



ANNUAL REPORT 2024/25





in the footprints ...
an agency of the
Department of Sport, Arts and Culture

ANNUAL REPORT 2024/25

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PART A GENERAL INFORMATION



PUBLIC ENTITIES GENERAL INFORMATION

Legal form of entity	Public Entity
Registered office	Cnr Owen Street & Nelson Mandela Drive Bhunga Building Mthatha 5100
Business address	Cnr Owen Street & Nelson Mandela Drive Bhunga Building Mthatha 5100
Controlling entity	Department of Sport, Arts and Culture
Telephone number	047 501 9500
Fax Number	047 532 3345
Email address	Info@nelsonmandelamuseum.org.za
Website	www.nelsonmandelamuseum.org.za
Bankers	ABSA Bank Sutherland Street, Mthatha
External Auditors	Auditor General South Africa
Secretary	Bright Source Communications

ACRONYMS

AFS	Annual Financial Statements
ANC	African National Congress
BBBEE	Broad-Based Black Economic Empowerment
BBC	British Broadcasting Corporation
CCMA	Commission for Conciliation, Mediation and Arbitration
CCTV	Close Circuit Television
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CNN	Central News Network
DSAC	Department of Sport, Arts and Culture
DSRAC	Department of Sports, Recreation, Arts and Culture
HOD	Head of Department
ICT	Information Communication Technology
IPAP	Industrial Policy Action Plan
KSD	King Sabata Dalindyebo Municipality
MGE	Mzansi's Golden Economy
NGO	Non- Governmental Organisation
NMM	Nelson Mandela Museum
ORT	OR Tambo District Municipality
PFMA	Public Finance Management Act
SABC	South African Broadcasting Corporation
SASSA	South African Social Security Agency
TR	Treasury Regulations



FOREWORD BY THE CHAIRPERSON

BACKGROUND

I take this opportunity to present the Annual Report for the 2024/25 financial year on behalf of the Nelson Mandela Museum (NMM). The council of NMM, which plays the role of oversight, is entrusted with a responsibility to foreground good governance and create a conducive environment for the NMM to thrive. Thus, the work of the NMM council is to approve strategy, policy and business planning, oversee implementation and execution, set direction and tone and foster corporate governance.

It is important to note that the Nelson Mandela Museum was established as a result of the Cultural Institutions Act (Act 119 of 1998) as amended by the Cultural Laws Amendment Act (Act 69 of 2001). Subsidiary legislation includes the National Heritage Resources Act (Act 25 of 1999) and the National Heritage Council Act (Act 11 of 1999). The oversight work of the NMM council is premised on the objectives of these critical Acts. These Acts and their objectives serve as a measure and framework of the work expected to be executed by the council.

During this financial year we are reporting on, the NMM council ensured that it has efficient and effective council sub-committees that are providing support to the work of the council and ensuring that there's a good reporting and communication system between the management and council, which resulted to the effective implementation of the strategy and APP by the management.

It is critically important that during 2024/2025, the NMM council had to ensure that it creates a conducive environment for the approval and execution of the strategy which is implemented by the management. Thus, the NMM council seeks to align the strategy to make it effective and efficient.

For instance, during 2024/2025 the NMM council held a strategic planning session, which was in line with its responsibility to comply with Section 30.1.3 of Treasury Regulations, which prescribes that the strategic plan must be updated annually on a rolling basis. Thus, the NMM council is aware that the vision of NMM as an African museum that inspires positive change in society through the legacy and values of Nelson Mandela is linked to the NMM strategy and strategic objectives.

It is important to note that the Nelson Mandela Museum is primarily a cultural institution that preserves, protects and promotes the values, legacy and heritage of Nelson Mandela; it further positions itself as a driving force behind the transformation of the South African heritage landscape, which is very fundamental for NMM to do. Therefore, as the council of Nelson Mandela Museum, our collective task is to ensure that NMM uses the values of Mandela, namely freedom, non-racialism, justice and fairness, accountability, dignity and pride, courage and persistence, selflessness and service, humility, forgiveness and reconciliation and principled leadership to inform the educational programs of the museum. It is through this strategic choice that NMM will be a catalyst for social change, cultural and economic transformation.

As the council of NMM, we are extremely delighted to witness an improved and mutual partnership with crucial and critical stakeholders. The stakeholder management and engagement, as advocated by the management and monitored by the council, prove effective and impactful, too. This makes the NMM not a white elephant but a cultural institution that promotes social cohesion and nation-building. For instance, as a council, we pride ourselves on the good working relationship between the NMM and Stakeholders: DSAC, King Sabatha Dalindyebo Municipality, OR Tambo District Municipality, Office of the Premier and other national and international organisations and institutions.

The museum continues to harness strategic and operational partnerships with various social partners to develop sustainable and impactful programs. The partnerships extend from universities to various state departments, organisations and institutions whose focus is to uproot all forms of social injustice and promote education.

For the 2024/2025 financial year, the NMM has maintained an unqualified audit outcome once again and for eight (8) consecutive years. This demonstrates the commitment to good corporate governance and accountability.

However, it is only fair and ethical to acknowledge that, as in the previous financial year, audit findings still concern the council, but we commit that they will be addressed. These require a more focused and pragmatic approach towards strengthening internal controls and closely monitoring and evaluating areas with glaring weaknesses.

During the year under review, the council met all its statutory reporting and legislative requirements of meeting with the Executive Authority and signed the shareholders' compact. The shareholders' compact helps regulate an effective relationship between the council and its appointing executive authority. So far, the council has maintained good working relations and is forever grateful for the support rendered by the Department of Sport, Art and Culture to sustain the work of the Nelson Mandela Museum.

Therefore, as the Council of the Nelson Mandela Museum, we wish to extend our profound gratitude to the Honourable Minister Gayton Mackenzie, who is exceptionally passionate about the transformation of the sector.

At this juncture, it is crucial for me to acknowledge the commitment shown by fellow councillors who have actively participated in the affairs of the museum and attended to the business of the council. Our journey has not been devoid of challenges. In this process, I continue to learn that ethical leadership requires leaders who do not stand by the wayside during times of difficulties but immerse themselves in processes of finding common solutions. It involves making difficult and unpopular decisions as long as they accord with the moral values and principles of corporate governance, which demand a high degree of honesty, integrity, and accountability from all of us in real and practical terms.

We commend the dedication shown by the management and all employees of NMM, who continue to strive under difficult human and financial constraints. Due to this collective effort, the museum has been able to implement and achieve some of its critical targets, and corrective measures have been put in place for those targets that were not met within the reporting period, as shown in this report.



Dr Siphe Potelwa

Chairperson: Nelson Mandela Museum



CEO OVERVIEW

The Nelson Mandela Museum was established on 11 February 2000, just ten (10) years after Nelson Mandela was released from prison. It was established as a result of the Cultural Institutions Act (Act 119 of 1998) as amended by the Cultural Laws Amendment Act (Act 69 of 2001). Subsidiary legislation includes the National Heritage Resources Act (Act 25 of 1999) and the National Heritage Council Act (Act 11 of 1999). The Department of Sport, Arts and Culture classifies the Nelson Mandela Museum as one of the legacy projects endorsed by the cabinet of the government of South Africa. Thus, the Nelson Mandela Museum is repositioned as a signpost for transforming the heritage landscape in South Africa.

The Nelson Mandela Museum has five sites, namely the Bhunga Building in Mthatha, Nelson Mandela Youth and Heritage Centre in Qunu, Mvezo, OR Tambo Garden of Remembrance in Kantolo, Bizana and Ingquza Hill Museum in Flagstaff. The Mvezo site is currently being operated by the Mvezo Kingdom under Nkosi Mandla Mandela

The Bhunga building is situated in Mthatha and it serves as a main Nelson Mandela Museum building as it houses exhibitions, artefacts and gifts of Nelson Mandela. These artefacts and gifts that are kept in Bhunga building are meant to be exhibited, studied, researched by researchers and enjoyed by the members of the public and the tourists. The Bhunga building is also serving as the main administration area of the Nelson Mandela Museum.

The Nelson Mandela Youth and Heritage Centre is a site of Nelson Mandela Museum that is situated in Qunu just 30 km away from the Bhunga building, and this facility is a gift to the youth of Qunu in particular and Eastern Cape in general. This site is known for the preservation of the Nelson Mandela's famous sliding stone, a stone where Nelson Mandela used to play as a boy together with other village boys. The defining features of this facility are Nelson Mandela's statue, the Mandela family, the grave of Nelson Mandela is not even far away from the centre, the church where Mandela was baptized and the primary school where Nelson Mandela started schooling. Therefore, it is a key and strategic tourist attraction that is meant to benefit the people of Qunu village and surrounding villages.

This facility is used to host International Youth Camps, community-based educational activities, and women's programs. It has unique facilities like accommodation, conference, catering, exhibition halls and sporting facilities. As according to the museum plan, this centre is meant to provide job opportunities to the youth and women of Qunu. It is also serving as a facility to generate the museum's third-stream income as the facilities are being hired out for use by the public.

The O.R. Tambo Garden of Remembrance in Nkantolo, Bizana. This community-based garden of remembrance is a compelling open-air exhibition. It has an online library that is showcasing the exhibitions on the life and times of O.R. Tambo. It also serves as a community information centre where learners access internet services to conduct research whilst the unemployed youth use the ICT facilities to apply for employment. This site is manned by capable individuals employed by the Nelson Mandela Museum in collaboration with the community of Kantolo.

The Ingquza Hill Memorial is located on the foot of the famous Ingquza Hill, which is known as a place where the Mpondo revolt took place. This site is part of the National Liberation Heritage Route, a route that traces, connects and integrates all the South African heritage sites associated with the South African liberation history. The Ingquza Hill Museum is managed and administered by a capable force of young people, and it is under the watchful eye of the Ingquza Hill Museum Steering Committee, which is working closely with the museum management.

The 2024/2025 was a successful financial year for the Nelson Mandela Museum. For instance, the management started to operationalise the Qunu facility, which was closed for a period of five (5) years, due to condition-based maintenance. The facilities are now accessible to the users and the Qunu community and Eastern Cape communities. The tour guide services in and around the Qunu facility have started successfully, and the local schools are using the Qunu facilities for their own educational programs. In 2023, the Nelson Mandela statue was unveiled, serving as a major attraction in the area, and it continued to be preserved and promoted throughout the year under review.

According to the 2024/2025 Annual Report, the performance of the Nelson Mandela Museum has improved tremendously, with all the departments meeting their quarterly and annual targets. This is very encouraging, given that the NMM operates with a limited budget and faces austerity measures imposed by DSAC. The cost containment measures compelled the managers of the various departments and units to ensure that they spent the museum's on strategic priorities. This implies that a conducive environment for the implementation, monitoring, and evaluation of the Annual Performance Plan (APP) was created.

The Nelson Mandela Museum is one of the entities under DSAC that AGSA elected to pilot the new methodology, which is a review engagement. This resulted from a good corporate environment and has received an unqualified opinion with findings for 2024/2025. Compared with the previous years, the NMM has been obtaining unqualified audit outcomes for seven consecutive years. For the Nelson Mandela Museum to receive an unqualified audit is a clear demonstration that management takes controls and compliance, and policies, particularly supply chain management policies, very seriously. The 2024/2025 audit has taught the management essential lessons, and amongst those lessons, we can mention compliance issues and controls that must be improved and strengthened from time to time as we work hard to consolidate the museum's risk management plan and audit implementation plan.

The stakeholder engagement and management have improved, as evidenced by the public trust and confidence people have in the museum. The Nelson Mandela Museum has expanded its influence and footprint beyond Mthatha, Eastern Cape, with its presence felt across South Africa's provinces. The NMM has established relations with various institutions of higher learning, including Nelson Mandela University in Gqeberha, University of Johannesburg, and Walter Sisulu University, and maintains strong ties with civil society. These stakeholder relationships are a true testimony that the Nelson Mandela Museum is achieving its vision of being an African museum serving as an agent of social change. The positive impact of its vision is felt by the various segments of the stakeholders, including women and youth and the elderly. Therefore, the Nelson Mandela Museum continues to add value to society through its well-conceived vision and strategy. The Nelson Mandela Museum is more than just preserving Nelson Mandela's legacy and exhibiting the gifts he received from the people of the world; it is a platform for social dialogue and promotion of the ideals and values that Nelson Mandela represented.

Our programming ethos, as outlined in this report, reflects an organisation whose plans are deeply steeped towards social cohesion, nation-building, education, social dialogue and community development and engagement in addition to the protection, preservation and promotion of Nelson Mandela Museum heritage resources and collections. This programming responds to Outcome 14 of the NDP that DSAC is mandated to work on, which is social cohesion and nation-building. The Nelson Mandela Museum stakeholders are mobilised around the vision and mission of the museum and towards the achievement of outcome fourteen (14) of the National Development Plan (NDP).

The Nelson Mandela Museum collection is well-managed using international standards, norms and best practices. For instance, in the 2024/2025 financial year, the NMM developed a comprehensive collections inventory of the collection. The management of the NMM, through its well-conceived and well-coordinated maintenance and repairs program, has installed new storage facilities, including rails, cabinets, fire suppression systems, surveillance cameras and alarm systems for improved security and tight access control. At the centre of the collection's management is the issue of ensuring that the collection is digitised. The purpose of digitisation is to ensure that the collection is protected and well-preserved and to encourage visitors and researchers to access and use the collection online. This is very important for the NMM as it plans to migrate the physical collection to a digital platform. The digitisation has started during the 2024/2025 financial year.

The Nelson Mandela Museum infrastructure started to address the infrastructure challenges in the last financial year of 2023/2024 with a high focus on repairing and maintaining critical infrastructure challenges like air conditioners, waterproofing and leakages, installing railings, electrical repairs, painting external walls, and fire suppression. The addressing of these infrastructural challenges is a strategic choice for the museum. The Long Walk to Freedom Exhibition Complex was to be constructed in the 2024- 2025 financial year as part of the ongoing infrastructure improvement plans that the museum has embarked on, but has been delayed.

The ICT infrastructure has been improved for all the sites, and new policies and strategies are being developed. Total revenue generated for the period decreased by 5% from R60 760 236 compared to the same period last year. This is due to an operating deficit of R447 169 and reserves of R12 505 996 realised during the year under review. There was an underspending on the capital budget because the Long Walk to Freedom Exhibition hall didn't progress as anticipated.

The operating expenditure for the period under review, including finance costs, is R57 992 720, showing a decrease of R5 300 878 from the expenditure recorded in the previous period. The primary driver of this R 5 300 878 variance is the interest on capital budget, which was already recognised in the previous years and authorised for use in the current year.

The following funds are earmarked for rollover to the next financial year

• Heritage Assets curation and Digitisation	R 5 000 000
• Operationalising two link sites	R 1 950 000

The museum incurred an irregular expenditure in the year under review amounting to R 582 987, which is a major improvement from the previous year. Details of this irregular expenditure are in Part E of this report.

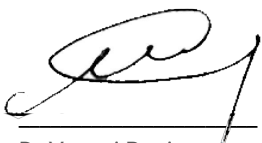
Supply Chain Management

There were no unsolicited bids during the year in question. Some weaknesses have been identified with the NMM internal controls and compliance. The NMM management is still committed to addressing these deficiencies in compliance. There are continuous workshops that educate staff about compliance and control issues, their potential negative repercussions on NMM, and the need for improvement in the overall control environment. Central to this exercise is to ensure that consequence management is applied consistently. Document management remains a challenge, despite the training provided to the SCM staff. This implies that this work needs to be done consistently and effectively throughout the institution.

Events after the reporting date

No event happened after the reporting date.

Finally, this Annual Report is also a confirmation by the Nelson Mandela Museum Management through the Council that it has played its role in fulfilling its mandate. The 2024/2025 financial year saw the Nelson Mandela Museum aggressively profiling Nelson Mandela's values, engaging in national and international platforms, and playing its role as a catalyst for local economic development and promoting social cohesion and nation-building through its critical programs



Dr Vuyani Boo
Chief Executive Officer

Statement of responsibility and confirmation of accuracy for the annual report

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

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

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

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

The Annual Financial Statements (Part F) have been prepared in accordance with the Statement of General Reporting Accounting Standards.

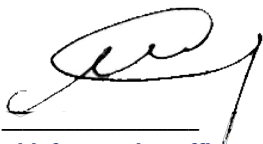
The accounting authority is responsible for the preparation of the annual financial statements and for the judgements made in this information.

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

Dr V Booi

31 August 2025



Chairperson of the Board

Dr S Potelwa

31 August 2025

Strategic Overview

Vision

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela

Mission

A centre of excellence that preserves, researches, disseminates knowledge and interprets the legacy and values of Nelson Mandela.

Values

The following values will inspire the leadership and staff of the Museum and will become an organic part of the iconic posture the Museum will assume as a centre for cultural life:

Ubuntu	<i>To help without looking for personal gain</i>
Stewardship	<i>Custodians of Nelson Mandela's legacy</i>
Integrity	<i>To inculcate honesty and respect</i>
Service excellence	<i>To ensure qualitative and satisfactory service delivery</i>
Development and learning	<i>To be the hub of information sharing</i>
Innovation	<i>To be creative in developing new ideas</i>

Legislative and other Mandates

The Nelson Mandela Museum is a Schedule 3A Public Entity under the PFMA.

Constitutional Mandates

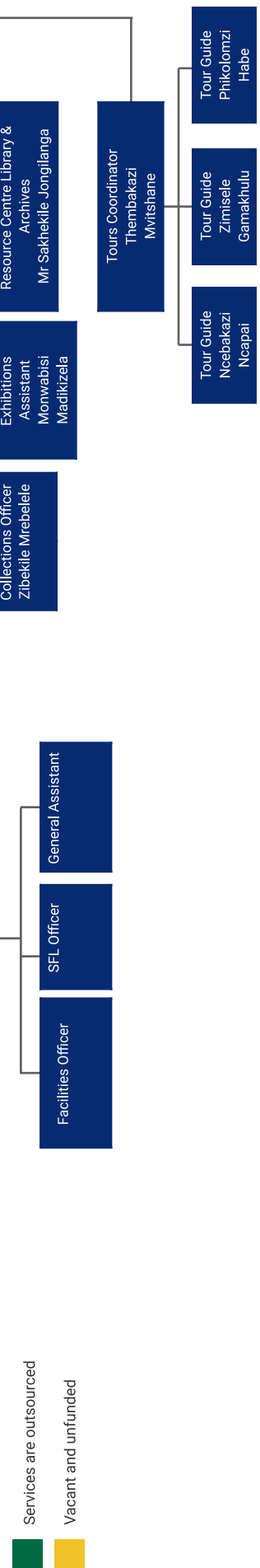
Source	Directives in terms of the constitution
Constitution of the Republic of South Africa	Recognises the injustices of the past; Honour those who suffered for justices and freedom in our land; Respect those who have worked to build and develop our country. Adopted this Constitution to: Heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights.

Legislative Mandates

- Cultural Institutions Act, 119 of 1998, as amended in 2001,
- National Heritage Resources Act, 25 of 1999,
- Public Finance Management Act 1 of 1999 as amended and Treasury Regulations,
- Labour Relations Act, 66 of 1995,
- Basic Conditions of Employment Act, 5 of 1997,
- Employment Equity Act No 55 of 1998,
- Public Service Regulations R1 of 5 January 2001 as amended,
- Electronic Communications and Transactions act, 25 of 2002,
- Preferential Procurement Policy Framework Act, 50 of 2000,
- Promotion of Access to Information Act, 2 of 2000,
- Promotion of Administrative Justice Act amendment act no 53 of 2002

Policy Mandates

- Deed of Donation between Arts and Culture and President Nelson Mandela, 2005.
- White Paper on Arts and Culture, 1996.
- Policy Paper on Legacy Projects, 2007.
- Public Sector Transformation, 1995.
- Broad-Based Black Economic Empowerment (BBBEE) Framework, 2007.
- Performance Management and Development System, 2010.
- Mzansi's Golden Economy and Industrial Policy Action Plan (IPAP2), 2011.

[illegible]



PART B

PERFORMANCE INFORMATION



AUDITOR'S REPORT: PREDETERMINED OBJECTIVES

The AGSA currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the management report, with no 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 pages 110 - 193 of the Auditor's Report, published as Part F: Financial Information.

Overview of Performance

Service Delivery Environment

This annual report presents opportunities for the museum to accelerate its national audience reach, particularly in the rural landscape, which has not seen a museum before. Through its travelling exhibitions and colloquia, the Museum will increase its audience. Opportunities include leadership training programmes, targeting the rural youth and unemployed graduates, and working with reputable universities.

As the Museum is working towards programming that will deliver in the new and well-maintained Qunu youth and heritage site, vibrant and thought-provoking programmes are planned for youth.

While there are general capacity challenges, there is comfort with skills within the management to enhance the Museum's ability to execute the APP. Completing a heritage assets valuation is still a highlight NMM categorises as a significant stone. This has enabled the Museum to be GRAP 103 compliant. This does not exempt the Museum from continuing with its mandate of conservation, and this has been done in the right way. This has been confirmed by the audit outcomes from the current and previous periods.

As the Nelson Mandela Museum finalised the Annual Report, significant trends are taking place in South Africa concerning the legacy of Nelson Mandela.

These are trends throughout the heritage and museum sector, such as:

- Hosting of Nelson Mandela Museum Podcast, virtual tours, travelling exhibitions, museum app, social media activation, active citizenry, growing demand for heritage, dialogues, the expectation for museums to contribute to economic activities, Partnerships with national and international institutions, youth engagements, etc.
- The Museum is working towards digitising its work for conservation purposes and to reach existing and new audiences through digital spaces.
- The museum is working hard on revenue generation as the funds from fiscus are depleted.
- Creation of more sustainable opportunities for people living with disability and youth out of school.

The White Paper Policy review may have an impact on all heritage institutions. In addition, institutions are operating in an environment with an economic meltdown globally, and the government is calling for stricter measures on how funds are utilised. This also impacts institutional flexibility on the projects in which the Museum can participate.

The Museum also operates under a strict financial environment, which affects the planning and implementation of various programmes.

The issue of skills is another matter that has received much attention. Though museums generally have skills challenges due to the ageing workforce and its geographical location, the Nelson Mandela Museum is affected by lower skill levels. The restructuring process also misplaced those with particular skills in areas where they had no prior knowledge. The job evaluation and grading were a success in the previous year; the NMM anticipated that it would pride itself on a joyful workforce and would be able to attract a better pool from the market. However, the

reality was different, whereby employees questioned the process after realising that there was no benefit from the outcome, and grievances were lodged. In the year, NMM worked tirelessly to resolve these grievances.

The extended time required by the DPWI to complete Qunu maintenance has put some financial strain on the museum, as it was a revenue-generating facility. Since its closure, the Museum has had to terminate the contracts of other employees and service providers, putting more pressure on the community that is already in financial difficulty. Furthermore, the programmes arranged for the facility had to be halted; therefore, the community suffered. In the year, DPWI handed over these premises that were not fully maintained, where the sewer system and water system had not been finalised for operation. The museum must procure a water supply to run the site, which is still challenging today.

Organisational environment

The Museum's Accounting Authority is the Council. The stable Council has allowed the Museum to function effectively and with the management team to run the Museum daily. The Council also plays its oversight role while also providing strategic direction. The existing Council was appointed beginning in November 2023, taking over from the old Council that had been functional since November 2019 for a term of three years. The council was fully functional with its five committees, which are:

Council

- Finance Investment and Fundraising Committee (FIFC)
- Strategic and Oversight Committee (SOC)
- Infrastructure & Information and Communications Technology Committee (IIC)
- Audit and Risk Committee (ARC)
- Human Resources and Remuneration Committee (HRR COM)

The Committees' functioning ensures accountability at the management level, while the Council can deal with Strategic issues and policies. The symbiotic relationship between the Council and the management will enhance the organisation and improve performance. It will also ensure accountability, transparency, and respect while adhering to the values of Nelson Mandela.

Of the Nelson Mandela Museum's three campuses, only Bhunga and Qunu are fully operational, while Nkosi Mandla Mandela manages Mvezo. Moreover, the recently handed over Qunu has limited the museum's programming, as some of the activities conducted at this facility have been halted to the detriment of the communities and visitors.

The Museum invests in its employees and thereby increases its revenue-generating capacity. Nelson Mandela is a brand, so the Museum has to creatively find ways of generating income from the brand while respecting the brand. In response to the revenue generation statement, the strategy and the plan are in place; it was developed during the previous year. The Museum has to be sensible and with great caution. As an international brand, it must manage itself effectively and be guided against brand misuse.

Maintenance of facilities is necessary, which impacts the collections when it is not done. Damaged collections cannot be used again, which would be a loss to future generations. The current strategy has focused on the collection in consideration for future generations; the Museum increased its security measures to ensure the artefacts' safety for future generations. This was done by improving the surveillance system and access control. Furthermore, the museum is working tirelessly to digitise its museum as another form of conserving the museum for future generations.

Key policy developments and legislative changes

There were no material legislative changes that had an impact on the operations of the Museum.

Strategic Outcome-Oriented Goals

	Strategic Goal	Sub-programme
1	Improve and maintain heritage development and conservation	1.1 Collections and Conservation 1.2 Exhibitions 1.3 Resource Centre Library and Archives 1.4 Research
2	Improved Public Profile and access	2.1 Education and Outreach 2.2 Communications and Public Relations 2.3 Tours
3	Vibrant programming that promotes economic opportunities for the community	3.1 Conferences and Accommodation Facilities 3.2 Youth and Heritage Centre
4	Sound and Effective Governance	4.1 Administration 4.2 Corporate Services

Performance information by programme

PERFORMANCE MATRIX

Below is the detailed performance of NMM in the current period.

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations
A transformed Museum that contributes to socio-economic development through the preservation, protection and promotion of the Nelson Mandela Legacy.	Implemented collection's conservation projects based on the ICOM Standards	2 identified and implemented collection's conservation projects based on internationally acceptable standards	2	0	None
	Developed and implemented collection's digitisation projects	1 comprehensive digitisation project implemented	0	1	The timeline was impacted by the two readvertisements of the tender due to the scarcity of skills. The project was further affected by flooding incidents on the 24 th February as well as the 14 th & 17 th March, rendering the space inaccessible. However, the service provider is on site and is expected to conclude the project in the next 6 months
Educated, informed, action-oriented and ethical leadership inspired by the African liberation heritage legacy	Conducted research projects.	1 research project conducted	1	0	None
	Geographically spread visits to schools and institutions of higher learning.	6 learning platforms and engagements	6	0	
	Educated and informed citizenry about the values of Mandela.	4 Outreach programmes conducted	4	0	None
	Designed, developed and installed exhibitions	3 travelling exhibitions installed	3	0	None.

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations
Increased number of off, on-site and digital visitors.	Packaged and segmented messages for targeted markets and audiences.	35 Platforms utilised to profile, market, and communicate the work of the NMM (Electronic, Digital, social media, programs, broadcast, print and expos)	35	0	None
		3 signature events Held	3	0	None
	Improved marketing of the Museum within South Africa and abroad	1 international expos attended	1	0	None
An Educated, informed, Action- Oriented and ethical leadership inspired by the African liberation legacy	The geographic spread of community engagements held	4 community engagements held	4	0	None
A properly configured well, governed and financially viable Nelson Mandela museum.	Accessed public scholarship/fellowship, leadership and Internship	2 public scholarship / fellowship, leadership and internship	3	1	This is an overachievement as it was not planned that a resource from WSU could be sent to the NMM for further development at no cost
	Revenue Generation	R3 000 000 Revenue Generation.	R2 385 982	R614 018	Lack of additional funding and delays in having the Qunu site (accommodation and conferencing)fully operational.
	Signed copies of established MOUs/MOAs	5 signed copies of established MOUs/MOAs	4	1	Focus on operationalising Qunu and the resource mobilisation plan The NMM could not find an institution, organization to enter and sign an MOU with, precisely because the potential institutions and organization were expecting NMM to provide resources and funding to them only. This implies such MOUs were not mutual nor reciprocal and

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations
	Effective stakeholder management(national)	2 stakeholder engagement platforms	2	0	beneficial to NMM. Hence NMM signed and recorded four (4) MOUs.
Improved Infrastructure Programme of NMM	Infrastructure Development Programme	100% of funded and implemented UAMP projects	100%	100%	None
		50% Budget of Total Infrastructure spent on qualifying SMMES	65%	15%	A significant part of NMM procurement and expenditure for the 2024/25 financial year was towards SMMES. For all infrastructure budgets, spending was to the SMMES as there was no big project implemented.
	Approved Risk Maturity Barometer	5 Risk Maturity Barometer Level	5	5	0

The performance for the comparative year (2023/24)

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations
Well-preserved collection and heritage of NMM.	Implemented a conservation management plan based on ICOM Standards	2 identified and implemented collection's conservation projects based on internationally acceptable standards	4	2	The overachievement was due to additional staff members in the form of interns- one hired by the museum and one seconded by DSAC to NMM. No extra financial implication was used here.
Implemented Research and Evaluation Outcomes for decision-making	Conducted surveys and research.	4 Oral History Research projects and collections evaluation	4	0	None
An Educated, informed, Action- Oriented and ethical leadership inspired by the to African liberation legacy	Educated and informed citizenry about the values of Mandela.	Conducted or commissioned 1000 patrons accessed and used the traditional library and archives materials and information	1042	42	The target was achieved as planned, and over-achievement was noted as a positive outcome for learners' access to the library. No additional funds were utilised for this overachievement. No extra financial implication was used here
		2 library collection digitised	0	2	A suitable service provider could not be appointed as no suitable companies could do the work. As a way forward, the OR Tambo Garden of Remembrance is the site given to the NMM to operate with the mandate of running the digital library. This indicator will be achieved through this site. The OR Tambo Garden of Remembrance will be for the use of their resources (service providers) to assist in achieving the indicator, as the work of this site is to be an accessible digital library. The work directed into achieving the indicator will

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations
	Designed, developed and installed exhibitions	1 hosted temporal exhibitions	1	0	None.
		10 travelling exhibitions installed	10	0	None
		1 travelling exhibitions developed	1	0	None
	Geographically spread visits to schools and institutions of higher learning visited.	200 schools visited	234	34	Target achieved as planned. Overachievement was due to an increased number of school visits during Q2 due to publicity during the statues unveiling by President Cyril Ramaphosa. There were no additional costs incurred.
Increased number of off, on-site and digital visitors.		10 learning platforms and scholarship engagements	10	0	None
	Packaged and segmented messages for targeted markets and audiences.	35 Platforms utilised to profile, market, and communicate the work of the NMM (Electronic, Digital, social media, programs, broadcast, print and expos)	41	6	The museum continues to market on various platforms to improve audience development and reposition itself. The museum attended the event to market its products and offerings. No extra financial implication was used here
		4 signature events Held	4	0	None
	Offsite digital visitors	500 000 off-site, on-site and digital visitors.	2 326 421	1 826 421	This is caused by the robust marketing and communication activity on social sites and the constant communication of our programmes, products and offerings.
	Improved marketing of the Museum within South Africa and Abroad	1 international expos attended	1	0	None

still be performed by NMM and reported under NMM's performance, but it will be done through the link site.

