



iziko
museums of
South Africa

an agency of the
Department of Arts and Culture

ANNUAL REPORT
2016 | 2017



IZIKO is an isiXhosa word, meaning 'hearth', traditionally and symbolically the social centre of the home; a place associated with warmth, kinship and ancestral spirits. Here food is prepared and shared, stories are told and knowledge passed from one generation to the next. Similarly, the museums that make up Iziko are spaces for cultural interaction. We are proud to ignite connections between our shared history, our heritage, and each other.

- South African Museum and Planetarium
- South African National Gallery
- Maritime Centre, including the museum ship, *SAS Somerset*
- Slave Lodge Museum
- William Fehr Collection (at the Castle of Good Hope)
- Michaelis Collection (at the Old Town House)
- Rust en Vreugd Museum
- Bertram House Museum
- Koopmans-de Wet House Museum
- Groot Constantia Museum
- Bo-Kaap Museum



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Graphic representation of DNA structure. Planetarium digital projection, courtesy of Sky-Skan.

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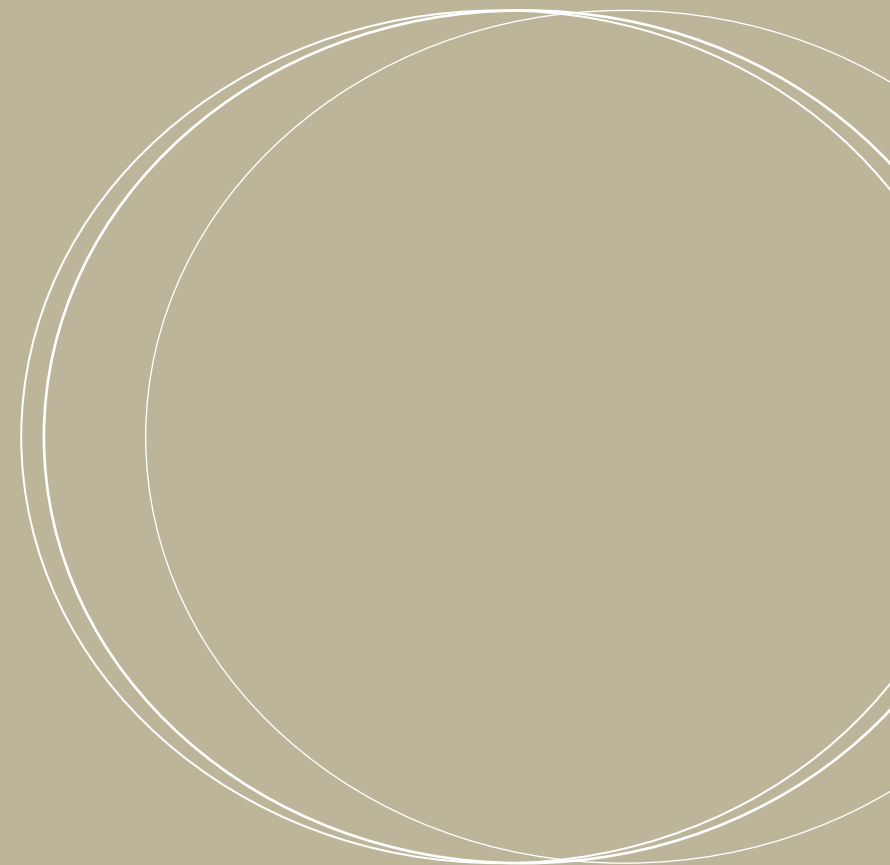


1 | GENERAL INFORMATION

Representation of outer space. Planetarium digital projection, courtesy of Sky-Skan.

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1.1 Strategic Overview

1.1.1 Foundation

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

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

Iziko comprises of the following museums, each with its own history and character: • South African Museum & Planetarium and Digital Dome • South African National Gallery • Maritime Centre, including the museum ship, SAS *Somerset* • Slave Lodge Museum • William Fehr Collection at the Castle of Good Hope • Michaelis Collection at the Old Town House • Rust en Vreugd Museum • Bertram House Museum • Koopmans-de Wet House Museum • Groot Constantia Museum • Bo-Kaap Museum.

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

Iziko has successfully operated a Mobile Museum outreach programme for the past 15 years.

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

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

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

1.1.2 Vision

Iziko museums are African museums of excellence that empower and inspire all people to celebrate and respect our diverse heritage.

1.1.3 Mission

To manage and promote Iziko’s unique combination of South Africa’s heritage collections, sites and services for the benefit of present and future generations.

1.1.4 Values

- *Ubuntu* – ‘I am because of you’
- Community engagement and social responsiveness
- *Batho Pele* – ‘Putting people first’
- Empower and inspire our visitors through education and research
- Communication and information sharing – Ongoing, open and honest communication and sharing of information
- Develop and sustain mutually beneficial local and international partnerships
- Professional, dependable and consistent service excellence
- Mutual trust, respect, equality, honesty and dignity – Treat everyone fairly and uphold human dignity
- Good and transparent financial governance

1.1.5 Strategic Outcome Oriented Goals of the Institution

Iziko’s goals are:

Strategic Outcome Oriented Goal 1	Administration
Goal Statement	To ensure that Iziko is governed and managed efficiently and effectively to provide an enabling environment for our core functions departments to successfully manage, develop, showcase and transform our collections in terms of our heritage mandate and long-term vision.
Strategic Outcome Oriented Goal 2	Collections (Business Development)
Goal Statement	To manage, grow and improve access to our collections, address unethical collection practices and improve capacity, productivity and relevance of research. To digitise collections as a means to register heritage assets for GRAP 103 and for providing online access. To present diverse public events, and develop and improve corporate services to ensure an enabling environment to deliver on our heritage mandate.
Strategic Outcome Oriented Goal 3	Audience Development (Public Engagement)
Goal Statement	Working together to refine and enhance communication with our visitors, to grow our audience and sustain it, to enhance access and offer multiple visitor experiences, to involve and engage visitors. To develop and execute an exhibition and public programmes plan which responds to the needs of our diverse audiences through enriching and enabling programmes in the areas of art, natural and social history. To train and offer teacher enrichment support. To increase our audience through greater awareness of what Iziko has to offer though outreach and special needs programmes, commemorative day campaigns, integrated marketing and communication, and the development of our website as a knowledge resource. Furthermore, Iziko seeks to position itself to attract further investment from public and private donors, and sustain and develop strategic partnerships in support of our temporary exhibitions and programmes, as well as the transformation of museums and permanent exhibitions.

1.2 Legislative and Other Mandates

This report is submitted in compliance with the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996); the Public Finance Management Act, 1999 (Act No. 1 of 1999, as amended by Act No. 29 of 1999); Treasury Regulations, 2001; the Cultural Institutions Act, 1998 (Act No. 119 of 1998), and other applicable Acts and Regulations.

Constitutional Mandates

The following sections of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) are relevant to Iziko:

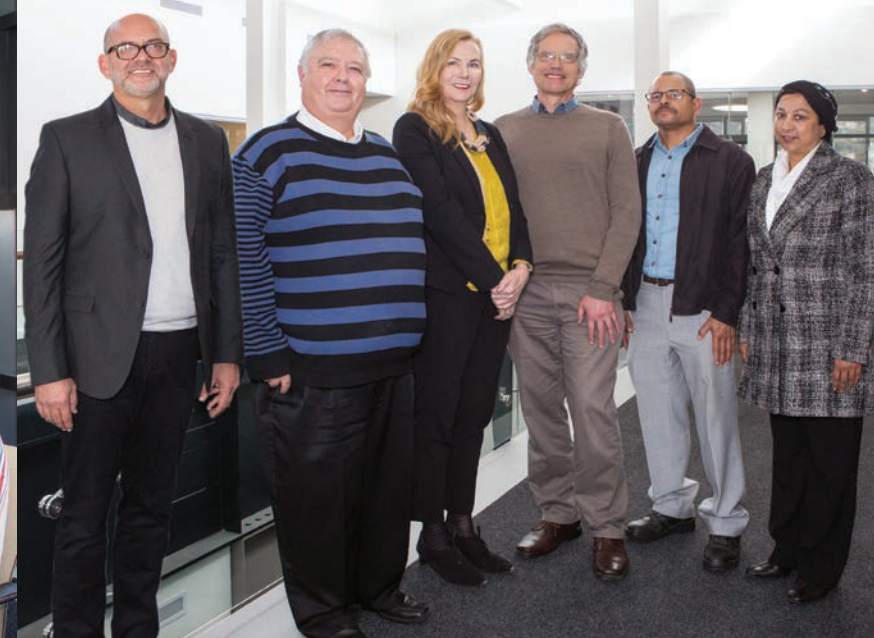
Section of Constitution	Responsibility of Iziko
Section 31: Rights of persons belonging to a cultural, religious or linguistic community	Iziko must ensure that its programmes and projects respect the cultural diversity of South Africa.

