based on a pattern reflecting a constant periodic rate of return on the entity's net investment in the finance lease.

Finance leases - lessee

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

The discount rate used in calculating the present value of the minimum lease payments is the interest rate implicit in the lease.

Minimum lease payments are apportioned between the finance charge and reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of on the remaining balance of the liability.

Any contingent rents are expensed in the period in which they are incurred.

Operating leases - lessor

Operating lease revenue is recognised as revenue on a straight-line basis over the lease term.

Initial direct costs incurred in negotiating and arranging operating leases are added to the carrying amount of the leased asset and recognised as an expense over the lease term on the same basis as the lease revenue.

The aggregate cost of incentives is recognised as a reduction of rental revenue over the lease term on a straight-line basis.

The aggregate benefit of incentives is recognised as a reduction of rental expense over the lease term on a straight-line basis.

Income for leases is disclosed under revenue in statement of financial performance.

Operating leases - lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

1.10 Inventories

Inventories are initially measured at cost except where inventories are acquired through a non-exchange transaction, then their costs are their fair value as at the date of acquisition.

Subsequently inventories are measured at the lower of cost and net realisable value.

Inventories are measured at the lower of cost and current replacement cost where they are held for;

- distribution at no charge or for a nominal charge; or
- consumption in the production process of goods to be distributed at no charge or for a nominal charge.

Net realisable value is the estimated selling price in the ordinary course of operations less the estimated costs of completion and the estimated costs necessary to make the sale, exchange or distribution.

Current replacement cost is the cost the entity incurs to acquire the asset on the reporting date.

1.10 Inventories (continued)

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

The cost of inventories of items that are not ordinarily interchangeable and goods or services produced and segregated for specific projects is assigned using specific identification of the individual costs.

The cost of inventories is assigned using the first-in, first-out (FIFO) formula. The same cost formula is used for all inventories having a similar nature and use to the entity.

When inventories are sold, the carrying amounts of those inventories are recognised as an expense in the period in which the related revenue is recognised. If there is no related revenue, the expenses are recognised when the goods are distributed, or related services are rendered. The amount of any write-down of inventories to net realisable value or current replacement cost and all losses 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 or current replacement cost, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

1.11 Employee benefits

Identification

Employee benefits

Employee benefits are all forms of consideration given by an entity in exchange for service rendered by employees or for the termination of employment.

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

Post-employment benefits are employee benefits (other than termination benefits and short-term employee benefits) that are payable after the completion of employment.

Short-term employee benefits

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

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

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

Defined contribution plans

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

Payments made to industry-managed (or state plans) retirement benefit schemes are dealt with as defined contribution plans where the entity’s obligation under the schemes is equivalent to those arising in a defined contribution retirement benefit plan.

Defined benefit plans

For defined benefit plans the cost of providing the benefits is determined using the projected credit method. Actuarial valuations are conducted on an annual basis by independent actuaries separately for each plan. Consideration is given to any event that could impact the funds up to the end of the reporting period where the interim valuation is performed at an earlier date.

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.

1.11 Employee benefits (continued)

Gains or losses on the curtailment or settlement of a defined benefit plan are 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 Provisions and contingencies

Provisions are recognised when:

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

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

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

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised.

Provisions are not recognised for future operating surplus (deficit).

If an entity has a contract that is onerous, the present obligation (net of recoveries) under the contract is recognised and measured as a provision.

A constructive obligation to restructure arises only when an entity:

- has a detailed formal plan for the restructuring, identifying at least:
  - the activity/operating unit or part of an activity/operating unit concerned;
  - the principal locations affected;
  - the location, function, and approximate number of employees who will be compensated for services being terminated;
  - the expenditures that will be undertaken; and
  - when the plan will be implemented; and
- has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement that plan or announcing its main features to those affected by it.

1.12 Provisions and contingencies (continued)

A restructuring provision includes only the direct expenditures arising from the restructuring, which are those that are both:
- necessarily entailed by the restructuring; and
- not associated with the ongoing activities of the entity

No obligation arises as a consequence of the sale or transfer of an operation until the entity is committed to the sale or transfer, that is, there is a binding arrangement.

After their initial recognition contingent liabilities recognised in entity combinations that are recognised separately are subsequently measured at the higher of:
- the amount that would be recognised as a provision; and
- the amount initially recognised less cumulative amortisation.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 47.

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Loan commitment is a firm commitment to provide credit under pre-specified terms and conditions.

The entity recognises a provision for financial guarantees and loan commitments when it is probable that an outflow of resources embodying economic benefits and service potential will be required to settle the obligation and a reliable estimate of the obligation can be made.

Determining whether an outflow of resources is probable in relation to financial guarantees requires judgement. Indications that an outflow of resources may be probable are:
- financial difficulty of the debtor;
- defaults or delinquencies in interest and capital repayments by the debtor;
- breaches of the terms of the debt instrument that result in it being payable earlier than the agreed term and the ability of the debtor to settle its obligation on the amended terms; and
- a decline in prevailing economic circumstances (e.g. high interest rates, inflation and unemployment) that impact on the ability of entities to repay their obligations.

Where a fee is received by the entity for issuing a financial guarantee and/or where a fee is charged on loan commitments, it is considered in determining the best estimate of the amount required to settle the obligation at reporting date. Where a fee is charged and the entity considers that an outflow of economic resources is probable, an entity recognises the obligation at the higher of:
- the amount determined using in the Standard of GRAP on Provisions, Contingent Liabilities and Contingent Assets; and
- the amount of the fee initially recognised less, where appropriate, cumulative amortisation recognised in accordance with the Standard of GRAP on Revenue from Exchange Transactions.

1.13 Commitments

Items are classified as commitments when an entity has committed itself to future transactions that will normally result in the outflow of cash.

Disclosures are required in respect of unrecognised contractual commitments.

Commitments for which disclosure is necessary to achieve a fair presentation should be disclosed in a note to the financial statements, if both the following criteria are met:
- Contracts should be non-cancellable or only cancellable at significant cost (for example, contracts for computer or building maintenance services); and
- Contracts should relate to something other than the routine, steady, state business of the entity – therefore salary commitments relating to employment contracts or social security benefit commitments are excluded.

1.14 Revenue from exchange transactions

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in 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 liabilities extinguished, and directly 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 for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Measurement

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

Sale of goods

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

- the entity has transferred to the purchaser the significant risks and rewards of ownership of the goods;
- the entity retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Rendering of services

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

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

When services are performed by an indeterminate number of acts over a specified time frame, revenue is recognised on a straight-line basis over the specified time frame unless there is evidence that some other method better represents the stage of completion. When a specific act is much more significant than any other acts, the recognition of revenue is postponed until the significant act is executed.

When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

Service revenue is recognised by reference to the stage of completion of the transaction at the reporting date. Stage of completion is determined by services performed to date as a percentage of total services to be performed.

Interest, royalties and dividends

Revenue arising from the use by others of entity assets yielding interest, royalties and dividends or similar distributions is recognised when:

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

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

1.15 Revenue from non-exchange transactions

Revenue comprises gross inflows of economic benefits or service potential received and receivable by an entity, which represents an increase in net assets, other than increases relating to contributions from owners.

Conditions on transferred assets are stipulations that specify that the future economic benefits or service potential embodied in the asset is required to be consumed by the recipient as specified or future economic benefits or service potential must be returned to the transferor.

1.15 Revenue from non-exchange transactions (continued)

Control of an asset arise when the entity can use or otherwise benefit from the asset in pursuit of its objectives and can exclude or otherwise regulate the access of others to that benefit.

Exchange transactions are transactions in which one entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of cash, goods, services, or use of assets) to another entity in exchange.

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, an entity either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

Restrictions on transferred assets are stipulations that limit or direct the purposes for which a transferred asset may be used, but do not specify that future economic benefits or service potential is required to be returned to the transferor if not deployed as specified.

Stipulations on transferred assets are terms in laws or regulation, or a binding arrangement, imposed upon the use of a transferred asset by entities external to the reporting entity.

Transfers are inflows of future economic benefits or service potential from non-exchange transactions, other than taxes.

Recognition

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

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

Measurement

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

When, as a result of a non-exchange transaction, the entity recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue.

Transfers and subsidies

Apart from Services in kind, which are not recognised, the entity recognises an asset in respect of transfers when the transferred resources meet the definition of an asset and satisfy the criteria for recognition as an asset.

The entity recognises an asset in respect of transfers when the transferred resources meet the definition of an asset and satisfy the criteria for recognition as an asset.

Transferred assets are measured at their fair value as at the date of acquisition.

Gifts and donations, including goods in-kind

Gifts and donations, including goods in kind, are recognised as assets and 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.

Services in-kind

The entity recognise 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.

Where services in-kind are not significant to the entity's operations and/or service delivery objectives and/or do not satisfy the criteria for recognition, the entity disclose the nature and type of services in-kind received during the reporting period.

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.

1.17 Borrowing costs

Borrowing costs are interest and other expenses incurred by an entity in connection with the borrowing of funds.

Borrowing costs are recognised as an expense in the period in which they are incurred.

1.18 Fruitless and wasteful expenditure

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

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

Fruitless and wasteful expenditure receivables are recognised in the statement of financial position when recoverable. The receivable is measured at the amount that is expected to be recovered and is de-recognised when settled or subsequently written-off as irrecoverable.

Fruitless and wasteful expenditure is recorded in the notes to the financial statements when and at amounts confirmed, and comprises of

- fruitless and wasteful expenditure that was under assessment in the previous financial year;
- fruitless and wasteful expenditure relating to previous financial year and identified in the current year; and
- fruitless and wasteful expenditure incurred in the current year.

1.19 Irregular expenditure

Irregular expenditure as defined in section 1 of the PFMA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with the requirement of any applicable legislation, including -

(a) this Act; or

(b) the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or (c)any provincial legislation providing for procurement procedures in that provincial government. National Treasury practice note no. 4 of 2008/2009 which was issued in terms of sections 76(1) to 76(4) of the PFMA requires the following (effective rom 1 April 2008):

Losses emanating from irregular expenditure are recognised as a receivable in the statement of financial position when recoverable. The receivable is measured at the amount that is expected to be recovered and is derecognised when settled or subsequently written-off as irrecoverable.

Irregular expenditure is recorded in the notes to the financial statements when and at amounts confirmed and comprises of:

- irregular expenditure that was under assessment in the previous financial year;
- irregular expenditure relating to previous financial year and identified in the current year; and
- irregular expenditure incurred in the current year.

1.20 Research and development expenditure

Expenditure on research is recognised as an expense when it is incurred.

An asset arising from development is recognised when:

- it is technically feasible to complete the asset so that it will be available for use or sale.
- there is an intention to complete and use or sell it.
- there is an ability to use or sell it.
- it will generate probable future economic benefits or service potential.
- there are available technical, financial and other resources to complete the development and to use or sell the asset.
- the expenditure attributable to the asset during its development can be measured reliably.

1.21 Budget information

The National Museum's budget is compiled on a cash basis with an economic classification. It covers the same period as the Financial Statements, namely 01 April to 31 March of each year.

Where there's a variance between the budget and actual amounts exceeding 10% of the budgeted amount, explanation to the variance is provided.

1.22 Related parties

A related party is a person or an entity with the ability to control or jointly control the other party, or exercise significant influence over the other party, or vice versa, or an entity that is subject to common control, or joint control.

Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Joint control is the agreed sharing of control over an activity by a binding arrangement, and exists only when the strategic financial and operating decisions relating to the activity require the unanimous consent of the parties sharing control (the venturers).

Related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party, regardless of whether a price is charged.

Significant influence is the power to participate in the financial and operating policy decisions of an entity, but is not control over those policies.

Management are those persons responsible for planning, directing and controlling the activities of the entity, including those charged with the governance of the entity in accordance with legislation, in instances where they are required to perform such functions.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by that person in their dealings with the entity.

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

Where the entity is exempt from the disclosures in accordance with the above, the entity discloses narrative information about the nature of the transactions and the related outstanding balances, to enable users of the entity's financial statements to understand the effect of related party transactions on its financial statements.

1.23 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.

1.24 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);
- 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.

Measurement

The amount of each segment item reported is the measure reported to management for the purposes of making decisions about allocating resources to the segment and assessing its performance. Adjustments and eliminations made in preparing the entity's financial statements and allocations of revenues and expenses are included in determining reported segment surplus or deficit only if they are included in the measure of the segment's surplus or deficit that is used by management. Similarly, only those assets and liabilities that are included in the measures of the segment's assets and segment's liabilities that are used by management are reported for that segment. If amounts are allocated to reported segment surplus or deficit, assets or liabilities, those amounts are allocated on a reasonable basis.

If management uses only one measure of a segment's surplus or deficit, the segment's assets or the segment's liabilities in assessing segment performance and deciding how to allocate resources, segment surplus or deficit, assets and liabilities are reported in terms of that measure. If management uses more than one measure of a segment's surplus or deficit, the segment's assets or the segment's liabilities, the reported measures are those that management believes are determined in accordance with the measurement principles most consistent with those used in measuring the corresponding amounts in the entity's financial statements.