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations
An Educated, informed, Action- Oriented and ethical leadership inspired by the African liberation legacy	The geographic spread of community engagements held	7 community engagements held	8	1	The museum was invited by its strategic partner to participate in its community engagement platforms with no costs incurred by the museum..
	Accessed public scholarship/fellowship, leadership and Internship	2 public scholarship /fellowship, leadership and internship	3	1	This is an overachievement as it was not planned that a resource from WSU could be sent to the NMM for further development at no cost..
	Revenue Generation	R3 000 000 Revenue Generation.	R2 385 982	R614 018	Lack of additional funding and delays in having the Qunu site (accommodation and conferencing)fully operational. Focus on operationalising Qunu and the resource mobilisation plan
A properly configured well, governed and financially viable Nelson Mandela museum.	Signed copies of established MOUs/MOAs	5 signed copies of established MOUs/MOAs	5	0	None.
	Effective stakeholder management(national)	8 stakeholder engagement platforms	8	0	None
	Economic programmes created.	4 sustainable economic opportunities created.	4	0	None
Improved Infrastructure Programme of NMM	Infrastructure Development Programme	100% of funded and implemented UAMP projects	100%	0%	None
		50% Budget of Total Infrastructure spent on qualifying SMMES	65%	15%	A significant part of NMM procurement and expenditure for the 2022/23 financial year was towards SMMES. For all infrastructure budgets, spending was to the SMMES as no big project was implemented.
Good corporate governance and financial management systems.	Corporate Council, approved and clean administration	Approved Charter	Approved Charter	-	None
		Unqualified Audit Outcome	Unqualified Audit Outcome	-	None

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations
	Approved Risk Maturity Barometer	4 Risk Maturity Barometer Level	5	1	This overachievement is due to the effectiveness of internal controls that respond directly to Risk management at the Museum. As 5 is the ultimate level that the Museum aspires to achieve. This will be maintained throughout the period.
A highly capable workforce with an enabling workplace environment.	Approved workplace skills development plan	1 workplace skills plan developed.	1 workplace skills plan developed.	-	None

Strategic objectives, performance indicators, planned targets, and actual achievements

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Performance Indicator	Actual Achievement 2021/2022	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025
Number of identified and implemented collection's conservation projects based on internationally acceptable standards	0	4 identified and implemented projects based on the internationally acceptable standards	4	2 identified and implemented collection's conservation projects based on internationally acceptable standards	4
Number of exhibition complex built- Construction of a facility and restoration of exhibition.	0	1 exhibition complex built- Construction of a facility and restoration of exhibition.	0	1	0
Comprehensive digitisation plan and implementation- Approved comprehensive digitisation plan developed	Approved plan and digitisation at 0%	Digitisation at 20% of the collection	0	0	0
Number of Oral History Research projects and collections evaluation Conducted or commissioned	38	37 research projects undertaken and commissioned	4	4 Oral History Research projects and collections evaluation	4
Number of patrons accessed and used the traditional library and archives materials and information	771	1000 internal and external stakeholders used and accessed the library and archives materials and information)	1042	Conducted or commissioned 1000 patrons accessed and used the traditional library and archives materials and information	1042
Developed Comprehensive Covid-19 Response Plan	N/A	N/A	2	2 library collection digitised	2
Number of hosted digital exhibitions	N/A	N/A	0	0	0
Number of hosted temporal exhibitions	1	1 hosted temporal exhibition	1	1 hosted temporal exhibitions	1
Number of travelling exhibitions installed	10	10 travelling exhibitions installed	10	10 travelling exhibitions installed	10
Number of travelling exhibitions developed	1	0 travelling exhibitions developed	1	1 travelling exhibitions developed	1
Number of Platforms utilised to profile, market, and Communicate the work of the NMM (Electronic,	58	35 Platforms utilised to profile, market and	41	35 Platforms utilised to profile, market, and	41

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Performance Indicator	Actual Achievement 2021/2022	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025
Digital, social media, programs, broadcast, print and expos)		communicate about the NMM		Communicate the work of the NMM (Electronic, Digital, social media, programs, broadcast, print and expos)	
% increase in number of off-site digital visitors	180% of 10%	20% of 1500 000 increase in number of off-site, on-site and digital visitors.	0	0	0
Number of off-site, on-site and digital visitors.			2 326 421	500 000 off-site, on-site and digital visitors.	2 326 421
Number of signature events Held			4	4 signature events Held	4
Number of international expos attended	1	0 international expo attended	1	1 international expos attended	1
Number of community engagements held	3	7 community engagements held	8	7 community engagements held	8
Number of schools visited	103	200 schools visited	234	200 schools visited	234
Number of learning platforms and scholarship engagements	18	10 learning platforms and engagements	10	10 learning platforms and scholarship engagements	10
Number of public scholarship/fellowships, leadership, and internship	2	1 public scholarship / fellowship, leadership and internship	3	2 public scholarship /fellowship, leadership and internship	3
Number of Conducted Covid-19 Awareness campaigns and supply PPEs	N/A	N/A	0	0	0
Number of conducted Covid-19 awareness campaigns and supply food parcels	N/A	N/A	0	0	0
Revenue Generation.					
	R1 234 000	R2 000 000 Revenue Generation.	R2 385 982	R3 000 000 Revenue Generation.	R2 385 982
Number of signed copies of established MOUs/MOAs	2 signed copies of established MOUs/MOAs	5 signed copies of established MOUs/MOAs	5	5 signed copies of established MOUs/MOAs	4
Number of stakeholder engagement platforms	10 stakeholder engagement platforms	8 stakeholder engagement platforms	8	8 stakeholder engagement platforms	8

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Performance Indicator	Actual Achievement 2021/2022	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025
Number of sustainable economic opportunities created.	1 sustainable economic opportunity created.	4 sustainable economic opportunities created.	4	4 sustainable economic opportunities created.	4
% of funded and implemented UAMP projects	100% of funded and implemented UAMP projects	100% of funded and implemented UAMP projects	100%	100% of funded and implemented UAMP projects	100%
Budget % of Total Infrastructure spent on qualifying SMMEs	100% Budget of Total Infrastructure spent on qualifying SMMEs	35% Budget of Total Infrastructure spent on qualifying SMMEs	65%	50% Budget of Total Infrastructure spent on qualifying SMMEs	65%
Approved Charter	Approved Charter	Approved Charter	Approved Charter	Approved Charter	Approved Charter
Unqualified Audit Outcome	Unqualified Audit Outcome	Unqualified Audit Outcome	Unqualified Audit Outcome	Unqualified Audit Outcome	Unqualified Audit Outcome
Number of strategies developed and approved	4 strategies developed and approved	1 strategy developed and approved	0	0	0
Number of Risk Maturity Barometer Level	5 Risk Maturity Barometer Level	3 Risk Maturity Barometer Level	5	4 Risk Maturity Barometer Level	5
Number of workplace skills plan developed.	1 workplace skills plan developed.	1 workplace skills plan developed.	1 workplace skills plan developed.	1 workplace skills plan developed.	1 workplace skills plan developed.

The explanation of variances between actual and target for 2024/25 are as per the table above.

Strategy to overcome areas of underperformance

In the current financial year, two indicators were not achieved, which is a massive improvement from the previous year, in which NMM could not achieve six indicators. These indicators that Heritage underachieved is two library collections that were supposed to be digitised, and from Administration that is the one that is revenue generation.

In both areas of non-achievements, the reasons are explained, and an action plan has been developed as follows:

The underachievement of the Heritage department- This indicator was allocated to heritage and conservation, assuming that the OR Tambo Garden of Remembrance (the site given to the NMM to operate with the mandate of running the digital library) digital library would be operating fully. However, this was not the case, and the NMM could not achieve this indicator. As a way forward, the NMM engaged with the department to expedite the finalisation of the ICT equipment that is currently being installed.

The administration department underachieved this due to a lack of additional funding and delays in fully operationalising the Qunu site (accommodation and conferencing). This site was operational until it was closed in 2017 due to poor maintenance by DPWI, and the repairs were recently partially finished in the current year.

Changes to planned targets

During the year, the changes to the APP were proposed and approved by the Council.

The amendments to the APP were to refine the indicators to ensure they conform to the following criteria:

- Consistency
- Measurability
- Reliability
- Presentation
- Disclosure

These changes were proposed mainly to clean the APP and for consistency reasons. The approval was on 28 January 2025.

1. Below are all issues identified in the existing APP where the indicator, as per the Technical Indicator Description (TIDs), is not verbatim with TIDs as per the Strategic Outcomes and Annual targets table, as guided by the framework. Pages 28 & 29.

No	Output indicator TIDs as per the existing APP	Proposed Change of the Technical Indicator Description (TIDs)
i.	Developed and approved Strategies	Number of strategies developed and approved
ii.	Approved workplace skills plan	Number of workplace skills plan developed

2. In the APP document, remove all the indicators that have zero in the current year, as they were categorised in the prior year by the external auditors as not measurable. Pages 44 to 49.

No	Indicators to be removed due to being zero in the current
i..	Number of strategies developed and approved

3. The Technical Indicator Descriptions (TIDs) have more than the required information per the performance information guide. The following two additional rows will be removed in all the TIDs that are in the 2024-25 financial year.
 - a) Data Limitations
 - b) Type of indicator

4. On page 47, Add a responsible person in the last row for an indicator name, Number of stakeholder engagement platforms as follows:

Number	Indicator Responsibility
i..	Senior Manager: Public Engagement and Marketing

5. In the current year, the number of schools visited was consolidated with the number of outreach programmes conducted; this has resulted in the number of schools visited in both the APP and APR being reported as zero and 'n/a'. This amendment was reported in the shareholders' compact and approved. Unfortunately, the approval was post-APP approval, and NMM couldn't have gone back and amended the APP.
6. In the current year, the number of schools visited was consolidated with the number of outreach programmes conducted; this has resulted in the number of schools visited in both the APP and APR being reported as zero and 'n/a'. This amendment was reported in the shareholders' compact and approved. Unfortunately, the approval was post-APP approval, and NMM couldn't have gone back and amended the APP.

Linking performance with budgets

The spending was in line with the approved budget.

Activity	2023/24			2024/25		
	Budget	Actual	((Over)/Under Expenditure	Budget	Actual	((Over)/Under Expenditure
Total Income	56 131 130	60 760 236	4 629 106	39 885 000	57 545 551	17 660 551
Total Expenditure	(51 227 120)	(63 293 598)	(12 066 478)	(39 885 000)	(57 992 722)	(18 107 722)
Total	4 904 010	(2 533 362)	(7 437 372)	0	(447 171)	(447 171)

Revenue Collection

Overview of the financial results of the Museum Receipts

Receipts	2023/24			2024/25		
	Budgeted revenue	Actual revenue	Over/ Under budgeted	Budgeted revenue	Actual revenue	Over/ Under budgeted
Government subsidy	54 131 130	54 131 130	-	35 130 000	55 130 831	(20 000 831)
Interest received	620 000	5 861 547	(5 241 547)	450 000	2 050 654	(1 600 654)
Donations received		7 629	(7 629)	5 000	14 655	(9 655)
Other revenue	1 380 000	759 930	621 930	4 300 000	349 411	(3 950 589)
Total	56 131 130	60 760 236	4 629 106	39 885 000	57 545 551	17 660 551

The museum is not yet generating revenue; however, the resource mobilisation strategy has been finalised. An array of revenue generation initiatives are in place and will be implemented during the 2025/26 financial year. The Qunu and Heritage Centre has been partially handed over to the NMM with challenges stated on page 41 of this report; it is anticipated to generate additional revenue in 2024/25 but not at a margin that was anticipated as the site is still not fully operational due to DPWI's slow progress in finalising the matters that were outstanding in the partial handover.

The variance above is due to the infrastructure-related interest received, which has been ring-fenced to only infrastructure-related projects. Additionally, there was an underspending on the capital budget due to the challenges posed by the Long to Freedom film set.

Programme expenditure

Programme	2023/24			2024/25		
	Final allocation	Actual expenditure	Over/under expenditure	Final allocation	Actual expenditure	Over/under expenditure
Heritage and conservation	7 381 165	7 381 165	0	7 676 412	7 486 927	189 485
Public Engagements	3 915 870	3 915 870	0	4 072 505	4 072 508	0
Governance	39 930 085	51 996 563	(12 066 478)	28 181 168	46 478 375	(18 297 207)
Total	51 227 120	63 293 598	(12 066 478)	39 885 000	57 992 722	(18 107 722)

DSAC allocates all revenues as operational and capital grants, except for revenue from finance income amounting to R 2 050 654 (2024: R 5 861 547) and donations from the public.

Programme	Explanation
Heritage and conservation	There was no increase in the Museum's budget except the inflationary increase. Though the Museum requires additional personnel to function optimally, there was no additional budget. For example, specialist skills include marketing and communication specialists, curators, designers, conservators, web designers, and entrepreneurs. The Museum has grown, and to match its growth, such skills would have been commensurate with its intended strategic focus. This inflationary increase is far from enough for the core business operations. As a result, this harmed the size, audience, geographical location, etc., of programmes.
Public engagement and marketing	The Museum had met most indicators linked to this programme with the limited resources allocated. However, there is still a challenge with these programmes' size, audience, and geographical location.
Administration	The inflationary increase adjusted all running costs. Over the period, the Museum will continue adjusting employees' compensation at an inflationary projection, which aligns with the National Treasury Guidelines.

Conditional grants and earmarked funds received.

During the 2024/25 financial year, no new conditional grants were received except for the additional allocation to the existing grants.

The following represents the infrastructure information:

Unspent conditional grants and receipts	2024/25	2023/24
Qunu Development Project	3 472 300	3 472 300
ICT Project	163 516	163 516
Installation of burglar bars	33 083	33 083
Erection of Public Sculptures	146 219	146 219
Facilities Management	6 653 357	127 940
Long Walk to Freedom Film Set	19 971 287	34 685 543
Back-Up Generator	401 987	401 987
Digital branding and screens	1 901 162	
	32 742 911	39 030 588
Movement during the year		
Balance at the beginning of the year	39 030 588	44 160 024
Additions during the year	12 000 001	14 671 785
Income recognition during the year	(18 787 678)	(19 801 221)
	32 742 911	39 030 588

- Facilities Management- These funds are for the maintenance and improvement of existing structures.
- Long walk to freedom - Allocated funds relate to Long Walk to Freedom film set consultants, and the remainder would be transferred to the LWTF construction project.
- Erection of Statues- These funds are for the construction of 2 Nelson Mandela statues in Bhunga and Qunu. The project was finalised during the year.
- Qunu Development project- This grant is for both the project management team and Qunu improvements.
- ICT Project- These funds are for ICT infrastructure development and equipment.
- Back-up generator- These funds were allocated for the procurement of a back-up generator for the Bhunga Building.
- Installation of burglar bars- These funds were allocated for installing burglar bars at the Museum.
- Digital screens and branding- These funds were allocated for the installation of digital screens and branding at the Museum.



PART B

PROGRAMME 1



PROGRAMME 1

Administration

The primary purpose of this programme is to ensure sound and effective Governance. This Branch has been organised to carry out its work according to the following sub-programmes:

- Chief Executive and Finance Offices
- Human Resources
- Support Services

This programme encompasses seven performance indicators, including the measurement of council meetings and their committees, the implementation of fundraising strategies, governance evaluations of compliance and business processes, and the User Asset Management Plan.

Council Meetings

NMM held seven Council Meetings, all of which were quorate throughout the year. The first meeting for the year was held in April 2024, and the last meeting was in January 2025 for the Council to dispense their oversight duty. The additional meetings resulted from a need to approve strategies and concept documents.

Council Committees

All five committees were effective the whole year, with each meeting more than four times a year, exceeding the number expected by the charter of four times. The extra meetings are necessitated by additional work that had to be completed.

Fundraising Strategy and Activities

The Museum has appointed a resource mobilisation team to augment its budget for the core business. The team was appointed in November 2021, and the plan has been developed. There has been no progress in resource mobilisation; interventions are underway to ensure the success of the activities.

Development of policies and processes

This performance indicator is linked to the CEO's office. However, in 2017/18, the Museum reviewed and developed strategies and policies for the first time since 2010. In 2024/2025, no plan was developed; instead, one is expected because there is an outstanding HR strategy, and it is anticipated to be approved in the January 2025 council meeting. These strategies are required to run the museum's operations effectively. All strategies would be reviewed once every 3-year cycle or when the need arises to encompass new economic changes.

The other milestone that the NMM achieved in this period was the review of the HR policies and the development policies that were not in place at the NMM. Again, these policies will be approved in the 2024/25 financial year.

The ICT department held its first-of-its-kind strategy review as an initiative to align the business to the ever-changing ICT environment.

Improvement in the Audit Report and Compliance with Laws and Regulations

The Museum has retained the unqualified audit report from the AGSA.

The majority of the requirements of PFMA, GRAP, and Treasury regulations were adhered to.

Human Capital Initiatives

Only one performance indicator falls under this umbrella: a Workplace Skills Plan and internships/ scholarships/ fellowships/ internships created. These indicators had been adhered to per the strategic document's requirements.

User Asset Management Plan

As required by the Government Immovable Asset Management Asset (GIAMA), the capital plan was developed and submitted to DSAC, aligning with the Museum's strategic requirements for infrastructure developments.

Built-in environment

The Security, Facilities, and Logistics unit is responsible for the Nelson Mandela Museum's safe and clean environment. The Nelson Mandela Museum has two sites: The Nelson Mandela Youth & Heritage Centre (NMY&HC) in Qunu and the Bhunga building site in Mthatha. The Nelson Mandela Museum signed an Implementation Protocol with the Department of Sport, Arts and Culture for two additional sites, OR Tambo Garden of Remembrance and Ingquza Hill Museum, from the 2023/24 to 2025/26 financial year. These two additional sites are under the administration of the Nelson Mandela Museum, which therefore tallies the NMM sites to four.

Nelson Mandela Museum: Bhunga building

The Bhunga building was constructed in 1927 to accommodate the United Transkei Territories General Council, a governing body dating back to 1894. It became the Transkei Parliament in 1963 after the introduction of the Bantustan or homeland system (called Bunga Building). In 2000, the Nelson Mandela Museum was Launched, and this building became the beacon of hope as Nelson Mandela Museum. This building is a heritage site of RSA; thousands of people visit it to learn more about our Icon, Nelson Mandela.

As the custodian of government properties, the Department of Public Works and Infrastructure is responsible for maintaining the Bhunga building. This, however, has proved to be a futile exercise as many of the components of the building continue to deteriorate.

The Nelson Mandela Museum, in collaboration with its mother body (DSAC), has appointed a Facilities Management service provider to maintain its structures, ensuring they remain available to the public.

Several projects have been executed under the FM contract, mainly:

- Electrical Repairs
- Pressure Cleaning
- Painting of the external façade
- Basement Waterproofing
- Basement Steel Railings
- Installation of Burglar Bars
- Plumbing Repairs

Bhunga Building



Figure 1. Electrical Repairs



Figure 2. Painting of External Façade

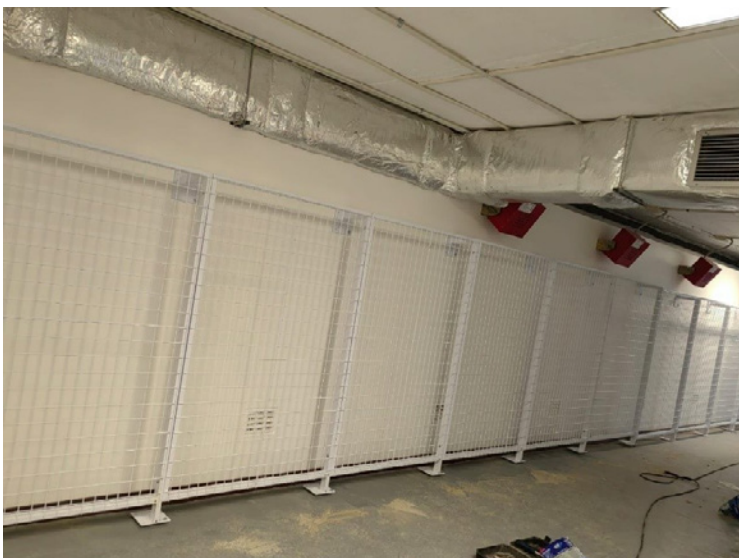


Figure 3. Basement Steel Railings

NELSON MANDELA YOUTH & HERITAGE CENTRE IN QUNU

The Qunu site was temporarily closed due to maintenance conducted by the Department of Public Works and Infrastructure (DPWI).

The main project, Qunu-based condition maintenance, includes upgrading the sewer system, which has been a challenge for the Museum for many years. The sewer upgrade will be accompanied by the renovation of the buildings and some facelifts of certain structures that will ensure that the material used can withstand the elements of nature and is durable. NMM has committed to co-funding the project for capital works items to be included in this project's scope. To ensure adherence to all technical requirements.

However, the building should have been handed over in July 2021, but this was not achieved due to challenges that included variation orders (VOs) that were not approved on time, weather conditions and some changes in completion dates of some areas. The challenges cited by DPWI are as follows;

- the approval of the Environmental Impact Assessment Report, which has since been approved,
- the approval of the Water Use License Application (WULA), which was approved in June 2022.
- Variation orders (VO) for unforeseen items take longer to be approved.

All these challenges have led to DPWI not meeting the deadlines and revising the completion date to March 2023.

The Museum decided on a beneficial handover with the technical team, effective from September 2022. However, this is not achieved.

Sectional handover/beneficial occupation, including Building, Electrical, Mechanical, Civil and Sewer upgrades, took place on the 11th of April 2023. This meant that the upgrades done on the following buildings were completed and can be used by the end-user:

- Block A (Ablutions)
- Block B (Sports Hall)
- Block C (Dining Hall)
- Blocks D1-3 (Double Storey Accommodation)
- Blocks E1-3 (Single Storey Accommodation)
- Block F (Conference Centre 1+2)
- Block G (Administration Offices)
- Block H (Restaurant)
- Block J (Min Courtyard Area)
- Block K (Exhibition 2)
- Block L (Exhibition 1)
- Blocks M1 +2 (Manufacture + Laundry)
- Block N (Ablutions)
- Block P (Guest House)
- Combi Courts

Works which have not been handed are as follows:

- Sewer Ponds
- Borehole
- Guardhouse
- Information Centre
- Elevated water tank

DPWI has submitted an invoice for the supply and installation of a clear view fence in Qunu.

Engagements between the NMM and DPWI on the 'taking over of the Combi Courts' have yielded positive results. The NMM received approval from DPWI to implement the Combi Courts on the 21st of January 2024 and the project has since been completed.

Qunu Youth and heritage Centre in Mthatha

Figure 1. Refurbished Combi Courts



Figure 2. Clear View Fence

Figure 3. New Elevated Water Tank



OR TAMBO GARDEN OF REMEMBRANCE

The OR Tambo Garden of Remembrance, situated in the rural Nkantolo in the town of Bizana, is a new site under the administration of the Nelson Mandela Museum. The site results from an Implementation Protocol signed between the Department of Sport, Arts and Culture and the Nelson Mandela Museum from 2023/24 to 2025/26 financial year.

The Nelson Mandela Museum is responsible for managing and maintaining the OR Tambo Garden of Remembrance.

The Nelson Mandela Museum has earmarked the below project to be implemented in the 2024/25 financial year:

- Electrical Repairs
- Landscaping, Gardening and Grass Cutting
- Painting of walls, steel railings and roof
- Water Pressure Cleaning
- Plumbing Repairs
- Paving Repairs

OR Tambo Garden of Remembrance



Figure 1. Paving Repairs



Figure 2. Landscaping, Gardening and Grass Cutting

INGQUZA HILL MUSEUM

The Ingquza Hill Museum, situated in Flagstaff, is a new site under the administration of the Nelson Mandela Museum. The site results from an Implementation Protocol signed between the Department of Sport, Arts and Culture and the Nelson Mandela Museum from 2023/24 to 2025/26 financial year.

The Nelson Mandela Museum is responsible for managing and maintaining the Ingquza Hill Museum.

The Nelson Mandela Museum has earmarked the following project to be implemented in the 2024/25 financial year:

- Landscaping, Gardening and Grass Cutting
- Electrical Connection and Repairs
- Roof, Ceiling, Windows and Wall Repairs
- Plumbing and Water Repairs
- Conversion of Existing Ablution Facilities to Waterborne
- Hazardous Storage Room



Figure 1. Landscaping, Gardening and Grass Cutting



Figure 2. Hazardous Storage Room



PART B

PROGRAMME 2



PROGRAMME 2

HERITAGE AND CONSERVATION

Background Information

The purpose of the Business Development Unit born from its nature as the museum's core/primary department. This is because its purpose is to promote, protect, and preserve Nelson Mandela Museum collections and Nelson Mandela's legacy. The museum has nearly 4000 objects that make up the collection which are a range of Gifts by the Nations. These are from gifts of gratitude, and show an appreciation for the leadership and role Nelson Mandela played in the fight against apartheid and building a non-racial, non-sexist democratic South Africa. The preserving of these gifts is critical in the preservation of the legacy of Nelson Mandela, that of reconciliation, human rights, the rule of law, and freedom and it is undertaken to position the museum as a living museum that promotes these values. The Nelson Mandela Museum achieves this through enabling access to an extensive but unique library collection, exhibitions, tours, research, educational programmes and community outreach programmes. The museum is also responsible for managing and operationalising two additional sites: OR Tambo Garden of Remembrance in Bizana and Ingquza Hill Museum in Flagstaff. OR Tambo Garden of Remembrance offers a world class digital library while also presenting Oliver Reginald Tambo's legacy. Whereas Ingquza Hill Museum is contextualising and exhibits the historical Ingquza Hill Massacre of 1964.

The museum's main priorities are the Conservation of the NMM collection and sites through the implementation of the Conservation Management Plan, Digitization of the museum collection, Inventory development and collection declaration by SAHRA. The museum further undertakes in-depth research on the collection, the liberation heritage of South Africa and the legacy of Nelson Mandela through outreach programme and learning platforms; operationalisation of both Ingquza Hill Museum and OR Tambo garden of Remembrance, and the development of new exhibitions. These priorities are executed as indicated by the following areas of delivery.

Digitisation of the NMM Collections

Over the years, the museum has identified digitisation as part of its long-term conservation strategy. This to enable the museum to reach a broader range of audience, creating accessibility and awareness of its collections as well as the digital preservation of the collection. During this financial year, the museum appointed a suitable service provider to commence the digitization process, and while the project has experienced delays in its implementation it is anticipated to be concluded in the next financial years and maintained for the next 4 years. This project is expected to elevate the museum's stature and modernise the institution with modern technology available in the market.

Declaration of Collections

The museum has started working on its inventory in line with the South African Heritage Resource Agency (SAHRA). During this financial year, the museum appointed a service provider to develop a comprehensive inventory with relevant provenance. This process was concluded in the financial year under review and is anticipated to be followed by a verification process in the next financial year to ensure ICOM standard compliance aligned to the CMP. These steps are undertaken in order for SAHRA to declare the collection as a national asset and incorporate it into SAHRIS. An amended motivation has already been submitted to SAHRA for consideration for the purpose of declaration and it is anticipated to be declared in the next financial year. The inventory culminated in a comprehensive report on all objects that are damaged in the collection and the verification process is anticipated to present a systemic, budget aligned, approach towards the repair on the damaged objects within the collection.

Learning platforms and conservations

The museum conducts six learning platforms per year, with two for the first quarter, one for the second and two in the third quarter, and another one for the fourth quarter. For the year 2024/25, As part of keeping Nelson Mandela's memory and legacy alive, the museum held the following:

- (1) Winter Camp, Build-up of International Youth Camp,
- (2) International Youth Camp at German,
- (3) Mandela Memorial Lecture in partnership with Freedom Park,
- (4) Human Rights Essay Competition,
- (5) African Liberation Heritage Indaba in partnership with University of Johannesburg,
- (6) Book Fair Department of Sport, Recreation, Arts and Culture (DSRAC)

These learning platforms are aimed to stimulate debates on the issues affecting and impacting South Africans, with the intention to stimulate debate that leads to improved social cohesion and nation building drawing on the values Nelson Mandela represented and stood for. These serve as platforms that provide a safe space for communities to air their views, understand the historical background of the country and present community led suitable solutions to modern day problems and social issues they face. The platforms further serve to advocate non-violent solutions toward peace, respect for human rights and tolerance amongst communities.

July is Nelson Mandela's birth month, born 18 July 1918. this is marked as International Mandela Day with activities such as 67 minutes of community service dedicated to 67 years of Nelson Mandela's active political participation. In commemorating this day, the museum renovated a class and opened a library at SOS Children's Home in Mthatha. It also hosted the Mandela Social Dialogue, which served as a reminder of Nelson Mandela's values to the public.

The museum was able to achieve the number of identified conservation projects and went on to implement these collection conservation projects based on acceptable international standards. This was achieved by addressing the infrastructural challenges raised by SAHRA through a letter to DSAC. In response to the letter and conservation standard requirements, the Museum removed all of its collection from the basement storage to a temporary storage in the building to allow repairs and maintenance work. i.e. roof leaks, damp walls, installation of additional rails and fire extinguishers, and new cabin shelves.

Research

One research project was commissioned during this financial year for oral history project focused on the foot prints of Nelson Mandela: Mvezo, Qunu, Mqhekezweni, Qokolweni, and Clarkebury. The research project was aimed at documenting ordinary accounts of individuals who interacted with the late President, Nelson Mandela on various occasions of his visit and stay in Qunu. It also sought to record the perspective of those in areas he lived before his political journey. Mvezo- where Nelson Mandela was born; Qunu- where he grew up and lived after retirement; Mqhekezweni- where he was groomed for leadership under the Regent King Jongintaba Mtirara; Qokolweni- where he did his then Form 1 (now Grade 8); and Clarkebury- where he did he completed his high school under the supervision Reverend Cecil Harris. The oral history is meant to produce a booklet that share the accounts of ordinary people from the areas that shaped and groomed the young Nelson Mandela.

Travelling exhibitions are:

For the financial year under review, the museum managed to organise the following traveling exhibitions:

- **Mandela and Luthuli in Conversation Exhibition**

A collaboration between the Nelson Mandela Museum and Luthuli Museum in Stanger, the Nelson Mandela, and Albert Luthuli in Conversation exhibition celebrates the legacy of these two South African struggle legends and Nobel Prize Laureates. The exhibition comprises more than just a collection of pictures. It is a compilation of personal exchanges between the two leaders, featuring broader conversations on their observations. It also

includes their associate's observations on various issues. This Exhibition was loaned to Polokwane Museum from 17th June -24th November 2024

- **Mandela and Luthuli in Conversation Exhibition**

A collaboration between the Nelson Mandela Museum and Luthuli Museum in Stanger, the Nelson Mandela, and Albert Luthuli in Conversation exhibition celebrates the legacy of these two South African struggle legends and Nobel Prize Laureates. The exhibition comprises more than just a collection of pictures. It is a compilation of personal exchanges between the two leaders, featuring broader conversations on their observations. It also includes their associate's observations on various issues. This Exhibition was loaned to Emelo Mpumalanga Gert Sibande Municipality Library Museum from 25th November -31st July 2025

- **30 Years of Freedom Exhibition**

The Nelson Mandela Museum hosted the above-mentioned exhibition which is owned by the Freedom Park Museum, the exhibition is of 8 panels that reflects to incidents of democracy. Period of loaning was from 26th October 2024 to 16th July 2025.

- **Dear Mr Mandela- Dear Mrs Parks Exhibition**

'Dear Mr. Mandela... Dear Mrs. Parks' Children's letter: Global Lessons exhibition is a collaborative effort between Nelson Mandela Museum and Michigan State University Museum. The exhibition was launched in 2008 by the Nelson Mandela Museum and Michigan State University Museum at the Nelson Mandela Museum Youth and Heritage Centre. The exhibition showcases letters written by hundreds of children around the world to Mrs. Parks and Mr. Mandela illustrating values and goals shared by two leaders born from different continents. It further raises a greater public understanding of the parallels in the struggles for equality and justice in the United States and South Africa through the letters of children. It was exhibited at January 8th Celebration

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- **The Freedom Exhibition**

Freedom Exhibition is a pictorial exhibition developed out of interviews conducted in Mthatha and Qunu by Film students from the University of Winchester, London who visited South Africa as part of their fieldwork and to celebrate the Nelson Mandela Centennial year with the people of South Africa. The exhibition was produced by Winchester University and curated by Nelson Mandela Museum through its partnership with the university. It was launched on 18 July 2020 at the museum.

These exhibitions assist and extend the museum's footprints and reach out to the wider communities across the Republic of South Africa who are unable to visit the museum in Mthatha. The loaning term is six months with an allowance of one extension, provided no other institution requests to loan in after the lapse of the first loaning period.

The NMM Youth and Heritage Centre in Qunu has been going under renovations led by the DPWI. The museum has been given completed part of the site (buildings) and the Museum have installed two exhibitions on site: Unthreading Nelson Mandela and the iMandela Exhibition in the 2023/24 financial year. At least one permanent Tour Guide was deployed in Qunu for tourist guide and admin purpose.

Collections

The NMM collections are acquired through donations from various stakeholders, individuals and communities that share their appreciation of uTata Nelson Mandela's contribution to the struggle against apartheid and his legacy in building a new democratic, socially cohesive and reconciled nation. The donations are received as gifts, and a donation form is provided to the donors. No donation was officially recorded in the museum collection database in this financial year.

Library

The library service of the museum continues to contribute positively to providing access to learners as a reference library while also performing its archival duties of NMM records. Its high-quality offering and marketing strategy attract more internal users each period.