Legislative Mandates

National Legislation	Responsibility of Iziko
Cultural Institutions Act (Act No. 119 of 1998)	Iziko is governed by a Council appointed by the Minister of Arts and Culture, with duties prescribed in this Act.

Policy Mandates

Policy	Responsibility of Iziko
National White Paper on Arts, Culture and Heritage, 1996	Iziko develops its policies based on the principles set out in the policy paper.



The Office of the CEO, Clockwise L to R: Ms Ronell Pedro, Chief Financial Officer, Ms Olga Jeffries, PA to the Executive Directors; Mr Heinrich Brumfield, Internal Auditor; Ms Susan Glanville-Zini, Director Advancement; Ms Annelize Kotze, PA to the CEO; Ms Denise Crous, Executive Director Operations; Ms Rooksana Omar, Chief Executive Officer; Dr Bongani Ndhlovu, Executive Director Core Functions.

Members of Council L to R: Prof. Sadhasivan Perumal; Ms Sijabulile Makhathini; Advocate Rod Solomons; Ambassador Dikgang Moopeloa (Chairman); Mr Tshimangadzo Nemaheni; Advocate Judith Leshabane; Mr Andries (Andy) Mooke. (Not pictured: Mr Themba Wakashe)

L to R: Dr Wayne Alexander, Director Education; Mr Rocco Human, Director Human Resources; Ms Susan Glanville-Zini, Director Advancement; Dr Hamish Robertson, Director Research & Exhibitions; Mr Paul Tichmann, Director Collections & Digitisation, Ms Fahrnaaz Johadien, Director Support Services.

1.3 Organisational Structure

1.3.1 Governance

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

The sixth Council of Iziko was inducted in August 2016. The Council members are: Ambassador Dikgang Moopeloa (Chairman); Mr Themba Wakashe; Professor Sadhasivan Perumal; Mr Andy Mooke; Advocate Judith Leshabane; Advocate Rod Solomons; Mr Tshimangadzo Nemaheni; Ms Sijabulile Makhathini; and Iziko Chief Executive Officer, Ms Rooksana Omar, is an *Ex Officio* member of Council.

The duties of Council, as described in the Cultural Institutions Act, 1998 (Act No. 119 of 1998), are to:

- formulate policy;
- hold, preserve and safeguard all movable and immovable property of whatever kind, placed in the care of, or loaned, or belonging to the declared institution concerned;
- receive, hold, preserve and safeguard all specimens, collections or other movable property placed under its care and management under Section 10(1) [of the Act];
- raise funds for the institution; manage and control the moneys received by the declared institution and to utilise those moneys for defraying expenses in connection with the performance of its functions;

- keep a proper record of the property of the declared institution; submit to the Director-General any returns required by him or her in regard thereto, and to cause proper books of account to be kept;
- determine, subject to this Act and with the approval of the Minister, the objects of the declared institution; and,
- generally, carry out the objects of the declared institution.

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

Sub-committees of Council

The following Sub-committees of Council report to the Council:

- Audit and Risk Committee
- Finance and Budget Committee
- Core Functions Committee
- Operations Committee

1.3.2 Management

1.3.2.1 Corporate Governance and Compliance Committee

The Corporate Governance and Compliance Committee (Exco) consists of the Chief Executive Officer (CEO), the Executive Director Core Functions, the Executive Director Operations, and the Chief Financial Officer, with the Director Advancement in the Office of the CEO playing a supporting role.

1.3.2.2 Senior Management Team

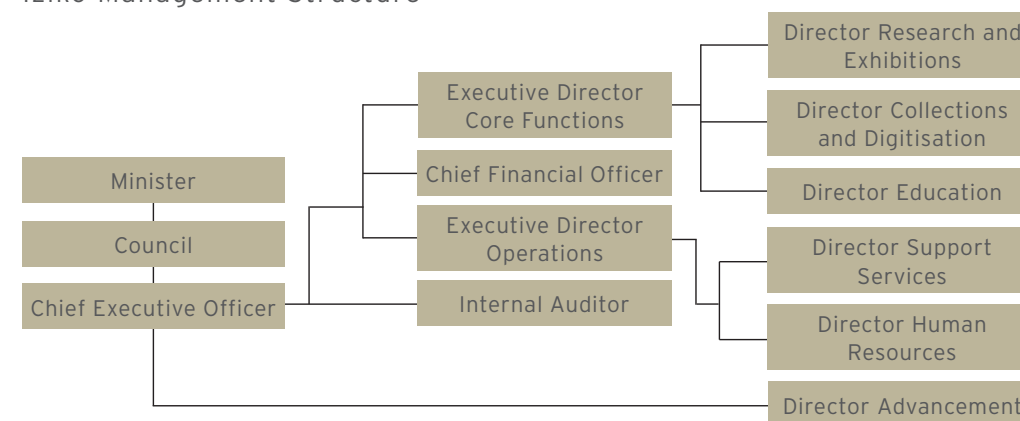
Iziko has three business units, namely Core Functions; Operations; and the Office of the CEO, comprising the departments of Advancement, and Finance and Administration.

The Core Functions unit includes the departments of Collections and Digitisation; Research and Exhibitions; and Education.

The Operations unit includes the departments of Support Services and Human Resources.

The heads of the Core Functions and Operations departments - along with the Chief Financial Officer, the Director Advancement and the members of the Corporate Governance and Compliance Committee - constitute the Senior Management Team (SMT) of Iziko, under the leadership of the CEO.

Iziko Management Structure





Ambassador Dikgang Moopeloa,
Chairman of Council

1.4 Foreword by the Chairman

This year's submission of the Iziko Museums of South Africa (Iziko) Annual Report, by the sixth Council, highlights key achievements, as well as detailing the Museum's ongoing transformation and innovation. I am honoured to continue in my role as Chairperson for a second term, thereby building on and ensuring continuity for the important medium- to long-term initiatives of previous Councils.

During this fiscal, via the implementation of the Iziko Strategic Plan 2016/17, the pace of strategic transformation of this leading national heritage institution was accelerated. Collectively, both Iziko Council and staff continued to make significant contributions towards the key imperatives of social transformation, socio-economic development, nation building, and social cohesion. The Iziko Council continued to prioritise the provision, through our museums and activities, of a platform for initiatives that engage with current and critical issues such as decolonisation; racism; privilege; gender politics; identity; and equality that continue to impact profoundly on our present-day reality.

This Council remains firmly convinced that museums provide a social compass and pivotal platforms not only for reflection and insight, but also for innovation, thereby playing a definitive role locally, as well as on the global stage. It is incumbent on this Council and Iziko to ensure our museums respectfully preserve our nation's powerful memories and diverse histories, whilst also providing a welcoming forum for healthy dialogue, expression, knowledge generation and creative thinking. The realisation of Iziko's vital

potential and relevance, over the past year, is most clearly highlighted through two flagship projects.