1.25 Capital replacement reserve

The National Museum has set aside Capital replacement reserves in the CPD accounts held with the Reserve Bank, Transformation fund and Purchase of Art Works CPD. Interest earned on the funds is not utilised as it is compounded into the funds, and is accounted for as a movement into the reserve.

The balance as at year-end relating to these funds is disclosed in note 14.

Basis of Accounting

This accounting policy has been developed in accordance with the principles of the Standards of Generally Recognised Accounting Practice (GRAP), particularly GRAP 1 (Presentation of Financial Statements) and GRAP 3 (Accounting Policies, Changes in Accounting Estimates and Errors).

Nature and Purpose of the Reserve

The Capital Replacement Reserve (CRR) is a designated internal reserve established to provide funding for the acquisition or replacement of heritage artworks and maintanance of Oliewenhuis Art Museum. The objective is to ensure the sustainability and preservance of our heritage artworks without relying solely on external funding sources such as government grants or donor funding.

Recognition

The CRR is recognised as a separate line item under Net Assets in the Statement of Financial Position.

No revenue or expense is recognised in the Statement of Financial Performance in respect of such transfers.

Utilisation of the Reserve

The CRR may only be utilised for the acquisition or replacement of capital assets. Withdrawals from the CRR must be:

- Approved by the accounting authority or delegated committee;

Measurement

The reserve is not subject to revaluation and is carried at the nominal value of funds transferred into or utilised from it.

Presentation

Interest earned and expenses incurred on the capital replacement reserves is recognised as revenue directly in the statement of net changes in net assets

Disclosure

Movements in the CRR are disclosed in the notes to the financial statements, and must include:

- Opening balance;
- Transfers into the reserve;
- Withdrawals from the reserve;
- Closing balance;
- Any restrictions imposed on the use of the reserve.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

2. New standards and interpretations

2.1 Standards and interpretations issued, but not yet effective

The entity has not applied the following standards and interpretations, which have been published and are mandatory for the entity's accounting periods beginning on or after 1 April, 2025 or later periods:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• GRAP 2023 Improvements to the Standards of GRAP 2023	No effective date yet	Unlikely there will be a material impact
• GRAP 1 (amended): Presentation of Financial Statements (Going Concern)	No effective date yet	Unlikely there will be a material impact
• GRAP 103 (as revised): Heritage Assets	No effective date yet	Unlikely there will be a material impact
• iGRAP 22 Foreign Currency Transactions and Advance Consideration	No effective date yet	Unlikely there will be a material impact
• GRAP 104 (as revised): Financial Instruments	1 April, 2025	Unlikely there will be a material impact

2.2 Standards and interpretations not yet effective or relevant

The following standards and interpretations have been published and are mandatory for the entity's accounting periods beginning on or after 1 April, 2025 or later periods but are not relevant to its operations:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• GRAP 105 Transfer of Functions Between Entities Under Common Control - Amended	No effective date yet	Unlikely there will be a material impact
• GRAP 106 Transfer of Functions Between Entities Not Under Common Control - Amended	No effective date yet	Unlikely there will be a material impact
• GRAP 107 Mergers - Amended	No effective date yet	Unlikely there will be a material impact

3. Inventories

	2025	2024 Restated*
Inventories: Shop	35,694	37,756
Inventories: Stores	33,049	36,562
	68,743	**74,318**

Inventory pledged as security

Figures in Rand thousand	Note(s)	2025	2024 Restated*
Inventory expensed			
Inventory recognised as expense during the year	30	58,555	56,403

4. Receivables from exchange transactions

Trade receivables from exchange transactions	106,878	65,353
Deposits paid	20,480	20,480
Creditors with debit balances	102,405	131,750
	229,763	**217,583**

Gross balance		
Trade receivables from exchange transactions	315,050	269,525
Deposits paid	20,480	20,480
Creditors with debit balances	102,405	131,750
	437,935	**421,755**

Less: Allowance for bad debts impairment		
Trade receivables from exchange transactions	(208,172)	(204,172)

Figures in Rand thousand	Note(s)	2025	2024 Restated*
Nett balance			
Trade receivables from exchange transactions		106,878	65,353
Deposits paid		20,480	20,480
Creditors with debit balances		102,405	131,750
		229,763	**217,583**

Receivables from exchange transactions pledged as security

There were no receivables from exchange transactions that were pledged as security.

Receivables from exchange transactions written-off

There were no receivables from exchange transactions written-off

Receivables from exchange transactions past due but not impaired

Receivables from exchange transactions which are less than 3 months past due are not considered to be impaired. At 31 March, 2025, R 89,000 (2024: R 31,000) were past due but not impaired.

The ageing of amounts past due but not impaired is as follows:

3 months past due	89,000	31,000

Receivables from exchange transactions impaired

As of 31 March, 2025, receivables from exchange transactions of R 208,172 (2024: R 204,172) were impaired and provided for.

The amount of the provision was R (208,172) as of 31 March, 2025 (2024: R 204,172).

The ageing of these receivables is as follows:

Over 6 months	208,172	204,172

Reconciliation of provision for impairment of receivables from exchange transactions

Opening balance	(204,172)	(158,172)
Provision for impairment	(4,000)	(46,000)
	(208,172)	**(204,172)**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

5. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	16,891	16,930
Bank balances	18,890,827	3,547,437
Investments	61,473,376	56,778,564
Call accounts	91,524,022	88,184,721
	171,905,116	**148,527,652**

The entity had the following bank accounts

Account number / description	Bank statement balances			Cash book balances		
	31 March, 2025	31 March, 2024	31 March, 2023	31 March, 2025	31 March, 2024	31 March, 2023
ABSA Cheque	18,890,827	3,547,437	12,556,000	18,890,827	3,547,437	12,556,000
ABSA Call	91,524,022	88,184,721	74,456,000	91,524,022	88,184,721	74,456,000
Total	**110,414,849**	**91,732,158**	**87,012,000**	**110,414,849**	**91,732,158**	**87,012,000**

The entity had the following investment accounts

	Bank statement balances			Cash book balances		
	31 March	31 March	31 March	31 March	31 March	31 March

Figures in Rand thousand	Note(s)	2025	2024 Restated*

	2025	2024	2023	2025	2024	2023
Transformation fund CPD	2,132,482	1,969,623	1,815,000	2,132,482	1,969,623	1,815,000
Museum CPD	43,239,233	53,734,940	49,521,000	43,239,233	53,734,940	49,521,000
Purchase of Art Works CPD	7,136	1,074,002	990,000	7,136	1,074,002	990,000
Capital Works CPD	16,094,525	-	-	16,094,525	-	-
Subtotal	61,473,376	56,778,565	52,326	61,473,376	56,778,565	52,326

The entity had the following cash items on hand

	Cash on hand		
	31 March 2025	31 March 2024	31 March 2023
Petty Cash	14,561	14,600	9,000
Float	2,330	2,330	2,330
Total	16,891	16,930	11,330

6. Property, plant and equipment

	2025			2024		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Fixtures	16,014,671	(6,128,070)	9,886,601	16,014,671	(5,250,573)	10,764,098
Vehicles	5,268,615	(2,417,895)	2,850,720	5,268,615	(2,104,395)	3,164,220
Furniture & fittings	4,186,097	(3,975,289)	210,808	4,124,704	(3,885,659)	239,045
Computers	5,609,065	(5,062,936)	546,129	5,195,046	(4,975,139)	219,907
Leased equipment	439,581	(281,225)	158,356	622,991	(376,319)	246,672
Appreciative artworks	10,950,782	-	10,950,782	10,603,863	-	10,603,863
Equipment	6,264,977	(5,535,801)	729,176	5,991,992	(5,010,699)	981,293
Library books	3,709,219	(3,612,572)	96,647	3,709,219	(3,546,885)	162,334
Total	**52,443,007**	**(27,013,788)**	**25,429,219**	**51,531,101**	**(25,149,669)**	**26,381,432**

6. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2025

	Opening balance	Additions	Disposals	Revaluations	Depreciation	Impairment loss	Total
Fixtures	10,764,098	-	-	-	(877,497)	-	9,886,601
Vehicles	3,164,220	-	-	-	(313,500)	-	2,850,720
Furniture & fittings	239,045	89,952	(12)	-	(118,177)	-	210,808
Computers	219,907	588,892	(27)	-	(262,643)	-	546,129
Leased equipment	246,672	-	-	-	(88,316)	-	158,356
Appreciative artworks	10,603,863	1,368,400	(70,608)	(950,873)	-	-	10,950,782
Equipment	981,293	277,043	(12)	-	(462,620)	(66,528)	729,176
Library books	162,334	-	-	-	(65,687)	-	96,647
	26,381,432	**2,324,287**	**(70,659)**	**(950,873)**	**(2,188,440)**	**(66,528)**	**25,429,219**

The following classes of property, plant and equipment were disposed, though might not be showing in the above reconciliation due to rounding off:

- Furniture and fittings (Cost: R29; Accumulated depreciation: R29)
- Computers (Cost: R175; Accumulated depreciation: R175)
- Leased equipment (Cost: R183; Accumulated depreciation: R183)
- Appreciative artworks (Cost: R71)
- Equipment (Cost: R4; Accumulated depreciation: R4)

6. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2024

	Opening balance	Additions	Disposals	Transfers	Depreciation	Impairment loss	Total
Fixtures	10,200,630	1,177,923	-	-	(614,455)	-	10,764,098
Vehicles	3,674,510	-	(121,778)	-	(388,512)	-	3,164,220
Furniture & fittings	271,258	94,446	-	-	(126,659)	-	239,045
Computers	544,801	70,869	-	-	(392,275)	(3,488)	219,907
Leased equipment	367,430	-	-	-	(120,758)	-	246,672
Appreciative artworks	9,431,530	1,231,513	-	(59,180)	-	-	10,603,863
Equipment	991,911	471,780	-	-	(482,398)	-	981,293
Library books	233,530	-	(12)	-	(71,184)	-	162,334
	25,715,600	**3,046,531**	**(121,790)**	**(59,180)**	**(2,196,241)**	**(3,488)**	**26,381,432**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

6. Property, plant and equipment (continued)

Other disclosures

Items of property plant and equipment with R1 book value were disposed of in the financial year ended 31 March 2025, however, they are not reflecting in the reconciliation above, as figures are rounded off to thousands.

Rental revenue generated from appreciative artworks	-	-

ArtBank did not generate revenue from the leasing of artworks in the current and prior year. However expenses were incurred in the daily operations of the programme with intentions of generating rental income revenue.

Expenses that generated rental revenue		
Direct operating expense	1,064,600	1,833,901

Prior year disclosure error:

In the prior year AFS operating expenses incurred by ArtBank, as a program aimed to promote local artists by acquiring their artworks and generate rental income from the leasing of those artworks, was incorrectly disclosed as R1,231,901 instead of R1,833,901 thus understating the disclosure by R596,000. The disclosure amount has since been rectified in the current year AFS.

Artworks categorised as appreciative artworks are:

All kinds of artworks, art collections or individual pieces, including various paintings and statues acquired by the museum and are held primarily as a store of wealth.

The primary goal for acquiring these artworks is for investment purposes and for the purpose of storing value. In the period over which the artwork appreciates in value (usually a period of five years), the entity leases these artworks to obtain rental income in that period.

There are no restrictions on the realisation of Appreciative Artwork nor the remittance of revenue and proceeds of disposal.

There are no contractual obligations to purchase, construct or develop Appreciative Artwork or for repairs, maintenance, or enhancements.

After the "ArtBank" recognises the artwork as an item of Appreciative Artwork, the artwork shall be measured at fair value.

Through consideration of the following the "ArtBank" considers that the fair value of the Appreciative Artwork cannot reliably be determined on a continuing basis:

- All the artworks are unique, thus not comparable;
- The artworks comprise of emerging South African artists;
- The artworks serve the purpose of providing opportunities;
- No assurance that the artworks will be leased; and
- The artwork is held for the purpose to foster and appreciate.

The effective date of the revaluation was 31-Mar-25. Revaluations were performed by independent valuer, Rode The Valuator Advisory.

The method used to determine fair value is The Sales Comparison Approach to value. A procedure to conclude an opinion of value for an object by comparing it with similar objects that have been sold or are for sale in the relevant marketplace by making adjustments to prices based on marketplace conditions and the objects characteristics of value.

The Fair Value for the purpose of the valuation undertaken is defined as "Comparable". The situation would be "arms' length" with no undue pressure on purchaser or seller, and, in this definition, it is assumed that the transaction is based on cash or a cash equivalent consideration. Favourable or unfavourable terms of sale are bound to affect market prices in a normal trading environment, as would the source of the market – local or imported, wholesale or retail, direct or via an agent, boutique, or budget store, or on-line or at an auction, etc.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

In the determination of the Fair Value of fine arts, antiques and collectables, influences such as market climate, sensitivity to exchange rate variances and sales history play an important role. As these factors are subjective, the determination of values is to a large degree based on judgment from experts like us and applies to the date of valuation.

Thus, it is expected that assessments of values made by different parties may differ from time to time, where no absolute value exists. Bearing in mind what is set out above, it is our opinion that the values assigned to the assets as per the schedule are fair and reasonable, thus fulfilling the requirements of all parties concerned.