The museum has a small library on the premises, which also comprises children and adult section. The library collection houses a diverse collection that is focus on liberation movement and is both fiction and non-fiction collection.

Implementation Protocol

During the 2024/25 financial year, the museum continued with the management and operationalisation of the two additional sites which as part of the Implementation Protocol (IP) between the Nelson Mandela Museum and the Minister of Sport, Arts and Culture (DSAC). These two sites are the Ingquza Hill Museum in Flagstaff and the Tambo Garden of Remembrance in Bizana. The Implementation Protocol (IP) was signed for three years, 2023/4 to 2025/6 financial year, with a budget of one million rand for each site annually adjusted in line with inflation annually. The budget serves to remunerate fixed-term contract employees working at the sites, the general maintenance of the sites, as well as content and programming development. A detailed close out report was submitted to the Department of Sport, Arts and Culture at the end of the financial year.

Ingquza Hill Museum

The Nelson Mandela Museum continued working at Ingquza Hill Museum with the Veterans Committee that comprise of 5 members, to ensure community engagement and involvement. The fixed-term contract staff, the Veterans Committee and the Nelson Mandela Museum worked alongside the DSAC's Project Manager to ensure that the site remained well maintained and attracts tourism and other activities. The fixed-term staff include two security guards, one general maintenance worker, one cleaner, and an admin/tour guide person. In addition to the exhibition about the Pondo Revolt, the museum working with the Eastern Cape provincial government held the annual Pondo Revolt massacre. In the 2024/25 financial year, the site attracted a total of 584 visitors and undertook numerous infrastructure development and maintenance projects.

OR Tambo Garden of Remembrance

The OR Tambo Garden of Remembrance fixed-term contract staff largely continued to perform well and as such their contracts were renewed in order to ensure uninterrupted service delivery. The staff comprise of an Admin/Tour Guide, cleaner, Librarian, and two general maintenance workers. The site houses a digital library, a media centre and an outdoor digital exhibition, programmes which collectively attracted a total of 3406 visitors. A detailed programming plan for both sites is being developed for Council approval and implementation. Given that there is an intention to gazette the sites, the Nelson Mandela Museum sees an opportunity to develop a detailed business plan that will present an exciting line-up of programming catering to both local communities and tourists.

HERITAGE AND CONSERVATION 2024/2025

Learning Platforms

1. Winter Camp, build-up of international Youth Camp
2. International Youth Camp in Germany
3. Mandela Memorial Lecture in partnership with Freedom Park
4. Human Rights Essay Competition
5. African Liberation Heritage Indaba in partnership with University of Johannesburg
6. Book Fair; Department of Sport, Recreation, Arts and Culture (DSRAC)

Winter Camp, 24 – 28 June 2024, Qunu.



International Youth Exchange Camp in Germany, 08 – 22 September 2024 – Quarter 2
2024/2025



Figure 1. Participants from South Africa and Germany listening attentively to a testimony by the Holocaust survivor



Figure 2. Participants listening and engaging with teamers during one of their exchange sessions

Mandela Memorial Lecture in partnership with Freedom Park, 31 July 2024 – Quarter 2 2024/2025



Figure 1. Mandela Memorial Lecture organized by the Nelson Mandela Museum which it hosted at Freedom Park in partnership with Freedom Park. It was also graced by the minister of Sports, Arts and Culture, Mr. Gayton



McKenzie.

Figure 2. Showing one of the presenters at the lecture.

Human Rights Essay Competition, 13 March 2025, Qunu.



THREE DECADES OF RESPECT AND PROMOTION OF HUMAN RIGHTS

 Nelson Mandela Museum
presents the
**2023/2024
HUMAN RIGHTS
ESSAY COMPETITION**

Top 10 Contestants

will compete for the
TOP 3 POSITIONS

 KGALGO IZWELE SS Mgweshe Kgalego	 KIMBERLEY EVELYN SS Mc Dillon Evelyn	 KING EDWARD HIGH SCHOOL Faith Ntseke	 KING EDWARD HIGH SCHOOL Abulele Unathi Sobantu	 NONDENGA SS Majola Eshele
 ALATANG SS Pelela Sanyu	 VARALLANE SS Mstibi Siyanda	 MARALLANG SS Morotholi Sibongile	 LAKESIDE SS Hadebe Blessed N	 MAR TUDJIS COLLEGE Abdullahi Bani

19 March 2024
at the
Nelson Mandela Museum
Youth and Heritage Centre,
Qunu, Mthatha
9:00am
Media is invited to attend



African Liberation Indaba, 28 – 29 October 2024, Johannesburg Quarter 3 2024/2025

3RD AFRICAN
LIBERATION HERITAGE
INDABA

LIVE CROSSINGS:

08:00-09:00
10:45-11:00
13:00-13:30
16:30-17:00

THEME

30 Years of Freedom: What
has become of Heritage
Assets and Reparation
in South Africa?

28 & 29
OCTOBER

NELSON MANDELA
MUSEUM PODCAST
#NMMPodcast

Host

Max Mncela

Guest Co-Host

Dr Siphe Potelwa
(NMM Council Chairperson)

Co-Host

Dr Vuyani Boozi
(CEO)

UNIVERSITY OF JOHANNESBURG
ARTS CENTRE, KINGSWAY CAMPUS
AUCKLAND PARK, JOHANNESBURG

Nelson Mandela Museum

Nelson Mandela Museum



Department of
Sport, Arts and Culture
REPUBLIC OF SOUTH AFRICA

30
YEARS
OF FREEDOM



NELSON MANDELA
MUSEUM



UNIVERSITY
JOHANNESBURG



Radio
702

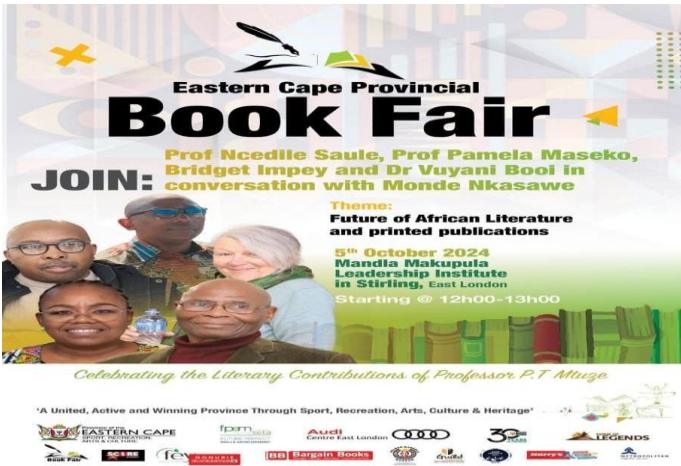
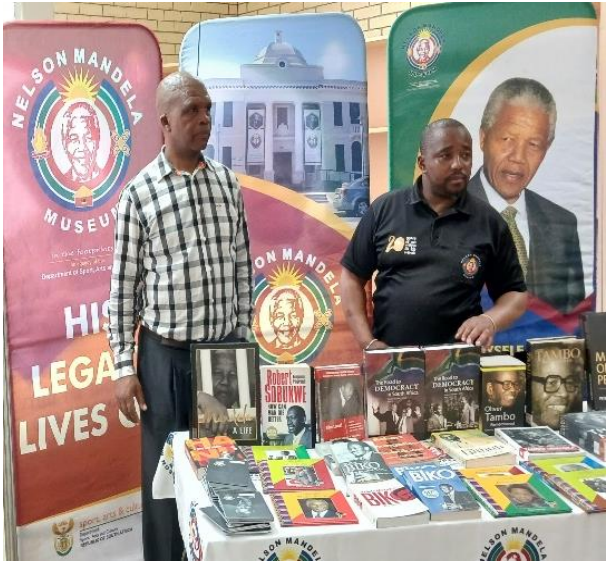
Figure 2. African Liberation Heritage Indaba 2024 in partnership with the University of Johannesburg.

Nelson Mandela Museum
ANNUAL REPORT

55

2024 / 25

Book Fair Department of sport, Recreation Arts and Culture 04 – 05 October 2024, Quarter 3 2024/2025



HERITAGE AND CONSERVATION 2024/2025

Outreach Programmes

International Museum Day

Eastern Cape Rural Career Expo

Outreach as a build up for Human Rights

OR Tambo Children's Legacy Programme



Figure 1. Participants from various high schools at the International Museum Day organized by the Wild Coast Museum. Nelson Mandela Museum was represented and exhibited



Figure 2. Top 3 winners with their trophies and smartphones

Eastern Cape Rural Career Expo, Quarter 2

Nelson Mandela Museum Mandela Museum attended the expo organized by the Sakhikamva Development Trust at Clarkebury High School in Engcobo on 8th August 2024



OR Tambo Children's Legacy Project

Hosted on the 30th October 2025 in partnership with Winnie Madikizela Mandela Local Municipality (Bizana) – Quarter 3 2024/25

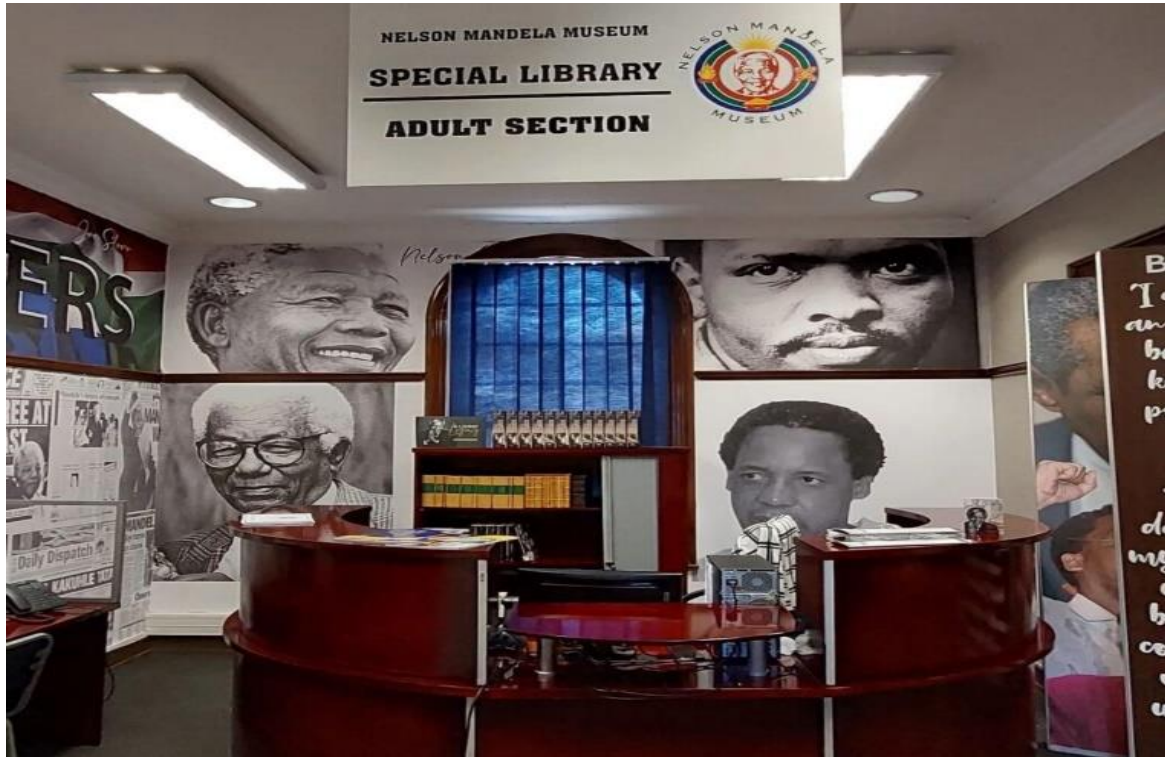


Outreach as a build-up to Human Rights, 04 – 17 February 2025 – Quarter 4 2024/25



Library Section

Nelson Mandela Museum Special Library: Adult Section



Nelson Mandela Museum Special Library: Children's Section



Travelling Exhibitions

1. Mandela and Luthuli in Conversation Exhibition
2. 30 Years of Freedom Exhibition
3. Dear Mr. MandelaDear Mrs. Parks Children Global Lessons Exhibition
4. Freedom Exhibition

Nelson Mandela Museum Travelling Exhibitions



Figure 1. Mandela and Luthuli in Conversation Exhibition

- Mandela and Luthuli in Conversation Exhibition

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Figure 2. 30 Years of Freedom Exhibition

30 Years of Freedom Exhibition

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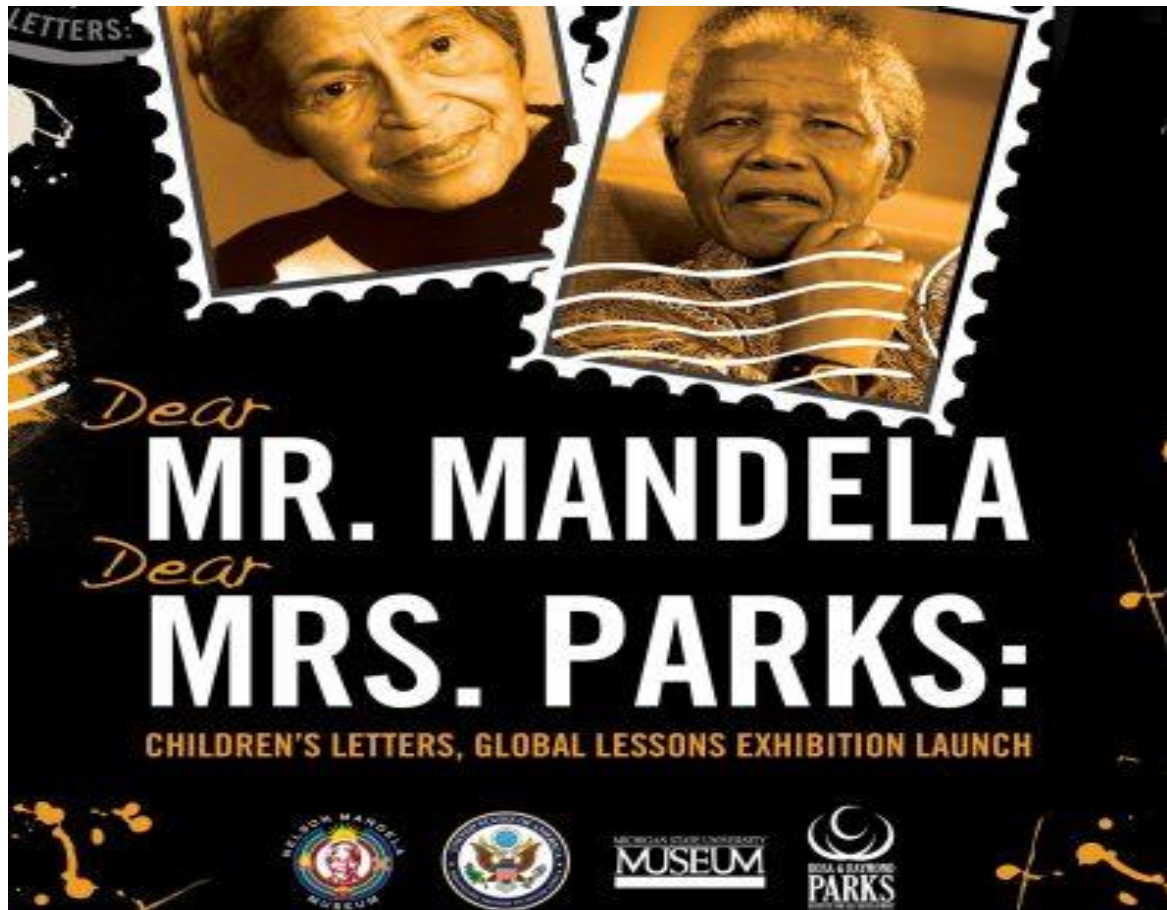


Figure 3. Dear Mr. Mandela.....Dear Mrs. Parks Children Global Lessons Exhibition

- Dear Mr. Mandela... Dear Mrs. Parks' Children's letter: Global Lessons exhibition is a collaborative effort between Nelson Mandela Museum and Michigan State University Museum. The exhibition was launched in 2008 by the Nelson Mandela Museum and Michigan State University Museum at the Nelson Mandela Museum Youth and Heritage Centre. The exhibition showcases letters written by hundreds of children around the world to Mrs. Parks and Mr. Mandela illustrating values and goals shared by two leaders born from different continents. It further raises a greater public understanding of the parallels in the struggles for equality and justice in the United States and South Africa through the letters of children. It was exhibited at January 8th Celebration



Figure 4. Freedom Exhibition

The Freedom Exhibition

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PART B

PROGRAMME 3



PROGRAMME 3

PUBLIC ENGAGEMENT

The public engagement strategy

The Public Engagement and Marketing department serves as a driving force in protecting and promoting Nelson Mandela Museum's geographical location and the museum brand. This is done through a well-crafted community outreach programmes, community and stakeholder engagements, media engagement, trade shows and Museum events and programmes aligned to Former President Nelson Mandela. These activities and programmes within the Museum timeline attract local and international visitors to view Museum's permanent and travelling exhibitions, artefacts, gifts, authentic sites of significance in the foot prints of Nelson Mandela. The department is also a communication vehicle that disseminates information to all local and national government departments, strategic partners, community and stakeholders. The department enhances the Museum's digital activities, promotes culture and heritage and preserves Nelson Mandela's legacy through robust programming.

STAKEHOLDER AND COMMUNITY ENGAGEMENT PLATFORMS

The museum hosted a number of activities in celebration of Nelson Mandela Release, Mandela Day and Commemoration Day. The museum also conducted community engagement and stakeholder engagement platforms. The events along with stakeholder and community engagement programmes assist in promoting and disseminating messaging to the external community about the Museum's products, offerings and services. It is where different communities gather to celebrate and commemorate the life and times of Nelson Mandela and make a difference in the lives of those that are disadvantaged. Museum's audiences showcase their talents and their intellectuals during such programmes and events.

1st Annual Youth Colloquium

The 1st Annual Youth Colloquium held at Nelson Mandela University (NMU) on the 08th of May 2024 under the theme: **Reflecting on 30 years of democracy: What was in it for the youth?** The 1st Annual Youth Colloquium was aimed at providing a platform for young leaders to discuss pertinent issues affecting youth development. It sought to foster a dialogue, to propose solutions, and to inspire actionable outcomes through collaborations and networking. The Youth Colloquium which is a collaborative initiative between the Nelson Mandela Museum, National Youth Development Agency (NYDA), Nelson Mandela University and Centre for the Advancement of Non-Racialism (CANRAD) addressed the critical need for youth voter education, addressing social issues affecting young people and empowerment. The event aimed to educate, engage, and empower young people to actively participate in the electoral process and contribute meaningfully to democratic governance.

The objectives of the colloquium was to raise awareness among youth regarding the importance of their role in elections, promote civic participation, and foster partnerships for sustained youth empowerment. Through a series of informative sessions, interactive workshops and engaging discussions, participants gained insights into electoral systems, voting processes and the significance of their vote in shaping the future of the nation.

Key components of the programme included panel discussions, workshops on voter education, youth-led debates and empowerment sessions focusing on leadership development and advocacy skills. The colloquium responded to the pressing need for youth empowerment and engagement in socio-economic and political discourse. It leveraged NMU's academic environment to encourage critical thinking and innovative ideas among young participants whilst it gave opportunity to NMM to teach young people about the unique leadership values of Mandela.

The colloquium featured panel discussions and interactive networking sessions. Participants were encouraged to actively engage on current political, social and economic discussions and contributed to the development of recommendations for youth-centric policies and initiatives. The event was justified by the urgent need to amplify

youth voices and perspectives on issues ranging from education and employment to social justice and civic engagement. By gathering diverse stakeholders and thought leaders, the colloquium aimed to bridge the gaps and drive inclusive and sustainable development that will favour the young people of South Africa. Esteemed speakers included the CEO of NMM, academics, government officials, industry leaders, and youth advocates. They shared insights, research findings and success stories, inspiring participants to share their expertise and vision for a better future. They advised that NYDA should work closely with the student council and entrepreneurship officer to understand the needs of the students and how to support them. The university has strategic resource mobilization centre and has the ability of fundraising for students. It also has the ability of advocacy work based on skills underlying the university agenda towards certain industries.

Nelson Mandela Museum Stakeholder Breakfast Session

In celebrating 30 years of Democracy in South Africa, the Nelson Mandela hosted a **Stakeholder Breakfast Session** on the 14th of June 2024 at the Nelson Mandela Museum Youth and Heritage Centre under the theme: **"Embracing Tour Operators and Media as Drivers of Tourism and Economic Growth"**. The Stakeholder Breakfast Session's objective was to appreciate the role played by the Tour Operators, strategic stakeholders in Tourism and Heritage Spheres and Media Houses in promoting the museum and packaging its products and offerings. The work that has been done by these stakeholders helped to profile the work of the museum even during the most difficult times of COVID19 pandemic.

Therefore, it was important for the museum to express its heartfelt gratitude for the commitment that has been demonstrated by all these stakeholders. The session was also aimed at fostering a constructive dialogue and reciprocal collaborations, and partnerships among key stakeholders that invested in the museum's mission. It also focused on enhancing community engagement, promoting Mandela's legacy, and advancing sustainable development in the Eastern Cape region.

The session followed a structured format combining speeches, panel discussions and interactive questions and answers. This format encouraged active participation and facilitated meaningful exchanges among stakeholders. Speakers and those who participated in the discussions displayed their expertise and insights that provided diverse perspectives on promotion Mandela's legacy and strategies for sustainable development.

The speakers focused on the promotion of tourism and issues of social cohesion and nation building whilst the CEO of NMM emphasised a need for hosting Eastern Cape Tourism Indaba to address the challenges that are facing tourism development in the Eastern Cape. The museum emphasised the fact that it is trying to be an anchor not just promoting the museum as an entity but to promote cultural tourism and liberation heritage tourism. The museum wanted to play a very significant role in terms of changing the bad reputation of Mthatha and to ensure that it promotes tourism initiatives. There is a move to ensure that tourism along Wild Coast and Liberation Heritage Route Tourism are developed to enhance the legacy of Nelson Mandela. Another initiative to be considered is to host Eastern Cape Tourism Indaba as it was adocated by the Dr Booi, the CEO of NMM, in terms of developing the tourism industry. The National Department of Tourism expressed its appreciation about the event and the collaboration of the Eastern Cape Parks and Tourism Agency for heeding a call to fight crime against tourists in Mthatha. The Department advised that stakeholders in tourism must come together and instil tourism safety amongst the community. The Eastern Cape Provinces is needed to be safe so that tourists can be able to contribute to the economy of this country.

The session emphasized sustainable partnerships among stakeholders to ensure long-term commitment to the museum's objectives and initiatives. Collaboration aimed at leveraging resources and expertise for ongoing projects and programmes. It justified the need to strengthen relationships with stakeholders, align strategies for community development, and enhance the museum's impact through collective efforts and shared goals.

International Nelson Mandela School visits South Africa

In 2023, St John's College established a partnership with Nelson Mandela School in Berlin. The three educators from Nelson Mandela School were hosted by St John's College, for five (5) days, in March 2023. Nelson Mandela School shares a namesake with the iconic leader Nelson Mandela and it embodies principles of social justice and international understanding.

On the 25th of June 2024, there was another reciprocal visit by the International Nelson Mandela School in Berlin to St John's College in Mthatha, with a welcoming programme hosted at the Nelson Mandela Museum. In attendance were the representatives from International Nelson Mandela School, St. John's College, Nelson Mandela Museum, Anglican Diocese of Mthatha and local dignitaries. The speakers delivered their speeches welcoming the visit of the Nelson Mandela School and made mention of the partnership between the two schools that underpins a commitment to educational exchange and mutual learning. It aimed at developing joint projects, share resources, and engage in student exchanges that enriched cultural understanding and academic pursuits as advocated by these institutions.

Key stakeholders included representatives from Nelson Mandela Museum, Nelson Mandela School, St. John's College, local government officials, educators, students, and community members. They shared their welcoming remarks and the importance of the visit to South Africa, as an opportunity not only for an exchange programme but to share several benefits, such as cultural exposure, academic enrichment, language skills, funding opportunities, digitisation of St John's College and others. The participation and support of the museum was very crucial in ensuring the success of the welcoming session. The museum further arranged a tour to all its sites of significance that included the village tour in Qunu along the Mandela Footprints Hiking Trail – sliding stone, remains of the church where Mandela was baptised, Mandela Family Grave Site and his home in Qunu. The tour provided some cultural experience of a life in the village as they spent the night in one of the homestays in Qunu, after a very busy day.

Africa's Travel Indaba

The Nelson Mandela Museum participated in the Africa's Travel Indaba from the 13th until the 14th of May 2024 at the Albert Luthuli Convention Centre in Durban from the 13- 16 May 2024. The Africa's Travel Indaba, an expo with a resounding success, showcasing the diverse tourism offerings of Africa. The event connected over one thousand and four hundred (1400) delegates from seventy-seven (77) countries. The Indaba featured six hundred (600) exhibitors showcasing their products and services.

The participation of the Nelson Mandela Museum was a strategy to promote the museum and to communicate its products and offerings. And through its participation was to achieve greater social and economic impact and to showcase the museum offerings, its footprints, and tour packages offered by the museum. The Indaba served as a research tool to acquire visitor perceptions and their comments on its current offerings, future expectations, and areas where it needs to improve. The Indaba became a platform to promote Nelson Mandela Museum brand, sell its products and offering to this platform attracting tourists locally and abroad. The outcomes of the participation were to identify and attract new tour operators for our offerings and packages, to retain and get new Tour Operators in order to improve the museum's service to our existing tour operators. The museum also focused on visitor retentions and museum programmes and offerings with the intention of attracting potential partners. The museum exhibition stand featured the footprints of Nelson Mandela – Mvezo where he was born, Qunu where he grew up as a small boy, the statues of Nelson Mandela, Nelson Mandela's gifts and artefacts.

The space was located at a strategic position next to the Robben Island Museum stand which created a storyline on Nelson Mandela on his humble beginnings and during his incarceration and his resting place in Qunu. The strategic position of the stand also created a flow of visitors to the museum's exhibition stand and to the Robben Island Museum. The museum stand was abuzz of visitors and meetings were held in the stand. The meetings between the museum and some exhibitors and tour operators were arranged prior the start of the Indaba. The museum also formed part of speed marketing where there were presentations made on its products and

offerings and new link sites that include OR Tambo Garden of Remembrance in Bizana and Ingquza Hill in Flagstaff.

The museum included the cultural activation as one of the programmes hosted by the museum. The cultural activation which took place on the 14th May 2024 included the traditional dance, showcasing of the African Regalia and African Cuisine. There were promotional material and giveaways for those who won the competition that took place during the cultural activation.

German Delegation Send Off

The Nelson Mandela Museum hosted the Nelson Mandela School send-off on the 02nd of July 2024. This event celebrated the school's commitment to honouring Mandela's legacy and promoting his values of education, freedom, and social justice. Attendees included educators, students, and community leaders who gathered to reflect on Mandela's impact and the importance of education in fostering positive social change. The event featured speeches, cultural performances, and discussions about the ongoing relevance of Mandela's legacy and values. It was a meaningful occasion to inspire the next generation and reinforce the principles that Mandela stood for.

Notable speakers included local government officials, educators from the Nelson Mandela Schulle/School, Nelson Mandela Museum and St John's College. And cultural performances added vibrancy to the occasion, showcasing music and dance inspired by South African heritage. Students presented projects reflecting Mandela's principles, emphasizing their commitment to making a difference in their communities using Mandela's values as foundation for those projects.

The send-off received extensive media attention and coverage with local and national outlets covering the event. Key highlights included television coverage featuring interviews with school officials and attendees, emphasizing the importance and relevancy of Mandela's legacy in today's world. Newspapers published articles detailing the event, with quotes from speakers discussing the impact of Mandela's values on education. The articles also highlighted the school's initiatives aimed at fostering inclusivity and global citizenship. The event garnered significant engagement on social media platforms like Nelson Mandela Museum Facebook Page, Twitter and Instagram, where attendees shared photos, quotes, and live updates reflecting widespread interest and support for the school's mission. The media coverage further amplified the message, ensuring that Mandela's values remain at the forefront of discussions about education and social change.

Icon's Journey Marathon

In the year 2024, the Nelson Mandela Museum in partnership with the Icons Journey Marathon, ABSA Bank hosted the 4th edition of the 400 km Iconic Challenge which covered three (3) district municipalities namely Chris Hani, OR Tambo and Amathole. It started from Fort Hare University in Alice which went via to places like Fort Beaufort, Whittlesea, Komani, Cofimvaba, Ngcobo, Clarkebury, Baziya, Mqekeweni, Qunu, Qokolweni and Nelson Mandela Museum with twelve (12) runners participating to cover a distance of 400 km over 8 days finishing on the 30th July in front of the Nelson Mandela Museum Bhunga Building.

The marathon was preceded by a Gala Dinner on the 12th of July 2024 which served as an official welcoming function of the 12 social runners from various provinces who participated on the 8-day Iconic Challenge that took place from the 14th of July until the 21st of July 2024. The challenge was a CSI initiative that saw 12 social runners from various provinces coming together to run a distance of 400 kilometres in eight (8) days with the purpose to raise funds that will benefit thousands of school boys and girls in the villages and township schools countrywide with necessities like school shoes, sport kits and sanitary pads for girls.

The marathon was branded with the Nelson Mandela Museum's logo and imagery reflecting Mandela's values, creating a strong visual identity that resonated with participants and sponsors. Partnerships were established with local businesses, national brands, and non-profit organizations to support the event financially and logistically.

Sponsors were given visibility through promotional materials, social media shout-outs and branding opportunities on race day.

Social Media campaigns were utilized to share event updates, inspirational quotes from Mandela, and runner spotlights and engaging visuals and videos increased reach and interaction.

The marketing and publicity strategies employed for the Icons Journey Marathon were effective in promoting the event, engaging the community, and honouring Nelson Mandela's legacy. The combination of digital outreach, community involvement, and media engagement created a successful platform for celebrating Mandela Month 2024.

2nd edition of Imbokodo Empowerment Workshop

The Nelson Mandela Museum in partnership with Eastern Cape Provincial Arts and Culture Council (ECPACC) is hosting the 2nd edition of the Imbokodo Empowerment Workshop. The workshop is scheduled to run for two months from the 3rd of September until the 3rd of November 2024. This workshop is a continuation of the 2023 workshop and is taking place at the Mthatha Craft Hub in partnership with ECPACC. The theme of the workshop is: **Towards developing and empowering women in the rural economy.**

A total of eight (8) women form part of the training to become registered SMMEs that will create job opportunities within their communities. These women are from the Nelson Mandela Heritage Trail which include Mvezo, Qunu, Mqhekezweni and Tyalarha. These rural areas are along the foot prints of Nelson Mandela and are still under privileged with women depending on child support grants and their husbands' income from the mines. The Imbokodo Empowerment Workshop creates a path for these women to contribute to the development and preservation of arts and cultural products whilst creating opportunities for livelihood.

The two-month workshop is around scarce and critical skills needed by the job market, how to open businesses and co-operatives, offerings and opportunities that include funding processes, community mobilisation, institution building, poverty reduction, skills development, and promotion of tourism in the surrounding areas of KSD. The workshop will bring positive results that will make it possible for women to open their businesses. The end products and offerings will include sewing a traditional full set of umbhaco and beadwork. The Museum and ECPACC are also planning to exhibit and showcase the participants' handwork conducted through the Imbokodo Empowerment Workshop at the Nelson Mandela Museum.

OR Tambo District Forum

The OR Tambo District Forum is an initiative within the OR Tambo District Municipality in the Eastern Cape that aims to enhance community engagement, promote local development, and address various social and economic challenges in the region and how to communicate such issues to the public. The main objective of the District Forum to enhance cooperation and collaboration between the district and the media, create a peer-to-peer knowledge-sharing platform for communicators and to prepare a communication machine to report on service delivery milestones. Forums like this often involve stakeholders from various sectors, including government, civil society, and local communities, media houses and communicators to foster collaboration and implement projects that benefit the district's residents.