Firstly, the inclusion of artefacts retrieved from the slave shipwreck, the Portuguese *São José*, by Iziko's Maritime Archaeologist, Jaco Boshoff, in the inaugural exhibition of the Smithsonian National Museum of African American History and Culture (NMAAHC): Significantly, the wreck of the *São José*, a slaver en route from Mozambique to Brazil, that foundered just off Cape Town's Clifton beach in 1794, is the first slave shipwreck to be discovered, globally. The NMAAHC, a seminal new museum that represents the previously marginalised history of African American people, was opened in Washington DC on 24 September 2016, and has received well over 1 million visitors during the first six months. The display of the *São José* artefacts provides tangible and poignant evidence of the history of the slave trade. The re-telling of the narrative of the slave ship wreck has added immeasurably to enriching the understanding of this history and how it has shaped present day society, both locally and internationally, in countries as diverse as South Africa, the United States, Mozambique, Portugal and Brazil.

Secondly, the successful realisation of the project to upgrade our planetarium and to re-launch it as the Iziko Planetarium and Digital Dome by mid-2017: This new facility will not only deliver an unequalled and transformative edu-tainment experience to our public, but will also provide a significant tool for scientific research, specifically e-Research and data visualisation. The Iziko Planetarium and Digital Dome will facilitate a quantum shift in research capacity for scientists and researchers across multiple disciplines - with meaningful and positive impacts not only for the academic community but society as a whole. As a developing nation, South Africa thrives on discovery and the generation of new knowledge. Our museums are therefore not only portals through which to view heritage, but cultural generators and forums for innovation.

It is imperative that this and future Councils develop strategies that support and amplify the important and diverse roles contemporary museums play in initiatives such as the *São José* and the Iziko Planetarium and Digital Dome project, that illustrate the multiple positive impacts on society that initiatives such as these hold.

The Council, Management and the staff of Iziko remain committed, and continue to work innovatively, despite minimal resources, to ensuring that our museums and Iziko's offering are relevant and accessible to all South Africans. Adequate funding is, however, essential in order to realise the significant potential of this institution and its substantial national assets, both now and into the future. Without additional donor funding, and self-generated income equivalent to approximately 26% of our budget, as well as strategic partnerships, the achievements of the past year would not have been possible. Despite the fact that donor income banked over the past four years has quadrupled, and self-generated revenue continues to grow at an average rate of 10% annually, Iziko continues to face resource challenges. The Iziko subsidy has not been reviewed (except for annual inflation rate increases) since 2002, despite the addition of significant infrastructure valued at over R400 million, since 2010. The cost of compliance has also escalated to the extent that it currently exceeds expenditure on our core mandate. It is a concern that the increase in donor and own income achieved in recent years is project-specific, and in an increasingly tough economic environment, not necessarily sustainable. Iziko is also increasingly handicapped by our legal status as a Schedule 3A Public Entity, and specifically the lack of incentive to fund via tax concessions to attract private sector funding. Coherent interventions and strategies to ensure that Iziko is able to meet future funding requirements are required as a matter of urgency.

It is with this in mind that the Council has defined the development of sustainability strategies to be our most significant, high priority goal, since all other goals are ultimately dependent on adequate resources. Solutions to optimise the fundraising capacity of Iziko as a Schedule 3A Public Entity must be proactively explored and implemented. In addition, equal emphasis must be given by our Executive Authority to ensuring that as an important national institution, Iziko receives adequate financial support from government. This Council is therefore unanimous in our understanding that securing sufficient funding from both government and other sources and, where appropriate, the implementation of micro-enterprises to generate income, must be given utmost priority going forward.

Other important medium-term goals pertain to implementing our Vision for 2025, when the Iziko South African Museum will celebrate its 200th

anniversary. These goals include: making significant strides in updating our technology; the digitisation of our assets to ensure access and interactive visitor experiences; to significantly expand our footprint and impact beyond our geographic location and pursuing the creation of 'Museums without Walls' via enhancing Iziko's online offering and the operation of our Mobile Museum; and the creation of a 'Centre for Excellence' in research.

It is essential to acknowledge the significant role of our many funders and partners in the success and achievements over the reporting period. These valued strategic relationships are credited in more detail later in this document. I must, however, extend sincere thanks to: the Department of Arts and Culture; the Department of Science and Technology; the National Research Foundation; the National Lotteries Commission; the University of Cape Town, University of the Western Cape, and the Cape Peninsula University of Technology for their significant support and investment totaling R28,5 million in the project to digitally upgrade the Iziko Planetarium. My Council and the staff at Iziko are grateful to these and other important partners for their collaboration, and the intellectual and monetary support provided to Iziko.

Recognition is given to the Minister of Arts and Culture, together with his Director-General and staff for their ongoing backing and encouragement.

I acknowledge and thank my Council for their continued support and forward looking stance, and extend my gratitude to the Chief Executive Officer and her able team for their efforts and close cooperation, as well as their innovative proactive approach to tackling challenges and embracing the imperatives of transformation. My thanks, on behalf of the entire Council, must also go to Iziko staff for their hard work and contribution. People are the lifeblood of this Museum, and the Iziko team is to be congratulated for making Iziko Museums of South Africa a successful and innovative public institution.

Ambassador Dikgang Moopeloa
Chairman of Council



Ms Rooksana Omar, CEO of Iziko Museums of South Africa

1.5 Chief Executive Officer’s Overview

It is my privilege to present Iziko Museums of South Africa’s (Iziko), 2016/17 Annual Report. Iziko is a flagship heritage institution – and southern and South Africa’s largest and oldest museum, now in its 192nd year of existence. It is with pride that I provide an overview of Iziko’s achievements, and the significant cultural value we add as a national museum. During the past year, Iziko remained committed to the acquisition, conservation, storage, communication and exhibition of our tangible and intangible

heritage, as well as the generation and transmission of culture and knowledge. We continued to make significant progress towards achieving our vision of creating a heritage institution that is an ‘African Centre of Excellence’.

Iziko is a change agile and dynamic institution – adaptive to the requirements of our developing democracy and the ever evolving cultural, scientific and heritage sector. *Ubuntu* is what guides us. We nurture the communities we serve and the partners who share our passion. In our work, we trust and respect diversity, inspiring our visitors through creative interpretation, education, research and information sharing – with professional and consistent, high-quality service.

Notably, in 2025, Iziko will celebrate its 200th anniversary. Our ‘Vision 2025’ plan is geared to further transforming what is already a leading institution on the continent, into a world-class yet uniquely African museum. We envisage Iziko as an unequaled showcase for the art, social and natural history of South Africa and beyond by the time of this celebration. Thus, many of the strategic objectives implemented during this period also proactively support this long-term goal.

Iziko’s Strategic Plan and the implementation thereof is firmly rooted in the Freedom Charter; the Constitution; the National Development Plan (NDP) – Vision 2030; as well as the imperatives of the Department of Arts and Culture (DAC), as set out in their Strategic Plan. Our primary focus is thus to support and optimise our contribution to the NDP, specifically to achieve:

- Outcome 14: A diverse and socially cohesive society with a common sense of identity – by proactively promoting nation building, social cohesion, social justice, and engendering a culture of active citizenry; and
- Outcome 11: Create a better South Africa, and contribute to a better Africa and a better world.

From an international perspective, Iziko draws on the vision articulated by the African Union Agenda 2063, specifically: “An Africa with a strong cultural identity, values and ethics, and ensuring Africa is a strong and influential global player and partner”; as well as new UNESCO frameworks that foreground how museums need to find strategies that enable them to function and contribute effectively in a changing world.