The significant assumptions applied in estimating the assets' fair values were as follows:

- Valuation is undertaken using the comparative methodology. The basic premise of the comparable approach is that an items value should bear some resemblance to other equities in a similar class.

- Where comparative methodology is not obtainable, Valuation using Multiple would be used. Identifying comparable assets (the peer group) and obtaining market values for these assets. Converting these market values into standardized values relative to a key statistic since the absolute prices cannot be compared. This process of standardizing creates valuation multiples. Applying the valuation multiple to the key statistic of the asset being valued, controlling for any differences between asset and the peer group that might affect the multiple.

- GRAP 17.92 (c) states 'The extent to which the appreciative artworks fair values were determining directly by reference to observable prices in an active market or recent market transaction on arm's length terms or were estimated using other valuation technique.

- Values of R3000 and less in value: Valuations of R3000 and below are reliant on the expertise and experience of the valuer, and no comparatives will be supplied for said values.

- Record Keeping: References in the work files to the location of documentation used to support the valuations are adequate. It is not always necessary for the work file to include all the documentation; references to the data source should be kept. All of these are electronic copies and adhere to the USPAP standards as per USAPAP 2018

- Valuation references and sources: The current market related auction values were determined via online research results, both locally and Internationally. In verifying some of the more specialised items, valuation was also often based on current research papers.

- Valuation references and sources: The current market related auction values were determined via online research results, both locally and Internationally. In verifying some of the more specialised items, valuation was also often based on current research papers.

- Research: Based on the above methodology, inspection and extensive research had to be undertaken for the collections. The valuer must also use primary and secondary markets to arrive at value. The primary market is a market for new items available for the first time. These secondary markets are a market in which items that are still being created by the producer are being sold to subsequent owners.
  Then there are items that are no longer being produced, our appreciative artworks, in this case the secondary market becomes the primary market. Items such as antiques, collectables, historical works of art, obsolete militaria, obsolete agricultural implements, unique documents, and photographs as well as any item no longer being produced. These items are only obtainable from auction houses, dealers, internet websites and in some case yard sales. These sources have now become the primary market for items that are no longer in production.

The revaluation surplus relating to property, plant and is as follows:

Revaluation increase/(decrease)	(753,773)	-

Figures in Rand thousand	Note(s)	2025	2024 Restated*

6. Property, plant and equipment (continued)

Depreciation rates

Item	**Depreciation method**	**Average useful life**
Appreciative Artworks	Straight-line	Indefinite
Fixtures	Straight-line	10 - 20 years
Furniture and fittings	Straight-line	5 - 10 years
Vehicles	Straight-line	4 - 18 years
Equipment	Straight-line	5 -10 years
Computers	Straight-line	3 - 10 years
Library books	Straight-line	7 - 10 years

Assets subject to finance lease (Net carrying amount)

Leased equipment	158,356	246,672

Property, plant and equipment in the process of being constructed or developed

Reconciliation of Work-in-Progress 2024

	Included within Fixtures	Total
Opening balance	8,645,000	8,645,000
Additions/capital expenditure	1,178,000	1,178,000
Transferred to completed items	(9,823,000)	(9,823,000)
	-	-

Expenditure incurred to repair and maintain property, plant and equipment included in Statement of Financial Performance		
Repairs and Maintenance	796,586	1,038,724

Figures in Rand thousand	Note(s)	2025	2024 Restated*

6. Property, plant and equipment (continued)
The depreciation relating to the leased asset was R 88,316 (2024: R 120,758).

Artworks

The National Museum ("Lessor") agrees to lease and the Lessee agrees to lease the Art Works on the terms and conditions set out in the Lease Agreement.

The Parties have agreed that the Art Works will be leased on a temporary basis to the Lessee for the sole purpose of uninterrupted public display and appreciation at the premises of the Lessee.

The Lessor reserves the right to recall any Art Work at any time upon the giving of reasonable notice in writing to the Lessee.

The Lessor and the lessee will jointly prepare Condition Reports for each Art Work at the start and at the end of the Lease.

The Lessee must not carry out any changes to the Art Works specifically including cleaning, retouching, repairs, or restoration, without prior written notification from and/or consent of the Lessor.

The Lessor shall be responsible for arranging and paying for insurance cover (including any additional insurance required in relation to the transport) of the Art Works at all times ("the insurance").

Should there be any breach of the terms of the lease agreement, either Party may terminate this agreement by giving 30 days' notice to the other in writing with or without a claim for damages occasioned by such breach.

Pledged as security

No property, plant and equipment was pledged as security for the financial year ended 31 March 2025.

Notes to Financial Statements

7. Heritage assets

	2025			2024		
	Cost / Valuation	Accumulated impairment losses	Carrying value	Cost / Valuation	Accumulated impairment losses	Carrying value
Shell collection	135,710	-	135,710	135,710	-	135,710
Mineralogy	313,489	-	313,489	313,489	-	313,489
Documents	634,765	-	634,765	634,015	-	634,015
Firearms	1,751,400	-	1,751,400	1,751,400	-	1,751,400
Herpetology taxidermy	10,520	-	10,520	10,520	-	10,520
Library books	7,322,223	-	7,322,223	7,316,248	-	7,316,248
Coins	1,420,594	-	1,420,594	1,420,594	-	1,420,594
Mammalogy taxidermy	1,675,870	-	1,675,870	1,675,870	-	1,675,870
Objects	18,148,463	-	18,148,463	18,140,978	-	18,140,978
Ornithology taxidermy	590,614	-	590,614	590,614	-	590,614
Anthropology	6,572,870	-	6,572,870	6,571,450	-	6,571,450
Heritage assets which fair values cannot be reliably measured: (Para .94)						
Photographs	258,875	-	258,875	258,875	-	258,875
Textiles	2,767,015	-	2,767,015	2,759,336	-	2,759,336
Artworks	117,811,000	-	117,811,000	97,962,200	-	97,962,200
Total	**159,413,408**	**-**	**159,413,408**	**139,541,299**	**-**	**139,541,299**

Notes to Financial Statements

Account description

Reconciliation of heritage assets 2025

	Opening balance	Additions	Revaluation increase/(decrease)	Impairment losses reversed	Total
Shell collection	135,710	-	-	-	135,710
Mineralogy	313,489	-	-	-	313,489
Documents	634,015	750	-	-	634,765
Firearms	1,751,400	-	-	-	1,751,400
Herpetology taxidermy	10,520	-	-	-	10,520
Library books	7,316,248	5,975	-	-	7,322,223
Coins	1,420,594	-	-	-	1,420,594
Mammalogy taxidermy	1,675,870	-	-	-	1,675,870
Objects	18,140,978	7,485	-	-	18,148,463
Ornithology taxidermy	590,614	-	-	-	590,614
Anthropology	6,571,450	1,420	-	-	6,572,870
Heritage assets which fair values cannot be reliably measured: (Para .94)					
Photographs	258,875	-	-	-	258,875
Textiles	2,759,336	7,679	-	-	2,767,015
Artworks	97,962,200	26,000	19,798,800	24,000	117,811,000
	139,541,299	**49,309**	**19,798,800**	**24,000**	**159,413,408**

Notes to Financial Statements

7. Heritage assets (continued)

Reconciliation of heritage assets 2024

	Opening balance	Additions	Disposals	Transfers received	Revaluation increase/(decrease)	Impairment losses recognised	Total
Shell collection	135,710	-	-	-	-	-	135,710
Mineralogy	313,489	-	-	-	-	-	313,489
Documents	608,915	-	-	-	25,100	-	634,015
Firearms	1,751,400	-	-	-	-	-	1,751,400
Herpetology taxidermy	10,520	-	-	-	-	-	10,520
Library books	7,316,808	-	(560)	-	-	-	7,316,248
Coins	1,420,594	-	-	-	-	-	1,420,594
Mammalogy taxidermy	1,675,870	-	-	-	-	-	1,675,870
Objects	18,131,848	-	-	-	9,205	(75)	18,140,978
Ornithology taxidermy	590,614	-	-	-	-	-	590,614
Anthropology	6,579,105	-	-	-	-	(7,655)	6,571,450
Heritage assets which fair values cannot be reliably measured: (Para .94)							
Photographs	253,955	-	-	-	4,920	-	258,875
Textiles	2,755,936	-	-	-	3,400	-	2,759,336
Artworks	97,799,000	60,000	-	59,180	69,020	(25,000)	97,962,200
	139,343,764	**60,000**	**(560)**	**59,180**	**111,645**	**(32,730)**	**139,541,299**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

7. Heritage assets (continued)

Revaluations

Artworks

The effective date of the revaluation was 31-Mar-25. Revaluations were performed by independent valuer, Rode The Valuator Advisory.

The method used to determine fair value is The Sales Comparison Approach to value. A procedure to conclude an opinion of value for an object by comparing it with similar objects that have been sold or are for sale in the relevant marketplace by making adjustments to prices based on marketplace conditions and the objects characteristics of value.

The Fair Value for the purpose of the valuation undertaken is defined as “Comparable”. The situation would be “arms’ length” with no undue pressure on purchaser or seller, and, in this definition, it is assumed that the transaction is based on cash or a cash equivalent consideration. Favourable or unfavourable terms of sale are bound to affect market prices in a normal trading environment, as would the source of the market – local or imported, wholesale or retail, direct or via an agent, boutique, or budget store, or on-line or at an auction, etc.

In the determination of the Fair Value of fine arts, antiques and collectables, influences such as market climate, sensitivity to exchange rate variances and sales history play an important role. As these factors are subjective, the determination of values is to a large degree based on judgment from experts like us and applies to the date of valuation.

Thus, it is expected that assessments of values made by different parties may differ from time to time, where no absolute value exists. Bearing in mind what is set out above, it is our opinion that the values assigned to the assets as per the schedule are fair and reasonable, thus fulfilling the requirements of all parties concerned.

The significant assumptions applied in estimating the assets’ fair values were as follows:

- Valuation is undertaken using the comparative methodology. The basic premise of the comparable approach is that an items value should bear some resemblance to other equities in a similar class.
- Where comparative methodology is not obtainable, Valuation using Multiple would be used. Identifying comparable assets (the peer group) and obtaining market values for these assets. Converting these market values into standardized values relative to a key statistic since the absolute prices cannot be compared. This process of standardizing creates valuation multiples. Applying the valuation multiple to the key statistic of the asset being valued, controlling for any differences between asset and the peer group that might affect the multiple.
- GRAP 103.95 (d) states ‘The extent to which the heritage assets fair values were determining directly by reference to observable prices in an active market or recent market transaction on arm’s length terms or were estimated using other valuation technique.
- Values of R3000 and less in value: Valuations of R3000 and below are reliant on the expertise and experience of the valuer, and no comparatives will be supplied for said values.
- Record Keeping: References in the work files to the location of documentation used to support the valuations are adequate. It is not always necessary for the work file to include all the documentation; references to the data source should be kept. All of these are electronic copies and adhere to the USPAP standards as per USAPAP 2018
- Valuation references and sources: The current market related auction values were determined via online research results, both locally and Internationally. In verifying some of the more specialised items, valuation was also often based on current research papers.
- Valuation references and sources: The current market related auction values were determined via online research results, both locally and Internationally. In verifying some of the more specialised items, valuation was also often based on current research papers.
- Research: Based on the above methodology, inspection and extensive research had to be undertaken for the collections. The valuer must also use primary and secondary markets to arrive at value. The primary market is a market for new items available for the first time. These secondary markets are a market in which items that are still being created by the producer are being sold to subsequent owners.
  Then there are items that are no longer being produced, our heritage assists, in this case the secondary market becomes the primary market. Items such as antiques, collectables, historical works of art, obsolete militaria, obsolete agricultural implements, unique documents, and photographs as well as any item no longer being produced. These items are only obtainable from auction houses, dealers, internet websites and in some case yard sales. These sources have now become the primary market for items that are no longer in production.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

7. Heritage assets (continued)

The revaluation surplus relating to the heritage asset is as follows:

Revaluation increase/(decrease)		19,798,800	-

There are no restrictions on the distribution of the balance to owners of net assets.

Heritage assets which fair values cannot be reliably measured

The following heritage assets were not recognised due to a reliable measurement not being possible on initial recognition is as follows:

Acarology

The Acarology collection meets the definition of a heritage asset as it is controlled by NMB and offers scientific research value to other institutions, students and academics, thus bringing service benefits to the NMB. However neither the cost nor the fair value of the collection or its parts can be reliably measured. The collection will be declared as a heritage asset as a whole with a zero monetary value. The South African National Bioinformatics Institute (SANBI) supplied a letter recommending that the collection should be declared as a heritage with a zero monetary value.

Arachnology

Although there is a trade in certain large and/or rare arachnids, either pinned or alive, the collection housed at NMB is entirely a wet collection and does not contain any specimens with decorative aesthetic qualities. Thus the specimens have no commercial value and their cost cannot be reliably measured. The South African National Bioinformatics Institute (SANBI) supplied a letter recommending that the collection should be declared as heritage with a zero monetary value.