On the 18th and 19th of September 2024, the Nelson Mandela Museum formed part of the O.R. Tambo District Communications Forum at Gqeberha. The forum was a platform to engage critical objectives on how to communicate and market programmes of the municipalities and government entities. The two day session mainly focused on communication and media training of the OR Tambo Communicators in order to have digital media that is cost effective, convenient and accessible to many. The sessions also conducted a visit to media houses to forge strategic partnerships with them. The four media houses visited were; SABC, Herald Newspaper, Algoa FM, and MpumaKapa TV in Gqeberha.

The OR Tambo District Forum in Gqeberha was a significant step towards fostering collaboration and addressing the needs of the communicators. The diverse participation and rich discussions underscored the commitment of stakeholders to work together for the betterment of the OR Tambo District and the government structures.

Qunu Homestays Launch

The Nelson Mandela Museum attended the launch of the Homestays initiative in Qunu, a village that holds deep historical significance as the childhood home of South Africa's iconic leader, Nelson Mandela. This event took place on the 07th of March 2025 in Qunu and was facilitated by Traditional African Homestays Southern Africa (TAHS-SA). The event marked a significant step toward uplifting the rural community by integrating tourism with local economic development. The Homestay's initiative is designed to empower rural women and youth, offering them opportunities to improve their livelihoods through sustainable tourism and local entrepreneurship.

The launch of Homestays in Qunu is a milestone for the community, providing a platform for local people to participate in and benefit from the growing tourism industry. Rural communities like Qunu, often isolated from major urban centres, face challenges in accessing sustainable economic opportunities. By turning local households into homestay accommodations for tourists, the initiative not only preserves the cultural heritage of the area but also creates jobs, promotes local craftsmanship, and boosts the village's economy.

For Qunu, where Nelson Mandela spent much of his formative years, this initiative offers a chance to connect visitors with the authentic lifestyle of the area, providing them with an immersive experience of rural South Africa. As a destination, Qunu attracts numerous tourists each year, drawn by the legacy of Mandela and the surrounding landscapes. The launch of this initiative provides an avenue for tourists to engage directly with the community, offering a unique opportunity to stay with local families and experience the village from a personal perspective.

Mqokezweni Stakeholder Engagement Workshop

On the 20th and 21st of February 2025 the Nelson Mandela Museum attended the stakeholder engagement workshop conducted by the National Heritage Council (NHC) at Mqokezweni Great Place, a World Heritage Site and the childhood home of Nelson Mandela. The workshop aimed to inform local communities, key stakeholders, and the general public about the significance of this historic site and its declaration as the World Heritage Site. The site is declared a World Heritage Site by United Nations Educational Scientific and Cultural Organization (UNESCO) under Liberations, Human Rights and Reconciliation themes, Heritage Site and is recognized for its role in shaping Mandela's life and legacy. UNESCO chooses World Heritage Sites based on their importance in terms of culture, history, science or other fields.

Mqokezweni Great Place holds immense cultural and historical importance as the place where Nelson Mandela grew up and developed his leadership qualities under the guardianship of Regent King Jongintaba Mtirara. In 2018, the South African Heritage Resources Agency (SAHRA) designated Mqokezweni Great Place as a national heritage site and identified it as a location where the values of active democracy and participatory citizenship were practised and exhibited, profoundly influencing young Nelson Mandela's ideas and style of leadership as a prominent figure in the liberation struggle and South Africa's first democratic president.

The Museum recommitted to work closely with Mqokezweni Great Place as its link site, under the rules and regulations of UNESCO. The museum marked an important step towards promoting cultural heritage preservation, community development, and tourism growth by bringing museum to the people. The museum would continue to work with other critical stakeholders to ensure the long-term sustainability and success of this significant historical site.

Events

67 Minutes

On the 18th of July 2024, the Nelson Mandela Museum observed International Nelson Mandela Day by dedicating 67 minutes of community service to commemorate a significant moment in Nelson Mandela's birthday. The event was held at the site of the historical Ludeke Circuit, in partnership with the Nelson Mandela Museum, Department of Sport, Arts and Culture (DSAC), Department of Sport, Arts and Culture (DSRAC) and Winnie Madikizela Mandela Local Municipality. The event was celebrated under the theme: **Preserving and maintaining the footprints of Nelson Mandela.**

The Museum identified the Methodist Church of Ludeke Circuit in Bizana to conduct its 67 minutes. The church is in the hometown of Winnie Madikizela-Mandela, where she tied the knot with Nelson Mandela in June 1958. The Ludeke Circuit is the historic church structure that is still standing firm and the Museum dedicated part of the day cleaning and conducting restorative work assisting in the preservation of the church. The restorative work included painting of the walls, replacement of ceiling, replacement of gutters, painting of window frames and cleaning of the flooring.

There was a 5km fun walk from R61 Main Road to the church where there was a soup kitchen in the morning given to the locals. A soup kitchen is one of the museum's initiative where people from disadvantaged backgrounds get a free meal. The museum cooked breakfast in the church to serve the community of Bizana and the officials from different government structures who attended the event. The cleaning of the church and soup kitchen was led by the Acting Premier of the Eastern Cape Zolile Williams, DSRAC MEC, other MECs, Nelson Mandela Museum Council and Executives, Executive Mayors of Winnie Madikizela and Alfred Nzo District Municipality.

The cleaning of the church was aligned to the candle light prayer service or ceremony. The candle light prayer service was a powerful symbol of hope and solidarity. Those in attendance from government structures, different congregations, traditional leadership, communities; gathered with candles in their hands remembering Nelson Mandela and allowing them to unite in prayer and support. Speeches were delivered and raised an awareness about the importance of the day, the role played by Nelson Mandela and also emphasised that the day should not be a public relation's stunts but to make a difference to the needy. It also raised awareness and provided a platform for communal reflection and action.

The last lap of the event brought joy to the Early Childhood Development Centre at Ludeke Village. The museum in partnership with DSRAC renovated the centre and handed over the donations of mattresses, fleece blankets, recreational toys and playland. This formed part of celebrations and also dedicating to children that Nelson Mandela loved dearly. It also focused on uplifting the local community and fostering a spirit of service among children and adults alike. Moreover, an Early Childhood Centre helps instil the values of compassion and service that Mandela championed.

The celebration of the Nelson Mandela's Day not only honoured Mandela's legacy but also created an everlasting positive change in the community. The celebration aimed to inspire South Africans to emulate Mandela's selflessness and dedication to building a better world and by engaging in acts of kindness and volunteering, to honour the spirit of Mandela's legacy.

11th Anniversary of Nelson Mandela's passing on

The 5th of December 2024 marked the 11th anniversary of Nelson Mandela's passing. The Nelson Mandela Museum has consistently commemorated the passing of Nelson Mandela, as a way of paying homage to Nelson Mandela. The anniversary is celebrated under the theme: **11th Anniversary of Nelson Mandela's Passing: His Legacy Lives On.**

This year's activities like the previous years hosted to make people recall how South Africans and the peoples of the world were united by the death of Nelson Mandela. These activities rekindled the spirit of reconciliation and

unity with a common purpose. The activities brought together the community Qunu and surrounding areas where Nelson Mandela grew up, local officials, different congregations, traditional leadership and the youth of the local community.

The event included speeches that highlighted Mandela's life, values, and the enduring influence of his leadership in the fight for justice, equality, and human rights. It also featured prayers, and moments of reflection, allowing attendees to honour Mandela's memory while reinforcing the importance of continuing his work. The event served to connect the local community to the broader national and global efforts to preserve Mandela's legacy.

The 11th anniversary commemoration began with a wreath-laying ceremony at Mandela's statue in Qunu. This ceremony was a solemn occasion and symbolic gesture to honour his legacy, where participants, including the MEC of DSRAC, local officials, and community members from Qunu and surrounding areas gathered to pay their respects. Some of the attendees were dressed in their traditional regalia which highlighted the cultural significance of the day and reflected the deep ties between Mandela and his heritage. The moment included a silent reflection followed by a prayer creating a space for both personal and collective remembrance of Mandela's life and contributions.

Following the wreath laying, the event transitioned into a formal program with speeches. The formal portion of the event provided an opportunity for leaders and community representatives to reflect on Mandela's enduring legacy. Speeches likely focused on his legacy of freedom, reconciliation, and social justice, as well as the ongoing work required to uphold the values for which he stood. This event served as both a commemoration of his life and a reminder of the continued importance of his principles in South Africa and the world.

During the anniversary event was a form of a kids' carnival, followed by an early Christmas celebration. It was officiated by the MEC of DSRAC. The heart-warming kids' carnival set the tone for a day of excitement. The museum's grounds were transformed into a festive playground, with various booths, games, and activities designed for children of all ages. These included face painting, carousel rides, a bouncy castle, and interactive educational games that allowed children to learn while having fun. The kids' carnival provided an excellent opportunity for families to bond, fostering a sense of community and joy. Santa Claus made a surprise appearance, handing out small gifts and spreading holiday cheer. The early Christmas theme was particularly fitting, as it helped to bring families together in the spirit of giving and celebration ahead of the holiday season. Press releases were distributed to local and national media outlets to announce the 11th anniversary of Mandela's passing and highlighted its significance. The event received significant coverage in local and national news outlets, raising awareness about the museum and its mission. There was media coverage from SABC TV, Umhlobo Wenene FM, Unitra Community Radio Station that included live crossing, promos and interviews. Invited journalists and photographers covered the event, ensuring extensive media presence that could highlight the importance of commemorating this day. The combination of digital outreach, community involvement, and media engagement created a successful platform for commemorating his passing on.

Nelson Mandela Release Debate

On the 11th of February 2025, the Nelson Mandela Museum proudly hosted the Mandela Release Day at the Nelson Mandela Gateway to Robben Island Museum, marking the 35th anniversary of Nelson Mandela's release from prison. The event was a significant occasion, not only for commemorating this pivotal moment in South Africa's history but also for reflecting on the negotiations that led to Mandela's release. The event brought together notable speakers, including Trevor Manuel, James Swart, Rose Sonto, who had been instrumental in the negotiations surrounding his freedom. The discussions were rich with personal stories and historical insights, engaging all present, including the media, which played a prominent role in capturing the essence of the day.

The Mandela Release Debate featured an array of influential individuals who had played critical roles in the negotiation process that led to Nelson Mandela's release. Among the key speakers were:

- **Trevor Manuel:** Former Finance Minister of South Africa and the member of the Nelson Mandela Release Committee
- **Clr. Alderman Eddie Andrews:** City of Cape Town Deputy Executive Mayor

- **Mr. Ricardo Mackenzie:** Western Cape Minister of Cultural Affairs and Sport
- **Jack Swart:** Prisoner Warder at Victor Verster Prison now known as Drakenstein Correctional Services
- **Rose Sonto:** Nelson Mandela's personal driver on the day of the release
- **Mr. Litha Jolobe:** Robben Island Ex Prisoner Council Member:

Each speaker offered a profound reflection on the negotiations, the cultural and social impact of Mandela's release, and the significance of that moment in South Africa's transition to democracy. They shared experiences and personal anecdotes and stories from the time Mandela spent in prison, offering a unique perspective on the emotional and physical toll of his incarceration. The media presence at the event was extensive, and their coverage contributed significantly to the success and broader public engagement of the occasion. Several TV stations, radio stations, and print media outlets were present, ensuring that the event reached a diverse audience both in South Africa and internationally. Leading national and international TV stations were present, including SABC, eNCA, NewzRoom Afrika. SAFM aired interviews and promos before and during the event. Umhlobo Wenene FM broadcasted live, with footage from the Nelson Mandela Gateway to Robben Island venue being shown throughout the day. Radio coverage played a critical role in reaching a broader demographic, especially in areas where television access might have been limited.

TV stations focused on the emotional and historical aspects of the occasion, highlighting the speakers' testimonies and the atmosphere of reflection that permeated the event. Print media outlets provided in-depth analyses, capturing the essence of the day, the personal stories shared, and the broader historical context. The event saw a significant online presence, with real-time updates shared through various social media platforms, including Facebook, YouTube and Nelson Mandela Museum podcast.

The event was a remarkable success, not only in terms of the important historical reflections shared by the speakers but also due to the extensive media coverage that amplified the message of the event. The media's role in bringing this significant moment to a wider audience cannot be overstated, as it helped contextualize the importance of Nelson Mandela's release and the broader liberation struggle. The combined efforts of television, radio, print media, and social media ensured that the event resonated beyond the walls of Robben Island, inspiring reflection, discussion, and further engagement with South Africa's past and present.

BRANDING, MARKETING ACTIVITIES AND EXPOS

Nelson Mandela Museum Podcast

A podcast is a digital audio programme that can be live streamed or downloaded, typically available in episodes covering various topics. Podcasts have transformed how we consume media and connect with ideas and people. On the 23rd of August 2024, the Nelson Mandela Museum launched the Nelson Mandela Museum Social Media Takeover Podcast. The Nelson Mandela Museum podcast aims to deepen public understanding of Nelson Mandela's legacy and the ongoing work of the Nelson Mandela Museum. The podcast features a series of episodes that explore various facets of Nelson Mandela's life, his contributions to the fight against apartheid and the role of the Nelson Mandela Museum in preserving and promoting his legacy. It also leverages the museum's social media channels and website to promote each episode and engage with listeners.

Each episode included interviews with historians, museum curators and individuals who were close to Mandela, as well as personal stories from those who have been inspired by his life and work. The objectives of the launch of the podcast are;

- **Educate and Inform:** Provide listeners with in-depth knowledge about Nelson Mandela's life, the historical context of his struggle, and the significance of his legacy.
- **Engage and Inspire:** Share compelling stories and insights that engage a global audience and inspire action in line with Mandela's values of justice and equality.
- **Expand Reach:** Use the podcast as a tool to reach new audiences and drive interest in visiting the Nelson Mandela Museum, thereby increasing both virtual and physical engagement with our exhibits.

Each episode has approximately one hour in length. Topics that were discussed and included Mandela's early life, his role in the anti-apartheid movement, personal anecdotes from people who knew him very well and behind-the-scenes insights into the museum's exhibitions and educational programmes. It also covered the work of the Nelson Mandela Museum and its link sites and programmes that are run by the museum that empowered and instilled knowledge to different audiences. The podcast's episodes also featured a diverse range of guests, including historians, museum council, staff, and individuals who have a personal connection to Mandela's story. The podcast will be available on major platforms such as Apple Podcasts, Spotify, and Google Podcasts. It would also leverage the museum's social media channels and website to promote each episode and engage with listeners.

Publication

The museum's communication and marketing strategy aimed to increase public awareness of its exhibits, products, foster community and stakeholder engagements and honour Nelson Mandela's legacy through impactful programming. Media houses prominently featured the museum through articles, interviews and event promotions across print, broadcast, online, and social media channels. The media coverage reached a diverse audience. The coverage generally portrayed the museum positively, highlighting its cultural significance and community involvement. Trends showed increased interest during key events, with sustained coverage contributing to heightened visibility. The media coverage provided valuable exposure and engagement opportunities for the museum. The museum continues with its strategic media engagement that maintains momentum and expands its reach.

The museum's communication and marketing strategy during this period aimed to increase public awareness of its exhibits, products, foster community engagement, and honour Nelson Mandela's legacy through impactful programming.

Trade shows and expos serve as a platform to promote the Nelson Mandela Museum brand and its business offerings and to reposition it as the destination of choice. Trade shows and expos allow Nelson Mandela Museum to interact with the public, Tour Operators, local and international tourists. This is to acquire feedback on services rendered by the museum. Through these trade shows and expos, the Museum is now known globally for its offerings and has created partnerships with the international partners. The museum also conducts marketing and stakeholder activities to promote and market the museum's products and offerings.

Nelson Mandela Museum Quick Response (QR) Code integration

The Nelson Mandela Museum as an institution dedicated to preserving the legacy and history of one of the world's most iconic leaders developed its QR code. A QR code is a two-dimensional barcode that can be scanned by mobile devices, linking physical objects to digital content, often in the form of videos, images, articles, or websites. They are increasingly used in museums, exhibitions, and heritage sites as a tool to enhance visitor engagement and provide them with additional context, information, and a deeper connection to the subject matter.

The museum QR codes provides an innovative way to connect visitors with a wealth of information. These codes allow visitors to access multimedia content on their smartphones, such as video, podcast, recorded interviews, historical documents, and virtual tours. Recently, Iziko Museums of South Africa approached the Nelson Mandela Museum to assist in integrating the museum's existing QR code system into Iziko's new system that will highlight the Nelson Mandela Prison House, where Mandela spent his final months of imprisonment. This integration of QR codes is a pivotal step in modernizing how history is communicated to a global audience. By integrating the museum's QR code system into Iziko Museums' broader network, it offers an opportunity for visitors to learn about Mandela's life and legacy in a dynamic, interactive way.

The integrating QR codes into the Iziko Museums' system will allow visitors to explore the Nelson Mandela Museum's offerings in a seamless and interactive manner. For instance, when visiting the Nelson Mandela Prison House or other related exhibits, a visitor could scan the new QR code and instantly access multimedia content on Nelson Mandela's last days in prison and the humble beginnings that form part of museum's products and offerings. This deepens the visitor's engagement, making the experience more memorable and meaningful.

In the era of digitalization, promoting history through QR codes allows for an online presence that complements physical visits to the museum. The QR code system can direct users to a virtual gallery or a dedicated website, where they can learn more about Mandela's time as a young boy, starting school, starting politics, in prison, watch archival footage, and read essays on his impact.

This expands the museum's global reach, ensuring that Mandela's story is accessible to anyone with an internet connection, regardless of their location. By partnering with Iziko Museums, the Nelson Mandela Museum is joining a network of national institutions, which elevates its visibility and credibility. As the new QR code system will promote not just the Nelson Mandela Prison House but also the broader story of apartheid and South Africa's struggle for freedom, the integrated system will encourage museum-goers to explore both museums and experience a more comprehensive understanding of South Africa's history. This cross-promotion leads to increased foot traffic and a shared sense of purpose among South African cultural institutions.

QR code integration can provide an important tool for educators. By linking physical exhibits to online educational resources, it supports teaching materials that can be used in classrooms worldwide. Students studying the life of Nelson Mandela and the history of South Africa can access additional resources directly through QR codes, making the learning process more interactive and enriching. As South Africa celebrates its rich history of struggle and freedom, maintaining public interest in historical narratives is essential. By continuously updating QR code content, such as new interviews with historians, fresh archival content, and new media on Madiba's impact, the museum keeps visitors coming back for new insights and perspectives, thus ensuring that the story of Madiba and the values he stood for remain relevant and alive.

Media and communication

The museum procured advertisement space from various publications to promote its geographical location and offerings. The Museum is featured in different media houses conducting its programmes and events. The Museum developed brochures and promotional material to be used as marketing tools of the Museum. Well-packaged press releases were circulated to various media houses to ensure comprehensive coverage of the museum's programmes and events.

An article was secured in the Diplomatic Informer, a reputed international online and print publication catering to Diplomatic Missions, International Organizations, and affluent segments of South African society. The Museum also procured paid adverts on Daily Dispatch, Sunday, Umhlobo Wenene FM, Unitra Community Radio, live streamed on social media sites. The museum was featured on different radio and TV platforms that include SAFM, SABC 1, SABC 404, eNCA, NewsRoom Africa TV, Mpuma Kapa, Umhlobo Wenene FM, News 24, Mthatha Express, Ingwane FM, Inkonjane FM, Sajonisi Youth Radio and Alfred Nzo during its programmes and events. The museum received improved audience development and increased its online presence significantly through its social media sites. The website is under reconstruction to have a facelook that is modern, live and interactive.



Youth Colloquium

1st edition of youth colloquium was held at the Nelson Mandela University in Gqeberha



Kids Carnival followed by an early Christmas celebration during the 11th anniversary



Stakeholder Breakfast Session

In celebrating 30 years of Democracy in South Africa, the Nelson Mandela hosted a **Stakeholder Breakfast Session** on the 14th of June 2024 at the Nelson Mandela Museum Youth and Heritage



International Nelson Mandela School in German

Reciprocal visit by the International Nelson Mandela School in Berlin to St Johns College in Mthatha



Africa's Travel Indaba

The Nelson Mandela Museum participated in the Africa's Travel Indaba from the 13th until the 14th of May 2024 at the Albert Luthuli Convention Centre in Durban



Icons Journey Marathon

Nelson Mandela Museum in partnership with the Icons Journey Marathon, ABSA Bank hosted the 4th edition of the 400 km Iconic Challenge



NMM podcast

Nelson Mandela Museum launched the Nelson Mandela Museum Social Media Takeover Podcast.



67 minutes activation

Nelson Mandela Museum observed International Nelson Mandela Day by dedicating 67 minutes of community service to commemorate a significant moment in Nelson Mandela's birthday



5th Commemoration Day

The 5th of December 2024 marked the 11th anniversary of Nelson Mandela's passing



Imbokodo Empowerment Workshop

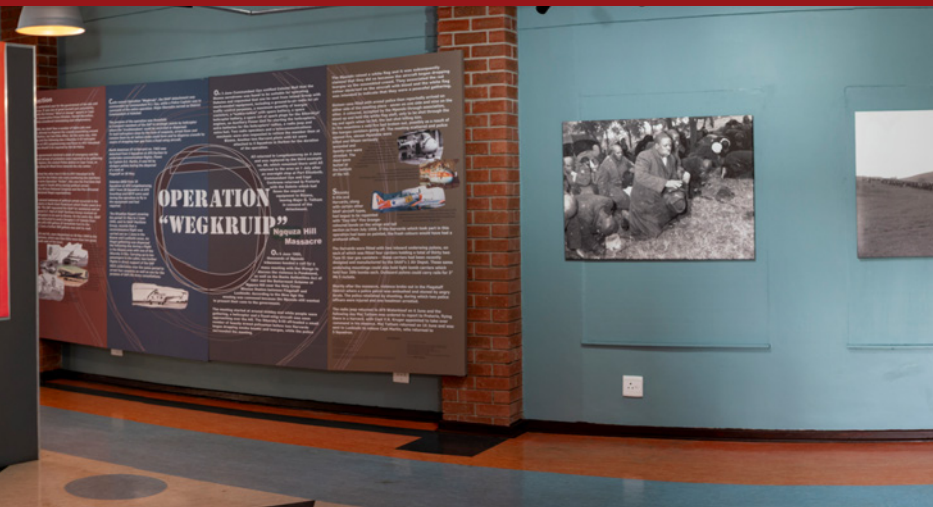
Nelson Mandela Museum in partnership with Eastern Cape Provincial Arts and Culture Council (ECPACC) hosted the 2nd edition of the Imbokodo Empowerment Workshop



Nelson Mandela Release Day

11th of February 2025 marks the 35th anniversary of Nelson Mandela's release from prison.





PART C

GOVERNANCE



GOVERNANCE AND ADMINISTRATION

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 the Public entity's enabling legislation and the Companies Act, Corporate Governance concerning public entities is applied through the prescripts of the Public Finance Management Act no. 1 of 1999 (PFMA) and run in tandem with the protocol on corporate Governance, which encapsulates the principles contained in the King IV Report on Corporate Governance. The Nelson Mandela Museum commits itself to the Principles of accountability, transparency, and integrity prescribed by the King IV Code of Corporate Governance.

Therefore, this programme is responsible for overall institutional coordination, accountability, planning, policy development, monitoring, and risk management. The main entities involved in this programme are the Museum Council, the CEO's office, and the Corporate Services Function, including finance.

The broad Objectives of this programme include:

- Ensuring strategy, policy, oversight, and accountability;
- Ensuring organisational sustainability and accountability;
- Co-ordinating the institutional functioning;
- Providing adequate support to the council and ensuring implementation of council strategic and policy directions; and
- Rendering a corporate services function in all respects.

In the period under review, the following were the central focus points of the programme:

- Strengthening Governance and aiming to obtain an unqualified audit opinion with no material misstatements;
- Addressing issues raised by the Auditor-General and internal auditors to obtain an unqualified audit opinion with no material misstatements for the financial years 2024/25 and beyond;
- Strengthening organisational capacity and restructuring the Museum to be fit for the new purpose;
- Strengthening the policy environment and compliance aspects and
- Improve the infrastructural needs of the Museum.

In line with these priorities, the following progress was achieved:

- Strengthening internal human resources capacity and strengthening the finance unit to achieve a better outcome and
- User Asset Management Plan

In the discharge of their mandate, the Museum Council and council committees had more than four meetings as required by the Charter.

Council and council committees

The Nelson Mandela Museum was established by an Act of Parliament, the Cultural Institutions Act no. 119 of 1998, as amended by the Minister of Sport, Arts and Culture.

The Minister of Sport, Arts and Culture appoints members of the public to form the Council as the Accounting Authority for the Museum's affairs in terms of the enabling Act and its Regulations in line with corporate governance principles. Currently, the Museum Council/Accounting Authority comprises eight (8) Members appointed from diverse disciplines within the Republic of South Africa. The Council and its Committees operate in terms of approved Charters/Terms of Reference that spell out their roles and responsibilities.

Below is the Nelson Mandela Museum's organisational structure that outlines the Council's position, its committees, management, and all the Museum staff.

Executive authority

The Ministry of Sport, Arts and Culture oversees the Nelson Mandela Museum. The Minister of Sport, Arts and Culture appoints the Council of the Nelson Mandela Museum. The Council reports to the Minister of Sport, Arts and Culture. Each year, the Minister and the chairperson of the Council sign a shareholder compact.

Council

The Council, composed of eight members, governs the Nelson Mandela Museum. The Council has five committees, namely:

Strategic and Oversight Committee (SOC)

Advise the council on strategic heritage policy matters and Marketing.
Ensures alignment of heritage policies to the vision and mission of NMM
Oversees the audit and collection register of NMM
Advises council on disposal of NMM artefacts
Makes decisions on loan requests.
Oversees the development of marketing strategies and policies.
Planning, coordination, implementation, evaluation and monitoring of all Museum activities.
Reporting to Council on all the above regularly without undue delays.
Having a duty to advise and guide both management and the Council in line with the policy of the Nelson Mandela Museum

Audit and Risk Committee (ARC)

Oversees internal & external audit function
Examines the AFS before submission to the council
Reviews the annual report so that it presents a balanced record of NMM
Monitors the risk appetite of NMM
Monitors achievements against corporate governance standards on internal controls

Finance, Investment and Fundraising Committee (FIFC)

Oversees financial planning and management
Monitors financial performance of NMM
Monitors compliance with financial objectives as set out by the council in line with the PFMA and Treasury Regulations
Reviews quarterly economic forecasts and reports
Approves the budget adjustments
Assists the Nelson Mandela Museum Council in planning, coordinating, and implementing fundraising initiatives to support the Nelson Mandela Museum's programs, projects, and activities.
Provides direction to ensure that the Nelson Mandela Museum is donor-centric and adheres to fundraising best practices.

Infrastructure and Information Communication and Technology Committee (IIC)

Oversee the Infrastructural development and ICT of the NMM
Ensures compliance with laws and regulations

Human Resources and Remuneration Committee (HR and RemCo)

- Oversees human resources policy development
- Ensures workforce needs and plans support the organisation's vision
- Ensures that institutional development imperatives are accomplished
- Ensures that an organisational structure supportive of the vision of NMM is in place
- Provides the upkeep of security, facilities, and logistics
- Ensures that the ICT architecture is deployed
- Ensures that registry services to support NMM as a knowledge institution are in place

Composition of Council

The following is the composition of our councillors:

NMM COUNCIL MEMBERS



Dr. Potelwa
Chairperson



Prof. Mandela
Deputy Chairperson



Mr. Vuzane
CA(SA)



Mr. Ngema



Ms. Ngandi



Dr. Songelwa



Ms Nkosi



Dr. Andile Nontso

NMM Councillors

Name	Designation	Date of appointment	Date of Resignation	Qualifications	Area of expertise	List of other directorships	Meetings attended
Dr S Potelwa	Council Chairperson Deputy Chairperson	Jan 2024 Oct 2022	- Jan 2024	• Doctor of philosophy – Education 2019 • Masters Visual Art 2016 • B-Tch Degree Fine Arts 2006 • Diploma Fine Arts 2004 • Matric 2000	Philosophy Management	• Senior Lecturer at the University of Fort Hare since 2020 • Forensic Art Analyst from 2011 to 2020 • Teacher of Creative Skills and Life Orientation from 2007 to 2011 • Student Constable from 2006 to 2007	7
Dr A Nontso	Council Member	Oct 2022	-	• Doctor of education in leadership and management (D Ed) (Wsu) • Master of education (Uofs) • Masters Diploma in Human resources Management (Rau) • BEd (Wsu) • BA (wsu) • Std (cicira college) • Cert in business mgt (Reeva success Dynamics) • Cert in OHS, ISD and computer literacy (Tyldon community project)	Entrepreneurship and Business	• TARDI Council, • FPB Council, • ECRDA Board, • Thembelitsha Board, • ANF Board.	23
Mr D Ngema	Council Member	Oct 2022	-	• Nyukela Public Service SMS Pre-entry Programme 2020 • Bachelor of Arts 2013 • Matric 1990	Arts and Culture	• Project Manager for Roads to Independence; African Heritage Route: Matola Raid Monument and Samora Machel Museum (Nkomati in	20

Name	Designation	Date of appointment	Date of Resignation	Qualifications	Area of expertise	List of other directorships	Meetings attended
Mr R Vuzane CA(SA)	Council Member	Oct 2022	-	- PhD in Management Accounting- current - Master of Commerce 2020 - Bachelor of Commerce Law 2020 - Post Graduate Diploma in Taxation 2015 - Post Graduate Diploma in Applied Accounting / CTA 2014 - Post Graduate Diploma in Accounting 2011 - Bachelor of Accounting 2008	Auditing and finance	- Mpumalanga) from 2017 to 2019 - Minister's Special Advisor – Ministry Arts and Culture from 2016 to 2017 - Councillor for eThekweni Metro from 2006 to 2016 - Coordinator at the Independent Electoral Commission - Permanently employed at Kunokhar Chartered Accountants and Tax Practitioners Inc - Imboya Financial Services (Pty) Ltd - Shepard 2000 Pride 2000 (Pty) Ltd - Inkala Construction (Pty) Ltd - Great Key Local Municipality - Elundini Local Municipality - King Sabata Local Municipality - Lovedale TVET College - Buffalo City College - Sakhisizwe Municipality - Mhlontlo Municipality	21

Name	Designation	Date of appointment	Date of Resignation	Qualifications	Area of expertise	List of other directorships	Meetings attended
Dr N Songelwa	Council Member	Oct 2019	-	• Doctor of Philosophy in Social Science, University of Witwatersrand, 2009 • College of Agriculture and Life Sciences, Cornell University, New York International Certificate on Environmental Education, 2000 • International Certificate on Environmental Education, Rhodes University, 1998 • Master of Philosophy of Science Education, University of Western Cape, 1995 • Bachelor of Education, University of Transkei, 1991 • Bachelor of Science. University of Transkei, 1986	Social and Philosophy Management	• South African Council for the Architectural Profession • North West Housing Authority • CEO at Jurni from January 2019 to February 2021 • Chief Operations Officer at Eastern Cape Parks and Tourism Agency from September 2015 to December 2018 • Managing Executive Operations at SANParks from May 2013 to August 2018	16
Ms N. Ngandi	Council Member	Oct 2022	-	• SABC People Management Programme 2012 • Practical Project Management 2010 • Event Management Skills Workshop 2008 • Office Administration 2001 • Matric 1995	Office administration	• Station Manager – Umhlobo Wenene FM • Book writer – first book Ibhekile launched at Amazwi Museum of Literature • Writing the second book – in progress	23
Ms N Mandela	Deputy Chairperson	Jan 2024	-	• Diploma in general nursing • Diploma in Midwifery	Health and safety	• Founder and CEO of Thembekile Mandela Foundation • Former nurse at St Aidans Hospital • Worked as a Phlebotomist in a pathology laboratory	17
	Council Member	Oct 2019	Jan 2024				

Name	Designation	Date of appointment	Date of Resignation	Qualifications	Area of expertise	List of other directorships	Meetings attended
Ms T Nkosi	Council Member	Jan 2024	-	- Master's Degree in Public Policy Studies - Bachelor of Arts (Honours) with Specialisation in Social - Bachelor of Administration	Human Resources and corporate governance	- Former Community Nurse at Prime Cure Clinic - Prime Cure Clinic - Amazwi Museum	15

COMMITTEES OF COUNCIL

Committee	Meetings held	Members	Committee members
STRATEGIC AND OVERSIGHT COMMITTEE	5	3	Dr S Potelwa (Chairperson from Oct 2019-Jan 2024) Mr D Ngema Ms F. Ngandi Dr N Songelwa (Chairperson from Jan 2024 to date)
FINANCE, INVESTMENT AND FUNDRAISING COMMITTEE	6	4	Mr R. Vuzane CA(SA) (Chairperson) Ms F Ngandi Dr N Songelwa Ms N. Mandela
HUMAN RESOURCES AND REMUNERATION COMMITTEE	4	3	Dr N. Nontso (Chairperson) Dr S. Potelwa (Member from Oct 2019-Jan 2024) Dr N Songelwa Ms T Nkosi
AUDIT AND RISK COMMITTEE	8	4	Ms T Ndlovu CA(SA) (Chairperson) Dr A Nontso Mr R Vuzane Ms M Myeza CA(SA)
INFRASTRUCTURE AND INFORMATION AND COMMUNICATION TECHNOLOGY COMMITTEE	4	4	Ms N. Mandela (Chairperson) Ms T Nkosi Mr D. Ngema Dr A. Nontso

REMUNERATION OF COUNCIL MEMBERS

The Council of Nelson Mandela is a part-time body, and they are paid per sitting, as reflected in the table below.