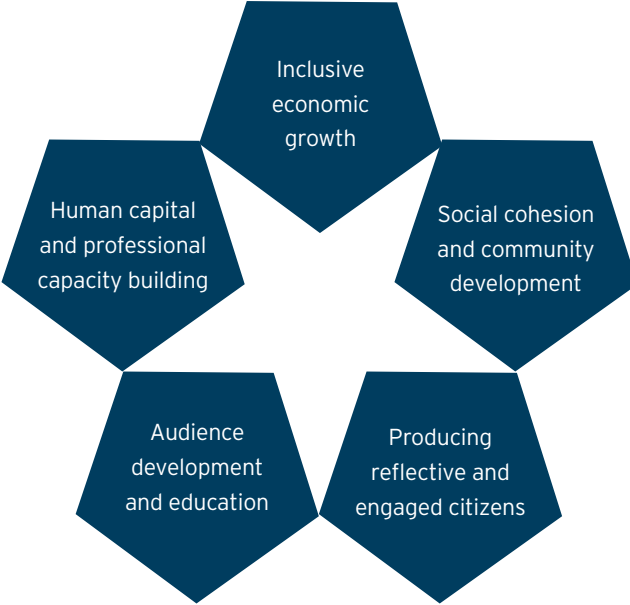
Globally, the role and significant contribution of museums in contemporary society is being foregrounded. The increased number and types of museums around the world; the evolving role of museums as public forums for dialogue and peace-building; and museums’ role as economic drivers generating cultural tourism and employment are finally being acknowledged. UNESCO has taken up the responsibility to establish the legal and policy standards to contribute to the formulation of a contemporary vision of the museum institution, reflecting its functions and role in society. These principles are outlined in the Draft Shenzhen Declaration on Museums and Collections, issued in November 2016.¹

The UNESCO standards for museums, along with the African Union Agenda 2063, provide important guidelines, and are key points of reference that inspire Iziko’s delivery. Our achievements, as set out in this year’s Annual Report, clearly reflect our commitment and contribution to these new and important international and continental agendas.

Recently, a Monitoring and Evaluation (M&E) Framework was developed by the DAC-funded, South African Cultural Observatory² (see diagram). This framework provides a new and important tool to demonstrate the tangible value of the arts, culture and heritage sector in contemporary society. It is my hope that this framework will assist Iziko to more clearly define measurable impacts that can both justify and motivate for the greater investment of public funding in this historically underestimated and underfunded sector.

This M&E Framework identifies five cultural value themes and indicators that can be used to more effectively illustrate impact and value. I will therefore apply this framework to provide a high level overview of Iziko’s achievements in 2016/17.

DAC M&E Framework



Audience development and education
One of the cornerstones of Iziko’s mandate is to provide access for all. Our delivery in this area is critical to ensuring audience development and providing a gateway for our public to our educational and knowledge resources across various platforms. Exhibitions, education, public programmes, outreach; and online, as well as the popular media, are mediums for reaching existing and new audiences.

To ensure access, specifically for those who lack the means to afford entrance fees, Iziko implements a diversified pricing structure that includes free entry on 15 days annually, linked to commemorative holidays – including a full week of free entry over Heritage Week. In 2016/17, 43,037 people took advantage of Iziko’s commemorative day concessions, including 13,656 children. In addition, a further 11,224 concessions for free entry were granted to various museums during the year, including the Planetarium and the Iziko South African National Gallery. The value of Iziko’s Social Responsibility Initiatives (SRI) to promote audience development and access to education through concessions in 2016/17, totalled R1,741,340.

It is well-documented that exposure to heritage, culture and creative stimulation is essential for healthy development in early childhood. Thus, in order to optimise access to our museums for a new generation, Iziko levies no entrance fees for children 5 and under. It is a point of pride that during the past year, 11,451 children of pre-school age were able to enjoy museum visits and an enriching developmental experience, at no cost.

Given that our museums are mainly located in the city centre, it is essential for Iziko to proactively connect with geographically distant communities. The Iziko Mobile Museum has operated since 2002, *‘taking the museum to the people’*, and making educational and inspirational museum resources available to schools and communities in historically disadvantaged metropolitan, peri-urban and rural communities. The Iziko Mobile Museum conducted 58 trips over the past year, benefiting over 16,702 South Africans, particularly youths. To make our Museum more accessible to outlying and marginalised communities, Iziko also provides transport to our venues to certain groups, at no cost. During 2016/17, 47 schools and organisations, totaling 2,796 people, benefited from free transport sponsored by the HCI Foundation’s Community Transport Support Programme, while Iziko sponsored 24 buses for 1,293 people.

Expanding not only physical but intellectual access to our museums, particularly for youth, is also vital. Iziko’s robust Education and Public Programmes initiatives make life-long learning possible, with a strong emphasis on primary education.

1 http://www.unesco.org/fileadmin/MULTIMEDIA/HQ/BPI/EPA/images/media_services/Director-General/Shenzhen-DeclarationENG.pdf
2 <https://www.southafricanculturalobservatory.co.za/download/45>



Visitors outside the Iziko South African Museum on Heritage Day 2016 were treated to free entry on this important commemorative day on the museum calendar. In 2016/17, 43,037 visitors took advantage of free entry offered during these commemorative days.



Through the work of Iziko's Education department, learners and youth enjoy access to educational experiences, like this "God has many names" art workshop.



On 8 May 2016, Iziko Museums of South Africa's Education and Advancement departments took the Iziko Mobile Museum to the Grand Parade for an education and promotional activity during the annual Slave Route Challenge, creating awareness about our museums and the work we do.

During 2016/17, 64,746 learners and 3,418 educators participated in supervised educational visits. Where necessary, the small fee for educational visits was waived, or subsidised for historically disadvantaged schools and communities. Over the past year, 3,151 people attended our Education department's public programmes. Social and Natural History scientists and curators gave more than a dozen lectures at venues across the country (see Appendix 6.5); and our Art Collections team hosted numerous discussion groups and public forums.

The expansion of Iziko's online platforms allows for virtual access to our cultural and knowledge resources. The development of the Iziko website and online footprint (including micro-sites such as Biodiversity Explorer, Figweb and Waspweb), as well as our social media profile, continued to grow steadily over the past year.³ The Iziko website, along with our research-based micro-sites, attracted an overarching total of 676,544 visitors, while our Facebook followers grew by 34%. Moving forward, Iziko seeks to strategically grow our current online footprint considerably to guarantee that we reach large and new audiences locally, across the continent, and internationally. We therefore aim to update and increase the resources allocated to the development of these critically important online resources, the digitisation of our collections, and making our collections and knowledge resources available online to global audiences.

³ <http://www.biodiversityexplorer.org>; <http://www.figweb.org>; <http://www.waspweb.org>; <https://m.facebook.com/IzikoMuseums/>; https://twitter.com/Iziko_Museums

Iziko also develops audiences and provides educational value through our extensive media exposure across global print, radio, broadcast, and electronic media platforms. In the past year, the media monitoring agency, Newsclip, tracked both advertising value equivalent (AVE) of this coverage, and the number of people reached via Iziko's media exposure. The AVE of Iziko media exposure recorded in 2016/17 was R233,048,425; and the local and international reach calculated by Newsclip was an impressive 726,710,065 people.

Despite an unavoidable decline in Iziko's total visitor numbers to just under half a million (due to the closure of our planetarium and other sites for essential upgrades), Iziko successfully met its mandate to develop audiences and optimise access to our knowledge resources during this fiscal year.

Social cohesion and community development

Contributing to social cohesion, nation building and community development features strongly in Iziko's strategic priorities. Iziko seeks not only to root our museums in the life of communities through audience development and educational activities - but also to engage with our diverse public, cultural producers, experts and researchers, through our exhibitions and public programmes. Many of these offerings encourage audience participation, and engage directly with local artistic, cultural and even environmental

themes. Exhibitions are often conceptualised in conjunction with diverse partners and external stakeholders, with the input of local communities, where appropriate.