Botany

The Botany collection meets the definition of a heritage asset as it is controlled by NMB and institutions, students, academics, thus bringing service benefits to NMB. However neither the cost nor the fair value of this collection or its parts can be reliably measured. The collection will be declared as a heritage asset as a whole with a zero monetary value. There is a trade in pressed flowers that have aesthetic qualities as works of art and as antique items, but there is a total absence of trade for these scientific specimens. The South African National Bioinformatics Institute (SANBI) supplied a letter recommending that the collection should be declared as a heritage with a zero monetary value.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

7. Heritage assets (continued)

Entomology

The Entomology collection meets the definition of a heritage asset as it is controlled by NMB and offers scientific research value to other institutions, students and academics, thus bringing service benefits to NMB. However neither the cost nor the fair value of this collection or its parts can be reliably measured. The collection will be declared as a heritage asset as a whole with a zero monetary value.

Within this collection there is a collection of Colophon beetles. These are highly collectable and can fetch high prices on the black market, but there is no legal trade in them in South Africa. There is no commercial value to the rest of the collection and no reliable way to measure its cost.

Mammology

The Mammology collection meets the definition of a heritage asset as it is controlled by NMB and offers scientific research value to other institutions, students and academics, thus bringing service benefits to NMB. However neither the cost nor the fair value of this collection or its parts can be reliably measured, except in the case of the taxidermy specimens. These will be fair valued. The remaining sub-collections hold a scientific value and no market value. The collection with the exception of taxidermy will be declared as heritage assets with a zero monetary value. The South African National Bioinformatics Institute (SANBI) supplied a letter recommending that the collection should be declared as heritage with a zero monetary value.

Palaeontology & Geology

This collection consists of fossils and a collection of bones and skeletons used for comparative research purposes. It is illegal to trade in fossils and their value cannot be reliably measured. The collection will be declared as heritage with a zero monetary rating. The South African National Bioinformatics Institute (SANBI) supplied a letter recommending that the collection should be declared as heritage with a zero monetary value.

Ornithology

The Ornithology collection meets the definition of a heritage asset as it is controlled by NMB and offers scientific research value to other institutions, students and academics, thus bringing service benefits to NMB. However neither the cost nor the fair value of this collection or its parts can be reliably measured, except in the case of the taxidermy specimens. These will be fair valued. The remaining sub-collections hold a scientific value and no market value. The collection with the exception of taxidermy will be declared heritage assets with a zero monetary value. The South African National Bioinformatics Institute (SANBI) supplied a letter recommending that the collection should be declared as heritage with a zero monetary value.

Herpetology

The Herpetology collection meets the definition of a heritage asset as it is controlled by NMB and offers scientific research value to other institutions, students and academics, thus bringing service benefits to NMB. However neither the cost nor the fair value of this collection or its parts can be reliably measured. The collection will be declared as a heritage asset as a whole with a zero monetary value. This collection consists of wet specimens preserved in alcohol and not displayed with any aesthetic sensibilities. There is record of a market for aesthetically displayed specimens in glass dioramas, but this is not the case with this collection which is of scientific value. The South African National Bioinformatics Institute (SANBI) supplied a letter recommending that the collection should be declared as heritage with a zero monetary value.

Pledged as security

There are no heritage assets pledged as security.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

8. Employee benefit obligations

Changes in the present value of the defined benefit obligation are as follows:

Defined benefit obligation		
Opening balance	34,615,000	30,799,151
Interest costs	4,172,000	3,643,921
Current service cost	361,000	372,050
Benefits paid	(2,163,863)	(1,799,226)
Actuarial Loss	364,863	1,599,104
	37,349,000	**34,615,000**

Employee benefit asset (Defined benefit asset)		
Opening balance	5,494,413	5,494,413

Estimated future contributions	Medical aid subsidy	Total
Opening balance	37,349,000	37,349,000
Interest costs	3,969,000	3,969,000
Current service cost	313,000	313,000
Benefits paid (expected)	(2,596,000)	(2,596,000)
	39,035,000	**39,035,000**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

The amounts recognised in the statement of financial position are as follows:

Non-current assets	5,494,413	5,494,413
Non-current liabilities	(34,753,000)	(32,338,000)
Current liabilities	(2,596,000)	(2,277,000)
	(31,854,587)	**(29,120,587)**

Employee benefit asset

The Pension Funds Second Amendment Act required all registered retirement funds to submit a Surplus Apportionment Scheme. The Fund complied with this requirement and a portion of the surplus was awarded to the Employer. It is housed in an Employer Surplus Account and as such the Entity can derive economic benefit from the asset and it can therefore be disclosed as an asset in the financial statements of the Entity.

GRAP 25 restricts the asset value that can be included in an Employer's financial statements to the asset from which the Employer can derive an economic benefit. This implies that only the asset to cover the defined benefit and pension liability as well as any asset allocated to the Employer Surplus account can be taken into consideration. The Solvency Reserve Account and the Data and Processing Error Account are not be included as assets on the Employers balance sheet.

The "surplus asset" as at 31 March 2025 was disclosed as R 5,494,413. There are no risks associated with it.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

8. Employee benefit obligations (continued)

Post Employment Medical Aid Subsidy

The post employment medical aid subsidy is a defined benefit plan, that exist as a result of the employment agreenent between the entity and all employees appointed prior to 31 December 2007. As a result of this agreement, the entity is liable to contribute 66,67% towards the medical aid of qualifying employees.

Employees appointed before 2009 will receive a post-employment subsidy of 2/3rds of the contribution payable if they complete a minimum of five years of uninterrupted medical aid membership at retirement. However, some employees appointed in 2007 and 2008 are not eligible for this benefit.

Continuation members and their eligible dependants receive a 2/3rds subsidy.

Upon a member's death-in-service, surviving dependants are not entitled to commence receipt of the subsidy. Upon a member's death-in-retirement, surviving dependants are entitled to continue to receive the same subsidy.

Notable benefit plan risks faced by the entity can be summarised as follows:

- Inflation: The risk that future CPI inflation and medical aid contribution inflation are higher than assumed and present in an uncontrolled manner.
- Longevity: The risk that eligible individuals live longer than assumed i.e. their benefits are payable for longer than expected.
- Volatility of open-ended, long-term DBO: The risk that the DBO may be volatile which is exacerbated by its long-term nature.
- Enforcement of eligibility criteria and rules: The risk that eligibility criteria and rules are not strictly or consistently enforced, to the detriment of NASMUS.
- Future changes in legislation: The risk that changes to legislation with respect to the post-employment medical aid benefit may increase the DBO for NASMUS.
- There is no plan asset, the net defined benefit liability is equal to the defined benefit obligation.

The total DBO has increased by 8% (or R 2.734 million) since the last valuation.

The main reasons for the actual movement in the DBO are listed next.

In-Service Members

The average in-service member DBO has increased by 4% since the last valuation due to:

- an increase in the assumed proportion of in-service members who continue their medical aid membership at and after retirement; and
- a decrease in the net discount rate.

These impacts were partially offset by:

- a decrease in the assumed proportion of in-service members with a spouse dependant on their medical aid at retirement;
- a decrease in the average age which means members are further from retirement (more discounting);
- a decrease in the average past service; and
- a decrease in the average post-employment subsidy.

The total in-service member DBO has decreased by 17% due to the above being more than offset by a decrease in the number of in-service members.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

8. Employee benefit obligations (continued)

Continuation Members

The average continuation member DBO has increased by 12% since the last valuation due to an increase in the average subsidy, a decrease in the net discount rate, and an increase in the proportion of members with a spouse dependant.

The total continuation member DBO has increased by 22% due to the above, combined with an increase in the number of continuation members.

Actuarial gains and losses arising from changes in demographic

Component of Actuarial (Gain) / Loss For The Period	Value
Financial assumption changes	1,576,000
Demographic assumption changes:	
Increase in assumed membership continuation rate at retirement	493,000
Decrease in assumed spouse dependant proportion at retirement	(2,439,000)
Experience:	
Subsidy inflationary increases higher than assumed	1,593,000
Changes to membership profile different from assumed	(745,000)
Total actuarial (gain) / loss	**478,000**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

8. Employee benefit obligations (continued)

Past year and future projected defined benefit obligation

	Year Ending 31/03/2025	Year Ending 31/03/2026	Year Ending 31/03/2027
Opening DBO	**34,615,000**	**37,349,000**	**39,035,000**
Current service cost	361,000	313,000	347,000
Interest cost	4,172,000	3,969,000	4,140,000
Expected subsidy (benefit) payments *	(2,277,000)	(2,596,000)	(2,875,000)
Projected closing DBO	**36,871,000**	**39,035,000**	**40,647,000**

Actuarial loss / (gain)	478,000	-	-
Actual closing DBO	**37,349,000**	**39,035,000**	**40,647,000**

Current portion (due in next 12 months)	2,596,000	2,875,000	3,057,000
Non-current portion	34,753,000	36,160,000	37,590,000

Figures in Rand thousand	Note(s)	2025	2024 Restated*

8. Employee benefit obligations (continued)

- These projections assume that the entity's subsidy policy will remain as outlined in Section 3, and that all the actuarial assumptions made are borne out in practice.
- Benefits paid refer to medical scheme contributions made by the entity with respect to its subsidy of current continuation members.
- There are no curtailments or settlements to reflect.
- The service cost is equal to the current service cost of the DBO as there are no past service costs or settlement gains / losses to consider.
- With no plan asset in place there is no interest revenue, and thus the net interest is equal to the interest cost of the DBO.
- Similarly, without a plan asset present, there is no return on plan asset nor change in the effect of the asset ceiling to consider, and as such the remeasurements component of the net defined benefit liability is equal to the actuarial loss / (gain) in respect of the DBO.

* This is an estimate of subsidies (benefits) paid in respect of continuation members, based on the data at the previous valuation date. If the actual amount of subsidies paid is used instead of this estimate, then the actuarial loss / (gain) must change to exactly offset the impact, such that the closing defined benefit obligation remains unchanged. For example, if the actual amount of subsidies paid is R100,000 less than the estimate, then the actuarial loss / (gain) would have to reduce by R100,000 to leave the closing defined benefit obligation as is.

Key assumptions used

Assumptions used at the reporting date:

Discount rates used	11.00%	12.45%
Consumer price inflation	5.20%	6.49%
Health care cost inflation	7.00%	7.99%
Net discount rate	3.70%	4.13%

Mortality SA 85-90

SA 85-90

Expected retirement age (in years)	62 years	62 years

Assumed health care costs trend have significant effect on the amounts recognised in surplus for the year. The value of the liability could also be overstated or understated, depending on the extent to which actual experience differs from the assumptions adopted

Government bond yields were used when setting the best-estimate discount rate assumption for health care cost and pension.

Other assumptions

Assumed healthcare cost trends rates have a significant effect on the amounts recognised in surplus or deficit. A one percentage point change in assumed healthcare cost trends rates would have the following effects:

	One percentage point increase	One percentage point decrease
Effect on defined benefit obligation	41,413,000	33,884,000
Effect on the aggregate of the service cost	424,000	308,000
Effect on the aggregate of the interest cost	4,637,000	3,774,000
	46,474,000	**37,966,000**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

8. Employee benefit obligations (continued)

Amounts for the current and previous four years are as follows:

	2025 '000	2024 '000	2023 '000	2022 '000	2021 '000
Defined benefit obligation	37,349,000	34,615,000	30,799,151	32,899,000	30,848,000
Actuarial (gain)/loss	364,863	1,599,104	(4,226,000)	(826,000)	1,142,000
	37,713,863	**36,214,104**	**26,573,151**	**32,073,000**	**31,990,000**

Sensitivity analysis

Assumed healthcare cost trends rates have a significant effect on the amounts recognised in surplus or deficit. A one percentage point change in assumed healthcare cost trends rates would have the following effects:

Assumed discount rate have a significant effect on the amounts recognised in surplus or deficit. A one percentage point change in assumed discount rate would have the following effects:

The DBO at this valuation was recalculated to show the effect of:

i. a one percentage point increase and decrease in the assumed medical aid contribution inflation rate;

ii. a one percentage point increase and decrease in the discount rate;

iii. a one-year age increase and decrease in the assumed rates of post-employment mortality;

iv. a one-year decrease in the assumed average retirement age; and

v. a decrease of ten percentage points in the assumed proportion of in-service members that remain members at retirement.