NMM COUNCIL REMUNERATION EXCLUDING AUDIT & RISK MEMBERS

Name	Remuneration	Other Allowances	Other reimbursement	Total
DR N SONGELWA	143 973	-	-	143 973
MS N MANDELA	101 684	-	-	101 684
Dr S POTELWA	186 539			186 539
DR A NONTSO	127 124			127 124
MS F NGANDI	123 261			123 261
MR R VUZANE	137 539			137 539
MR D NGEMA	0			0
MS N NKOSI	109 149			109 149
REMUNERATION OF THE ARC MEMBERS	284 186			284 186
TOTAL	R 1 279 866			R 1 279 866

Four members of the Executive Management are comprised of the CEO, CFO, Senior Manager, Heritage and Conservation, and Senior Manager: Public Engagement and Marketing. There are also four middle managers

The Nelson Mandela Museum management is jointly and severally accountable to the Accounting Authority of the Museum through the Office of the CEO.

Profile of Executive Management

No	Name	Qualification	Position
1.	Dr Vuyani Booï	PHD in Social Sciences	CEO
2.	Mr. Mandisi Msongelwa	CA (SA)	CFO
3.	Mr Bongani Mahlangu	Post Graduate Diploma in Heritage Studies	Senior Manager: Heritage and Conservation
4.	Ms Nontlahla Tandwa-Dalindyebo	Master of Arts (Media Studies) ND: Journalism	Senior Manager: Public Engagement and Marketing

Executive Management



EXECUTIVE MANAGEMENT



DR VUYANI BOOI
PhD in Social Sciences

CHIEF EXECUTIVE
OFFICER



MR M MSONGELWA
CA (SA)

CHIEF FINANCIAL
OFFICER



MR T MBEDZI
*Post Graduate Diploma in
Heritage studies*
**ACTING SENIOR MANAGER-
HERITAGE & CONSERVATION**



MS. N TANDWA-DALINDYEBO
*Master of Arts (Media Studies)
ND: Journalism*

SENIOR MANAGER: PUBLIC
ENGAGEMENT AND MARKETING

Risk Management and Internal Control unit

The institution has outsourced the internal control Unit; the museum is a small entity with no fully-fledged risk management unit but attends to critical risk management areas. The Museum has identified the following areas of improvement to address:

- Inadequate safety and security control measures for artefacts
- Lack of disaster management plan in place (a natural disaster may damage artefacts)
- Inadequately planned revenue generation (no charge/ tariff for tour guiding in the Museum, entrance fee, facilities rental.)
- Inability to attract and develop the required skilled, capable and professional workforce in NMM.
- Inability to make informed decisions based on research and evaluation outcomes.

All these matters are reported in the ARC, which is the established structure to oversee the risk management of the NMM. An enterprise-wide risk assessment was conducted, and the internal control system was not effective for the whole year under review; there were some control deficiencies that the AGSA noted.

Internal Audit

The unit is outsourced to Mrwebi Auditors & Accountants Inc. as the Museum has a limited capacity due to the thin organisational structure.

Internal audit and audit committees

The work and critical activities performed by both the Internal Audit and Audit Committees are outlined in the Report of the Audit and Risk Committee for the period 2024/25 below.

Compliance with laws and regulations

To ensure compliance, we developed the strategies and policies that would apply to the Museum, met with management to ensure the policies and procedures being created were feasible for individual departments, determined the best format of policies, and ensured that the procedure manuals were easily accessible to the employees and considering the best way to measure the understanding by employees of all policies.

Fraud and corruption

NMM has a fraud prevention strategy in place, which advocates an antifraud operating environment. A hotline number option will be explored to contact each person who suspects the fraudulent activity. An anonymous box is an option to report cases. No cases relating to fraudulent activities were reported in the 2024/25 financial year.

Minimising a conflict of interest

All employees are required to sign a declaration of interest annually, and their employment contracts stipulate that no employee may engage in business that competes with the Museum. At the same time, the Museum still employs that employee.

Each year, the security office verifies the declarations and follows up when discrepancies arise.

Code of conduct

No cases have been reported in the current year.

Health Safety and Environmental issues

NMM has an OHS policy statement stipulating measures and compliance according to OHS regulations. The museum has appointed a Safety Officer to ensure safety measures are in place. The building is compliant; a Safety Committee is responsible for monitoring the safety measures and making recommendations. First aiders were trained, and more safety training will be conducted for staff continuously.

Social Responsibility

The mandate of the NMM has been derived from the principles of social responsibility. All the performance indicators, as reported by Programme Two and some programmes by Programme One of this report, are in response to this heading.

B-BBEE Compliance performance information

Criteria	Response Yes/No	Discussion
Determining qualification criteria for the issuing of licenses, concessions or other authorisations in respect of economic activity in terms of any law?	No	
Developing and implementing a preferential procurement policy?	Yes	Ensuring that any acquisition of goods or services between R2 000 and R50 million is evaluated using the 80/20 specific goals system, where price accounts for 80 points and the service provider's particular goals account for 20 points. This system, introduced in the current year, replaces the BBBE arrangement that has been used previously.
Determining qualification criteria for the sale of state-owned enterprise?	No	NA
Developing criteria for entering into partnerships with the private sector?	Yes	As part of ensuring efficient service delivery to the public, collaboration with the private sector is paramount. This aligns with our stakeholder engagement strategy to partner with reputable and value-adding private sector stakeholders.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad-Based Black Economic Empowerment?	No	NA

AUDIT AND RISK COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2024.

Audit and risk committee members and attendance

The audit and risk committee consists of the members listed hereunder. According to the Audit and Risk Committee Charter, the Committee should meet at least four times yearly. Six audit and risk committee meetings were held with management and internal audit. One meeting was held on May 24th, 2024, and 29th May 2024, to review the Annual Financial Statements and Annual Performance Report.

Name of member	Audit and Risk regulated Committee meeting					
	24/04/2024	24/05/2024	29/05/2024	30/07/2024	24/10/2024	30/01/2025
Mr. R. Vuzane	Yes	Yes	Yes	Yes	Yes	Yes
Dr A Nontso	Yes	-	Yes	Yes	Yes	Yes
Ms M Myeza	Yes	Yes	Yes	Yes	Yes	Yes
Ms T Ndlovu	Yes	Yes	Yes	Yes	Yes	Yes

Audit and risk committee responsibility

The Audit and Risk Committee reports that it has complied with its responsibilities arising from section 38 (10)(1) of the Public Finance Management Act and Treasury Regulation 3.1

The Audit and Risk Committee also reports that it has adopted an appropriate formal term of reference as its Audit and Risk Committee Charter has regulated its affairs in compliance with this Charter and has discharged all its responsibilities as contained therein.

The effectiveness of internal control

In line with the PFMA and the King IV Report on Corporate Governance requirements, Internal Audit was able to provide the Audit and Risk Committee and management with complete assurance that the internal controls are appropriate and effective. From the various reports of the internal auditors and the external auditors' independent audit report on the annual financial statements, it was noted that no significant findings or non-compliance with prescribed policies and procedures have been reported. Accordingly, we can report that the internal control system over financial reporting for the period under review was efficient and effective.

Evaluation of annual financial statements

The Audit and Risk Committee has:

- Reviewed the changes in the scope from reasonable engagement to review engagement
- reviewed and discussed with the external auditors the audited Annual Financial Statements to be included in the annual report.
- reviewed the external auditors' management report and management's responses thereto.
- reviewed changes in accounting policies and practices, where applicable, of which there were none.
- reviewed possible significant adjustments resulting from the audit, of which there were none.
- reviewed the information on predetermined objectives as reported in the annual report.

Internal Audit

The Internal Audit function is outsourced to Mrwebi Auditors and Accountants Incorporated for a three-year period.

The Audit and Risk Committee has approved the Internal Audit Plan and the Internal Audit Charter. Internal Audit has executed the Internal Audit plan accordingly . The Audit and Risk Committee has received reports from the

Internal Auditors, considered the content and made recommendations where necessary. No significant issues were raised by the Audit and Risk Committee on the quality of the Internal Audit reports.

Progress on the Audit Improvement Plan

- There was an improvement in the audit outcome for performance information, as there were no material misstatements as compared to the prior year
- Quarterly reviews by internal audit were done as per the plan
- NMM regressed in this section of Non-compliance with legislation compared to the previous year; therefore, this will be a focus area in 2025/2026
- Risk management - risk assessment through a workshop was done, and the risk register was updated. Quarterly, it is being monitored by the ARC.

Auditor-General of South Africa

The Audit and Risk Committee has met with the external auditors to ensure that there are no unresolved differences and also discussed the change in methodology from the full audit to a review engagement.



Ms T Ndlovu CA (SA)

Chairperson of the Audit and Risk Committee on behalf of the Committee

Date: 31 August 2025



PART D

HUMAN RESOURCES



HUMAN RESOURCE CAPITAL

Nelson Mandela Museum has a staff complement of 28 employees in different occupational categories, comprising a Chief Executive Officer (Head of Institution), three (3) senior managers, and four (4) middle managers. Currently, there are no vacancies. Under the museum's Corporate Services Department, the human Resource Unit is responsible for recruitment, staff wellness, development of skills capacity, and harmonising relations between staff members and management.

NMM is undergoing a strategic analysis to assess possible gaps that may deter identifying the target human capital. The museum has identified current and future personnel needs and found methods to recruit and retain the right skills aligned with NMM's strategic objectives. The staff Retention policy is in place, and job evaluation is underway to determine the value of the museum's current positions against what is offered by the labour market. Performance Management and Payroll policies also serve as a guide to ensure that employees are compensated, awarded benefits, and appraised for performing above their standards.

The museum empowers the employees to stay healthy by providing health and financial awareness through employee wellness programmes. Regular workshops are organised to help in improving employee health and productivity.

NMM has applied for a skills levy grant to develop and improve employees' skills. The museum has a significant shortfall in skills development, resulting from a lack of financial resources and discouragement in staff members' participation in personal development programmes.

HR Priorities

Nelson Mandela has a specific focus on the following priorities;

- **Recruitment and Selection:** It is crucial for the museum to find and attract the right people with the right skills and place them at the right places. In collaboration with management and relevant committees, HR will prioritise creating compelling job descriptions, sourcing candidates through various channels, conducting interviews, and ensuring a smooth onboarding process. The museum intends to keep the vacancy rate below 5%.
- **Employee Retention and Succession Planning:** The focus is on creating a positive work culture, providing growth opportunities, and addressing employee concerns. Ensuring a pipeline of future leaders is essential for long-term organisational success. The museum must identify and develop high-potential employees for leadership roles.
- **Performance Management:** The museum will establish clear performance expectations, conduct regular feedback and review sessions, and set goals, which are critical aspects of performance management. NMM will strive to introduce an effective performance appraisal process by rewarding the best-performing employees.
- **HR Information System:** Using technology for HR processes can streamline operations and provide valuable insights. Prioritising the implementation of HRIS (Human Resources Information System) software will assist the museum in making more effective and informed HR operational decisions.

Workforce Planning Framework

The museum has a well-designed organisational structure, which feeds the museum's strategic and operational needs. The museum is committed to addressing capacity inequalities, particularly for new employees, to ensure that current operational requirements are met. For the period under review, the museum recruited two (2) employees. The museum had one employee acting as a Senior Manager for the majority of the year, and finally the vacancy was filled.

To create an environment where the Nelson Mandela Museum has the correct number of people working in the right place at the right time to enable the museum's mandate, the museum has aligned its structure to its strategy.

Employee Performance Management Framework

As an enabler for a high-performing entity, Nelson Mandela Museum, HR saw it fit to re-design performance contracts in a manner that would drive the achievement of key operational areas – driving the entity's sustainability. These performance areas include Governance and Risk, Financial Management, and Key Performance Indicators (KPIs). The museum has reviewed the Performance Management Policy to enhance the museum's performance culture. The museum ensured that all key stakeholders understood the Performance management process.

Quarterly reviews were done, and all employees met their performance standards.

Employee Wellness Programmes

Employee wellness aims to enable employee well-being and business continuity. Nelson Mandela Museum is required to build the organisational capability to navigate disruptions in the workforce, society, and business. Key to this museum aims to plan and execute programmes that promote the health, safety and well-being of NMM employees.

Employee Team Building was conducted in the year to build team capacity, and the museum medical aid service provider conducted a health awareness programme.

Policy Development

Developing HR policies for the Nelson Mandela Museum is essential to ensure consistent and fair practices while aligning with the museum's mission and values. The museum successfully developed a number of policies which will influence the behaviour, culture and performance of human capital within the museum, other policies were reviewed based on the general needs and challenges that the museum faced during the current year under review.

Relevant stakeholders were engaged, and their inputs were considered during this process. Management recommended policies and approved by the council as part of the museum protocol.

Achievements

The following highlights have been achieved during the period under review;

- Successfully implementing Job Grading, which has been pending for several years.
- A successful procurement of a Human Resource Information System (HRIS). The old system had its limitations and did not provide any desired solutions for the museum.
- One employee was awarded a study aid as part of skills development.

Challenges

The following challenges were observed;

- Lack of capacity: One critical and strategic post in the approved structure has not been filled. The museum has issued an acting appointment to close the gap.
- Labour Unrest: The introduction and implementation of Job Grading has resulted in numerous labour disputes and many grievances from different employees.
- The old HRIS has been giving challenges, which has resulted in payroll errors, and the museum has since procured a new system, which its functioning is still underway.

Future HR Plans and Goals

Employee Engagement - It is essential to measure the workforce's engagement level periodically, and one way of doing this is through surveys, one-on-one meetings with selected focus groups or periodic checks. Employees who

believe management is concerned about them as a whole person, not just an employee, are more productive, satisfied, and fulfilled.

Satisfied employees result in happy clients, which leads to improved service delivery. To ascertain the level of employee engagement and satisfaction, a survey will be designed, and employees will be invited to participate, which will be open for museum employees to participate.

Policy Development- The museum plans to introduce the absent HR Policies and review the existing ones to be aligned and responsive to relevant legislations and frameworks. Terms of Reference have already been developed to kickstart this exercise.

The table in this report will show the number of staff members sent for training by the museum.

The museum also encourages its staff members to register for diplomas and degrees in fields of their choice related to museum work and in line with their responsibilities in the museum. The unit undertakes a skills audit exercise at the beginning of each financial year to analyse the training needs and plan to have the desired skills.

The following table reflects the Skills Development progress:

HUMAN RESOURCES OVERSIGHT AND STATISTICS IN 2024/2025

- Personnel Related Expenditure
- The following tables summarise the final audited personnel-related expenditure by programme and by salary bands. In particular, it indicates the following:
- amount spent on personnel
- amount spent on salaries, overtime, homeowner's allowances, and medical aid.

Personnel expenditure by the programme for the period 1 April 2024 and 31 March 2025

Programme	Total Expenditure	Personnel Expenditure	Training Expenditure	Personnel expenditure as a % of total expenditure
Heritage and Conservation	7 486 907	4 894 776	28 234	8.44%
Public Engagement	4 072 505	2 503 678	21 534	4.31%
Corporate Services	46 478 375	8 432 027	152 965	14.53%
TOTAL	57 992 722	15 830 480	202 733	27.29%

Personnel costs by salary band for the period 1 April 2024 and 31 March 2025

Level	Personnel Expenditure	% of total personnel cost	Number of Employees	Average Personnel costs per employee
Executive management	5 285 296	31%	4	1 321 325
Middle Management	2 513 050	15%	4	628 244
Staff	8 032 134	56%	20	422 744
TOTAL	15 830 480	100%	28	565 371

Salaries, overtime, Home Owner's Allowance and Medical Aid by the programme for the period 1 April 2024 and 31 March 2025

Programme	Salaries		Overtime		Home Owners Allowance	Rewards	% of performance Rewards to total personnel costs
	Amount	Salaries as a % of personnel costs	Amount	Overtime as a % of personnel costs			
Executive management	5 285 296	33%	-	-	-	-	0%
Middle Management	2 513 050	16%	-	-	-	-	0%
Staff	8 032 134	51%	-	-	558 271	-	0%
TOTAL	15 830 480	100%	-	-	558 271	-	0%

Training costs

Business Unit	Personnel Expenditure	Training Expenditure	Training expenditure as % of personnel costs	Number of employees trained	Average training cost per employee
Heritage and Conservation	4 894 776	28 234	0,57%	10	2 823
Public Engagement	2 503 678	21 534	0.86%	4	5 383
Governance	8 432 027	152 965	1.81%	14	10 926
TOTAL	15 830 480	211 255	1,33%	28	7 545

Employment and Vacancies by the programme as on 31 March 2025

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Heritage and Conservation	11	11	0%	0
Public Engagement and Marketing	4	4	0%	0
Governance	13	13	0%	0
TOTAL	28	28	0%	0

Employment and Vacancies by salary band as on 31 March 2025

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Executive Management	4	4	0%	0
Middle Management	4	4	0%	0
Staff	20	20	0%	0
TOTAL	28	28	0%	0

Filling of SMS Posts

The tables in this section provide information on employment and vacancies related to members of the Senior Management Service by salary level. It also provides information on advertising and filling SMS posts, reasons for not complying with prescribed timeframes, and disciplinary steps.

SMS post information as on 31 March 2025

SMS Level	Total Number of funded SMS posts	Total Number of SMS posts filled	% of SMS posts filled	Total Number of SMS posts vacant	% of SMS posts vacant
Executive Management	4	4	100%	0	0%
TOTAL	4	4	100%	0	0%

Advertising and filling of SMS posts for the period 1 April 2024 and 31 March 2025

SMS Level	Advertising	Filling of Posts	Number of vacancies per level not filled in 6 months but filled in 12 months
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months of becoming vacant	
Executive management	0	0	1
TOTAL	0	0	1

Reasons for not having complied with the filling of funded vacant SMS – Advertised within six months and filled within 12 months after becoming vacant for the period 1 April 2024 and 31 March 2025

Reasons for vacancies not advertised within six months

The position was advertised within six months of being vacant, but after the recruitment process was concluded, the incumbent declined the offer and the process had to be restarted.

Reasons for vacancies not advertised within twelve months

The position was advertised within twelve months of being vacant.

Notes

- In terms of the Public Service Regulations Chapter 1, Part VII C.1A.3, departments must indicate good cause or reason for not complying with the filling of SMS posts within the prescribed timeframes.

Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2024 and 31 March 2025

Reasons for vacancies not advertised within six months

N/A

Reasons for vacancies not filled within six months

The position was advertised, recommendations were made, and the recommended candidate declined the offer.

Notes

- In terms of the Public Service Regulations Chapter 1, Part VII C.1A.3, departments must indicate good cause or reason for not complying with the filling of SMS posts within the prescribed timeframes. In the event of non-compliance with this regulation, the relevant executive authority or head of the department must take appropriate disciplinary steps in terms of section 16A (1) or (2) of the Public Service Act.

Job Evaluation

Job valuation by Salary band for the period 1 April 2024 and 31 March 2025

The job evaluation was implemented in the previous year and reported during the last year's report. In the current year, there was no job evaluation.

Salary band	Number of posts on approved establishment	Number of Jobs Evaluated	% of posts evaluated by salary bands	Number	% of posts evaluated	Number	% of posts downgraded
Executive Management	-	-	-	-	-	-	-
Middle Management	-	-	-	-	-	-	-
Staff	-	-	-	-	-	-	-

Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2024 and 31 March 2025

Gender	African	Asian	Coloured	White	Total
Female	-	-	-	-	-
Male	-	-	-	-	-
Total	-	-	-	-	-

Employees with a disability	-
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Employees with salary levels higher than those determined by Job Evaluation by occupation for the period 1 April 2024 and 31 March 2025

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Finance Manager	-	-	-	N/A
Financial Specialist	-	-	-	N/A
General Assistant	-	-	-	N/A

Total number of employees whose salaries exceeded the level determined by job evaluation

Percentage of total employed

N/A

Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2024 and 31 March 2025

Gender	African	Asian	Coloured	White	Total
Female	-	-	-	-	-
Male	-	-	-	-	-
Total	-	-	-	-	-

Employees with a disability	-				
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Employment Changes

Annual turnover rates by salary band for the period 1 April 2024 and 31 March 2025

Salary band	Number of employees at beginning of period- 1 April 2024	Appointments and transfers into the Museum	Terminations and transfers out of the Museum	Turnover rate
Executive Management	4	0	0	0%
Middle Management	4	0	0	0%
Staff	20	1	1	0%
Total	28	1	1	0%

Table 3.5.2 Annual Turnover rates by critical occupation for the period 1 April 2024 and 31 March 2025

Critical occupation	Number of employees at beginning of period- April 2021	Appointments and transfers into the Museum	Terminations and transfers out of the Museum	Turnover rate
N/A				
Total				

Reasons why staff left the Museum for the period 1 April 2024 and 31 March 2025

Termination Type	Number	% of Total Resignations
Death	-	-
Resignation	-	-
Expiry of contract	-	-
Dismissal – operational changes	-	-
Dismissal – misconduct	1	100%
Dismissal – inefficiency	-	-
Discharged due to ill-health	-	-
Retirement	-	-
Transfer to other Public Service Departments	-	-
Other	-	-
Total	-	-
Total number of employees who left as a % of total employment	1	100%

Promotions by salary band for the period 1 April 2024 and 31 March 2025

Occupation	Employees 1 April 2023	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Executive Management	4	0	0%	0	0
Middle Management	4	0	0%	0	0
Staff	20	0	0%	0	0
TOTAL	26	0	0%	0	0

The salaries were increased to respond to the inflationary adjustment. However, no promotions or any other effect could have taken the employees to another notch.

Attempts made to retain staff

Qualifying the museum staff and, per the museum study policy, encouraging them to capacitate themselves by studying and attending training courses, budget allowing. They are also encouraged to see the Nelson Mandela Museum not only as just another employment agency but as the employer of choice, even as an institution that seeks to transform the lives of South Africans through the story of Nelson Mandela. In other words, the museum staff is encouraged to see themselves as change agents.

Labour Relations: Misconduct and Disciplinary Action

Ill health	0
Expiry of contract	0
Nature of Disciplinary Action	0
Verbal warning	0
Written warning	0
Final written warning	0
Dismissal	1

Equity Target and Employment Equity Status

Level	MALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Executive management	3	2	nil	0	Nil	0	nil	0
Middle management	2	2	nil	0	Nil	0	nil	0
Staff	12	12	nil	0	Nil	0	nil	0
TOTAL	17	16	0	0	0	0	0	0

Level	FEMALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Executive management	1	2	0	0	0	0	0	0
Middle management	2	2	0	0	0	0	0	0
Staff	8	8	0	0	0	0	0	0
TOTAL	11	12	0	0	0	0	0	0

Disabled Staff

Level	DISABLED STAFF			
	Male		Female	
	Current	Target	Current	Target
Executive management	0	0	0	0
Middle management	0	0	0	0
Staff	1	1	0	0
TOTAL	1	1	0	0

Organisational Development

The Nelson Mandela Museum Council adopted a strategy of planned theory and systematic change in the employees' attitudes, beliefs, and values by creating and reinforcing long-term training programs. This strategy starts with a careful organisation-wide analysis of the current situation and future requirements. It employs behavioural science techniques such as behaviour modelling, sensitivity training, and transactional analysis. The Nelson Mandela Museum's objective is to enable the organisation to adapt better to the fast-changing external environment of new markets, regulations, and technologies.

RESIGNATIONS AND TERMINATIONS

There were no resignations in the current year, but dismissal.

HUMAN RESOURCES ALIGNMENT

Not applicable

LABOUR RELATIONS MATTERS

The National Health and Allied Workers Union (NEHAWU) is a recognised union at the Nelson Mandela Museum since most staff are its members. NEHAWU appointed two staff members as Shop stewards to represent the interests of their members.

DISCIPLINARY CASES

There were two cases, one of which had an outcome of dismissal.

CCMA

None

GRIEVANCES

One (1) grievance was lodged in the previous year, and it is ongoing in the current year.

PERFORMANCE MANAGEMENT SYSTEM

Performance agreements are in place for most managers and staff. Reviews could not be completed on time for the year due to employee grievances. The matter has been addressed, and those employees have been reprimanded.

POLICY REVIEW

There were no reviews that were done in the current year as they all were reviewed in the previous year.



PART E

PFMA COMPLIANCE R E P O R T



Irregular expenditure

a) Reconciliation of irregular expenditure

Description	2024/2025	2023/2024
Opening balance	5 450 835	331 075
Add: Irregular expenditure confirmed	582 987	5 119 760
Less: Irregular expenditure condoned	(1 081 160)	-
Less: Irregular expenditure not condoned and removed		
Less: Irregular expenditure recoverable		
Less: Irregular expenditure not recovered and written off	-	
Closing balance	4 952 662	5 450 835

The Museum has not finalised the investigation into the root cause of the prior year's irregular expenditure. The material irregular expenditure was as follows:

The museum incurred an irregular expenditure in the year under review, amounting to R5 119 760 as follows:

- The irregular expenditure of R1 081 160 relates to contracts that were extended or modified without the approval of the proper delegation official as required by section 44 of the PFMA, and
- The irregular expenditure of R4 038 600 relates to the payment in advance, in contravention of Treasury Regulations 31.1.2, which states that, for this regulation, sound cash management includes avoiding pre-payments for goods or services (i.e. payment in advance of the receipt of goods or services, unless required by the contractual arrangements with the supplier).

Reconciling notes

Description	2024/2025	2023/2024
Irregular expenditure that was under assessment in the previous years	4 624 416	-
Irregular expenditure that relates to prior years and identified in the current year	-	331 075
Irregular expenditure for the current year	328 246	5 119 760
Total	4 952 662	5 450 835

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

Description	2024/2025	2023/2024
Irregular expenditure under assessment	-	-
Irregular expenditure under determination	-	-
Irregular expenditure under investigation	4 952 662	5 119 760
Total	4 952 662	5 119 760

There is no irregular expenditure in the current and previous years that has been condoned except written off by the Council.

c) Details of current and previous year irregular expenditure condoned

Description	2024/2025	2023/2024
Irregular expenditure condoned	(1 081 160)	-
Total	(1 081 160)	-

At the end of the prior year, the Council had received the condonation of the irregular expenditure from the year before but had not approved it. It has since been condoned in the 2024/25 financial year and is disclosed in the 2024/25 financial year as condonment.

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

Description	2024/2025	2023/2024
Irregular expenditure NOT condoned and removed.	-	-
Total	-	-

None

e) Details of current and previous year irregular expenditure recovered

Description	2024/2025	2023/2024
Irregular expenditure recovered	-	-
Total	-	-

None.

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

Description	2024/2025	2023/2024
Irregular expenditures written off	-	-
Total	-	-

There are no Inter-Institutional Arrangements for the NMM.

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

Disciplinary steps taken

There are no disciplinary cases.

Fruitless and wasteful expenditure

a) Reconciliation of fruitless and wasteful expenditure

Description	2024/2025	2023/2024
Opening balance	434	-
Add: Fruitless and wasteful expenditure confirmed	97 828	729
Less: Fruitless and wasteful expenditure written off	(434)	-
Less: Fruitless and wasteful expenditure recoverable	-	295
Closing balance	97 828	434

This fruitless relates to late returns of hired cards and speed fines. Refer to part F of AFS, note 31. The write-off has been approved by the accounting officer.

Reconciling notes

Description	2024/2025	2023/2024
Fruitless and wasteful expenditure that was under assessment in the current year		-
Fruitless and wasteful expenditure that relates to prior years and identified in the current year		-
Fruitless and wasteful expenditure for the current year	97 828	434
Total	97 828	434

- b) Details of current and previous years fruitless and wasteful expenditures (under assessment, determination, and investigation)

Description	2024/2025	2023/2024
Fruitless and wasteful expenditure under assessment	-	-
Fruitless and wasteful expenditure under determination	97 828	434
Fruitless and wasteful expenditure under investigation	-	-
Total	97 828	434

- c) Details of current and previous year Fruitless and wasteful expenditure recovered

Description	2024/2025	2023/2024
Fruitless and wasteful expenditure recovered	-	295
Total	-	295

- d) Details of current and previous year Fruitless and wasteful expenditure not recovered and written off

Description	2024/2025	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure written off	434	-
Total	434	-

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

Disciplinary steps taken

None

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

There were no material losses through criminal conduct.

Information on late and / or non-payment of suppliers

Description	Number of invoices	Consolidated Value
Valid invoices received	269	41 054 586
Invoices paid within 30 days or agreed period	268	45 002 971
Invoices paid after 30 days or agreed period	0	0
Invoices older than 30 days or agreed period (unpaid and without dispute)	0	0
Invoices older than 30 days or agreed period (unpaid and in dispute)	1	60 000

Invoices paid after 30 days or agreed period – These are invoices that were received for payment without supporting documentation.

Invoices older than 30 days or agreed period (unpaid and in dispute) – The invoices relate to the events management company that had no supporting documents and remain unpaid.

Information on Supply Chain Management

Procurement by other means

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Procurement of fuel for back-up generators	Meyers Motors	Price quotation	NA	117 993
Procurement of live broadcast	SABC	Price quotation	NA	40 313
Procurement of advertising space	Arena Holdings	Price quotations	NA	54 648
Transportation through taxis	Golden Egg Taxi Rank	Price quotations	NA	38 500
Procurement of advertising space	Eastern Cape Indaba	Price quotations	NA	10 000
Exhibition development	Excellent Project	Price quotations	NA	35040
African cuisine to be served at the Tourism Indaba	Likho Trading	Price quotations	NA	5 400
Performance at the Tourism Indaba	Zamani Cultural Group	Price quotations	NA	11 000
Human Resources Services	Lengo Consulting	Price quotations	NA	403 114
Arts works	Dr Lungelo Gumede	Price quotations	NA	75 000
ICT licenses (software)	Ennovative Africa Technologies	Price quotations	NA	33 925
Transport services	Bizana Taxi Association	Price quotations	NA	15 500
Digital risk management training for three NMM executives	USB Executive Academy	Price quotations	NA	9 200
Exhibitions	Guild Theatre	Sole supplier	NA	41 145
Research	Iqhawe Social & Heritage	Price quotations	NA	150 000
Website Hosting Support	Pace Online	Price quotations	NA	8 050
Repairs and Maintenance of motor vehicles	NTT VW Mthatha	Price quotations	NA	6 606
TOTAL				1 043 879

Contract variations and expansions

No Variations and expansions to be reported



PART F

ANNUAL FINANCIAL STATEMENTS





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EXTERNAL AUDIT REPORT

Report of the auditor-general to Eastern Cape Provincial Legislature on Nelson Mandela Museum

Report on the financial statements

1. I have reviewed the financial statements of the Nelson Mandela Museum set out on pages ... to ..., 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 Nelson Mandela Museum 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.

Unspent conditional grants and receipts

4. As disclosed in note 12 to the financial statements, the museum has unspent conditional grants and receipts for a total amount of R32,7million due to the Long Walk to Freedom Film set project.

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 audit 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 the 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 identified and implemented collection conservation projects based on internationally acceptable standards
 - Number of comprehensive digitisation projects implemented
 - Number of research projects conducted
 - Number of learning platforms and engagements
 - Number of outreach programmes conducted
 - Number of travelling exhibitions installed
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 museum'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:

- Number of identified and implemented collection conservation projects based on internationally acceptable standards.
- Number of comprehensive digitisation projects implemented.
- Number of research projects conducted.
- Number of learning platforms and engagements.
- Number of outreach programmes conducted.
- Number of travelling exhibitions installed.