Iziko's exhibitions and public programmes seek to foster a sense of belonging and identity, increase understanding of diversity and the times we live in, and encourage self-awareness, personal growth and improve quality of life through providing inspiration and leisure. We, therefore, strive to ensure that our offering explores issues that are critical within contemporary society, and relevant to a diverse audience. This is clearly illustrated by some of our recent high profile exhibitions. The exhibition, *My naam is Februarie*, is one of the most pertinent examples.

Between 1658 and 1834, over 63,000 people, mainly of African and Asian descent, were brought to the Cape as 'slaves'. Those who were enslaved were dehumanised, and this was often reinforced by renaming them, using calendar months, to strip these individuals of their identity. Despite the abolition of slavery 183 years ago, the legacies of this inhumane practice resonate to this day, with many members of the local Cape communities being of slave descent. *My naam is Februarie* sought to explore this history through interviews with the progeny of the enslaved, specifically local people whose surnames were derived from the calendar. This exhibition created a new awareness of the history of slavery at the Cape, and how it still echoes across the generations in contemporary society. It also sought to re-personalise the slavery narrative by making direct links to

individuals in the present, through their portraits and statements. This evocative show, as well as the public programmes and educational workshops that accompanied it, resonated powerfully with local audiences. A deeper understanding of the past was created, and in addition, the potential for healing, regeneration and greater social cohesion in the present day was realised across diverse communities.

Other major exhibitions that supported social cohesion and community development that deserve mention are *Women's Work* and *Nature's Best Photography Africa*. These two shows explored issues as diverse as artistic mediums, gender, and Africa's biodiversity. *Women's Work* showcases the innovation demonstrated by a diverse group of contemporary South African artists and crafts practitioners who, through the use of traditional handcraft techniques such as knitting, crocheting, weaving and embroidery, creatively re-interpret a visual language that blurs the conventional boundaries between art, craft and gender. *Nature's Best Photography Africa* distilled the best images, captured by amateur and professional photographers, of the beauty of Africa's nature and wildlife, providing a specifically African showcase that is part of the Smithsonian Institution National Museum of Natural History's annual international competition.

All these exhibitions were inclusive by design, and allowed for an expanded perspective on local heritage, culture and our environment, providing an enriching and affirming experience for our diverse visitors. In addition, Iziko provided carefully conceptualised public programmes throughout the year, primarily linked to

our national commemorative days. These programmes sought to ensure that the meanings of these holidays are experienced and understood better, provide platforms for engagement across diverse communities and stakeholder groups, and facilitate inter-generational dialogue – in support of the imperatives of social cohesion and nation building.

Reflective and engaged citizens

Over the past year, Iziko was increasingly aware of and exerted the ‘soft power’⁴ of our museums. The effect of exerting this soft power has led to tangible impacts, stimulating active citizenry, social justice and supporting civic society. In a world where people across the globe are affected by social, economic and environmental circumstances that are both dynamic and unstable, much of the social benefit of heritage institutions such as Iziko lies in the platforms we provide for proactive engagement and dialogue, even around sensitive and controversial issues. Some of the exhibitions and the platforms Iziko generated in the past year illustrate this vividly.

The Art of Disruptions was a ground-breaking art exhibition that served as a catalyst for intense social debate and increased awareness. It opened at the Iziko South African National Gallery on 16 June 2016, with its run extended to mid-May 2017 due to its wide-ranging impact and social relevance. The exhibition was conceived in response to the fact that 2016 marked several keystone moments in the history of South Africa. These included the 60th anniversary of the 1956 Women’s March to Pretoria against pass laws; the declaration of District Six as a whites-only area in 1966; the 40th anniversary of the 1976 youth protests; and the 1986 declaration of a state of emergency by the South African government, intended to repress and curb mass action. This show not only reflected on these events, but also on current events such as the #FEESMUSTFALL, and #BLACKLIVESMATTER protests. This show was intended to highlight some of the strategies employed by artists in the current milieu to deal with and comment on the various challenges that plague our society – such as racism, sexism, homophobia, inequality and privilege, migration, and environmental degradation. In examining these themes and varied artistic approaches, the exhibition questioned the role that art plays in social activism, and also explored the contribution (or the lack thereof) of media and technology in expressions of

freedom and justice. Visitors to the exhibition were provided the opportunity to interactively contribute to the ongoing discourse around notions of ‘protest’ by writing comments on one of the gallery walls.

The Art of Disruptions proved to be an even more potent catalyst than anticipated, inciting extensive social media commentary by the general public, as well as protests, and even legal interventions that were still underway at the time of reporting. These were made by some political parties that posited opposing views and complaints. The outcome of these ongoing discussions and legal processes are still pending, but Iziko is hopeful that ultimately both the right to and the need for expression and social commentary that tests personal and institutional boundaries will be affirmed – in line with the fact that art, culture and heritage should indeed “comfort the disturbed, and disturb the comfortable”⁵.

Similarly, the exhibition, *Our Lady*, which was curated with the intention of interrogating the patriarchal visual economy implicit in imagery of the figurative female form and celebrating the empowerment of female capacity, led to heated debates. These interactions resulted in the removal of certain artworks, and public dialogue between the curators, the Sex Workers Education and Advocacy Taskforce (SWEAT) and Sisonke (civic society institutions at the forefront of sex worker advocacy, human rights defense and mobilisation in Africa) and various groups supporting feminist causes. Through these engagements and public discussions, it was agreed to change the presentation and name of the exhibition to *Our Lady*. A valuable debate around notions of patriarchy and the role of art in society, that also foregrounded the plight of sex workers, was created through this exhibition. This engendered greater empathy and tolerance in the public domain that may well have far reaching impacts and lead to further partnerships and collaboration as a result of the relationships forged.

In a completely different vein and less controversially, the exhibition *Studio – Celebrating the Lives and Work of South African Artists*, presented the work of leading South African artists, and provided a platform for active engagement between art educators, learners and Iziko curators, creating a space for learning and fresh visual expression for South African youth.

It is clear from these striking few examples of the work that Iziko is doing, that we are indeed unleashing the Museum’s potential to change behaviour and thinking, as well as contributing positively to more cohesive, forward-looking (but also introspective) individuals and societies. The platforms we provide are essential to empowering civic society partnership. Going forward, we will build on these foundations in our efforts to engender an increasingly reflective and engaged public that no longer acts as passive recipients of knowledge, but that contests and interrogates different notions of cultural production.

Human capital and professional capacity building

For nearly 200 years, Iziko has been at the forefront of the art, cultural and natural heritage research endeavours in South Africa and the southern African region. Knowledge generation and research are the foundation of all our museum work, providing the ground-work and point of departure for the curation of all our exhibitions and educational programmes and resources.

Importantly, however, the societal value of our research extends beyond the scope of the Museum. The generation and dissemination of new foundational knowledge contributes significantly to human capital and professional capacity building, and is crucial to informing high level decision making and the development of strategies that will shape our future society. Various current research projects clearly illustrate how Iziko’s research is adding significant value to society as a whole. The Slave Wrecks Project, for instance, provides new knowledge on the trans-Atlantic slave trade, focusing on the *São José* slave shipwreck, discovered off Cape Town’s coastline. This groundbreaking research not only reveals a global story of our inter-connectedness as a human race, but also provides decision makers and lobbyists with foundational insights that can assist to fight against present day human rights violations.

A further example is our globally recognised research in palaeontology that focuses mainly on palaeo-environmental changes, investigating past climate and ecology changes that assist with modelling to predict future climate trends, understand the impact of climate change, and also to enhance food security strategies. Moreover, the SeaKeys and BioGaps Projects, two large collaborative research

and digitisation projects, mobilise vast amounts of metadata, derived from Iziko’s marine invertebrate and entomology specimens. This data is freely disseminated online, providing a significant data resource and foundational knowledge critical for South Africa to grow its economic base in sectors as diverse as agriculture, bio-prospecting, gas and oil exploration, fisheries, and biomedicines, and also stimulating job creation and economic empowerment.