Sensitivity analysis on the defined benefit obligation

Figures in Rand thousand	Note(s)	2025	2024 Restated*

Assumption	Change	In-Service Members	Continuation Members	Total DBO	% Change
Central assumptions		10,489,000	26,860,000	37,349,000	- %
Medical aid contribution inflation rate	+1%	12,147,000	29,266,000	41,413,000	11%
	-1%	9,122,000	24,762,000	33,884,000	-9%
Discount rate	+1%	9,157,000	24,794,000	33,951,000	-9%
	-1%	12,125,000	29,262,000	41,387,000	11%
Post-employment mortality	+1 yr	10,215,000	25,967,000	36,182,000	-3%
	-1 yr	10,760,000	27,755,000	38,515,000	3%

59

Assumption	Change	In-Service Members	Continuation Members	Total DBO	% Change
Average retirement age	-1 yr	11,277,000	26,860,000	38,137,000	2%
Membership continuation	-10%	9,440,000	26,860,000	36,300,000	-3%

Sensitivity analysis on current service and interest costs for year ending 31/03/2025

Assumption	Change	Current Svc. Cost	Interest Cost	Total DBO	% Change
Central assumptions		361,000	4,172,000	4,533,000	- %

Figures in Rand thousand			Note(s)	2025	2024 Restated*

8. Employee benefit obligations (continued)

Medical aid contribution inflation rate	+1%	424,000	4,637,000	5,061,000	12%
	-1%	308,000	3,774,000	4,082,000	-10%
Discount rate	+1%	313,000	4,087,000	4,400,000	-3%
	-1%	419,000	4,260,000	4,679,000	3%
Post-employment mortality	+1 yr	351,000	4,044,000	4,395,000	-3%
	-1 yr	369,000	4,300,000	4,669,000	3%
Average retirement age	-1 yr	333,000	4,276,000	4,609,000	2%
Membership continuation	-10%	322,000	4,008,000	4,330,000	-4%

8. Employee benefit obligations (continued)

Key demographic assumptions

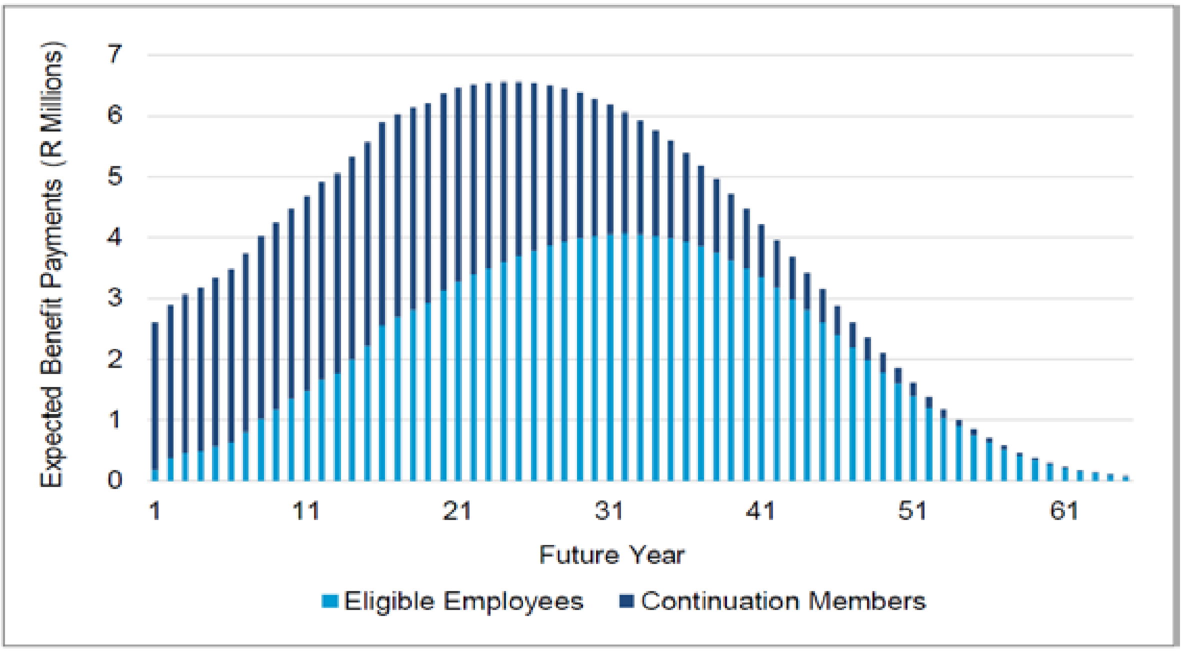
Assumption	Value
Average retirement age	62
Mortality during employment	SA 85-90
Mortality post-employment	PA(90) -1 with a 1% mortality improvement p.a. from 2010
Continuation of membership at retirement	100%
Proportion with a spouse dependant at retirement	25%

Maturity Analysis

The following figure shows the DBO's maturity analysis (undiscounted expected benefit payments) for the next 65 years. The benefit payments that are expected to occur thereafter are relatively insignificant and thus add little information to the graph.

Current continuation members' expected benefit payments are shown in a darker colour. The post-employment expected benefit payments of eligible members currently in active service is displayed in a lighter shade.

It is important to note that this graph does not show the total post-employment benefit payments that NASMUS will need to pay in each future year, but just the expected payments in respect of the current eligible in-service members and continuation members i.e. no allowance has been made for future new eligible employees.



Figures in Rand thousand	Note(s)	2025	2024 Restated*

9. Finance lease obligation

Minimum lease payments due			
- within one year		105,099	105,099
- in second to fifth year inclusive		89,214	194,312
		194,313	299,411
less: future finance charges		(13,778)	(30,701)
Present value of minimum lease payments		**180,535**	**268,710**
Present value of minimum lease payments due			
- within one year		94,778	88,176
- in second to fifth year inclusive		85,757	180,534
		180,535	**268,710**
Non-current liabilities		85,757	180,534
Current liabilities		94,778	88,176
		180,535	**268,710**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

The National Museum is leasing a photo-copying machine on a finance lease for a period of 5 years (60months).

The lease term is 5 years (60 months) and the implicit effective borrowing rate was 12%.

Interest rates are fixed at the contract date. All leases have fixed repayments and no arrangements have been entered into for contingent rent.

The National Museum obligations under finance leases are secured by the lessor's charge over the leased assets.

10. Payables from exchange transactions

Payables from exchange transactions	197,682	218,123
Accruals at year end	639,108	29,254
Accounts payable: Leave	1,879,724	2,125,378
Accounts payable: Bonus	1,002,355	913,075
Deposits held	400,080	312,921
Debtors with credit balances	17,393	7,409
Social club: Employee contributions	8,880	8,250
	4,145,222	**3,614,410**

11. Unspent conditional grants and receipts

Unspent conditional grants and receipts comprises of:

Unspent conditional grants and receipts		
Capital Works Allocation Grant	12,519,766	12,013,721
Art Bank Grant	10,797,126	10,109,173
National Research Foundation Grant	60,000	60,000
GRAP 103 Grant	44,465,350	44,499,100
National Geographics Grant	-	16,324
LIA Project Grant	70,569	102,251
Presidential employment stimulus programme	15,482,338	8,003,604
Max Plank Grant	241,165	241,905
NRF: BothaBrink AOP Grant	1,000	1,000
	83,637,314	**75,047,078**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

11. Unspent conditional grants and receipts (continued)

Movement during the year

Balance at the beginning of the year	75,047,078	74,170,230
Additions during the year	26,376,332	21,380,759
Other movements	941,959	1,206,130
Income recognition during the year	(18,728,055)	(21,192,123)
Refunded/paid back during the year	-	(517,918)
	83,637,314	**75,047,078**

The grants received and disclosed as deferred income (unspent conditional grants) are grants that have conditions and will be recognised as revenue when the conditions are met. Please refer to the different contracts for the conditions and further details on the grants on note 23 for the purposes and brief summary on the specifications of the grant.

These amounts are invested in a ring-fenced investment until utilised.

12. Provisions

Reconciliation of provisions - 2025

	Opening Balance	Utilised during the year	Total
Provision for Municipal Charges	1,039,377	(1,039,377)	-

Reconciliation of provisions - 2024

	Opening Balance	Additions	Utilised during the year	Total
Provision for Municipal Charges	1,185,361	999,016	(1,145,000)	1,039,377

Figures in Rand thousand	Note(s)	2025	2024 Restated*

11. Unspent conditional grants and receipts (continued)

The provision for municipal service charge relates to the legal obligation of the municipal services consumed by the National Museum and paid for by the Department of Public Works and Infrastructure (DPWI) and in turn the National Museum would reimburse DPWI based on the actual charge plus 5% management fee, the invoices provided were inaccurate and incomplete, the provision was determined using actual service charge received from DPWI-Free State. The balance has since been settled in the current year.

13. Revaluation reserve

Change during the year		19,798,801	-

The entity has realised surpluses during the revaluation of its artworks, heritage assets, held at fair value, which are directly recognised in net assets as revaluation reserves. These are non-distributable reserves. They can be utilised against any future revaluation losses.

Revaluation surplus relating to heritage assets

Movements in the reserve for the year		19,798,801	-

14. Capital replacement reserves

Reconciliation of movements			
Opening balance		3,043,625	2,804,934
Add: Interest accumulated		251,426	238,691
less: Withdrawals		(1,155,433)	-
Closing balance		**2,139,618**	**3,043,625**

The Capital Replacement Reserve (CRR) is a designated internal reserve established to provide funding for the acquisition or replacement of heritage artworks and maintenance of Oliewenhuis Art Museum. The objective is to ensure the sustainability and preservance of our heritage artworks without relying solely on external funding sources such as government grants or donor funding.

A withdwal from the capital replacement reserves of R1,155,433 (2024: R -) was realised and disclosed in the statement of financial performance.

An interest in the capital replacement reserves of R251,426 (2024: R238,691) was earned and disclosed in the statement of changes in net assets.

Prior period disclosure errors:

In the previous year financial statements, the disclosure note for the capital replacement reserves was omitted, thus the prior year opening balance of R2,804,934 the accumulated interest of R238,691 and the closing balance of R3,043,625 were understated. In the current financial year, the error has since been rectified and disclosure with comparative information included in the financial statements.

There are no restrictions on the capital replacement reserves.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

19. Other income

Other admin income		-	32,665

Other admin income consist of prior year's debtors with credit balances which have been recognised as income.

20. Interest received

Interest revenue			
Interest: Museum CPD		4,443,385	4,213,451
Interest current account		440	1,008
Interest: Call account ABSA		5,931,481	5,398,834
		10,375,306	**9,613,293**

The amount included in Investment revenue arising from exchange transactions amounted to R 10,375,306 (2024: R 9,613,293).

21. Gains or losses on disposal of assets and liabilities

Property, plant and equipment		481,373	(121,778)

Prior year disclosure errors:

In the previous financial year, the disclosure note, as currently presented, for gains or losses on disposal of assets and liabilities was omitted in the financial statements, as a result losses of R121,778 were understated. In the current year, the error has since been rectified and the comparative values disclosed.

22. Fair value adjustments gain/(loss)

Property, plant and equipment		(753,773)	-
Heritage assets		-	111,645
		(753,773)	**111,645**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

23. Transfers and subsidies

Operating grants			
Subsidy received: Annual		55,836,000	56,990,224
Subsidy received: Operating leases		3,545,000	2,805,396
Subsidy received: Municipal Services		4,528,000	3,535,380
DSAC Capital Works Subsidy		435,914	782,545
DSAC ArtBank (Operations)		1,064,600	1,833,901
DSAC GRAP 103 grant		33,750	37,950
Presidential employment stimulus programme		14,764,266	16,448,824
Transfers to revenue: Other grants		125,079	314,641
		80,332,609	**82,748,861**
Capital grants			
DSAC Capital Works Subsidy		-	1,177,923
DSAC ArtBank (Artwork acquisitions)		1,247,447	-
		1,247,447	**1,177,923**
		81,580,056	**83,926,784**

Conditional and Unconditional

Figures in Rand thousand	Note(s)	2025	2024 Restated*

Included in above are the following grants and subsidies received:

Conditional grants received		17,671,056	20,595,784
Unconditional grants received		63,909,000	63,331,000
		81,580,056	**83,926,784**

Capital Works Grant

Balance unspent at beginning of year		12,013,721	12,768,059
Conditions met - transferred to revenue		(435,914)	(1,960,468)
Other - Interest earned		941,959	1,206,130
		12,519,766	**12,013,721**

The appropriated funds should be utilised for the implementation of the capital works programme (including project planning and consultation fees). Funds received should be transferred to a separate account which is dedicated only for the capital works budget. The detailed scope of work and cost breakdown should be submitted as soon as the professional team is appointed and the planning phase is completed.

National Art Bank Grant

Balance unspent at beginning of year		10,109,173	5,950,214
Current-year receipts		3,000,000	6,000,000
Conditions met - transferred to revenue		(2,312,047)	(1,841,041)
		10,797,126	**10,109,173**

The Art Bank funding is ring-fenced and is to be utilised for the following key performance areas:

- Curation of the ArtBank of South Africa Visual Art Collection
- Business Development of the ArtBank
- Public Relations and Marketing of the ArtBank
- Operations of the Art Bank

Figures in Rand thousand	Note(s)	2025	2024 Restated*

23. Transfers and subsidies (continued)

NRF Professional Development Grant

Balance unspent at beginning of year	60,000	60,000

The National Museum has the responsibility to verify and certify the appropriateness, completeness and correctness of all information submitted by their researchers to the NRF as part of applications for funding. The National Museum shall provide appropriate human resource, infrastructure and support services to ensure the effective operation of the NRF-funded research projects within the institution.

GRAP 103 implementation grant

Balance unspent at beginning of year	44,499,100	44,537,050
Conditions met - transferred to revenue	(33,750)	(37,950)
	44,465,350	**44,499,100**

The funds are ring-fenced and can only be applied to projects related to GRAP 103. The National Museum is expected to report quarterly regarding the utilisation of the funds and milestone(s) achieved.