Other matters

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 achievement.
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 and measures taken to improve performance are included in the annual performance report on pages xx to xx.

Business development of the selected indicators

Targets achieved: 83.3%. Budget spent: 49%.		
Key service delivery indicator not achieved	Planned target	Reported achievement
Number of comprehensive digitisation projects implemented	1	0

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. The material finding on compliance with a selected legislative requirement is as follows:

Annual financial statements

23. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework, as required by section 55(1)(b) of the PFMA. Material misstatements of liabilities, revenue and disclosure items identified by the auditors in the submitted financial statements were corrected, resulting in the financial statements receiving an unqualified audit opinion.

Internal control deficiencies

24. 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.
25. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the conclusion and the finding on compliance with legislation included in this report.
26. Insufficient reviews performed on the underlying records supporting the financial information relating to revenue, liabilities and disclosure items presented and disclosed in the annual financial statements.

Professional ethics and quality control

27. 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.
28. 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

East London

30 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	Section, regulation or paragraph
Public Finance Management Act 1 of 1999	Section 51(1)(b)(i); 51(1)(b)(ii); 51(1)(e)(iii); 53(4); 54(2)(c); 54(2)(d); 55(1)(a); 55(1)(b); 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); 16A6.2(b); 16A6.3(a); 16A6.3(a); 16A6.3(b); 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A.7.1; 16A.7.3; 16A.7.6; 16A8.3; 16A8.4; 16A9.1(b)(ii); 16A.9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2; 16A9.2(a)(ii); 30.1.1; 31.1.2(c); 30.1.3(a); 30.1.3(b); 30.1.3(d); 30.2.1; 31.2.1; 31.2.5; 31.2.7(a); 31.3.3; 32.1.1(a); 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)
National Treasury Instruction No. 5 of 2020/21	Paragraph 4.8; 4.9; 5.3
Second Amendment National Treasury Instruction No. 5 of 202/21	Paragraph 1
Erratum National Treasury Instruction No. 5 of 202/21	Paragraph 2
National Treasury Instruction No. 1 of 2021/22	Paragraph 4.1
National Treasury Instruction No. 4 of 2015/16	Paragraph 3.4
National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 6
National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2(b); 4.3; 4.4; 4.4(a); 4.17; 7.2; 7.6
National Treasury SCM Instruction No. 11 of 2020/21	Paragraph 3.4(a); 3.4(b); 3.9
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
National Treasury Practice Note 5 of 2009/10	Paragraph 3.3
National Treasury 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, 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Preferential Procurement Regulations, 2017	Regulation 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; 6.6; 6.8; 7.1; 7.2; 7.3; 7.6; 7.8; 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)



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FINAL ANNUAL FINANCIAL STATEMENTS 31 MARCH 2025

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

General Information

Registered office	Cnr Owen Street & Nelson Mandela Drive Bunga Building Mthatha 5100
Business address	Cnr Owen Street & Nelson Mandela Drive Bunga Building Mthatha
Bankers	ABSA Bank Sutherland Street, Mthatha
Secretary	Bright Source Communications
Members	Dr S Potelwa - Chairperson Ms N Mandela - Deputy Chairperson Mr R Vuzane CA (SA) Dr N Songelwa Mr S Ngema Dr. A Nontso Ms F Mtyida- Ngandi Ms N Nkosi
Preparer	The annual financial statements were internally compiled by: Chief Financial Officer

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

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The following supplementary information does not form part of the annual financial statements and is unaudited:	
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Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

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Abbreviations used:

AGSA	Auditor General South Africa
ARC	Audit and Risk Committee
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DSAC	Department of Arts, Sport and Culture
FIFC	Finance, Investment and Fundraisng Committee
GRAP	Generally Recognised Accounting Practice
HR andREMCO	Human Resources and Remenuneration Committee
IAS	International Accounting Standards
IIC	Infrastructure and ICT Committee
ICT	Infrastructure and Communication Technology
NMM	Nelson Mandela Museum
PFMA	Public Finance Management Act
NT	National Treasury

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

1. General Information

1.1 The role of the Council of the Nelson Mandela Museum

In accordance with the provisions of the Public Finance Management Act, Act 1 of 1999, (PFMA) as amended by Act 29 of 1999, and the Treasury Regulations, the Council of the Nelson Mandela Museum, (the Council) is the Accounting Authority. Its role includes the submission to the Executive Authority and Auditor General South Africa (AGSA) information such as Annual Financial Statements and Performance Information within two months after the end of the financial year.

2. Statement of Responsibility

The Public Finance Management Act (Act 1 of 1999) as amended, requires the Council to ensure that the Nelson Mandela Museum keeps full and proper records of its financial affairs. The Annual financial statements should fairly present the state of affairs of the Nelson Mandela Museum, its financial results, its performance against predetermined objectives and its financial position at the end of the year in terms of the Generally Recognised Accounting Practice (GRAP).

The Annual Financial Statements are the responsibility of the Council. The AGSA is responsible for independently auditing and reporting on the Annual Financial Statements.

The Annual Financial Statements have been prepared in accordance with Statements of Generally Recognised Accounting Practice. These Annual Financial Statements are based on appropriate accounting policies, supported by reasonable and prudent judgments and estimates.

The Council has reviewed the budget and cash flow projections for the year ending 31 March 2026. On the basis of this review, and in view of the current financial position, the Council has every reason to believe that the Nelson Mandela Museum is a going concern in the period ahead and has continued to adopt the going concern basis in preparing the Annual Financial Statements.

The Council determines, introduces and implements systems of internal control and risk management that are designed to provide reasonable assurance against material misstatements and losses. The entity also maintains these controls to safeguard assets against unauthorised use or disposal, and for the maintenance of proper accounting records and the reliability of the financial information used within the Nelson Mandela Museum.

The controls contain self-monitoring mechanisms, and actions are taken to correct deficiencies as they are identified. The internal audit function is in place and has been functional throughout the year, and there are no material breakdown in the functioning of these controls, procedures and systems which has occurred during the year under review.

3. Financial Results

Full details of the financial results are set out on pages 08 to 46 of the Annual Financial Statements.

4. Nature of entity and its principal business

The Nelson Mandela Museum's core business is a unique blend of heritage conservation and education centred on Nelson Mandela's life and legacy. It involves the collection, exhibition, and stewardship of heritage resources linked to Madiba, with the aim of inspiring people to learn and share from his profound impact on development through education, culture, and tourism.

The Nelson Mandela Museum, a source of national pride, is spread over three significant sites: the Mvezo site, the Bhunga Building, and the Nelson Mandela Youth and Heritage Centre (Qunu). It is a public entity falling under the National Department of Sport, Arts and Culture (DSAC) and was established in accordance with the provisions of the Cultural Institutions Act, Act No. 119 of 1998. It is one of the Cabinet legacy projects.

As part of its expanding mandate, the Nelson Mandela Museum has been entrusted with operationalizing two significant sites along the heritage liberation route. These sites, the OR Tambo Garden of Remembrance and Ingquza Hill Memorial, located in Mbizana and Flagstaff in the Eastern Cape, are likely to be permanently allocated to the Nelson Mandela Museum in the near future, further enhancing its reach and influence.

5. Materiality and Significance Framework for 2024/25

In terms of the Public Finance Management Act, Act No. 1 of 1999 as amended, read with paragraph 28.1.5 of the National Treasury Regulations, the Council has developed and agreed to a framework of acceptable levels of materiality and significance.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

6. Opinion and Approval

In the opinion of the Nelson Mandela Museum Council, based on the information available to date, the Annual Financial Statements set out on pages 08 to 46 present the financial position, the results of its operations, Cash Flow information of Nelson Mandela Museum and comply with the provisions of the Treasury Regulations and the Public Finance Management Act (Act 1 of 1999, as amended) for the year then ended.

The Annual Financial Statements set out on pages 08 to 46 for the year then ended were approved by the Nelson Mandela Museum Council on 31 May 2025.



Dr. S Potelwa

Council Chairperson

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Chief Executive Officer's Report

1. General Review of the State of Affairs

The Council's commitment to provide strategic oversight and finances saw the Nelson Mandela Museum continuing with its national and international footprints. The available budget was used to achieve the set objectives both on the 5 year Strategy and Annual Performance Plan. The 2024/25 financial year's budget was effectively used to achieve the mandate of the Nelson Mandela Museum.

The Nelson Mandela Museum was also able to balance various needs within the confines of its approved budget. It managed to utilize its infrastructure to promote the mandate. This also translated to maintaining the infrastructure. As an organ of state, the Nelson Mandela Museum delivers its services in alignment with Government objectives. The Nelson Mandela Museum contributes to social cohesion, patriotism, unity reconciliation, economic regeneration through tourism and cultural activities, and its procurement practices, citizen participation and awareness through outreach, education programs and exhibitions. The Museum programs include: Governance (which deals with administration and Council support), Human Resources, Public Engagement and Communication, Heritage Resources and Infrastructure Services.

The Nelson Mandela Museum received most of its funding from the subsidy allocations from the National Government through the Department of Sport, Arts and Culture. Total revenue collected by the Nelson Mandela Museum including finance income for the period under review decreased by 5% from R60 760 236 compared to the same period last year. The Nelson Mandela Museum's results for the year ended 31 March 2025 show a decrease in reserves from R38 239 485. to R28 314 197.

This is due to an operating deficit of R447 169 and reserves R12 505 996 realized during the year under review. This increase is attributable to a net of inflationary increase in grant allocation, increase in interest received from investments as well as capital spending from rolled over funds. The grant from the Department of Sport, Arts and Culture accounted for 95.80% of the total revenue while 3.56% relates to interest from investments and 0.63% to sundry income as well as donations.

The operating expenditure for the period under review including finance costs is R57 992 720, showing a decrease of R5 300 878 from the expenditure recorded in the previous period. The operating expenditure is made up of 29.50% fixed costs of personnel 16.70% administrative expenses, 3% Audit fee, and 50.8% other operating expenses, which constitute the core business of the organization with expense categories like exhibition expenses and advertising and promotion forming a major part, and security expenses as major contributors as well.

The Nelson Mandela Museum is a going concern in the year 2025/26. The Nelson Mandela Museum will continue to adopt a going concern basis in preparing its annual financial statements in the period ahead as the budget indicates. The institution filled the majority of key positions during the 2024/25 financial year. Subsequently, the NMM has seen the improved results in strategic areas and performance in the 2024/25 financial year.

While a great deal of work still needs to be done to improve the baseline funding to facilitate meeting targets set in the Museum's strategic plan, the results for the year under review demonstrate progress, and management remains committed to achieving the strategic objectives set by Council.

2. Services rendered by the Nelson Mandela Museum

The core business of the Nelson Mandela Museum is education and conservation of Heritage Resources centred around Nelson Mandela in context, collecting, exhibiting and exercising stewardship over heritage resources linked to Madiba, inspire people to learn and share from his legacy, impact on development through education, culture and tourism. To achieve this objective, the Nelson Mandela Museum uses guided and unguided tours, public programs (indoors and outdoors), formal outreach like the use

of popular programmes to reach people and make an impact. Social dialogues and seminars are also used to reach out to a wider public.

3. Tariffs

The Nelson Mandela Museum has conferencing and accommodation facilities in Qunu; the Department of Public Works and Infrastructure handed the facility over to the Museum in July 2023 since it closed in February 2017 due to renovations.

Currently, the museum also sources funds through the hiring of venues, the sale of merchandise, books, etc. The Nelson Mandela Museum approved the tariff policy for revenue generating activities in the 2019/20 financial year and it is currently in the phase in approach of implementation.

4. Donations

The Nelson Mandela Museum does not charge an entrance fee to its visitors. Instead, there is a Donation Box, which is used to encourage visitors to donate. However, there has not been much activity when it comes to donations this current year.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

5. Museum Shop

The Nelson Mandela Museum Memorabilia shop has been in full operations since the upgrade of the Bhunga building of the Nelson Mandela Museum Museum. The shop has been run in partnership with the Department of Sport, Recreation, Arts and Culture with the overall objective of promoting local entrepreneurs to sell their artwork to the visitors. The Nelson Mandela Museum doesn't charge for the space except to promote the local entrepreneurs. These are one of the corporate social investment (CSI) initiatives of which the Nelson Mandela Museum is leading.

6. Opinion

In the opinion of the Nelson Mandela Museum CEO, the Annual Financial Statements set out on pages 08 to 46 present the financial position, the results of its operations, Cash Flow information of Nelson Mandela Museum and comply with the provisions of the Treasury Regulations and the Public Finance Management Act (Act 1 of 1999, as amended) for the year then ended.

7. Conclusion

Indeed, the Nelson Mandela Museum 's financial accountability is aligned with its non-financial performance on its 2024/25 annual performance plan. The museum wittingly improved its financial management capacity as a tool to enhance both its performance and audit. The improved internal systems have enhanced the capacity of the museum to provide an excellent service to the public and also be able to account for its finances. It is also safe to state that the museum remains an important resource that promotes the values and legacy of Nelson Mandela. As the museum improves its systems, so is its personnel's capacity development.

Dr V Booï

Chief Executive Officer



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Statement of Financial Position as at 31 March 2025

Figures in Rand	Note(s)	2025	2024
Assets			
Current Assets			
Inventories	7	154 184	169 752
Receivables from non-exchange transactions	8	1 237 431	1 035 856
Cash and cash equivalents	9	39 532 577	65 823 179
		40 924 192	67 028 787
Non-Current Assets			
Property, plant and equipment	3	24 401 260	18 675 665
Intangible assets	4	100 000	8 333
Heritage assets	5	12 228 449	12 228 449
		36 729 709	30 912 447
Total Assets		77 653 901	97 941 234
Liabilities			
Current Liabilities			
Payables from exchange transactions	6	5 311 042	9 690 216
Unspent conditional grants and receipts	12	26 752 126	28 624 904
Provisions	13	1 413 245	1 114 466
		33 476 413	39 429 586
Non-Current Liabilities			
Unspent conditional grants and receipts	12	5 996 781	10 405 654
Total Liabilities		39 473 194	49 835 240
Net Assets		38 180 707	48 105 994
Reserves			
Revaluation reserve	10	9 866 510	9 866 510
Accumulated surplus	11	28 314 197	38 239 456
Total Net Assets		38 180 707	48 105 966

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Statement of Financial Performance

Figures in Rand	Note(s)	2025	2024
Revenue			
Revenue from exchange transactions			
Sale of goods	14	349 411	69 929
Revenue from non-exchange transactions			
Transfer revenue			
Government grants & subsidies	16	55 130 831	54 131 130
Public contributions and donations	17	14 655	7 629
Revenue from service concession arrangements - non exchange		-	690 001
Interest received- Investment	15	2 050 654	5 861 547
Total revenue from non-exchange transactions		57 196 140	60 690 307
Total revenue	14	57 545 551	60 760 236
Expenditure			
Employee related costs	18	(15 830 480)	(16 094 111)
Remuneration of Councillors	18	(1 279 866)	(1 340 206)
Administration and management fees	19	(9 686 948)	(6 590 906)
Depreciation and amortisation	20	(2 976 666)	(2 047 058)
Lease rentals on operating lease	21	(115 025)	(139 980)
General expenses	23	(28 103 735)	(37 081 337)
Total expenditure		(57 992 720)	(63 293 598)
Deficit for the year		(447 169)	(2 533 362)

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Statement of Changes in Net Assets

Figures in Rand	Revaluation reserve	Accumulated surplus / deficit	Total net assets
Balance at 01 April 2023	9 866 510	40 772 818	50 639 328
Changes in net assets			
Surplus for the year	-	(2 533 362)	(2 533 362)
Total changes	-	(2 533 362)	(2 533 362)
Balance at 01 April 2024	9 866 510	38 239 486	48 105 996
Changes in net assets			
Transfer to conditional grants	-	(9 862 690)	(9 862 690)
Net income (losses) recognised directly in net assets	-	(9 862 690)	(9 862 690)
Deficit the year	-	(447 167)	(447 167)
Total recognised income and expenses for the year	-	(10 309 857)	(10 309 857)
Adjustment to opening balance - Property, Plant and Equipment	-	384 568	384 568
Total changes	-	(9 925 289)	(9 925 289)
Balance at 31 March 2025	9 866 510	28 314 197	38 180 707
Note(s)	10		

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Cash Flow Statement

Figures in Rand	Note(s)	2025	2024
Cash flows from operating activities			
Receipts			
Sale of goods and services		349 412	69 929
Grants		34 926 850	54 131 130
Interest income		2 050 654	5 861 547
Sundry income		-	690 001
Donation		14 655	7 629
		37 341 571	60 760 236
Payments			
Employee costs		(16 811 567)	(17 348 191)
Suppliers		(38 411 280)	(45 404 902)
		(55 222 847)	(62 753 093)
Net cash flows from operating activities	24	(17 881 276)	(1 992 857)
Cash flows from investing activities			
Purchase of property, plant and equipment	3	(8 409 331)	(11 278 015)
Purchase of heritage assets	5	-	(82 346)
Net cash flows from investing activities		(8 409 331)	(11 360 361)
Net increase/(decrease) in cash and cash equivalents		(26 290 607)	(13 353 218)
Cash and cash equivalents at the beginning of the year		65 823 179	79 176 397
Cash and cash equivalents at the end of the year	9	39 532 572	65 823 179

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis

	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual
Figures in Rand					
Statement of Financial Performance					
Revenue					
Revenue from exchange transactions					
Sale of goods	4 300 000	-	4 300 000	349 411	(3 950 589)
Revenue from non-exchange transactions					
Transfer revenue					
Government grants & subsidies	35 130 000	-	35 130 000	55 130 831	20 000 831
Public contributions and donations	5 000	-	5 000	14 655	9 655
Interest - Transfer revenue	450 000	-	450 000	2 050 654	1 600 654
Total revenue from non-exchange transactions	35 585 000	-	35 585 000	57 196 140	21 611 140
Total revenue	39 885 000	-	39 885 000	57 545 551	17 660 551
Expenditure					
Personnel	(16 203 000)	-	(16 203 000)	(15 830 482)	372 518
Employee costs - Remuneration of councillors	(628 000)	-	(628 000)	(1 279 866)	(651 866)
Administration and management fees	(6 898 000)	-	(6 898 000)	(9 686 948)	(2 788 948)
Depreciation and amortisation	-	-	-	(2 976 666)	(2 976 666)
Lease rentals on operating lease	(139 000)	-	(139 000)	(115 025)	23 975
General Expenses	(16 017 000)	-	(16 017 000)	(28 103 735)	(12 086 735)
Total expenditure	(39 885 000)	-	(39 885 000)	(57 992 722)	(18 107 722)
Deficit before taxation	-	-	-	(447 171)	(447 171)
	-	-	-	(447 171)	(447 171)

Refer to note 34 for detailed explanation of variances above.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Significant Accounting Policies

Figures in Rand	Note(s)	2025	2024
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1. Presentation of Annual Financial Statements

The annual 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).

The annual financial statements have been prepared on an accrual basis of accounting using the going concern assumption and are in accordance with historical cost basis incorporating the principal accounting policies as set below unless specified otherwise. Accounting policies for material transactions, events or conditions not covered by the GRAP reporting framework, have been developed in accordance with paragraphs 7, 11 and 12 of GRAP 3 and the hierarchy approved in Directive 5 issued by the Accounting Standards Board. Assets, Liabilities, Revenues and expenses have not been offset except where offsetting is required or permitted by a Standard of GRAP. These accounting policies are consistent with the previous period, unless explicitly stated. The details of any changes in the accounting policies are explained in the relevant policy. The principal accounting policies adopted in the preparation of these Financial Statements are set out below.

1.1 Presentation currency

These annual financial statements are presented in South African Rand, which is the functional currency of the Nelson Mandela Museum.

Unless stated otherwise, all figures have been rounded off to the nearest Rand.

1.2 Going concern assumption

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

1.3 Comparative Information

When the presentation or classification of items in the Annual Financial Statements are amended, prior period comparative amounts are restated. The nature and the reason for reclassification are disclosed. Where accounting errors 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 practicable, and the prior year comparatives are restated accordingly.

1.4 Significant judgements and sources of estimation uncertainty

Trade receivables / Held to maturity investments and/or loans and receivables

The Nelson Mandela Museum 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 Nelson Mandela Museum 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 loan balances in the portfolio and scaled to the estimated loss emergence period.

Allowance for slow moving, damaged and obsolete stock

An allowance for stock that is identified as out of market and redundant is provided for. Any stock that is physically identified as damaged is written off when discovered.

Impairment testing

Management used value in use or fair value less cost to sell to determine the recoverable amount of assets that may have been impaired.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Significant Accounting Policies

1.4 Significant judgements and sources of estimation uncertainty (continued)

Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in note of annual financial statements. Provision are measured in the management's best estimate of the expenditure required to settle the obligation at the reporting date.

1.5 Property, plant and equipment

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

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

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.

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

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.

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

Item	Depreciation method	Average useful life
Buildings	Straight-line	10-20 years
Furniture and fixtures	Straight-line	6-20 years
Motor vehicles	Straight-line	5 years
Office equipment	Straight-line	6-10 years
IT equipment	Straight-line	3-10 years
Other property, plant and equipment	Straight-line	5-10 years

The assets residual value and the useful life are reviewed and adjusted if appropriate, at each financial year-end. 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 charge for each period is recognized in the profit or loss unless it is included in the carrying amount of another asset. An item of property plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from the derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the profit or loss in the year the item is derecognized.

Assets held under a finance lease are depreciated over their expected useful lives on the same basis as owned assets. If there is no reasonable certainty that the entity will obtain ownership by the end of the lease term, the assets are depreciated over the shorter of the lease term and its useful life. Donated held under donations are depreciated over the right of use period.

Impairment

The residual value and useful life and the depreciation method is reviewed annually and, any changes are recognized as a change in accounting estimates in the Statement of Financial Performance. The entity tests for impairment where there is an indication that the asset may be impaired. An assessment of whether there is an indication of impairment is done at the reporting date. Where carrying amount of an item of property, plant and equipment is greater than the estimated recoverable amount (or service amount), it is written down immediately to its recoverable amount (recoverable service amount) and an impairment loss is charged to the Statement of Financial Performance.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Significant Accounting Policies

1.6 Subsequent Expenditure

Repairs and maintenance are generally charged to expenses during the financial period in which they are incurred. However, major renovations are capitalized and included in the carrying amount of the asset when it is probable that the future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the company. Major renovations are depreciated over the remaining useful life of the related asset.

1.7 Intangible assets

The cost of an intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the NMM; and
- the cost or fair value of the asset can be measured reliably.

Intangible assets are amortised over their useful life taking into account residual values, where appropriate. The useful lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In reassessing useful lives, factors such as technological innovation and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

1.8 Heritage assets

Initial Recognition

- a) Heritage assets are recognised as an asset if, and only if
 - It is probable that future economic benefits or service potential associated with the asset will flow to NMM
 - The cost or fair value of the asset can be measured reliably
- b) For recognition of heritage assets, the assets need to be controlled by Nelson Mandela Museum as a result of past events. Such events may include: Purchased, donated, bequeathed, transfer and loans. In the event where Nelson Mandela Museum is restricted from disposing of the asset it will still be recognised due to the fact that it is controlled by Nelson Mandela Museum. It is the judgment of Nelson Mandela Museum to assess the degree of certainty attached to the flow of future economic benefits.

Initial measurement

Heritage assets are measured at cost.

- Due to the nature of assets controlled by Nelson Mandela Museum assets shall be valued according to circumstances
 - All asset acquired by means of purchase should initially be measured at cost. Where no cost can be determined the fair value will be determined as at the date of acquisition next
 - In instances where heritage assets are donated or bequeathed to Nelson Mandela Museum at no cost, the cost will then be the fair value as at the date of acquisition.
 - In determining the fair value of a heritage asset acquired through a non-exchange transaction, Nelson Mandela Museum will apply the principles of revaluation in determining the fair value.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Significant Accounting Policies

1.8 Heritage assets (continued)

Elements of costs

After recognition as an asset, a class of heritage assets is carried at its cost less any accumulated impairment losses.

a) The cost of the heritage asset comprises of the following

- its purchase price, including import duties and non-refundable purchases taxes, after deducting trade discounts and rebate.
- any cost directly attributable to bringing the heritage asset to the location and condition necessary for it to be capable of operating in the manner intended by management

b) These costs can be included cost such as:

- Cost of employee benefits, for example the initial assessment of the heritage asset.

Subsequent measurement

- In accordance with GRAP 103, an entity should choose either the cost model or the revaluation model for subsequent measurement of an entire class of heritage asset.
- In accordance with the Cost Model, after recognition as an asset a class of heritage assets measured in accordance with the Cost Model, shall be carried at its cost less any accumulated impairment loss.
- In accordance with the Revaluation Model, after recognition as an asset, a class of heritage assets, whose fair value can be measured reliably, shall be carried at a revalued amount, being its fair value at the date of the revaluation less any subsequent impairment losses. Revaluations shall be made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the reporting date.
- Nelson Mandela Museum has elected the cost model and shall apply the policy to an entire class of heritage assets.

Impairment

a) A heritage asset shall not be depreciated, but Nelson Mandela Museum shall assess at each reporting date whether there is an indication that it may be impaired. If any such indications exist, Nelson Mandela Museum shall estimate the recoverable amount or the recoverable service amount of the heritage asset in accordance with the Standards of GRAP on Impairment of Cash-generating assets and Impairment of non-cash-generating asset.

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

- external sources of information and.
- internal sources of information.

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 carrying amount of a heritage asset shall be derecognised:

- on disposal (including disposal through a non-exchange transaction), or when no future economic benefits or service potential are expected from its use or disposal.

Compensation for impairment

Compensation from third parties for heritage assets that have been impaired, lost or given up shall be included in surplus or deficit when the compensation becomes receivable.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Significant Accounting Policies

1.8 Heritage assets (continued)

De-Accessioning

An item will be considered for de-accessioning if it no longer meets and complies with the statement of purpose of the archival collection of the Nelson Mandela Museum or is damaged beyond repair and unusable.

Heritage assets, which are culturally significant resources and which are shown at cost, are not depreciated due to the uncertainty regarding their estimated useful lives. The impact on the financial statements is that heritage assets have been valued at a nominal value of R1 and will be subsequently valued at market-related rates.

1.9 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 uncollectibility.

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.

A derivative is a financial instrument or other contract with all three of the following characteristics:

- Its value changes in response to the change in a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of prices or rates, credit rating or credit index, or other variable, provided in the case of a non-financial variable that the variable is not specific to a party to the contract (sometimes called the 'underlying').
- It requires no initial net investment or an initial net investment that is smaller than would be required for other types of contracts that would be expected to have a similar response to changes in market factors.
- It is settled at a future date.

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;
- 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.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Significant Accounting Policies

1.9 Financial instruments (continued)

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.

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.

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.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Significant Accounting Policies

1.10 Tax

Current tax assets and liabilities

Nelson Mandela Museum is exempt from taxation in terms of the Income Tax Act and VAT Act.

1.11 Leases

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.

1.12 Inventories

Inventories of the entity consist of books that are for sale and also used for donations to invited participants to certain important museum events.

Inventories are initially measured at cost and subsequently at the lower of cost or net realizable value. Any write-down to net realizable value is recognized in the profit or loss. Cost comprises direct materials, direct labour costs and those overheads that have been incurred in bringing the inventories to their present location and condition (based on normal operating capacity). Cost is calculated using the first-in, first-out (FIFO) method. Net realizable value is the estimated selling price in the ordinary course of business, less any costs of completion and disposal.

Items on exhibition: these items are largely replicas and are used for exhibition and educational purposes. These items are expensed.

1.13 Impairment of cash-generating assets

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

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (amortisation).

Carrying amount is the amount at which an asset is recognised in the statement of financial position after deducting any accumulated depreciation and accumulated impairment losses thereon.

A cash-generating unit is the smallest identifiable group of assets used with the objective of generating a commercial return that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets.

Costs of disposal are incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

Depreciation (Amortisation) is the systematic allocation of the depreciable amount of an asset over its useful life.

Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal.

Recoverable amount of an asset or a cash-generating unit is the higher its fair value less costs to sell and its value in use.

Useful life is either:

- the period of time over which an asset is expected to be used by the Nelson Mandela Museum; or
- the number of production or similar units expected to be obtained from the asset by the Nelson Mandela Museum.

1.14 Employee benefits

Compensation of employees are

- wages, salaries and third party contributions;
- short term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service;

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Significant Accounting Policies

1.14 Employee benefits (continued)

- bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service.

Other post retirement obligations

The entity does not provide post-retirement health care benefits, housing subsidies and gratuities.

Recognition Criteria

When an employee has rendered service to an entity during a reporting period, the entity shall recognise the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:

- (a) as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, an entity shall recognise that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- (b) as an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset (see, for example, the Standards of GRAP on Inventories (GRAP 12), Property, Plant and Equipment (GRAP 17), Intangible Assets (GRAP 31) and Heritage Assets (GRAP 103)).

An entity shall recognise the expected cost of short-term employee benefits in the form of compensated absences under paragraph as follows:

- (a) in the case of accumulating compensated absences, when the employees render service that increases their entitlement to future compensated absences; and
- (b) in the case of non-accumulating compensated absences, when the absences occur.

An entity may compensate employees for absence for various reasons including annual leave, sick leave, short-term disability and maternity or paternity leave.

Entitlement to compensated absences falls into two categories:

- (a) accumulating; and
- (b) non-accumulating.

Accumulating compensated absences are those that are carried forward and can be used in future periods if the current period's entitlement is not used in full.

Accumulating compensated absences may be either vesting (in other words, employees are entitled to a cash payment for unused entitlement on leaving the entity) or non-vesting (when employees are not entitled to a cash payment for unused entitlement on leaving). An obligation arises as employees render service that increases their entitlement to future compensated absences. The obligation exists, and is recognised, even if the compensated absences are non-vesting, although the possibility that employees may leave before they use an accumulated non-vesting entitlement affects the measurement of that obligation.

1.15 Provisions and contingencies

Contingencies are potential liabilities that might result because of a past event. The likelihood of loss or the actual amount of the loss is still uncertain. Loss contingencies are recognized when their likelihood is probable, and this loss is subject to a reasonable estimation.

Provisions are recognised when:

- the Nelson Mandela Museum 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.

1.16 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

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Significant Accounting Policies

1.16 Commitments (continued)

- 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.

1.17 Revenue from exchange transactions

Revenue from exchange transactions refers to revenue that accrues to the entity directly in return for services rendered or goods sold, the value of which approximates the consideration received or receivable, excluding indirect taxes, rebates and discounts.

There is a Specific criterion in order to determine if the entity is acting as principal or agent. The recognition criteria must be met before revenue is recognised. 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 other party in exchange.

Measurement

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

Sale of goods

Revenue from the sale of goods is recognized when the significant risks and rewards of ownership are transferred to the buyer.

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 Nelson Mandela Museum;
- 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.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Significant Accounting Policies

1.18 Revenue from non-exchange transactions

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

Control of an asset arises when the Nelson Mandela Museum 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.

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 Nelson Mandela Museum 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 Nelson Mandela Museum.

When, as a result of a non-exchange transaction, the Nelson Mandela Museum 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. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

1.19 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.

1.20 Fruitless and wasteful expenditure

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

Fruitless and wasteful expenditure is accounted for in line with all relating requirements, including, but not limited to, ruling Legislation, Regulations, Frameworks, Circulars, Instruction Notes, Practice Notes, Guidelines etc (as applicable).

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.

1.21 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 a 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 legislation providing for procurement procedures in the government.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Significant Accounting Policies

1.21 Irregular expenditure (continued)

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 from 1 April 2008):

Irregular expenditure that was incurred and identified during the current financial and which was condoned before year end and/or before finalisation of the financial statements must also be recorded appropriately in the irregular expenditure register. In such an instance, no further action is also required with the exception of updating the note to the financial statements

Irregular expenditure that was incurred and identified during the current financial year and for which condonement is being awaited at year end must be recorded in the irregular expenditure register. No further action is required with the exception of updating the note to the financial statements.