Iziko’s diverse collections and research disciplines clearly have the potential to be strategically developed as a unique regional ‘Centre of Excellence’ for foundational interdisciplinary research. Iziko is therefore developing a more progressive and strategic research agenda that supports imperatives such as education, social cohesion and nation building. Through creating this ‘*Centre of Excellence*’, Iziko will seek to optimise the scope of the value added to society by our research, while also ensuring that Iziko’s varied research and new knowledge is made accessible to our diverse audiences. Moreover, research that is an often hidden aspect of museum work that happens behind-the-scenes will increasingly be made visible. In this regard, it is significant that the upgrade of the Iziko South African Museum, which makes our extensive research facilities partially accessible to the public, is nearing completion and should open to the public in 2018.

During 2016/17, Iziko contributed to human capital and professional capacity building by playing a leading role in skills development and training in our sector, specifically in regard to conservation and curatorial practice. With the generous support of the Andrew W. Mellon Foundation, we have been able to develop both our infrastructure and capacity for the conservation of art collections, and to run workshops to provide much needed skills development and training in this area. Iziko staff and other heritage practitioners, as well as students based at collaborating institutions such as the University of Cape Town (UCT) and the University of the Western Cape (UWC), have benefited from this training. Since the inception of the Honours in Curatorship Programme at UCT in 2013, funding from the Andrew W. Mellon Foundation has enabled Iziko to contribute significantly to the programme. Educational benefits are also shared beyond institutional boundaries to give support to the development of curatorial and conservation practice in South Africa.

⁴ “Soft power is a concept that emerged a quarter of a century ago to describe relations based not on military nor economic might, but on influence.” See Lord, GD and Blankenberg, N, *Cities, Museums and Soft Power*, 2015. AAM Press.



UCT Honours in Curatorship student, Ruzy Rusike, examines an artwork. Through collaboration with our partners, Iziko is able to offer support and development of conservation and curatorial practise in South Africa.



During the Iziko Planetarium Digital Upgrade Project, the Planetarium dome was re-skinned, providing a brand new 'canvas' for this state-of-the-art digital facility.



US Ambassador to South Africa, Patrick Gaspard and CEO of Iziko Museums of South Africa, Rooksana Omar signed the grant for the United States Ambassador's Fund for Cultural Preservation at the Iziko Slave Lodge on 11 October 2016. Iziko was awarded a grant of \$500,000 in two phases to support the conservation of objects recovered from the São José site.

Furthermore, Iziko facilitates the placement of graduate interns, Work Integrated Learning Students (WILS), as well as post-doctoral researchers so that they can gain valuable experience from working with skilled Iziko staff. During the reporting period, Iziko hosted 40 interns and four PhD students, and 53 volunteers assisted at the Museum.

The development of the necessary human capacity and professional capacity within Iziko is essential, given the rapid pace of change in our institution and the need for a more holistic and contemporary approach to effectively achieve the full transformation of the museums under our direction. After careful consideration and discussion, the implementation of a realignment process to meet our future requirements has commenced, with approval of a new format for top tier Management. The most significant change achieved by this new structure is to break down the historic silos and boundaries between the complementary disciplines of art, social and natural history through the creation of the new positions of Director Collections and Digitisation; Director Research and Exhibitions; and Director Education reporting to the Executive Director Core Functions. Relinquishing the outdated, collections-based directorships will unleash the potential of an inter-disciplinary approach, specifically in the areas of exhibition and education, aligned with best practice internationally.

Inclusive economic growth

Iziko contributes to South Africa's economic growth and value chain through supporting the Cultural Industries' economic contribution. Iziko plays an active role in tourism, arts, culture, heritage and job creation. Our museums constitute a substantial component of the national tourism product, and attract many local and international visitors.

Despite contributing directly and indirectly to the economy and growth, national museums worldwide have to develop innovative strategies to ensure sustainability - given that the imperatives of primary socio-economic needs and development receive the bulk of the fiscus. Iziko is proactively addressing the reality that our government subsidy from the DAC is increasingly insufficient to meet annual operating expenses, let alone the cost of significant transformation and development of our institutions. We are, therefore, reliant on donor funding and self-generated income to deliver on our core business mandate, as well as our strategic vision.

Since 2013, the proactive implementation of a strategic and focused Advancement Strategy to increase sustainability, has been essential to funding the successful delivery of Iziko's strategic objectives in recent years. It is an achievement that, as a Public Entity that was not designed for income generation, our performance in generating and raising additional funds continues to improve annually.

As of 31 March 2017, own income generated was R20,272,185, up 37% from R14,817,021 recorded in 2015/16; R13,134,478 in 2014/15; and R12,347,747 in 2013/14. Similarly, in 2016/17, donor income banked totalled R28,110,352, up 63,5% from R17,192,761 in 2015/16; R12,248,827 in 2014/15; and R8,638,560 in 2013/14.

The increase in donor funding can in part be attributed to the successful implementation of two major fundraising campaigns.

The Iziko Planetarium Digital Upgrade: Iziko will launch the upgraded Iziko Planetarium and Digital Dome in late May 2017. Investments totalling R28,5 million have been secured. The new digital planetarium will be a state-of-the-art digital fulldome facility, offering perspective-3D education, suited to the needs of multiple audiences and stakeholders, including: museum visitors; learners; educators; students; post-graduate students; academic researchers and other investment partners. Significantly, the upgraded Iziko Planetarium and Digital Dome will assist to optimise South Africa's eResearch and data-visualisation capacity, placing us at the cutting edge of this technology, both on the continent and globally. In addition, this new facility will assist South African scientists to develop the skills base and infrastructure required for projects such as Africa Square Kilometre Array, the Southern African Large Telescope, and the South African MeerKAT radio telescope.

The *São José* - Bringing the slave trade into memory:

The wreck of the Portuguese slaver, *São José* is currently the lead project in the international co-operative Slave Wrecks Project, including core partners like the Smithsonian Institution's National Museum of African American History and Culture, George Washington University, US National Park Service, African Centre for Heritage Activities, and the South African Heritage Resources Agency.

Symbolising the global slave trade, the preservation of this ship and the site of its wreck, just off Clifton beach in Cape Town, is one of the first successful attempts at archaeologically documenting a wreck that ran aground with its cargo of enslaved Africans on board. It is also the first known slave shipwreck found off the South African coast. In 2016, Iziko was fortunate to secure US\$500,000 from the US Ambassador's Fund for Cultural Preservation to complete this project and ensure the environmental stability of this sensitive site and the conservation of the artefacts that have been retrieved.

It is essential that robust and viable projects continue to be developed in order to run successful and sustainable funding campaigns in the future. This, along with strong networks and lobby groups in support of fundraising, is pivotal. In addition, Iziko aims to realise the ultimate objective of our Advancement Strategy, which is to establish the necessary legal vehicle and credentials to increase

5 An often used quote from Dr César A Cruz, well known Mexican author and activist.

fundraising capacity, optimise resource mobilisation, and improve revenue generation. Additional resources will be deployed in support of achieving this goal, which is critical to our increased sustainability. Concurrently, the Iziko Council and Executive will continue to lobby government for subsidy review and increase, by making a strong case for support, based on our performance and impact.

The achievements of the past year, detailed here and in the report that follows, need to be understood against a backdrop of some serious constraints, in an environment fraught with challenges. Significantly, these included the material constraints of progressively limited resources; the increasing burden of legislative and compliance requirements; adapting to an accelerated rate of change at every level of society – nationally, continentally and globally; and a deep-rooted interrogation of the values, ethics, and strategies of our institution. Most pressing of all challenges, however, is the escalating liability of our post-retirement medical benefit liability. This liability escalates annually, totalling R68,936,631 in 2016/17, which represents 3% of Iziko’s total net assets.