National Geographic Grant

Balance unspent at beginning of year	16,324	16,324
Conditions met - transferred to revenue	(16,324)	-
	-	**16,324**

The fund are ring fenced to the approved research projects “The undiscovered dung beetle fauna from Mabu forest – the large medium-altitude rainforest in Southern Africa”, awarded in June 2022. The grant funds have been fully utilised.

LIA Project grant

Balance unspent at beginning of year	102,251	107,966
Conditions met - transferred to revenue	(31,682)	(5,715)

Figures in Rand thousand	Note(s)	2025	2024 Restated*

23. Transfers and subsidies (continued)

		70,569	**102,251**

The purpose of the grant is to fund the carrying out multiple scientific projects conducted by Dr Avenant, under approval 2134 by the National Museum, as part of the global scientific project "Response to Drought, Climate Change and Climate Unpredictability: Social Flexibility, Adaptation, and Species Range Shifts" in the LIA agreement, with a planned completion date of December 2025. The fund are ring fenced to the approved research projects only.

Presidential employment stimulus programme

Balance unspent at beginning of year	8,003,604	10,575,445
Current-year receipts	23,300,000	14,985,100
Conditions met - transferred to revenue	(14,764,266)	(16,439,619)
Administration fee (income to the museum)	(1,057,000)	(599,404)
Refund/Returned back to DSAC	-	(517,918)
	15,482,338	**8,003,604**

The purpose of the grant is to fund the Art Creation project, purposed to create employment, currently ran by the ArtBankSA, and funded the Department of Sport, Arts and Culture. Unutilised grant funds may be required to be returned back to the department.

The museum is entitled to 4,4% project management / administration fee of the allocated amount which is disclosed in note 17.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

23. Transfers and subsidies (continued)

Max Planck Grant

Balance unspent at beginning of year		241,905	85,424
Current-year receipts		76,333	315,659
Conditions met - transferred to revenue		(77,073)	(159,178)
		241,165	**241,905**

The fund is ring fenced for the approved research projects by funded by Max Planck, unutilised funds on the grant may be required to be surrendered.

Past Holt Grant

Balance unspent at beginning of year		-	69,748
Conditions met - transferred to revenue		-	(69,748)
		-	**-**

The fund is ring fenced for the approved research projects by funded by Past Holt, unutilised funds on the grant may be required to be surrendered.

NRF: Incentive: Avenant

Current-year receipts		-	30,000
Conditions met - transferred to revenue		-	(30,000)

Figures in Rand thousand	Note(s)	2025	2024 Restated*

23. Transfers and subsidies (continued)

Funds must be spent within the duration of funding period otherwise they will revert to the NRF. A grant-holder must submit an annual progress report which can be obtained from the NRF. At the end of the research project, the NRF will expect a final report about the outcomes of the research.

NRF: BothaBrink AOP Grant

Balance unspent at beginning of year	1,000	1,000

The Grant will be awarded for a period of One (1) Year Only for full-time research and may at the sole discretion of Centre of Excellence, be renewed for the subsequent year(s) depending on the availability of funds and academic progress by the Recipient. All Recipients are expected to submit posters and/or present their research. Participation in community engagement activities may also be required.

NRF: Incentive G Daniel

Current-year receipts	-	50,000
Conditions met - transferred to revenue	-	(50,000)
	-	-

Funds must be spent within the duration of funding period otherwise they will revert to the NRF. A grant-holder must submit an annual progress report which can be obtained from the NRF. At the end of the research project, the NRF will expect a final report about the outcomes of the research.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

23. Transfers and subsidies (continued)

Municipal charges grant/subsidy

Current-year receipts	4,528,000	3,535,000
Revenue recognised in the current year	(4,528,000)	(3,535,000)
	-	-

The purpose of this gran/subsidy is for the payment of municipal services incurred by National Museum.

Operating leases grant/subsidy

Current-year receipts	3,545,000	2,805,000
Revenue recognised in the current year	(3,545,000)	(2,805,000)
	-	-

The purpose of this grant/subsidy is for the payment of the buildings and parking bays leased by the National Museum.

Annual subsidy

Current-year receipts	55,836,000	56,990,000
Revenue recognised in the current year	(55,836,000)	(56,990,000)
	-	-

The purpose of this grant is to subsidise the National Museum on its operations.

24. Free use of buildings

Free use of buildings	3,343,384	3,343,384

Figures in Rand thousand	Note(s)	2025	2024 Restated*

The National Museum is housed in Department of Public Works Buildings. The use of these buildings is provided free of charge and the use is recognised at the estimated fair value. This has been the arrangement since inception of the National Museum, no agreements exist between the Department of Public Works, the Department of Sports, Arts and Culture and the National Museum.

The National Museum has the following buildings:

ERF 2124 Portion 0 of Bloemfontein - 36 Aliwal Street

ERF 3278 Portion 0 of Bloemfontein - 16 Harry Smith Street

ERF 3301 Portion 0 of Bloemfontein - 16 Harry Smith Street

SDF - Florisbad National Museum - Soutpan - 45km NW of Bloemfontein

SDF - Museum (Eerste Raadsaal) - 95 St Georges Street

Erven 26235 Portion 0 of Bloemfontein - 95 St Georges Street

25. Public contributions and donations

Donated assets		47,889	-

The entity received assets donations from the public which were added into the heritage asset collections at fair-value.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

26. Revenue

ArtBank income		-	34,244
Rental income		86,275	91,580
Projects income		1,057,000	599,404
Trading revenue		271,510	247,161
Other income		-	32,665
Interest received - investment		10,375,306	9,613,293
Gain on disposal of assets and liabilities		481,373	-
Fair value adjustments		-	111,645
Transfer of capital replacement reserve		1,155,433	-
Transfers and subsidies		81,580,056	83,926,784
Free Use of Buildings		3,343,384	3,343,384
Public contributions and donations		47,889	-
External funding		60,795	333,230
		98,459,021	**98,333,390**

The amount included in revenue arising from exchanges of goods or services are as follows:

ArtBank income		-	34,244
Rental income		86,275	91,580
Gain on disposal of assets and liabilities		481,373	-
Fair value adjustments		-	111,645
Project income		1,057,000	599,404

Notes to Financial Statements

Figures in Rand thousand	Note(s)	2025	2024 Restated*
Trading revenue		271,510	247,161
Other income		-	32,665
Interest received		10,375,306	9,613,293
		12,271,464	**10,729,992**

The amount included in revenue arising from non-exchange transactions is as follows:

Transfers from capital replacement reserve		1,155,433	-
Transfer revenue			
Transfers and subsidies		81,580,056	83,926,784
Free Use of Buildings		3,343,384	3,343,384
Public contributions and donations		47,889	-
External Funding		60,795	333,230
		86,187,557	**87,603,398**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

27. Staff costs

Basic		29,765,753	30,405,698
Bonus		3,474,157	3,577,254
Medical aid and Pension - company contributions		5,814,757	6,240,744
UIF		215,292	269,566
Leave pay provision charge		17,836	83,140
Defined contribution plans		361,000	372,050
Overtime payments		421,289	505,075
Long-service awards		58,900	76,780
Housing benefits and allowances		1,468,678	1,623,813
Compensation Commissioner		69,027	75,541
		41,666,689	**43,229,661**

Refer to note 34 for the disclosure of senior management remuneration.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

28. Impairment loss

Impairments			
Property, plant and equipment		66,528	3,488
During the physical asset verification, classes of property plant and equipment were noted to have suffered damaged and as a result are not in a usable state. These were assessed for impairment. The recoverable amount of these assets was based on their fair value less their value in use.			
Heritage assets		-	32,730
Classes of Heritage assets were noted to be physically damaged and are not in a usable state. These were assessed for impairment. The recoverable amount or of these assets was based on their fair value less costs to sell.			
		66,528	**36,218**
Reversal of impairments			
Heritage assets		(24,000)	-
A Heritage artwork which was previously damaged and impaired, was subsequently restored/repaired to its original position, as a result the reversal of the impairment loss was considered. The recoverable amount or of the asset was based on its fair value less costs to sell.			
Total impairment losses (recognised) reversed		**42,528**	**36,218**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

The main classes of assets affected by impairment losses are:

Property Plant and Equipment - Equipment

The main classes of assets affected by reversals of impairment losses are:

Heritage assets - Artworks

Prior year disclosure errors:

This disclosure note on impairment of cash generating assets was omitted in the prior year financial statement, and has since been included with the comparative information for GRAP disclosure purpose.

29. Finance costs

Employee Benefit Obligations		4,172,000	3,643,921
Finance leases		16,923	25,483
		4,188,923	**3,669,404**

30. Other operating expenses

Administrative expenses		537,361	469,849
Assets expensed		128,606	134,781
Audit expenses	31	1,297,191	1,133,605
Bank charges		112,993	122,799
Cleaning		108,972	105,412
Consulting and professional fees		509,683	313,312
Entertainment		88,856	33,537
Exhibitions		177,066	180,328
Free use of buildings		3,343,384	3,343,384
Fuel and oil		647,610	659,308
General expenses		1,336,844	1,767,672
IT expenses		294,228	271,794
Insurance		759,559	712,874
Interest transferred to grants		941,959	1,206,130
Inventory purchases		58,555	56,403
Licenses		347,135	260,607
Maintenance costs		796,586	1,038,724
Municipal expenses		4,255,375	5,130,079
Office expenses		216,073	307,253
Operating lease expenses		2,914,798	2,347,079
Photocopies and printing		13,183	36,021
Research expense		167,007	207,716
Security		839,837	890,764
Telephone and fax		169,953	155,603
Transfers and subsidies expense	32	15,927,875	17,166,036
Travelling expenses		211,142	67,467
Uniforms		13,255	26,342
Vacancy adverts expenses		9,531	65,364
		36,224,617	**38,210,243**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

31. Auditors' remuneration

External Audit Fees		908,721	899,882
Internal Audit fees		388,470	233,723
		1,297,191	**1,133,605**

32. Transfers and subsidies expense

Included in the line items is:			
Admin		57,480	122,000
Advert & Marketing		43,988	2,484
Asset expense		41,504	33,590
Courier & Postage		52,134	99,108
Exhibitions		-	3,800
Wages: Minute Taker		16,652	12,687
Fuel		39,032	57,122
Gen Exp		64,902	38,579
IT expense		90,288	98,535
Materials		201,948	91,337
PESP Hosts Stipent		12,455,800	13,322,108
Phone allowance		23,920	43,945
Photocopies & printing		112,304	137,437
PESP Provincial Coordinators		1,916,476	1,578,115
Maintenance		39,645	98,332
Subsistance		45,266	73,425
Stipent, salaries and wages		612,072	1,203,035
Training		107,599	128,400
Uniform		3,001	-
Vetting & Advertisement		3,864	-
Research		-	21,997
		15,927,875	**17,166,036**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

33. Cash generated from operations

Surplus	12,681,617	8,696,280
Adjustments for:		
Depreciation	2,188,440	2,196,241
(Loss) gain on sale of assets and liabilities	(481,373)	121,778
Fair value adjustments	753,773	(111,645)
Finance costs - Finance leases	16,923	25,483
Impairment loss	42,528	36,218
Debt impairment	4,000	46,232
Movements in retirement benefit assets and liabilities	2,734,000	3,815,849
Movements in provisions	(1,039,377)	(145,984)
Transfers from capital replacement reserves	(1,155,433)	-
Changes in working capital:		
Inventories	5,575	1,417
Receivables from exchange transactions	(12,180)	211,325
Payables from exchange transactions	462,058	(3,598,976)
Unspent conditional grants and receipts	8,590,236	875,684
	24,790,787	**12,169,902**

34. Related parties

Relationships	
Associates	Department of Public Works
Controlling Department	Department of Sports, Arts and Culture

Land and buildings are made available to the National Museum in terms of section 9 of the Cultural Institutions Act, 1998 (Act No. 119 of 1998), in order for the National Museum to perform its functions.

Lease agreement exists between the National Museum and the Department of Public Works, for the rental of storage facilities and Exporama Building offices. The National Museum does not pay rent for the use of the buildings, except for the leased properties.

The National Museum has been housed in buildings which are the property of the Department of Public Works. The use of the buildings is provided free of charge and recognised at the estimated fair value. No lease agreement exists between the National Museum and the Department of Arts and Culture.

Related party balances

Unspent conditional grants and receipts (DSAC)	83,264,580	74,625,598
Provisions (DPW)	-	1,039,377
Amounts outstanding in relation to the grants included in the balance sheet:		
Unspent grant included in the balance sheet in relation to GRAP 103 Implementation grants	44,465,350	44,499,100
Unspent grant included in the balance sheet in relation to Capital Works Allocationgrants	12,519,766	12,013,721
Unspent grant included in the balance sheet in relation to Art Bank grants	10,797,126	10,109,173
Unspent grant included in the balance sheet in relation to Presidential employmentstimulus programme	15,482,338	8,003,604

Figures in Rand thousand	Note(s)	2025	2024 Restated*

The condition of the grant is such that the grants be used for the purposes of the subsidy:

Related party transactions

Revenue		
Subsidy received: Annual	55,836,000	56,990,224
Subsidy received: Operating leases	3,545,000	2,805,396
Subsidy received: Municipal Services	4,528,000	3,535,380
Free use of building	3,343,384	3,343,384
DSAC Capital Works Subsidy	435,914	1,960,468
DSAC ArtBank	2,312,047	1,833,901
DSAC GRAP 103 grant	33,750	37,950
Presidential employment stimulus programme	14,764,266	16,448,824
Project income	1,057,000	599,404
Expenses		
Free use of building	3,343,384	3,343,384
Interest transferred to grants	941,959	1,206,130
Operating lease expenses	2,914,798	2,347,079

Prior year disclosure errors:

Expenses relating to related parties were not included in the prior year financial statements, as a result an omission of Free use of building expense of R3,343,384; an omission in Interest transferred to grants expense of R1,206,130 and an omission of Operating lease expenses of R2,347,079. The error has since been rectified in the current year, as disclosed above.