Where irregular expenditure was incurred in the previous financial year and is only condoned in the following financial year, the register and the disclosure note to the financial statements must be updated with the amount condoned

Irregular expenditure that was incurred and identified during the current financial year and which was not condoned by the National Treasury or the relevant authority must be recorded appropriately in the irregular expenditure register. If liability for the irregular expenditure can be attributed to a person, a debt account must be created if such a person is liable in law. Immediate steps must thereafter be taken to recover the amount from the person concerned. If recovery is not possible, the accounting officer or accounting authority may write off the amount as debt impairment and disclose such in the relevant note to the financial statements. The irregular expenditure register must also be updated accordingly. If the irregular expenditure has not been condoned and no person is liable in law, the expenditure related thereto must remain against the relevant programme/expenditure item, be disclosed as such in the note to the financial statements and updated accordingly in the irregular expenditure register.

Further to above requirements an instruction note 2022/23 was issued in December 2022 and effective from 03 January 2023. It states the following:

- Irregular expenditure previously disclosed in the annual financial statements of the budget holder and not addressed must remain in the register and recorded in the annual report of the budget holder and addressed in terms of Annexure to the instruction.
- Irregular expenditure previously disclosed in the annual financial statements of the mandated institution and not addressed must remain in the register and annual report of the mandated institution and addressed in terms of Annexure to the instruction.
- Irregular expenditure disclosed in the annual financial statements of the budget holder or mandated institution in the previous financial year must be disclosed as a comparative amount in the annual financial statements.

1.22 Budget information

Nelson Mandela Museum are typically subject to budgetary limits in the form of appropriations or budget authorisations (or equivalent), which is given effect through authorising legislation, appropriation or similar.

General purpose financial reporting by Nelson Mandela Museum shall provide information on whether resources were obtained and used in accordance with the legally adopted budget.

The approved budget is prepared on a cash basis and presented by economic classification linked to performance outcome objectives.

The approved budget covers the fiscal period from 2024/04/01 to 2025/03/31.

The budget for the economic entity includes all the entities approved budgets under its control.

The annual financial statements and the budget are on the same basis of accounting therefore a comparison with the budgeted amounts for the reporting period have been included in the Statement of comparison of budget and actual amounts.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Significant Accounting Policies

1.23 Related parties

The entity operates in an economic sector currently dominated by entities directly or indirectly owned by the South African Government. As a consequence of the constitutional independence of the three spheres of government in South Africa, only certain entities within the national sphere of government are considered to be related parties. Related parties refers to all transactions with parties that have the ability to control (or jointly control) the Nelson Mandela Museum or exercise significant influence over the Nelson Mandela Museum, or vice versa, or an entity that is subject to common control or joint control.

Management are those persons responsible for planning, directing and controlling the activities of the NMM, including those charged with the governance of the Nelson Mandela Museum 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 management in their dealings with the Nelson Mandela Museum. Only transactions with related parties not at arm's length or not in the ordinary course of business are disclosed.

1.24 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 Nelson Mandela Museum will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Notes to the Annual Financial Statements

Figures in Rand	2025	2024
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2. New standards and interpretations

2.1 Standards and interpretations effective and adopted in the current year

In the current year, the constitutional institution has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

• GRAP 1: Presentation of Financial Statements .	01 April 2023
• GRAP 2: Cash Flow Statements	01 April 2023
• GRAP 3: Accounting Policies, Changes in Accounting Estimates and Errors	01 April 2023
• •GRAP 9: Revenue from Exchange Transactions	01 April 2023
• GRAP 12: Inventories	01 April 2023
• GRAP 13: Leases	01 April 2023
• GRAP 14: Events after Reporting Date	01 April 2023
• GRAP 17; Property, Plant and Equipment	01 April 2023
• GRAP 19: Provisions, Contingent Liabilities and Contingent 01 April 2022 Assets	01 April 2023
• GRAP 21: Impairment of Non-Cash Generating Assets	01 April 2023
• GRAP 23: Revenue from Non- Exchange Transactions	01 April 2023
• GRAP 24: Presentation of Budget Information in Financial Statements	01 April 2023
• GRAP 25: Employee Benefits	01 April 2023
• •GRAP 31: Intangible Assets	01 April 2023
• GRAP 20: Related Parties	01 April 2023
• GRAP 103: Heritage Assets	01 April 2023
• Directive 108: Statutory Receivables	01 April 2023

2.2 Standards and interpretations not yet effective or relevant

The following standards and interpretations have been published and are mandatory for the constitutional institution's accounting periods beginning on or after 01 April 2025 or later periods but are not relevant to its operations:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
Heading GRAP 103: Heritage Assets	01 April 2025	Unlikely

Notes to the Annual Financial Statements

Figures in Rand

3. Property, plant and equipment

	2025			2024		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Buildings	20 845 226	(3 305 298)	17 539 928	12 521 656	(1 929 882)	10 591 774
Furniture and fixtures	4 498 879	(2 668 277)	1 830 602	4 498 879	(2 484 256)	2 014 623
Motor vehicles	2 888 186	(1 654 884)	1 233 302	2 888 186	(1 382 200)	1 505 986
Office equipment	537 088	(463 265)	73 823	537 088	(426 731)	110 357
IT equipment	5 152 057	(3 169 116)	1 982 941	5 152 057	(2 605 638)	2 546 419
Other property, plant and equipment	3 382 906	(1 642 242)	1 740 664	3 297 145	(1 390 639)	1 906 506
Total	37 304 342	(12 903 082)	24 401 260	28 895 011	(10 219 346)	18 675 665

Notes to the Annual Financial Statements

Figures in Rand

3. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2025

	Opening balance	Additions	Revaluations/a assessment of useful lives	Depreciation	Total
Buildings	10 591 774	8 323 570	31 019	(1 406 435)	17 539 928
Furniture and fixtures	2 014 623	-	212 776	(396 797)	1 830 602
Motor vehicles	1 505 986	-	-	(272 684)	1 233 302
Office equipment	110 357	-	7 683	(44 217)	73 823
IT equipment	2 546 419	-	17 751	(581 229)	1 982 941
Other property, plant and equipment	1 906 506	85 761	15 458	(267 061)	1 740 664
	18 675 665	8 409 331	284 687	(2 968 423)	24 401 260

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

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Figures in Rand

3. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2024

	Opening balance	Additions	Depreciation	Total
Buildings	4 875 874	5 988 500	(272 600)	10 591 774
Furniture and fixtures	711 562	1 503 012	(199 951)	2 014 623
Motor vehicles	922 482	853 620	(270 116)	1 505 986
Office equipment	263 684	-	(153 327)	110 357
IT equipment	1 404 023	1 912 141	(769 745)	2 546 419
Other property, plant and equipment	1 164 778	1 023 048	(281 320)	1 906 506
	9 342 403	11 280 321	(1 947 059)	18 675 665

Pledged as security

None of the PPE items have been pledged as security.

Property, Plant and Equipment

Other assets is made up of library books, generator and other general assets.

Work in Progress

Property, plant and equipment that was not used for any period of time during the reporting period that significantly impacted the delivery of goods and services of the entity (Carrying amount)

Opening balance	7 855 549	-
Buildings and structures	385 200	7 855 549
Transfers to building and structures in the current year	(7 855 549)	-
	385 200	7 855 549

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Notes to the Annual Financial Statements

Figures in Rand	2025	2024
3. Property, plant and equipment (continued)		
Details of properties		
The Museum entered the Qunu fencing capital project, electrical works project and fire system project into its asset register as a work-in-progress (WIP) asset in the previous year, and the projects concluded in the current year, and the assets were recognised.		
In the current year, the Museum is installing digital screens, and the work done so far is valued at R385 200 and is recognised as work in progress.		
Expenditure incurred to repair and maintain property, plant and equipment		
Expenditure incurred to repair and maintain property, plant and equipment included in Statement of Financial Performance		
Buildings and structures	7 175 434	14 054 642

Notes to the Annual Financial Statements

Figures in Rand

4. Intangible assets

	2025			2024		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Intangible assets	300 000	(200 000)	100 000	300 000	(291 667)	8 333

Reconciliation of intangible assets - 2025

	Opening balance	Revaluations/a ssessment of useful lives	Amortisation	Total
Intangible Assets	8 333	100 000	(8 333)	100 000

Reconciliation of intangible assets - 2024

	Opening balance	Amortisation	Total
Computer software, other	108 333	(100 000)	8 333

Pledged as security

None of intangible assets pledged as security.

Notes to the Annual Financial Statements

Figures in Rand

5. Heritage assets

	2025			2024		
	Cost / Valuation	Accumulated impairment losses	Carrying value	Cost / Valuation	Accumulated impairment losses	Carrying value
Art Collections, antiquities and exhibits	10 392 669	-	10 392 669	10 392 669	-	10 392 669
Collections of rare books, manuscripts and records	153 580	-	153 580	153 580	-	153 580
Stamp collections, military insignia, medals, coin	1 724 470	(42 270)	1 682 200	1 724 470	(42 270)	1 682 200
Total	12 270 719	(42 270)	12 228 449	12 270 719	(42 270)	12 228 449

Reconciliation of heritage assets 2025

	Opening balance	Total
Art Collections, antiquities and exhibits	10 392 669	10 392 669
Collections of rare books, manuscripts and records	153 580	153 580
Stamp collections, military insignia, medals, coin	1 682 200	1 682 200
	12 228 449	12 228 449

Reconciliation of heritage assets 2024

	Opening balance	Additions	Impairment losses recognised	Total
Art Collections, antiquities and exhibits	10 310 323	82 346	-	10 392 669
Collections of rare books, manuscripts and records	153 580	-	-	153 580
Stamp collections, military insignia, medals, coin	1 722 890	-	(40 690)	1 682 200
	12 186 793	82 346	(40 690)	12 228 449

Nelson Mandela Museum

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Notes to the Annual Financial Statements

Figures in Rand

5. Heritage assets (continued)

Heritage assets whose fair values cannot be reliably measured

The heritage assets consist of gifts (not limited to insignia, medals, coins, stamps, objects of decorative or fine arts, stationery, precious metal and weaponry) that Nelson Mandela had been given when he was still the president of South Africa and also after he has retired.

Pledged as security

None of the intangible assets were pledged as security.

Heritage assets in the process of being constructed or developed

Cumulative expenditure recognised in the carrying value of Heritage assets

Opening balance	-	2 318 473
Additions: Public Sculptures	-	82 346
Capitalised during the year	-	(2 400 819)
	-	-

As of the end of the 2022/23 financial year, the Museum was in the process of erecting two public sculptures which were still in progress of being completed. However, the work was completed in the 2023/24 financial year, and all the costs were capitalised.

Also there was an impairment assessment at the end of the 2023/24 financial year. In the test, few items were noted to be damaged, and the impairment for those items was proposed. In 2024/25 assessment, there were no assets that were impaired.

6. Payables from exchange transactions

Trade payables	5 311 042	8 637 892
Accrued expenses	-	1 052 324
	5 311 042	9 690 216

7. Inventories

Consumables	154 184	169 752
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Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Notes to the Annual Financial Statements

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8. Receivables from non-exchange transactions

Sundry Debtors	1 237 431	1 035 856
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Statutory receivables included in receivables from non-exchange transactions above are as follows:

Opening balance	1 035 656	1 348 383
Recoveries	(996 644)	(836 545)
Other receivables from non-exchange revenue	1 198 419	523 818
	1 237 431	1 035 656

Total receivables from non-exchange transactions	1 237 431	1 035 856
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Other receivables from non-exchange transactions significantly increased due to payments made in advance for facilities management. The Museum has a contractual obligation to pay in advance for some of the facilities management services.

9. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	603 500	603 500
Bank balances	38 929 077	65 219 679
	39 532 577	65 823 179

10. Revaluation reserve

Opening balance	9 866 510	9 866 510
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In terms of GRAP 103, heritage assets were required to be revalued effectively 2015/16 financial year. In 2016/17, financial year all heritage assets were revalued to their market values. This has led to a revaluation surplus, as disclosed in the note above. Refer to note 5

11. Accumulated surplus

	2025	2024
Balance as originally stated	38 239 484	40 772 848
Surplus/(deficit for the year)	(447 171)	(2 533 364)
Transfer to conditional grants	(9 862 690)	-
Adjustment of useful lives	384 602	-
	28 314 225	38 239 484

During the year, the DSAC has approved the utilisation of interest from the project funds carried forward from the previous years. This interest would have been in the accumulated surplus.

Nelson Mandela Museum

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Notes to the Annual Financial Statements

Figures in Rand	2025	2024
12. Unspent conditional grants and receipts		
Unspent conditional grants and receipts comprises of:		
Unspent conditional grants and receipts		
Qunu Development Project	3 472 300	3 472 300
Project ICT	163 516	163 516
Installation of burglar bars	33 083	33 083
Erection of Public Sculptures	146 219	146 219
Professional consulting services	6 653 357	127 940
Long Walk to Freedom Film Set	19 971 287	34 685 543
Back-Up Generator	401 987	401 987
Digital screens and branding	1 901 162	-
	32 742 911	39 030 588
Movement during the year		
Balance at the beginning of the year	39 030 588	44 160 024
Additions during the year	12 500 001	14 671 785
Income recognition during the year	(18 787 678)	(19 801 221)
	32 742 911	39 030 588
Non-current liabilities	5 996 781	10 405 663
Current liabilities	26 752 126	28 624 925
	32 742 911	39 030 588

The unspent conditional grants are all funds approved by the DSAC for the Nelson Mandela Museum to improve its infrastructure. The funds range from the maintenance of existing structures to the construction of new ones. The conditions of these grants would be basic conditions which are linked to the completion of the works. There are no other special conditions. All the grants that have not moved from the previous year to the current year are for those projects that were concluded, and NMM is awaiting approval to utilise those funds for other projects.

- Facilities Management- These funds are for the maintenance and improvement of existing structures
- Long walk to freedom - Allocated funds relates to Long walk to freedom film set consultants and the remainder would be transferred to the LWTF construction project.
- Erection of Statues- These funds are for the construction of 2 Nelson Mandela statues in Bhunga and Qunu. The project was finalised during the year.
- Qunu Development project- This grant is for both the project management team and Qunu improvements.
- ICT Project- These funds are for ICT infrastructure development and equipment.
- Back-up generator- These funds were allocated for the procurement of back-up generator for Bhunga Building.
- Digital screens and branding- These funds were allocated for installing of digital screens and branding at the Museum.
- The current portion, as disclosed above, is made of; Consultants for long walk to freedom film set that are expected to start utilising the budget in a period that is less than 12 months. Also, other projects, namely, Qunu Condition Based Maintenance, Erection of Public Sculptures, ICT project, Facilities Management and Project are also anticipated to continue spending allocated funds as per budget in the period less than 12 months.

Nelson Mandela Museum

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13. Provisions

Reconciliation of provisions - 2025

	Opening Balance	Additions	Utilised during the year	Total
Provision for 13th cheque	153 027	389 048	(405 694)	136 381
Provision for leave	961 439	1 610 355	(1 294 930)	1 276 864
	1 114 466	1 999 403	(1 700 624)	1 413 245

Reconciliation of provisions - 2024

	Opening Balance	Additions	Utilised during the year	Total
Provision for 13th cheque	116 031	434 267	(397 271)	153 027
Provision for discretionary bonus	415 310	-	(415 310)	-
Provision for leave	668 990	1 324 883	(1 032 434)	961 439
	1 200 331	1 759 150	(1 845 015)	1 114 466

Leave provision

The leave provision covers the NMM's liabilities for annual leave, which are classified as short-term benefits, as explained under accounting policies 1.14 and 1.15.

The current portion of this liability includes all of the accrued annual leave calculated as the entitled number of days multiplied by the total cost to the company rate per month. Where employees worked for less than a year, prorata payments will be made. The provision is uncertain as the timing of when the leave will be taken is unknown and the amount.

Provision for 13th cheque

This covers a benefit offered to all permanent employees by the Museum, excluding the management, as its remuneration is on the total cost. This will be calculated as 1/13 of the total cost to the company.

This provision is uncertain as the employer is not certain about the timing and amount of payment, as employees can resign at any time.

Discretionary bonus

This for incentivising the employees who perform beyond expectation. This provision is as per the performance management policy of the Museum. However, the Council did not approve the proposed bonus and it was not paid.

This provision is uncertain as the the employer in not certain about the timing and amount of payment as employees can resign anytime

14. Revenue

Sale of goods	349 411	69 929
Government grants & subsidies	55 130 831	54 131 130
Public contributions and donations	14 655	7 629
Other transfer revenue	-	690 000
	55 494 897	60 760 236

The amount included in revenue arising from exchanges of goods or services are as follows:

Sale of goods	349 411	69 929
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Nelson Mandela Museum

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14. Revenue (continued)

The amount included in revenue arising from non-exchange transactions is as follows:

Transfer revenue		
Government grants & subsidies	55 130 831	54 131 130
Public contributions and donations	14 655	7 629
Other transfer revenue	-	690 000
	55 145 486	54 828 759

15. Investment revenue

Interest revenue		
Interest - Transfer revenue 1	2 050 654	5 861 547

The amount included in Investment revenue arising from non-exchange transactions amounted to R2 050 654 (2024: R5 861 547).

Investment revenue	2025	2024
Accrued interest for the year	4 693 960	5 861 547
Transferred to unspent conditional grants	(2 643 306)	-
	2 050 654	5 861 547

16. Government grants & subsidies

Operating grants		
Government grants	42 203 194	33 194 000
Capital grants		
Government grant (capital)	13 286 152	20 937 130
	55 130 831	54 131 130

17. Public contributions and donations

Public contributions and donations	14 655	7 629
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Nelson Mandela Museum

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Notes to the Annual Financial Statements

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18. Employee related costs		
Basic	13 599 883	13 948 327
UIF	55 547	62 792
SDL	130 327	146 558
Leave pay provision charge	395 986	422 337
Defined contribution plans	1 016 748	842 801
13th Cheques	558 721	434 267
Casual labour	73 268	237 029
	15 830 480	16 094 111
Dr V Booie- Chief Executive Officer		
Annual Remuneration	1 561 124	1 486 785
Contributions to UIF, Medical and Pension Funds	17 737	16 993
	1 578 861	1 503 778
Mr M Msongelwa: Chief Financial Officer		
Annual Remuneration	1 441 640	1 372 979
Contributions to UIF, Medical and Pension Funds	16 542	1 588
	1 458 182	1 374 567
Mrs. N Dalindyebo:Snr Manager Public Engagements		
Annual Remuneration	1 122 180	1 068 740
Contributions to UIF, Medical and Pension Funds	13 347	12 814
	1 135 527	1 081 554
Mr. B Mahlangu - Senior Manager Heritage		
Annual Remuneration	233 787	-
Contributions to UIF, Medical and Pension Funds	10 288	-
	244 075	-
Mr Mbedzi - Acting Snr Manager Heritage		
Annual Remuneration	392 602	425 060
Acting Allowance	403 250	483 897
Contributions to UIF, Medical and Pension Funds	72 789	75 467
	868 641	984 424
Remuneration of Council		
Ms N Skoti	-	65 160
Dr S Potelwa	186 539	164 541
Dr A Nontso	127 124	143 587
Prof N Mandela	168 328	101 684
Dr N Songelwa	143 973	155 046
Mr R Vuzane	137 539	148 878
Mr P Ngema	-	118 422
Ms F Ngadi	123 261	120 265
Ms Van Der Sandt - former member	-	96 930
Ms. N Nkosi	109 149	-
Remuneration of ARC members	284 186	225 693

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Notes to the Annual Financial Statements

Figures in Rand	2025	2024
18. Employee related costs (continued)	1 279 866	1 340 206

As a state employee, Mr Ngema has not paid the council honoraria in 2024/25.

19. Administrative expenditure

Administration and management fees - third party	9 686 948	6 590 906
Bank charges	85 174	47 567
Cellular Phones	550 059	384 578
Cleaning expense	3 085 920	2 704 498
Water and Electricity	3 831 733	920 128
Insurance	511 787	441 343
Courier fees	-	3 438
Accounting software	867 935	1 235 612
Internal audit fees	58 807	321 315
Staff Training	100 712	211 255
Staff Welfare	202 733	2 543
Membership and subscriptions	46 196	36 663
Telephone expenses	345 892	281 966
	9 686 948	6 590 906

The Museum has seen a significant increase in administrative expenses due to more spending on two additional sites (O.R Tambo Garden of Remembrance and Ingquza Hill Museum), and staff welfare, and telephone expenses. The main drivers is the manual delivery of water into the Qunu site while the DPWI is still busy with infrastructure. Going forward, the engagement with Municipality for delivery will be the solution.

In addition to the above, the significant increase in cleaning expenses is due to the re-opening of Qunu site and the additional spending in the two link sites.

20. Depreciation and amortisation

Buildings	1 406 435	272 600
IT Equipment	581 229	769 745
Intangible assets	8 333	100 000
Office Equipment	44 217	153 327
Other Property, Plant and Equipment	267 061	281 320
Motor Vehicles	272 685	270 116
Furniture and fittings	396 797	99 951
	2 976 666	2 047 058

The depreciation on buildings has increased drastically, mainly due to the recognition of WIP to assets and the procurement of new assets within the class.

21. Lease rentals on operating lease

Equipment

Contractual amounts	115 025	139 980
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22. Auditors' remuneration

Fees	1 737 559	2 179 770
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Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Notes to the Annual Financial Statements

Figures in Rand	2025	2024
23. General expenses		
Advertising	2 588 612	6 062 524
Auditors remuneration	1 737 559	2 179 770
Computer expenses	158 825	18 386
Consulting and professional fees	7 026 958	5 858 260
Motor vehicle expenses	1 191	162 816
Fuel and oil	319 589	335 803
Printing and stationery	279 158	180 079
Repairs and maintenance	7 175 434	14 054 642
Security services	3 119 298	3 156 107
Travel - local	3 710 803	3 058 390
Exhibition Expenses	1 559 902	1 002 411
Provision for impairment	-	40 690
Catering and functions	202 456	682 604
Other expenses	223 950	288 855
	28 103 735	37 081 337

General expenses increase is due to more spending on travel expenses, spending in the two additional sites, and significant spending by the Facilities Management on repairs and Project Management company on Long Walk to Freedom film set consultancy fees. The re-opening of Qunu has seen an increase in spending and robust advertising to promote the NMM brand. The huge variance between the prior year and the current year in local travel, Functions & catering was due to the 10th commemoration of Madiba's passing.

24. Cash used in operations

Deficit	(447 169)	(2 533 362)
Adjustments for:		
Depreciation and amortisation	2 976 666	2 047 058
Movements in provisions	298 779	(86 157)
Asset impairment	-	40 690
Non-cash items on conditional grant movements	(7 875 584)	-
Changes in working capital:		
Inventories	15 568	47 690
Other receivables from non-exchange transactions	(201 575)	312 525
Payables from exchange transactions	(4 379 174)	3 308 135
Unspent conditional grants and receipts	(8 268 787)	(5 129 436)
	(17 881 276)	(1 992 857)

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Notes to the Annual Financial Statements

Figures in Rand	2025	2024
25. Commitments		
Authorised operational expenditure		
Already contracted for but not provided for		
• Leases	434 194	46 484
• Cleaning and Security	9 603 554	16 065 932
• Facilities Management	-	5 100 759
• Project Management	5 901 811	4 581 984
• Other	7 465 978	1 805 851
	23 405 537	27 601 010
Capital commitments		
• Qunu condition maintenance	3 266 071	4 001 896
Total commitments		
Operational commitments	23 405 537	27 601 010
Capital commitments	3 266 071	4 001 896
	26 671 608	31 602 906

Others above is made of commitments that are relating to Photocopiers, Couriers, Travel Agent, Telephone line etc. There are no escalation rates and contingent rents.

Operating leases - as lessee (expenditure)

Minimum lease payments due		
- within one year	185 935	185 935
- in second to fifth year inclusive	139 451	325 386
	325 386	511 321

Operating lease payments represent rentals payable by the NMM for the rental of 3 printers from Konika Minolta for a period of 3 years.

26. Related parties

Relationships
Non-executive management

Controlled entities

Executive Management

Other related parties

The Nelson Mandela Museum Council is the Governing Accounting Authority of the Entity (refer to note 18 for details)

The Nelson Mandela Museum has been established by the South African Government through the Department of Sport, Arts and Culture in terms of the Cultural Institutions Act 1998 (Act No.119 of 1996) All senior managers of the Nelson Mandela Museum are classified as Executive Management (see note 18 for details)

All transactions with parties that have the ability to control (or jointly control) the NMM or exercise significant influence over the NMM or vice versa, or an entity that is subject to common control joint.

Compensation to members and other key management

Short-term employee benefits	1 279 866	1 340 206
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Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Notes to the Annual Financial Statements

Figures in Rand	2025	2024
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27. Change in estimate

The useful life of all the classes of Property plant and equipment was assessed in the current year. This assessment focused mainly on assets with zero values and still in use. Assets that still have values were considered to be within their correct period, and their useful lives were considered to be accurate.

These assets with zero amounts are not in the correct state, but they are currently in use due to the funds not being available to replace them. The anticipated period has been to extend the useful life of the asset by the year as it's anticipated that funds might be made available in the following year to replace these assets.

The overall effect of this assessment is not material as the assets would increase by R384 602 for 2024/25, R275 880 for 2023/24 and decrease in the statement of financial performance by R384 602 for 2024/25, R275 880 for 2023/24.

28. Risk management

Financial risk management

The entity's principal financial liability comprises of trade and other payables and financial lease liability. The main purpose of these financial liabilities is to raise finance for the entity's operations. The entity has a financial asset in the form of cash and short-term deposits, which arise direct from its operations.

March 2025	Short-Term Investments	Financial Liability at Amortised Cost	Total
Cash and Cash Equivalents	39 552 577	-	39 552 577
Trade and other payables	-	(5 311 042)	(5 311 042)
Trade and other receivables	1 237 431	-	1 237 431
	40 790 008	(5 311 042)	35 478 966
March 2024	Short-Term Investments	Financial Liability at Amortised Cost	Total
Cash and Cash Equivalents	65 823 179	-	65 823 179
Trade and other payables	-	(9 628 221)	(9 628 221)
Trade and other receivables	537 992	-	537 992
	66 361 171	(9 628 221)	56 732 950

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Notes to the Annual Financial Statements

Figures in Rand	2025	2024
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28. Risk management (continued)

Liquidity risk

The entity's risk to liquidity is a result of the ability to cover future commitments. The entity manages liquidity risk through ongoing review future commitments and credit facilities. The table below analyses the NM M's financial liabilities and unsettled derivative financial liabilities into relevant maturity groupings based on the remaining period at the statement of financial position to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

March 2025	Less than 3 months or on demand	More than 3 months but less than 6 months	More than 6 months but less than 9 months	More than 9 months but not exceeding 1 year	More than 1 year	Total
Infrastructure funds	989 696	6 469 028	8 339 286	16 944 901	-	32 742 911
Trade and other payables	5 311 042	-	-	-	-	5 311 042
Subtotal	6 300 738	6 469 028	8 339 286	16 944 901	-	38 053 953
	6 300 738	6 469 028	8 339 286	16 944 901	-	38 053 953
March 2024	Less than 3 months or on demand	More than 3 months but less than 6 months	More than 6 months but less than 9 months	More than 9 months but not exceeding 1 year	More than 1 year	Total
Infrastructure funds	-	4 532 245	9 832 487	14 243 337	10 422 488	39 030 557
Trade and other payables	6 573 942	-	-	-	-	6 573 942
Subtotal	6 573 942	4 532 245	9 832 487	14 243 337	10 422 488	45 604 499
	6 573 942	4 532 245	9 832 487	14 243 337	10 422 488	45 604 499

Credit risk

Credit risk consists mainly of cash deposits, cash equivalents, derivative financial instruments and trade debtors. The constitutional institution only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party.

Market risk

Interest rate risk

The Museum's exposure to various risks associated with the financial instruments is disclosed under financial risk management. The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of financial assets mentioned above.

The entity's activities expose it primarily to the risks of fluctuations in interest rates. Interest rate risk refers to the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

29. Going concern

The annual financial statements have been prepared on the basis based on the assumption that the funds will be available to finance future operations and that the realisation of assets and settlement of liabilities. Commitments and obligations will occur in the course of business in the near future..

30. Events after the reporting date

There were no events after the reporting date.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Notes to the Annual Financial Statements

Figures in Rand	2025	2024
31. Fruitless and wasteful expenditure		
Opening balance as previously reported	434	434
Add: Fruitless and wasteful expenditure identified - current	97 828	-
Less: Amount written off - current	(434)	-
Closing balance	97 828	434

The fruitless expenditure raised in the current year relates to damages on hired cars, no shows at the hotel and airports, and the SARS penalty and interest for late return submission.

The fruitless expenditure written off relates to the previous CEO, and there is no possibility of recovering it.

32. Irregular expenditure

Opening balance as previously reported	5 450 835	331 075
Opening balance as restated	5 450 835	331 075
Add: Irregular Expenditure - current	582 987	5 119 760
Less: Amount condoned - current	(1 081 160)	-
Closing balance	4 952 662	5 450 835

32. Irregular expenditure (continued)

Details of the irregular expenditure

During the 2024/25 financial year, the council condoned the irregular expenditure for 2022/23, amounting to R331 071. This condonement will also apply to the same irregular expenditure incurred in this contract in the current year, amounting to R 886 413.46.

During the year, an amount of R254 741 was recognised as irregular expenditure. This amount is linked to the irregular expenditure raised in the prior year for payments made in advance without contractual arrangements; however, this amount was paid during the first quarter of 2024/25.

An additional irregular expenditure of R328 246 was recognised during the year for procurement that was done without following SCM process.

33. Segment information

General information

Identification of segments

In order for an entity to report on a segment, the following 3 criteria's should be met:

- (a) It must generate economic benefits or service potential (including economic benefits or service potential relating to transactions between activities of the same entity);
- (b) Results must regularly reviewed by management to make decisions about resources to be allocated to that activity and in assessing it's performance; and
- (c) For which separate financial information is available Information reported about these segments is used by management.

Information reported about these segments is used by management as a basis for evaluating the segments' performances and for making decisions about the allocation of resources. The disclosure of information about these segments is also considered appropriate for external reporting purposes. The museum is generating the economic benefits as an entity not through its different divisions. The review is for the museum as a whole not for divisions, the decisions are made for the museum as a whole not for certain divisions. Assets are managed and control by admin department, assets are not allocated as per division and separate financial information per division is not available. The Nelson Mandela Museum is single segment and we are reported as segment at the DSAC.

34. Budget differences

Material differences between budget and actual amounts

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2025

Notes to the Annual Financial Statements

Figures in Rand	2025	2024
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34. Budget differences (continued)

Revenue	Actual	Budget	Variance %	Total
	57 545 551	(39 885 000)	44%	17 660 595

Interest received R1 600 654: The additional interest is for unspent conditional grants; the budgeted portion is for operational interest.

Sundry income (R3 950 589): The Qunu facility, the revenue-generating site, was anticipated to be fully operational and there was a budgeted revenue in the current year; however, the procurement hindered the implementation of the plan.

Subsidy and government grants R20 000 831: This relates to revenue recognised from the expenditure that was incurred from the Capital budget that is for multi years.

Expenditure	Actual	Budget	Variance %	Total
	57 992 720	(39 885 000)	45.00 %	18 107 765

Administrative expenses R2 788 948:: Since the handover of the Qunu site to NMM by DPWI, the site has been experiencing water problems, which resulted in the Museum spending more on water carting to keep the site running, while DPWI is working on a permanent solution. Additionally, there was an increase in electricity spending for Qunu, OR Tambo, and Ingquza Hill, as they were fully operational during the year under review.

Personnel costs and council remuneration R279 348: The increase is due to the special council meetings, implementation of job grading and the compensation of employees from the two additional sites.

General expenses R12 086 735: There has been significant spending on project management services for the LWTF film set and facilities management services, including the implementation of priority projects in Ngquza Hill, OR Tambo GOR, and the Bunga building. Such amounts resulted in an increase in consultant fees as well as repairs and maintenance expenses.

Depreciation R2 976 666: The depreciation is not budgeted for, as the allocated funds are insufficient to cover the operations. When there is a need to replace assets, the request is made to the department

35. BBBEE Performance

Information on compliance with the B-BBEE Act is included in the annual report under the section titled B-BBEE Compliance Performance Information.

Supplementary Information

1. Donations		
	2025	2024
Various donations		
	14 655	7 629

Various donors is made up of all donations that were received during the year of which individually were less than R1 000.