Essential to Iziko’s sustainability is our infrastructure. Iziko manages the maintenance and conservation of nine of the twelve Iziko sites, many of which are heritage buildings. Most of these buildings are in poor condition after several years of inadequate maintenance. With the assistance of dedicated funding from the DAC, we are developing the assessments and documentation required to ensure that the much needed maintenance and preservation of our museums is implemented and continues into the future. Architects made significant progress this year in developing an Existing Building Condition Report (EBCR) for each of the nine sites, following which they will develop a comprehensive Conservation and Maintenance Programme for each site. We are now close to having a solution to this major challenge, and are grateful to the DAC for recognising the urgency of this intervention and providing support.

Iziko is dependent on many long- and short-term partnerships to implement programmes. Given our current funding constraints, special exhibitions, educational programmes, conservation, acquisitions and research are often only possible via strategic partnerships. Iziko currently maintains 65 long-term partnerships – a testimony to the fact that

we prioritise sustaining relationships. During this year, we also forged a total of 77 project-related partnerships, 37 of which were formalised via MoA’s, with an equivalent Rand value of R14,758,674. Strategic management of these existing relationships to ensure they are sustained, as well as the development of new partnerships nationally, on the continent and internationally, is key, not only to our delivery going forward, but also to ensuring cross-pollination of ideas and thinking with organisations that have mutual interests and objectives.

Full details of the many donors and partners to whom we extend our sincere appreciation can be found in Appendices 6.2 and 6.3. I would, however, like to extend special thanks and acknowledge the significant contribution of the Department of Arts and Culture; the Department of Science and Technology; the National Research Foundation; the University of Cape Town; the University of the Western Cape; the Cape Peninsula University of Technology; and the National Lotteries Commission towards the realisation of the Iziko Planetarium digital upgrade. In addition, the Andrew W. Mellon Foundation and the Ambassador’s Fund for Cultural Preservation are gratefully acknowledged for having made a significant contribution to important conservation of our art collections and the maritime artefacts retrieved from the wreck of the slave ship, *São José*.

In conclusion, I would like to thank the Iziko Council and our dedicated staff who, along with these valued partners, have made the achievements detailed in the 2016/17 Iziko Annual Report possible. Iziko Museums of South Africa is vibrant, innovative and proudly African. Our museums will continue to empower and inspire and grow, ensuring positive benefits for the nation. I trust that we can rely on the continued support of all these contributors, as well as our public, as we build a more dynamic and responsive Museum, serving the needs of our young democracy within the rapidly changing landscape of the 21st century.



Ms Rooksana Omar
Chief Executive Officer
Iziko Museums of South Africa

1.6 Statement of Responsibility for the Annual Report

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

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

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

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

The annual financial statements have been prepared in accordance with the GRAP Standards applicable to the Public Entity.

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

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

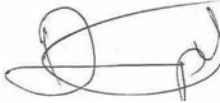
The external auditors are engaged to express an independent opinion on the annual financial statements.

In our opinion, the annual report fairly reflects the operations, performance information, human resources information and the financial affairs of the entity for the financial year ended 31 March 2017.

Yours faithfully



Ms Rooksana Omar
Chief Executive Officer
Iziko Museums of South Africa
Date: 31 March 2017



Ambassador Dikgang Moopeloa
Chairman of Council
Iziko Museums of South Africa
Date: 31 March 2017

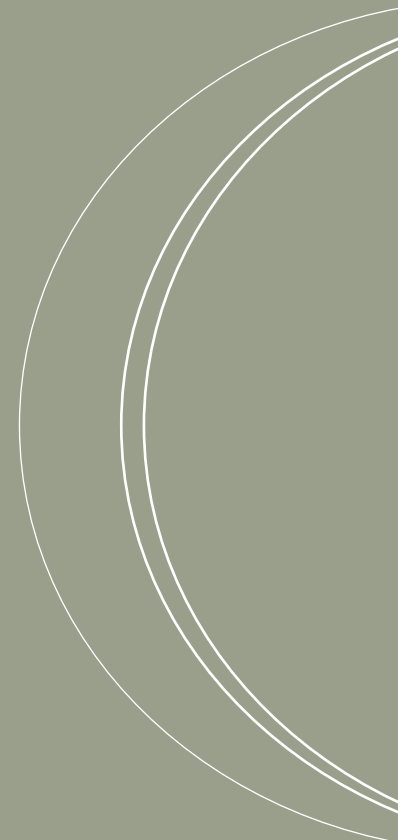


2 | PERFORMANCE INFORMATION

Graphic representation of space. Planetarium digital projection, courtesy of Sky-Skan.

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2.1 Overview of the Public Entity’s Performance

2.1.1 Service Delivery Environment

The amalgamation of previously separate museums into the Southern Flagship Institution (SFI), now Iziko Museums of South Africa (Iziko), took place five years after the end of apartheid and at the dawn of a new millennium. The integration of these diverse museums, collections, their staff and leaders was intended to act as a catalyst for the transformation of national museums, forged during both colonial and apartheid eras, into dynamic heritage institutions able to serve the needs of our new democracy, and adaptive to the rapidly changing landscape of the 21st century.

The South African Museum was the first museum in South Africa and on the African continent, established in 1825, 192 years ago. Iziko is therefore deeply rooted in a long tradition of generating and disseminating knowledge. Our 11 museums, Planetarium and Mobile Museum are important showcases for our nation’s diverse tangible and intangible heritage. Our vast collections, comprising more than 2,26 million artworks, and natural and social history artefacts, are invaluable to the national estate. They not only provide a substantial archive and knowledge resource, but enable the generation of new knowledge, culture and heritage.

Over the past 17 years, Iziko has emerged as a leading player in the heritage sector. We are held in high regard on the continent and internationally, and acknowledged as an innovative institution that has embraced the challenge to transform and set new benchmarks for South African museums.

Historically, museums have been perceived as being on the margins of economic, political and social debates. However, Iziko’s performance, as outlined by the Iziko Council Chairman and our Chief Executive Officer in Chapter 1, clearly shows that we have embraced new priorities appropriate to the 21st century South African context. A key priority for Iziko is to change the perception of museums as exclusive spaces, and ensure that our diverse heritage and knowledge resources enrich the lives of all South Africans, and are accessible to everyone.

Our primary areas of focus are: audience development; increased access to culture, heritage and knowledge; and ensuring our museums benefit all South Africans. Many of our programmes therefore engage historically disadvantaged communities and youth. We say to our visitors, ‘our museums are *your* museums’.

One of Iziko’s key strategies is to ensure that we continuously redefine our role within the heritage sector, so that we not only build a permanent public record of our natural, cultural and artistic world, but also create spaces that allow our public to engage, explore and shape their understanding of the world. As a national museum, we are not passive custodians of the nation’s rich art and heritage, but active participants in our society, making our collections and knowledge accessible. Through our offering and programmes, we proactively contribute to audience development and education, the imperatives of social cohesion and nation building, the evolution of engaged citizenry, the development of human capital, and contributing to economic growth as well as our own sustainability.

What is clear from reviewing this Public Entity’s performance, is that Iziko contributes strategically in diverse ways, and is a highly successful and dynamic institution. Our outputs are aligned with the Department of Arts and Culture (DAC) defined Monitoring and Evaluation Framework, and our impacts are significant and continue to show steady growth.

Through our commitment to employment equity (EE) priorities, Iziko is now far more representative of the diverse audiences it serves than it was at the time of amalgamation, 17 years ago. It is our aim to create a more inclusive Museum that reflects the diversity of our citizenry. We proactively encourage skills development and the study of contemporary museum practice by our staff, and facilitate engagement with best practice locally and internationally.

Since our amalgamation, Iziko staff have worked passionately to integrate our museums and collections, and transform mindsets and practices

entrenched in previously separate institutional histories and collections. There has been significant progress made to date towards building a more dynamic and responsive Museum. The realignment process that is currently underway supports concretising these changes and streamlining our human resources – ultimately resulting in a more integrated and effective institution.

Iziko is navigating a time of significant change, both internally and externally. During 2016/17, Iziko’s leadership and Senior Management Team was, therefore, particularly focused on interactive and innovative planning processes, as well as change management.