Remuneration of council

Refer to note 35 for details of councils' remuneration.

Key management information

Class	**Description**	**Number**
Executive management	Chief Executive Officer	1
Executive management	Chief Financial Officer	1

34. Related parties (continued)

Remuneration of management

Management class: Executive management

2025

Name	Fees for services as a member of management	Basic salary	Service Bonuses (13th Cheque)	Housing allowance	Contributions to UIF, Medical and Pension funds	Termination benefits	Other benefits received	Total
Ms S Snell (CEO) -Appointed 1 April 2018	-	1,361,454	132,545	16,188	206,883	-	777	1,717,847
Ms G Simelane (CFO) - Appointed 01 January 2020, and resigned on 30 September 2024	-	581,403	64,600	8,094	84,233	111,966	-	850,296
Ms M Barnes (Acting CFO) - Appointed 01 November 2024 and term ended on 31 March 2025	41,807	-	-	-	-	-	-	41,807
	41,807	**1,942,857**	**197,145**	**24,282**	**291,116**	**111,966**	**777**	**2,609,950**

2024

Name	Basic salary	Service Bonuses (13th Cheque)	Housing allowance	Contributions to UIF, Medical and Pension funds	Other benefits received	Total
Ms S Snell (CEO) -Appointed 1 April 2018	1,309,091	121,678	16,188	224,169	7,079	1,678,205
Ms G Simelane (CFO) - Appointed 01 January 2020	1,118,083	109,924	16,188	177,900	-	1,422,095
	2,427,174	**231,602**	**32,376**	**402,069**	**7,079**	**3,100,300**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

35. Councillors' emoluments

Remuneration to council members

2025

	Sitting allowances	Other allowances	Total
Adv J Leshabane (Chairperson of Council) - Term ended on 30 June 2024	62,981	4,800	67,781
Dr E Mohatlane (Deputy Chairperson of Council) - Term ended on 30 June 2024	55,362	1,950	57,312
Mrs M De Roche-Holmes - Term ended on 30 June 2024	11,052	360	11,412
Mr M Noge - Term ended on 30 June 2024	11,761	360	12,121
Mr M Mabalane	-	360	360
Ms T Mosala - Term ended on 30 June 2024	8,930	360	9,290
Adv M Zulu	-	240	240
Mr M Makhweyane - Term ended on 30 June 2024	7,623	360	7,983
Ms N Mbonambi - Term ended on 30 June 2024	5,010	360	5,370
Ms T Jimana - Term ended on 30 June 2024	500	360	860
Mrs E Nzimande - Term ended on 30 June 2024	7,623	360	7,983
Mr Vince Blennies (Chairperson of the Council) - Appointed on 09 December 2024	41,885	1,200	43,085
Mr Frans Kraalshoek (Deputy Chairperson of the Council) - Appointed on 09 December 2024	2,000	2,600	4,600
Mrs Leonie Marais - Appointed on 09 December 2024	17,823	480	18,303
Mr Ashley Latchu - Appointed on 09 December 2024	12,113	480	12,593
Mr Alberto Thompson - Appointed on 09 December 2024	17,943	480	18,423
Ms Buyisiwe Dlamini - Appointed on 09 December 2024	15,703	480	16,183
Dr Hendrik Snyders - Appointed on 09 December 2024	2,500	480	2,980
Ms Thandeka Mngadi - Appointed on 09 December 2024	22,783	480	23,263
	303,592	**16,550**	**320,142**

2024

	Sitting allowances	Other allowances	Total
Adv J Leshabane (Chairperson of Council)	135,261	9,600	144,861
Dr E Mohatlane (Deputy Chairperson of Council)	120,437	7,800	128,237
Mrs M De Roche-Holmes	30,928	1,440	32,368
Mr M Noge	16,987	1,440	18,427
Mr M Mabalane	-	1,440	1,440
Ms T Mosala	15,902	1,440	17,342
Adv M Zulu	28,120	1,200	29,320
Mr M Makhweyane	19,527	840	20,367
Ms N Mbonambi	22,216	1,440	23,656
Ms T Jimana	3,000	1,440	4,440
Mrs E Nzimande	28,795	960	29,755
	421,173	**29,040**	**450,213**

*Included in the statement of financial performance total is the remuneration of audit and risk committee of R23,790 (2024: R78,016) which does not form part of the disclosure in the table above for councillors' emoluments.

Council members were appointed by the Minister of Sport, Arts and Culture to serve for a period of three (3) years from 09 December 2024 to 08 December 2027.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

36. Commitments

Authorised capital expenditure

Already contracted for but not provided for			
• Property, plant and equipment		3,191,000	3,697,000
Total capital commitments			
Already contracted for but not provided for		3,191,000	3,697,000

Authorised operational expenditure

Already contracted for but not provided for			
• Other operating expenses - IT Expenses		200,000	218,000
• Other operating expenses - - Security		631,000	130,000
• Other operating expenses - Maintenance costs		2,149,000	1,393,000
• Other operating expenses - Subscriptions and membership fees		-	181,000
• Other operating expenses - cleaning		37,000	63,000
• Other operating expenses - Vacancy adverts expenses		389,000	425,000
• Other operating expenses - Consulting and professional fees		1,083,000	471,000
• Other operating expenses - Transport costs		923,000	108,000
• Other operating expenses - Exhibitions		107,000	119,000
• Other operating expenses - Photocopies and printing		11,000	41,000
• Other operating expenses - Catering		-	896,000
• Other operating expenses - Office expense		167,000	-
		5,697,000	**4,045,000**

Figures in Rand thousand	Note(s)	2025	2024 Restated*
Total operational commitments			
Already contracted for but not provided for		5,697,000	4,045,000

Total commitments

Total commitments			
Authorised capital expenditure		3,191,000	3,697,000
Authorised operational expenditure		5,697,000	4,045,000
		8,888,000	**7,742,000**

Commitments on leases detailed below is disclosed in note 9 - Finance lease obligations:

- Nashua - Leasing of copier machine- SCM & Olwnh (Contract ending 31 May 2027).
- COPYCOR - Leasing of photocopier machine (Contract ending 15 September 2026).

37. Prior period errors

Cash Flow Statement

Cash flow from operating activities			
Increase in Receipts from Sale of goods and services		-	12,000
Decrease in Receipts from Grants		-	(109,000)
Decrease in Payments to Suppliers		-	(97,000)
		-	**(194,000)**

Due to corrections and reclassification of prior year figures in the statement of financial performance and the statement of financial performance, the prior year figures which were disclosed on the cashflow statement have also been updated and the impact is as shown above.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

37. Prior period errors (continued)

37.1 - Understatement in Provisions

In the current year, we noticed that the prior year amount disclosed on other operating expenses was understated as a result of an invoice that was not recorded. The error has since been rectified and comparative figures restated.

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

Statement of financial position		
Increase in Provisions	-	(48,000)
Decrease in Accumulated surplus	-	40,000
	-	**(8,000)**
Statement of financial performance		
Increase in Other operating expenses - Municipal expenses	-	8,000
Notes to the Financial Statements - Financial instruments disclosure		
Increase in Financial liabilities - Provisions	-	48,000
Notes to the Financial Statements - Risk management		
Increase in Commitments - Provisions (Less than 12 months)	-	48,000

37.2 - Overstatement of Creditors with debit balances

In the current year, we noticed an error in the prior year disclosed balance for debtors with credit balances which was as a result of invoices which were omitted in the creditor's ledger, thus payments to those invoices caused the creditor's balances to be on a debit. The error has since been rectified.

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

Statement of financial position

Figures in Rand thousand	Note(s)	2025	2024 Restated*
37. Prior period errors (continued)			
Decrease in Receivables from exchange transactions - Creditors with debit balance		-	(124,000)
Decrease in accumulated surplus		-	61,000
		-	**(63,000)**
Statement of financial performance			
Increase in Other operating expenses - Administrative expenses		-	1,000
Increase in Other operating expenses - Exhibitions		-	2,000
Increase in Other operating expenses - IT expenses		-	12,000
Increase in Other operating expenses - Licenses		-	16,000
Increase in Other operating expenses - Maintenance costs		-	1,000
Increase in Other operating expenses - Municipal expenses		-	11,000
Increase in Other operating expenses - Transfers and subsidies expense		-	19,000
Increase in Other operating expenses - Travelling expenses		-	1,000
		-	**63,000**
Notes to the Financial Statements - Financial instruments disclosure			
Decrease in Financial assets - Receivables from exchange transactions		-	(124,000)

Figures in Rand thousand	Note(s)	2025	2024 Restated*

37. Prior period errors (continued)

37.3 - Overstatement of Payables from exchange transactions

In the current year, we noted that the recoveries for staff for parking and rental, which were deducted through payroll, were included in the balance previously disclosed for payables from exchange transactions, thus overstating the payables balance from exchange transactions. The error has since been rectified and the Comparative figures restated.

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

	2025	2024 Restated*
Statement of financial position		
Decrease in Payables from exchange transactions	-	39,000
Increase in Accumulated surplus	-	(28,000)
	-	**11,000**
Statement of financial performance		
Increase in Revenue from exchange transactions - Rental income	-	(11,000)
Notes to the Financial Statements - Financial instruments disclosure		
Decrease in Financial liabilities - Payables from exchange transactions	-	(39,000)
Notes to the Financial Statements - Risk management		
Decrease in Commitments - Payables from exchange transactions	-	(39,000)

38. Comparative figures

Certain comparative figures have been reclassified.

The effects of the reclassification are as follows:

38.1 - Reclassification of Other operating expenses

Figures in Rand thousand	Note(s)	2025	2024 Restated*

37. Prior period errors (continued)

A few of the inventory expense GL accounts were identified to have been incorrectly mapped, which had resulted in the overstatement of Administrative expenses by R690; Photocopies by R108,422 and Transfer revenue (External funding) by R108,401. These have since been reclassified in the current year, and the effect of the reclassification are as follows:

	Previously Reported	Reclassification	Reclassified Balance
Other operating expenses - Photocopies	144,000	(144,000)	-
Transfer revenue - External funding	(442,000)	108,000	(334,000)
Other operating expenses - Photocopies and printing	-	36,000	36,000
	(298,000)	**-**	**(298,000)**

38.2 - Reclassification of Employee Benefit Obligations Actuarial Expenses

Actuarial employee benefit expenses, Interest cost, was incorrectly classified into employee cost, thus overstating employees costs and understating finance cost. These have since been reclassified in the current year, and the effect of the reclassification are as follows:

	Previously Reported	Reclassification	Reclassified Balance
Decrease in Staff costs - Defined contribution plans	4,016,000	(3,644,000)	372,000
Increase in Finance cost - Employee benefit obligation	-	3,644,000	3,644,000
	4,016,000	**-**	**4,016,000**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

38. Comparative figures (continued)

38.3 - Reclassification of Commitments

Some of the capital commitments were incorrectly disclosed as part of Authorised operational expenses, instead of capital commitments.

Improvement has been made on the disclosure of operational commitments, disclosing per class of expenditure.