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MANAGEMENT REPORT

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INTRODUCTION

1. The purpose of this management report is to communicate the outcomes of the audit for the financial year ended 31 March 2025 as well as the insights and significant matters that require the attention of the accounting authority. The report should be read with the engagement letter, which sets out our responsibilities as well as the standards and processes we apply in performing our audits.
2. The auditor's report is finalised only after the management report has been communicated. All matters included in this report that relate to the auditor's report remain in draft form until the final auditor's report has been signed.
3. We communicated our audit findings and recommendations for improvement to management and obtained their responses throughout the audit. This report is a comprehensive summary of what we shared with management. In **annexure D**, we provide a summary of detailed findings communicated to management.
4. The management report is structured as follows:
 - In **section 1** we share the overall audit outcomes.
 - In **section 2** we provide the most significant matters from the audit and their impact, which we detail further in the annexures. Where appropriate, we also include the following:
 - Significant deficiencies in internal control that caused the findings we report. Significant deficiencies occur when internal controls do not exist; are not appropriately designed or implemented; or are not operating as intended to prevent – or to promptly detect and correct – material misstatements, non-compliance or non-performance. In **annexure C** we expand on the state of internal control.
 - Key recommendations and the responses received from management on implementing the recommendations.
 - In **section 3** we include observations on the overall internal control environment and the role of the accountability ecosystem. Key recommendations and responses from management are also included.
 - In **section 4** we provide our view of the root causes of deficiencies in the overall internal control environment and provide recommendations for the accounting officer to address the root causes.
 - We end the report with a **conclusion**.
5. We trust the insights and recommendations in this report will be of value in your pursuit towards building and leading a museum that is accountable and transparent, has institutional integrity, and performs at a level that has a positive impact on the lives of South Africans.

SECTION 1: AUDIT OUTCOMES

OVERALL AUDIT OUTCOMES

- The overall audit outcome of the museum is unqualified with findings. This is the same as the previous year's audit outcome.

Audit results per outcome area

Outcome area	Movement	2024-25	2023-24	2022-23
Financial statements	⬇️			
Annual performance report				
• Programme 2: Business development	⬆️			
Compliance with legislation				
• Annual financial statements, performance and annual report	⬇️			
• Strategic planning and performance management	➡️			
• Expenditure management	⬆️			
• Procurement and contract management	⬆️			
• Consequence management	➡️			

Unqualified / No material findings

Qualified

Adverse/Pervasive material findings

Disclaimed/Pervasive material limitation

Material findings

Not audited

⬆️

⬇️

➡️

Unchanged

- The museum obtained an unqualified with findings audit outcomes which is the same as previous year(s). The financial statements submitted for audit purposes contained material misstatements which were not prevented and or detected by the system of internal control of the museum. The misstatements stem from the lack of adequate reviews of the underlying records supporting the financial information presented in the annual financial statements. The errors were subsequently corrected.
- We recommend that the museum should implement adequate, timeous reviews of the financial information in order to limit the re-occurrence of the misstatements.
- We provide further insight into the audit outcomes, the root causes of weaknesses and our recommendations in the rest of this report.
- Annexure E** lists matters that will affect future financial statements, annual performance reports and compliance with legislation.



SECTION 2: SIGNIFICANT MATTERS

FINANCIAL STATEMENTS

Audit results

11. The financial statements were submitted to us for auditing on 31 May 2025.
12. We identified material misstatements in the financial statements submitted for auditing. The material misstatements could have been prevented or detected by effective internal controls. It constitutes non-compliance with legislation and will be reported as a material finding in the auditor's report.

Material misstatements corrected

Accounting standard / legislation	Nature	Value	Description	Prior-year misstatements	
				2023-24	2022-23
Revenue from exchange transactions - Interest Received					
GRAP 23 paragraph 9A	Overstatement COAF 04	R2 643 306	Interest received incorrectly classified and accounted for as revenue from exchange transactions.	Yes	No findings
Unspent Conditional Grant					
GRAP 1	Understatement COAF 04	R4 630 412	Interest earned on conditional grants that was not utilised at year end not recognised as unspent conditional grant.	No findings	No findings
Cash Flow from operating activities – Receipts					
GRAP 2	Overstatement COAF 03	R20 002 406	Non-cash item included as a receipt	No findings	No findings
Cash Flow from investing activities – Reserves					
GRAP 2	Overstatement COAF 03	R7 875 584	Non-cash item deducted as a payment	No findings	No findings
Budget Statement					
GRAP 24	Overstatement COAF 04	R20 200 849	Actual revenue included as budget amounts in the budget statement	No findings	No findings
GRAP 24	Overstatement COAF 04	R7 316 874	Actual expenditure included as budget amounts in the budget statement and material variances not disclosed	No findings	No findings

Accounting standard / legislation	Nature	Value	Description	Prior-year misstatements	
				2023-24	2022-23
Accumulated surplus					
GRAP 1	Understatement COAF 04	R1 987 106	Interest earned on conditional grants that was not utilised at year end not recognised as unspent conditional grant.	No findings	No findings

	Uncorrected		Corrected		No prior-year misstatement
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13. There is a regression in the current year due to material misstatements identified, thus, there is an indication of lack of adequate reviews by different levels in the accountability ecosystem.
14. Management should prepare the financial statements considering terms and conditions as contained in the approval letters from grant funders.
15. The findings could have been prevented if management has implemented and monitored adequate control measures in response to the application of the GRAP standards.
16. **Impact:** The corrected misstatements resulted in an unqualified audit opinion. The museum should ensure that controls with regards to review of financial information are improved.

Internal control and recommendations

17. We identified significant internal control deficiencies in financial recordkeeping and the financial statement preparation and related business processes, which caused the misstatements and could cause misstatements in future.

Significant internal control deficiencies – financial records and financial statements

Deficiency	Prior years reported	
	2023-24	2022-23
Prepare regular, accurate and complete financial records Lack of adequate reviews performed on the underlying records supporting the financial information relating to revenue, liabilities and disclosure notes presented in the annual financial statements.	No	No

18. We made recommendations to improve the financial records and the financial statements preparation process to the senior management. Some of these recommendations were also made in prior years. A summary of the key recommendations and the responses received follows.

Key recommendations and responses – financial records and financial statements

Recommendation and management response	Year originally recommended	Status of implementation
Recommendation: Develop and monitor the implementation of action plan to address internal control deficiencies identified and strengthen the review process of the financial statements.	2021-22	



Recommendation and management response	Year originally recommended	Status of implementation
Response: Management committed to improve review processes. External and independent review processes will be implemented		In process – behind schedule
Recommendation: Ensure adherence to SCM processes and applicable laws and regulations to prevent irregular expenditure Response: Management committed to improve review processes. External and independent review processes will be implemented	2021-22	Implemented
Recommendation: No prepayments to service providers without contractual agreement Response: Management committed that there will be no cash advances to service providers without contractual agreement	2023-24	Implemented

19. The auditors noted that prior-year recommendations and management responses were not fully implemented.
20. Progress has been noted in addressing the advance payment as well as the contract extension non-compliance reported in prior years.
21. The museum should consider involving internal audit unit early in the review process to ensure timeous detection of errors and corrections thereof.

Information to be included in auditor's report

22. We will include an 'emphasis of matter' paragraph in the auditor's report to draw the attention of users of the financial statements to the following matter which we deem to be fundamental to their understanding of the financial statements:

Unspent conditional grants

23. As disclosed in note 12 to the financial statements, the museum has unspent conditional grants and receipts for a total amount of R32, 7million due to Long Walk to Freedom Film set project.

FINANCIAL MANAGEMENT AND PERFORMANCE

Going concern

24. Our audit included an evaluation of the appropriateness of management's use of the going concern basis of accounting in the preparation of the financial statements and whether any material uncertainties exist about the museum's ability to continue as a going concern.
25. We did not identify any events or conditions that cast significant doubt on the museum's ability to continue as a going concern.

Financial assessment and compliance

26. Our audit included a high-level assessment of the financial position and key financial ratios of the museum based on its financial results to assess its going concern (as detailed earlier), and also to highlight those issues that may require corrective action to maintain financial stability. The financial ratios used for assessment include those that the users of the financial statements would typically apply



to assess financial performance. The assessment is intended to complement, rather than substitute, the museum's own financial assessment.

- 27. The detailed assessment is included in annexure A. We used the amounts and information in the financial statements to perform the assessment.
- 28. We concluded based on the assessment that the financial health of the museum is concerning, which is the same as the previous year.
- 29. Next, we summarise the key matters identified through the assessment that require attention to improve the financial health.

Financial assessment – key matters

Expenditure management
The average number of days taken for creditors to be paid is 51 days, which is more than the requirement of 30 days. The museum is encouraged to continuously monitor days taken to pay outstanding invoices.
Cash management
Negative cash flows from operating activities was realised in the current year, similarly to the prior year. The museum needs to develop strategies to manage its cash flow which might have a negative impact in future operations.

- 30. The museum reported a negative cash flow from operations, thus an indication that there might be cash flow challenges.

FINANCIAL MANAGEMENT, PERFORMANCE PLANNING, MANAGEMENT AND REPORTING

Overall performance planning and management

- 31. We tested whether the museum's performance planning and management processes, strategic plan and annual performance plan (APP) complied with the key requirements from legislation and the revised framework for strategic and annual performance plans.
- 32. We did not identify findings.

Audit of annual performance report

- 33. The annual performance plan and report and annual performance report were submitted to us for auditing on 31 May 2025.
- 34. As detailed in the engagement letter, we undertook a findings engagement on specific programme selected for auditing. We will report only the material findings in the auditor's report and not the audit opinion / conclusion as included in section 1.
- 35. We selected the following programme for auditing:



Programme 2: Business Development

36. The Business Development programme - Heritage and Conservation unit as the core business of the museum promotes the legacy and values of Nelson Mandela through inter-generational learning platforms and discourses in the form of colloquiums, conferences, dialogues, lectures, and seminars.
37. We evaluated the reported performance information for the selected programme against the criteria developed from the performance management and reporting framework. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users of the report on the museum's planning and delivery on its mandate and objectives.
38. We performed procedures to test whether:
 - the indicators used for planning and reporting on performance can be linked directly to the museum's mandate and the achievement of its planned objectives
 - all the indicators relevant for measuring the museum's performance against its primary mandated and prioritised functions and planned objectives are included
 - the indicators are well defined to ensure that they are easy to understand and can be applied consistently and are verifiable, so that we 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 were 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/ measures taken to improve performance.

Audit results – Programme 2: Business Development

39. We did not identify findings on the completeness of the indicators used for planning and reporting on performance.
40. We did not identify material findings on the overall presentation of performance information in the annual performance report.
41. We did not identify material findings on the reported performance information in the annual performance report submitted for auditing.

PLANNED TARGETS NOT ACHIEVED

42. As disclosed in the annual performance report, not all the planned targets were achieved for the programme we selected for auditing.
43. We will draw the attention of oversight to the non-achievement of key indicators by including the table that follows in the 'other matters' section in the auditor's report, with reference to the pages in the annual performance report where the reasons for the non-achievement are included.



Targets for key indicator not achieved – Programme 2 – Business Development

Targets achieved:83.3 %		
Budget spent:49%		
Key indicators not achieved	Planned target	Reported achievement
Number of comprehensive digitisation projects implemented	1	0

44. The museum achieved 94% of planned targets when comparing to planned targets and actual achievements on key performance indicators reported under Programme 2: Business Development. This was due to delays caused by scarcity of the required skills from service providers, as a result the tender was advertised twice in the current year.
45. **Impact:** This has resulted in an under achievement in performance targets for the current year.
46. The total achievement on the planned targets is slightly above 80%. However, there was an underspending of about 49% which is caused by the slow spending on the indicator noted above.
47. It is recommended that the heritage and conservation unit advertise before the end of third quarter i.e. in December 2025 for all services that requires specific skill from the service providers as per the plans and specifications. This will allow the museum enough time to source suitable supplier on time and achieve the targets as planned.

OTHER COMPLIANCE THEME

48. In accordance with the PAA and the general notice issued in terms thereof, we have a responsibility to report material findings on compliance with applicable legislation relating to financial matters, financial management and other related matters.
49. We identified findings.

Finding	Material non-compliance	Prior years reported	
		2023-24	2022-23
Annual financial statements The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework, as required by section 55(1) (b) of the PFMA. Material misstatements of liabilities, revenue and disclosure items identified by the auditors in the submitted financial statements were corrected, resulting in the financial statements receiving an unqualified audit opinion.	Yes	No findings	Yes

50. **Impact:** The finding will result to material non-compliance that will be reported in the audit report.
51. The root cause is due to inadequate reviews of the underlying records supporting the financial information.

52. We made recommendations to improve the compliance themes to the senior management. Some of these recommendations were also made in prior years.

Key recommendations and responses – compliance themes

Recommendation and management response	Year originally recommended	Status of implementation
Recommendation: Adequate reviews of financial information to prevent material misstatements Response: Review process will be enhanced.	2021-22	In process- behind schedule
Recommendation: adequate reviews of the underlying records supporting the financial information by cross checking and referencing the underlying records to the annual financial statements Response: Management accepted the recommendation and will implement in the future	2024-25	Not started

INFORMATION SECURITY MANAGEMENT

53. Our audit included an assessment of the effectiveness of information technology (IT) security controls that should prevent unauthorised access to key information systems and safeguard the museum against business interruptions.
54. We did not identify significant deficiencies in the IT security controls.

PROCUREMENT AND CONTRACT MANAGEMENT

55. Section 217(1) of the Constitution envisages supply chain management systems that are fair, equitable, transparent, competitive and cost effective to achieve optimal value for public money spent and ensure equitable opportunities for suppliers to participate in government business. Meticulous contract management and rigorous payment control mechanisms should be in place to ensure that payments are made only upon the supplier's timely delivery, agreed-upon pricing is adhered to and specified quality standards are complied with.
56. We continued to focus on procurement and contract management processes, recognising that public procurement is the area at greatest risk of fraud, financial loss and irregular practices. We identified findings.
57. Next, we summarise the areas in procurement and contract management processes where we identified findings – these are the areas at greatest risk of fraud and financial loss. Details on the findings are included in **annexure B**.

Findings on procurement and contract management

Area	Findings		
	2024-25	2023-24	2022-23
Audit limitations			
Deviations			
Conflict of interest			



Area	Findings		
	2024-25	2023-24	2022-23
Non-compliance: competitive bidding process			
Non-compliance: quotation process			
Contract management			

	Material non-compliance with legislation		Findings		No findings
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58. **Impact:** The non-compliance with PFMA and Treasury regulations resulted to internal control deficiencies

CONSEQUENCE MANAGEMENT

59. Legislation stipulates that matters such as incurring unauthorised, irregular, and fruitless and wasteful expenditure; the possible abuse of the supply chain management system (including fraud and improper conduct); and allegations of financial misconduct should be investigated. Disciplinary steps should be taken based on the results of these investigations. Our audit included an assessment of the museum's management of consequences.

60. In the table that follows, we provide analysis of how long incidents of fruitless and wasteful expenditure reported in previous years take to clear, e.g. transfer to receivables for recovery, condonation, removal, etc.

Status of incidents of prior year[s] irregular, fruitless, and wasteful expenditure (IFWE)

Type	Incidents reported	Incidents cleared	Incidents not cleared	Average time to clear incidents	Average age of incidents not yet cleared	Reason
Irregular expenditure	9	7	2	2 Years	2 Years	It is in the process of being condoned by council. It is already approved by the Finance Committee

61. We did not identify findings on consequence management.

62. During prior-year audits, we reported findings on transgressions by officials or other role-players for management to investigate. During the current year's audit, we performed follow-up tests to determine whether management has dealt with these matters. The reported transgressions are in the process of being investigated by management. It is taking long to address the reported incidents as it has taken at least two years to clear the reported incidents, and some are not yet cleared.

Prior-year transgressions

Prior year finding	Instances reported	Instances investigated	Instances resolved through investigation	Prior years reported	
				2023-24	2022-23
Other contraventions of legislation.					
Advanced payment in contravention of Treasury Regulation 31.1.	1	0	0	√	No finding
Invitations for the quotes did not specify the minimum threshold for local production and content which is not less than the threshold prescribed in the relevant National Treasury Instruction Notes.	2	2	2	√	No finding
No CSD reports at the time of the award to confirm that the service provider's tax affairs were verified to be in order.	1	1	1	√	No finding
Expenditure exceeded the contract value and there was no approval from the Accounting Officer in contravention with Section 44 of the PFMA and Treasury regulations 8.2.1 and 8.2.3	2	2	2	√	√
No conflict-of-interest forms (SBD 4 forms) to confirm whether the directors are not state employees or connected to persons in service of the state.	1	1	1	√	No finding
Unapproved contract extensions in contravention with Section 44 of the PFMA and Treasury regulations 8.2.1 and 8.2.3	2	2	1	√	√

63. Instances not resolved, are currently being investigated by management.

64. **Impact:** Management conducted and concluded on the determination test on the above irregular expenditure. Two instances of irregular expenditure were condoned by the council resulting in a reduction in the irregular expenditure disclosed in annual financial statements, however not all incidents of irregular expenditure identified in the prior years were investigated as required by paragraph 4.12 of Treasury Instruction note 4 of 2022/2023.

65. The museum is encouraged to expedite the investigations on reported incidents of irregular expenditure in line with the applicable laws and legislations and implement consequence management where applicable.

FRAUD RISK

66. Our auditing standards define fraud as an intentional act by one or more individuals who are employees, management, those charged with governance or third parties, and that involves the use of deception to obtain an unjust or illegal advantage.

67. We are required to evaluate whether the information obtained during our audit indicates whether there any fraud risk factors present at the museum and consider its impact on the audit. Fraud risk factors are events or conditions that indicate an incentive or pressure to commit fraud or that provide an



opportunity to commit fraud (e.g. inadequate controls to prevent or detect fraud). We did not identify fraud risk factors.

SECTION 3: CONTROL ENVIRONMENT

OVERALL CONTROL ENVIRONMENT

68. The significant internal control deficiencies as reported in **section 2** were caused by weaknesses in the overall control environment, for which the accounting authority and senior management are responsible.
69. The following are the main weaknesses that need urgent attention to improve the overall control environment:

Significant internal control deficiencies – overall control environment

Deficiency	Prior years reported	
	2023-24	2022-23
Lack of adequate reviews of financial information and compliance with laws and regulations by different levels within the accountability ecosystem	√	√
Insufficient reviews performed on the underlying records supporting the financial information relating to revenue, liabilities and disclosure notes presented and disclosed in the annual financial statements.	No finding	No finding

70. The significant deficiencies identified has caused the museum to regress with regards to annual financial statements due to material misstatements identified.
71. In **annexure C** we provide a more detailed view of the overall state of internal control.

ACCOUNTABILITY ECOSYSTEM

72. The accountability ecosystem is the collection of role-players that have a part to play in enabling and institutionalising a culture of performance, transparency, accountability, and integrity at the museum. These role-players include the officials, senior management and accounting authority, supported by the internal audit unit and the audit committee.
73. We observed strengths and weaknesses in the contributions to the ecosystem by leadership, management and the governance structures of the museum. We share our observations with the intention to contribute to strengthening the overall control environment, performance and accountability.

Accounting Authority and senior management

74. The accounting authority and management did not ensure adherence to applicable GRAP requirements in preparation of annual financial statements with regards to revenue recognition.
75. The cross checking of underlying records supporting the financial information disclosed and presented in the annual financial statements was not adequately performed.



76. Filing of the vacancy in the senior management level has yielded significant improvements on performance information of the museum as no findings were identified compared to prior years.

Audit committee

77. The committee was visible for impact throughout the year, evidenced by the significant reduction of irregular expenditure incidents reported in the year under review.
78. Oversight responsibility has been discharged by the committee.
79. There is a need to enhance the review processes with regards to the financial information supporting the annual financial statements.

Internal audit unit

80. The unit was outsourced, adequately capacitated and has discharged its responsibilities. The recommendations from the unit are not yet fully implemented thus hampering the full effectiveness of the unit.
81. The auditing standards allow us to use the work of internal audit unit for external audit purposes and for direct assistance. We have used internal audit work for risk identifications and reviewed the following reports:
- Performance information review
 - Procurement and contract management review
82. The unit should strengthen the review processes with regards to the financial statements in order to detect and minimise material errors.

RECOMMENDATIONS AND RESPONSES

83. We made recommendations to improve the overall control environment to the senior management. Some of these recommendations were also made in prior years. A summary of the key recommendations and the responses received follows.

Key recommendations and responses – control environment

Recommendation and management response	Year originally recommended	Status of implementation
Recommendation: Fast track progress in the audit action plan with regards to addressing prior years findings. Response: The action plan developed and implemented. It will be monitored through the year and reported in the quarterly meetings.	2021-22	In process
Recommendation: Improve controls with regards to reviews on financial statements and compliance Response: The annual financial statements will be rigorously reviewed by the internal audit, audit committee and accounting authority to ensure that they are free from material misstatements.	2021-22	In process – behind schedule
Recommendation: Adequate reviews of the underlying records supporting the financial information should be performed by all levels of reviewers.	2024-25	Not started



Recommendation and management response	Year originally recommended	Status of implementation
Response: Management accepted the recommendation and will implement.		

84. There has been an improvement in management response to address the compliance findings as the prior year material misstatements relating to procurement and contract management has been eliminated.

SECTION 4: OVERALL RECOMMENDATIONS

85. We provided recommendations to senior management to rectify the weaknesses identified in financial and performance management, and compliance with legislation. We encourage management to implement the recommendations so as to improve audit outcomes.
86. Our recommendation for the accounting authority is to focus on addressing the underlying root causes of these weaknesses, which stem from deficiencies in the overall control environment and failures in the accountability ecosystem.
87. In our view the main root causes that need attention are as follows:
- Lack of adequate review of financial statement by different levels within accountability ecosystem.
 - Timeous review of financial statements and underlying records by management
 - Insufficient capacitation of the finance unit to undertake adequate review processes
88. Addressing these root causes requires a focused and systematic approach. We have found that an action plan that is focused on addressing root causes, with SMART targets and disciplined monitoring and implementation, is fundamental to success.
89. The following are our two main recommendations to address the identified root causes. We have shared some of these before and ask for urgent action to ensure their implementation.

Overall recommendations

	Recommendation	Year originally recommended	Status of implementation
1.	Recommendation: Finance should attend update trainings on GRAP and any relevant legislation to improve the existing skills on the preparation of the annual financial statements by September 2025. The ARC should get an update from the office of the CFO and CEO on the trainings attended and impact thereof on the finance team in the second and fourth quarter before end of October 2025 and April 2026, respectively.	2021-22	In process – behind schedule

	Recommendation	Year originally recommended	Status of implementation
2.	Recommendation: By 30 November 2025, all finance officials involved in AFS preparation must complete accredited training on the latest GRAP standards, PFMA, and relevant financial reporting legislation, with a focus on common areas of error identified in previous audits (e.g., revenue classification, cashflow statements, and budget statement). - The CFO must identify and enrol relevant staff that requires and will benefit from the training programme by 31 August 2025. - A post-training assessment must be conducted internally to evaluate knowledge transfer and readiness for 2025/26 AFS preparation. - Training records, attendance, and evaluation results must be submitted to the Accounting Officer and included in the Quarter 3 internal control review for monitoring by Internal Audit.	2024-25	Not started

90. We have observed an improvement with regards to performance information and compliance with procurement processes compared to previous years. The museum is encouraged to continuously monitor and improve internal controls around review processes on both, the annual financial statements and the annual performance report to minimise occurrence of material misstatements and to sustain outcomes on performance information. Supporting the finance unit will yield desirable results in the future.

CONCLUSION

91. The accounting authority with support from the senior management team should strengthen the accountability value chain to ensure that all stakeholders work together to address the issues highlighted in the report. Addressing the weaknesses in the internal control environment will yield good results for the museum. There is a notable improvement with regards to occurrence of irregular expenditure due to non-adherence to laws and regulations which is an indication of implementation of monitoring processes by management and oversight.
92. We appreciate the support provided and robust engagements during the audit process as well as the professionalism demonstrated by management.

Yours sincerely



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Senior manager

30 July 2025

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ANNEXURE A: FINANCIAL ASSESSMENT

93. We included a summary of the financial assessment we did as part of the audit in the section on financial performance. This annexure includes the detailed ratios and information used for the assessment.

Financial assessment PFMA – entities other than departments

		Current year	Previous year
Expenditure management			
1.1	Creditor-payment period	51 Days	81 Days
Revenue management			
2.2	Debtors' impairment provision at year-end as a percentage of accounts receivable	0%	0%
	- Amount of debtors' impairment provision at year-end - Amount of accounts receivable before impairment	R0 R1 237 431	R0 R1 035 856
Asset and liability management			
3.1	Deficit was realised for the year (total expenditure exceeded total revenue)	Yes	Yes
	Amount of surplus/ (deficit) for the year	(R447 169)	(R2 533 362)
3.2	Net current liability position was realised (total current liabilities exceeded total current assets)	No	No
	Amount of net current asset/liability position	R7 447 779	R27 599 201
3.3	Net liability position was realised (total liabilities exceeded total assets)	No	No
	Amount of net asset/liability position	R38 181 707	R48 105 994
Cash management			
4.1	Year-end bank balance was in overdraft	No	No
	cash and cash equivalents / bank overdraft	R39 532 577	R65 823 179
4.2	Net cash flows for the year from operating activities were negative	Yes	Yes
	Amount of net cash in/outflows for the year from operating activities	(R17 881 276)	(R1 992 857)
4.3	Creditors as percentage of cash and cash equivalents	13%	15%
	- accounts payable - Amount of cash and cash equivalents / bank overdraft at year-end	R5 311 042 R39 532 577	R9 690 216 R65 823 179



ANNEXURE B: PROCUREMENT AND CONTRACT MANAGEMENT

94. We included a summary of our findings and their impact in the section on procurement and contract management. This annexure provides the detailed findings.

Deviations

95. Supply chain management legislation and policy prescribe the processes that apply for procuring specific goods and services as well as their threshold values, including competitive bidding, obtaining quotations or participating in transversal contracts. It also defines the requirements for deviating from the prescribed processes. We identified deviations where the stipulated requirements for such deviations were not complied with.

Findings on deviations from prescribed procurement processes

Contract/quotation	Value and date of award	Finding	Material non-compliance
Iqhawe Social Heritage Institute	Value: R150 000 Date: August 2024	Deviation memo was approved after a supplier was appointed.	No
Lengo Consultancy	Value: R129 946 Date: November 2024	The Museum did not follow the SCM process to source a suitable supplier and opted for direct sourcing for HR services.	No
USB Executive Academy	Value: R48 300 Date: May 2024	Reasons for deviation are not stated in the deviation memo.	No

96. **Impact:** The impact of the above finding will result to non-compliance and irregular expenditure amounting to R382 894 relating to payments made in the current year.
97. The root cause of the above findings is due to lack of management oversight to ensure that prior approval of the deviations the reasons for deviating are sufficient and does not stem from inadequate planning.

Competitive bidding and quotation processes

98. Supply chain management legislation and policy prescribe the manner in which bidding and quotation processes should be performed to enable fair, competitive and equitable procurement. We identified a non-compliance with the requirements for the competitive bidding process.

Findings on competitive bidding process

Finding	Value	Instances	Material non-compliance
Awards not published within 10 days after the award	R5 991 980	2	No

99. **Impact:** The above finding will result in internal control deficiency.



100. After the award of the tender, no follow ups are conducted to ensure that the awarded bidder is posted on e-tenders by management.

Contract management

101. Supply chain management legislation and policy prescribe the manner in which contracts should be managed to ensure that payments are only made for goods and services that have been received and that have been delivered at the right quality. We did not identify non-compliance with these requirements.

Conflict of interest – PFMA

102. We assessed the interests of officials and their close family members and/or business partners or associates in suppliers to the museum as well as the interests of persons in the service of other public sector institutions. Procurement legislation does not prohibit awards to such suppliers, but we performed testing to ensure that conflicts of interest did not result in contracts being unfairly awarded or in unfavourable price quotations being accepted, and to share the information with management as potential risks. We did not identify such interest.

Internal control and recommendations

103. We did not identify significant internal control deficiencies in the procurement and contract management processes.

Key recommendations and responses – procurement and contract management

Recommendation and management response	Year originally recommended	Status of implementation
Recommendation: Management should apply and follow all the applicable legislations such as Treasury Regulations, Treasury Instruction Notes relating to SCM processes, as well as PFMA applicable section in order to mitigate the risk of increased irregular expenditure. Response: The museum will improve and ensure compliance with the regulations and instructions.	2022-23	In process
Recommendation: Management should strengthen the contract monitoring by having a dedicated official that will monitor expenditure per each contract, to ensure early detection of expiry and over expenditure. Response: The museum will improve and ensure compliance with the regulations and instructions.	2023-24	In process – on track

104. There is an improvement with regards to contracts management in the year under review, the museum is encouraged to continuously implement the controls relating to monitoring and review of contracts.

ANNEXURE C: ASSESSMENT OF INTERNAL CONTROL

105.This annexure provides our assessment of the main internal controls in the areas of **leadership, financial and performance management** and **governance** that should enable credible financial statements and performance reports and compliance with legislation.

106.The assessments are rated as follows:

	The required preventative or detective controls were in place.
	Progress was made in implementing preventative or detective controls, but improvement is still required, or actions taken were not sustainable.
	Internal controls were not in place, were not properly designed, were not implemented or were not operating effectively. Intervention is required to design and/or implement appropriate controls.

107.Movement from the previous year is shown as follows:

	Improvement		Regression		Unchanged
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Internal control assessment

	Financial statements		Performance reporting		Compliance with legislation	
	Current	Previous	Current	Previous	Current	Previous
Leadership						
Provide effective leadership based on a culture of honesty, ethical business practices and good governance, and protect and enhance the interests of the entity						
Exercise oversight responsibility regarding financial and performance reporting and compliance as well as related internal controls						
Implement effective human resource management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored						
Establish and communicate policies and procedures to enable and support the understanding and execution of internal control objectives, processes and responsibilities						
Develop and monitor the implementation of action plans to address internal control deficiencies						

	Financial statements		Performance reporting		Compliance with legislation	
	Current	Previous	Current	Previous	Current	Previous
Establish and implement an information technology governance framework that supports and enables the business, delivers value and improves performance						
Financial and performance management	▲		▲		▲	
Implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting						
Implement controls over daily and monthly processing and reconciling of transactions						
Prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information						
Review and monitor compliance with applicable legislation						
Design and implement formal controls over information technology systems to ensure the reliability of the systems and the availability, accuracy and protection of information relating to user access management, programme change control and service continuity						
Governance	▶		▶		▶	
Implement appropriate risk management activities to ensure that regular risk assessments, including the consideration of information technology risks and fraud prevention, are conducted and that a risk strategy to address the risks is developed and monitored						
Ensure that there is an adequately resourced and functioning internal audit unit that identifies internal control deficiencies and recommends corrective action effectively						
Ensure that the audit committee promotes accountability and service delivery through evaluating and monitoring responses to risks and overseeing the effectiveness of the internal control environment, including financial and performance reporting and compliance with legislation						

ANNEXURE E: UPCOMING CHANGES

108. This Annexure lists upcoming changes and events that will potentially affect the preparation of financial statements and annual performance report and compliance with legislation.
109. The museum should ensure that systems and controls are in place to implement upcoming changes in the accounting standards / frameworks / pronouncements / circulars / legislation that could have an impact on future audit outcomes.

Upcoming changes

Description	Audit outcome area	Effective date
GRAP 104 Financial Instruments - The new standard has been aligned to IFRS 9 and replaces the current standard. The standard has a significant impact on classification of financial instruments and the impairment model amongst others. Some simplifications regarding disclosures are included which are not available in IFRS 7.	Financial statements	01 April 2025
GRAP 01 Presentation of Financial Statements - Amendments made regarding the assessment of going concern and required disclosure.	Financial statements	To be determined
GRAP 103 Heritage Assets - Changes were made to the definition of heritage assets to include cultural significance. Heritage assets must be presented in a single line on the statement of financial position with disclosure of alternative uses. Heritage assets are not depreciated. Further guidance has been provided for determining fair value and disclosures.	Financial statements	To be determined

110. Information on events other than the changes already listed that could have an impact on the financial statements, annual performance report and compliance with legislation in future, e.g. subsequent events or changes at auditee





in the footprints ...

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