These have since been reclassified in the current year, and the effect of the reclassification are as follows:

	Previously Reported	Reclassification	Reclassified Balance
Decrease in Authorised operational commitments - Already contracted for but not provided for(Commitments within 1 year)	2,617,000	(2,617,000)	-
Decrease in Authorised operational commitments - Commitments between 2-5 years	5,125,000	(5,125,000)	-
Increase in Authorised capital expenditure - Already contracted for but not provided for (Property, plant and equipment)	-	3,697,000	3,697,000
Increase in Authorised operational expenditure - Already contracted for but not provided for (Other operating expenses - IT Expenses)	-	218,000	218,000
Increase in Authorised operational expenditure - Already contracted for but not provided for (Other operating expenses - Security)	-	130,000	130,000
Increase in Authorised operational expenditure - Already contracted for but not provided for (Other operating expenses - Maintenance costs)	-	1,393,000	1,393,000
Increase in Authorised operational expenditure - Already contracted for but not provided for (Other operating expenses - Subscriptions and membership fees)	-	181,000	181,000
Increase in Authorised operational expenditure - Already contracted for but not provided for (Other operating expenses - Cleaning)	-	63,000	63,000
Increase in Authorised operational expenditure - Already contracted for but not provided for (Other operating expenses - Vacancy adverts expenses)	-	425,000	425,000
Increase in Authorised operational expenditure - Already contracted for but not provided for (Other operating expenses - Consulting and professional fees)	-	471,000	471,000
Increase in Authorised operational expenditure - Already contracted for but not provided for (Other operating expenses - Transport costs)	-	108,000	108,000
Increase in Authorised operational expenditure - Already contracted for but not provided for (Other operating expenses - Exhibitions)	-	119,000	119,000
Increase in Authorised operational expenditure - Already contracted for but not provided for (Other operating expenses - Printing and Photocopies)	-	41,000	41,000
Increase in Authorised operational expenditure - Already contracted for but not provided for (Other operating expenses - Catering expenses)	-	896,000	896,000
	7,742,000	**-**	**7,742,000**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

39. Financial instruments disclosure

Categories of financial instruments

2025

Financial assets

	At amortised cost	Total
Receivables from exchange transactions	106,878	106,878
Cash and cash equivalents	171,905,116	171,905,116
	172,011,994	**172,011,994**

Financial liabilities

	At amortised cost	Total
Payables from exchange transactions	1,254,263	1,254,263
Finance lease obligations	180,535	180,535
Unspent conditional grants and receipts	83,637,314	83,637,314
	85,072,112	**85,072,112**

2024

Financial assets

At amortised	Total

Figures in Rand thousand	Note(s)	2025	2024 Restated*
		cost	
Receivables from exchange transactions		65,353	65,353
Cash and cash equivalents		148,527,652	148,527,652
		148,593,005	**148,593,005**

Financial liabilities

	At amortised cost	Total
Payables from exchange transactions	560,298	560,298
Finance lease obligations	268,710	268,710
Provisions	1,039,377	1,039,377
Unspent conditional grants and receipts	75,047,078	75,047,078
	76,915,463	**76,915,463**

Prior period disclosure error:

In the previous financial year, the disclosure for financial assets and financial liabilities was ommited. In the current financial year, the error has since been rectified and comparative figures also disclosed, in this note.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

40. Risk management

Liquidity risk

The entity's risk to liquidity is a result of the funds available to cover future commitments. The entity manages liquidity risk through an ongoing review of future commitments and credit facilities.

The following reflects the Museum's exposure to liquidity risk from financial liabilities:

	2025	2024
Commitments		
Payables from exchange transactions	1,254,263	567,707
Finance lease obligations	180,535	268,710
Provisions	-	1,039,377
Unspent conditional grants and receipts	83,637,314	75,047,078
	85,072,112	**76,922,872**

	2025		2024	
	Less than 12 months	Over 12 Months	Less than 12 months	Over 12 Months
Payables from exchange transactions	1,254,263	-	567,707	-
Finance lease obligations	94,778	85,757	88,176	180,534
Provisions	-	-	1,039,377	-
Unspent conditional grants and receipts	83,637,314	-	75,047,078	-
Subtotal	84,986,355	85,757	76,742,338	180,534
	84,986,355	**85,757**	**76,742,338**	**180,534**

Figures in Rand thousand	Note(s)	2025	2024 Restated*

Credit risk

Credit risk consists mainly of cash deposits, cash equivalents and trade debtors. The entity only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party.

Trade receivables comprise a widespread customer base and employees. Management evaluated credit risk relating to customers on an ongoing basis. If customers are independently rated, these ratings are used. Otherwise, if there is no independent rating, risk control assesses the credit quality of the customer, taking into account its financial position, past experience and other factors.

Financial assets exposed to credit risk at year end were as follows:

Financial instrument	2025	2024
Receivables from exchange transactions	106,878	65,353
Cash and cash equivalents	171,905,116	148,527,652

Market risk

Interest rate risk

The National Museum's revenue earned operating cash flows are substantially independent of changes in the market interest rates.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

41. Going concern

We draw attention to the fact that at 31 March, 2025, the entity had an accumulated surplus (deficit) of 215,290,172 and that the entity's total assets exceed its liabilities by 237,228,591.

The financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that the entity will continue in operation or some modified form, in this case, a merge, it will meet its statutory obligations for the foreseeable future and 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.

Range of factors taken into account for the going concern assumption:

- The National Museum will continue its operations in the foreseeable future.
- The National Museum continues to receive the MTEF funding for the 3 years from 2025/26 to 2027/28.
- NM's total assets exceeded its total its liabilities which indicates that the entity is solvent and can meet its obligations as they become due.

The National Museum receives 98% of its funding from the Department of Sports Arts and Culture, Refer to table below for the committed and confirmed funding for FY2026 to FY2028

Details	2025/26 R'000	2026/27 R'000	2027/28 R'000
Subsidy	57,533,000	60,205,000	62,930,000
Municipal Charges	4,731,000	4,949,000	5,172,000
Leasing (privately owned)	3,704,000	3,874,000	4,048,000
Appointment of unemployed graduates	167,000	175,000	183,000
Cost of compliance	647,000	677,000	707,000
	66,782,000	**69,880,000**	**73,040,000**

The National Museum also has external and international funding agreements for various departments within program 1: Business development there is no indication of withdrawal or the sponsors unlikely to honour agreements.

It is critical for management to assess what impacts the current events and conditions have on the museum's operations and forecast cash flows, with the key issue being whether the National Museum will have sufficient liquidity to continue to meet its obligations as they fall due.

In order for management to conclude as to whether or not the National Museum is able to continue business for the foreseeable future, management considered the following:

Consideration per ISA570	
Financial	Management response
Net liability or net current liability position	Based on FY2025 -FY2026 Annual Performance Plan submitted to Department of Sports, Arts and Culture, the National Museum is not expected to be in a Net Liability position over the foreseeable future. Projections for the MTEF period also indicate a net asset position for the National Museum

Figures in Rand thousand	Note(s)	2025	2024 Restated*

41. Going concern (continued)

Fixed-term borrowings approaching maturity without realistic prospects of renewal or repayment or excessive reliance on short term borrowings or to finance long term assets.	The National Museum does not have any borrowings and therefore this will not be applicable. The Museum also receives interest from various investments and should a need arise, a request to utilise the interest will be considered in consultation with different governance structures including the parent department
Indications of withdrawal of financial support by debtors and other creditors	No indications of withdrawal of financial support by any funders or the parent department (DSAC). .
Negative operating cashflows indicated by historic or prospective financial statements	No negative cashflows are projected for the in the MTEF period.
Substantial operating losses or significant deterioration in the value of assets used to generate cashflows.	Not applicable to the National Museum
Inability to pay creditors on due dates	The National Museum receives a subsidy from the Department of Arts and Culture to carry out its day to day operation. The Museum also receives interest from various investments and should a need arise, a request to utilise the interest will be considered in consultation with different governance structures. The National Museum has reserves that can be tapped into should a need arise.
Operating	
Loss of key management without replacement	The National Museum has adopted the rationalisation of departments and if an HOD retires or leaves the Museum. Based on functional operations there are departments that are merged. This is one of the measures employed to reduce the CEO line item.
Other	
Non-compliance with other legislative requirements.	There are no material non-compliance matters. The National Museum complies with all the issued government regulations to date.

Conclusion

Based on the above assessment, the National Museum will continue as a going concern for the foreseeable future.

42. Events after the reporting date

There were no events after reporting date to be reported.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

42. Events after the reporting date

There were no events after reporting date to be reported.

43. Fruitless and wasteful expenditure

Fruitless and wasteful expenditure identified - current	-	-

44. Irregular expenditure

Add: Irregular Expenditure - current	-	-

Irregular expenditure is presented inclusive of VAT

45. Deviation from supply chain management regulations

Paragraph 12(1)(d)(i) of Government gazette No. 27636 issued on 30 May 2005 states that a supply chain management policy must provide for the procurement of goods and services by way of a competitive bidding process.

Paragraph 36 of the same gazette states that the accounting officer may dispense with the official procurement process in certain circumstances, provided that he records the reasons for any deviations and reports them to the next meeting of the and includes a note to the financial statements.

Deviations:

Award Date	Reason for the procurement by other means	Name of supplier	Value of contract
13/05/2024	Sole provider of software licence	Mindex	21,010.50
12/06/2024	Sole provider of TV licence	SABC	4,240.00
23/04/2024	Sole provider of SA music rights for Museum & Art Galleries	SAMPRA	2,504.63
09/04/2024	Sole provider for payroll	Sage VIP	4,036.50
03-Oct-24	Sole provider of software licence	Adapt IT	91,774.50
23-Sep-23	Sole authorised equipment maintainer	Gerox Trading CC	5,587.85
14-Dec-23	Sole authorised equipment maintainer	Gerox Trading CC	13,923.22
13-May-24	Sole provider of software licence	Sage Pastel	28,841.60
28-Aug-24	Sole agent of Sage Pastel for tax submissions	VIProjects	4,036.50
09-Sep-24	Sole sourcing for Isotopic studies of Ostrich Eggshell (Analysis) at UCT	UCT	6,440.00
09-Sep-24	Sole agent of Sage Pastel for tax submissions	VIProjects	5,039.70
23-Oct-24	Single sourced due to lack of bidders registered on CSD	Ekkehard Hans	10,300.00
11-Feb-25	Sole distributor and maintenance services	3F Scientic	6,612.50
18-Mar-25	Sole provider for Logos software	Logos flow	2,700.00
14-Feb-25	Sole provider for library software	Sabinet	49,612.02
06-Feb-25	Sole provider for payroll software	Sage VIP	91,146.70
23-Jan-25	Sole provider for payroll software & training	Sage VIP	4,588.50
15-Oct-24	Sage Business partner	VIProjects	16,146.00
09-Sep-24	Sole provider for sample analysis for isotope studies	UCT	6,440.00

Figures in Rand thousand	Note(s)	2025	2024 Restated*

46. Change in estimate

Property, plant and equipment

At the beginning of the financial year, management reviewed the useful lives of its property plant and equipment, as a result the useful lives of the entity's assets which were nearing their end of which the entity still intends to utilise for the next financial year, were revised in terms of the provisions of GRAP 17. The effect of the change has been affected prospectively, and the impact of the change is as follows:

46.1 - Fixtures

The Average useful life for fixtures, as stated in the policy is 10 - 20 years, remains remained unchanged.

Some of the assets with an estimated useful life of 10 years were revised to 12 years. Some of the assets with an estimated useful life of 11 years were revised to 13 years. Some of the assets with an estimated useful life of 12 years were revised to 14 years.

Effect of the change	31 March 2025	31 March 2026	31 March 2027
Increase/(Decrease) in depreciation	(34,000)	17,000	17,000

46.2 - Vehicles

The Average useful life for vehicles, as stated in the policy is 4 - 18 years, remained remains unchanged.

Some of the assets with an estimated useful life of 17 years were revised to 18 years. Some of the assets with an estimated useful life of 13 years were revised to 15 years.

Effect of the change	31 March 2025	31 March 2026	31 March 2027
Increase/(Decrease) in depreciation	(3,000)	3,000	-

47. Contingencies

Surrender of surpluses

The entity annually declares all surpluses or deficits to the relevant Treasury from the period 1 August to 30 September of each year, using its audited annual financial statements as the basis for calculation of surpluses or deficits.

The entity submits requests to the relevant Treasury to retain surpluses in terms of section 53(3) of the PFMA, as and when appropriate. Unless exempted by the National Treasury, the entity invests surplus funds with the Corporation for Public Deposits.

The entity surrenders for re-depositing into the relevant Revenue Fund, all surpluses that were realised in a particular financial year –

(a) which were not approved for retention by the relevant Treasury in terms of section 53(3) of the PFMA; or

(b) where no application was made to the relevant Treasury to accumulate the surplus in terms of section 53(3) of the PFMA.

The surpluses are surrendered for re-depositing into the relevant Revenue by no later than 30 November of each year, as prescribed.

Figures in Rand thousand	Note(s)	2025	2024 Restated*

Failure by the entity to submit a surplus retention request to the relevant Treasury by 30 September each year will result in the entity having to surrender the surplus to the relevant Revenue Fund by 30 November, unless there has been a delay in the finalisation of the audit.

Based on a formula prescribed by National Treasury, the entity has calculated that in the current year a cash surplus amounting to R 79,723,000 (2024: R66 794 000) has arisen. A written application for the abovementioned amount to be retained, will be made to National Treasury on or before the stipulated due date. The approval of this application remains pending, and as such, the amount represents a contingent liability in terms of GRAP 19.

48. Segment information

The National Museum has assessed the requirements of GRAP 18 on Segment Reporting and determined that it does not have separately reportable segments as defined in paragraph .05 of the standard.

Although the Museum undertakes various programmes and operates from multiple physical sites, these activities are managed and reported as a single integrated operation, with no separate decision-making or performance evaluation occurring at the programme or site level.

The Museum operates within a single geographical area, being central Bloemfontein, with all sites located within a 10-kilometre radius. The Museum's internal records and systems do not classify or report financial information by geographical location.

As such, no segmental disclosure of:

- (a) external revenues from exchange or non-exchange transactions,
- (b) total expenditure, or
- (c) non-current assets,

has been presented, as this information is not separately available.

COVER ART

Lazarus Ramontseng,
Underground, 2017,
3D mixed media on board,
120 x 80cm

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Jano Myburgh

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