The key challenge Iziko faces is an increasing lack of adequate resources. The DAC subsidy has not been reviewed, except for a small annual increase, since 2002, and currently this subsidy is only sufficient to cover our personnel budget. To address this challenge, Iziko proactively raises approximately 26% of the annual operational budget through fundraising and income generating activities. Despite this significant achievement, the organisation remains severely affected by increasingly limited funding and resources, and the impact of budgetary constraints on our strategic delivery is cause for concern.

Impacts and constraints that affect our ability to deliver on our core mandate and strategic objectives include:

- Downscaling of core function activities and dependence on external funding or partnerships to implement programming and research;
- Increasingly reduced spending on the growth of collections, digitisation, conservation, exhibitions, research, education and public programmes, as well as marketing and communications activities in support of audience development over the past 5 years;
- Limited funding to implement transformation of permanent exhibitions and displays;
- Challenges in recruiting and retaining skilled staff, as well as insufficient human resources, particularly for new strategic functions;
- Lack of capacity to implement new technology, including more efficient, automated systems in support of our day-to-day operations;

- New tasks of compliance from government, including adherence to Generally Recognised Accounting Practice (GRAP) 103 on Heritage Assets must be met, requiring resources to be redirected from other key deliverables;
- Significant investment in built infrastructure (such as the Social History Centre and the Courtyard Project) is not matched with funding to cover the additional operational costs; and
- Insufficient funding to implement basic and long-term maintenance of historic buildings and public amenities.

Furthermore, the significant post-retirement medical aid liability inherited from the previous dispensation escalates annually, creating an additional financial burden.

Iziko’s vision is to further transform our museums and implement a redevelopment plan that will ensure that our flagship national museum continues to be equal to international best practice, and serves the needs of our developing democracy. Adequate resources and funding to achieve these are, however, crucial to realising this vision.

Iziko must strive both to optimise income generation and fundraising activities and lobby for increased subsidy from government, to address current challenges to our delivery, and achieve the growth and development trajectory that is envisaged.

Investment in socio-economic developmental priorities is a national imperative. It is essential that these important cultural resources continue to receive sufficient public support and funding to sustain the momentum of the transformation that government first initiated. Adequate funding will enable us to create spaces for the generation and sharing of knowledge for public benefit. Investment in these resources will add value to the cultural economy, and ultimately secure our nation’s legacy for future generations.

2.1.2 Organisational Environment

The requirement by the Accounting Standards Board (ASB) to implement the Generally Recognised Accounting Practice (GRAP) 103 on Heritage Assets has placed a huge burden on Iziko’s resources – as an estimated 2,26 million artefacts have to be captured on an electronic database for financial reporting purposes. This is an enormous challenge considering that the South African Museum has been in operation since 1825, a time when museum objects were accessioned on a card system. The natural history collections started to be captured on an electronic database from about 1990, while the other museums started to capture the art and social history collections much later. Although there has been significant progress in implementing GRAP 103 over the past year, the project will continue to place an additional workload on Iziko resources.

The Senior Management level has been re-aligned, and Iziko has made a commitment that there would be no retrenchments. As such, even though there is one less Senior Management position, retrenchment did not result, as one of the positions remained vacant when a Senior Manager retired. Where positions remain vacant pending the implementation of a re-aligned structure, staff members who are seconded to those positions following a selection process, are paid an allowance.

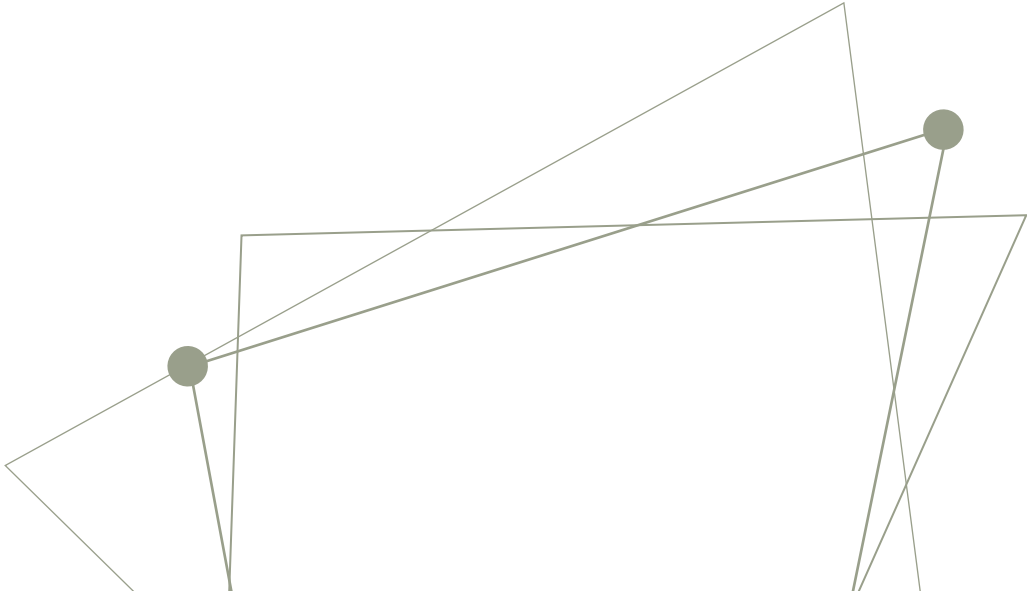
Senior Managers are conducting extensive consultations regarding the development of departmental structures. The re-alignment of the structure will be completed in the next financial year.

Iziko is not in a position to allocate funding for additional positions, so the aim of the re-alignment process is to ensure that Iziko has an efficient workforce that will not only deliver on our heritage mandate, develop the capacity to implement advanced technology, and increase financial sustainability, but also to meet the ever-increasing compliance requirements legislated from time to time.

2.2 Performance Information by Programme
2.2.1 Programme 1: Administration

Sub-programme and objective

- **Governance:** Nation building through growth and development of collections that reflect South Africa’s rich artistic, cultural and natural heritage
- **Human Resources:** Develop a positive and efficient workforce to deliver on Iziko’s objectives
- **Finance:** To ensure that Iziko is compliant with legislation and Accounting Standards
- **Facilities Maintenance:** Improved conservation and maintenance of facilities
- **Information and Communication Technology (ICT):** Effective access and communications through development and maintenance of the Information Technology (IT) infrastructure



PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2016/17	ACTUAL ACHIEVEMENTS 2016/17
PROGRAMME 1: ADMINISTRATION		
Sub-programme: Governance		
Strategic Objective: Ensure sound governance and compliance by communicating business practice strategies via Iziko policies		
Iziko policies that are regularly reviewed to ensure sound governance and compliance with the Constitution of South Africa, legislation, regulations, policies and other relevant communication from relevant departments	Develop and review operations, core functions and finance policies in terms of new requirements and needs	The following three Human Resources policies were developed in the reporting period: <ul style="list-style-type: none">• Occupational Injuries and Diseases Policy• Sexual Harassment Policy• HIV/AIDS Policy• Procurement processes for assistance with developing of ICT governance policies in place, and Compliance policies in draft format
Sub-programme: Human Resources		
Strategic Objective: Improved, positive and efficient workforce to deliver on Iziko's objectives		
Develop a strategy to improve the organisational culture	Improved organisational culture	The strategy to improve the Iziko organisational culture was implemented in terms of a set timeframe. The following was achieved: <ul style="list-style-type: none">• A Staff Representative Forum was established;• information sessions on performance and development were conducted based on the Learning & Development as well as Performance Management policies;• a proposal to establish a Support Group for staff in a time of need was accepted by Exco, with minor amendments; and• guidelines to recognise staff with long service were established; and relevant sections of the National Development Plan 2030 were considered and implemented when the 2017/2018 Learning & Development Programme was developed.
Sub-programme: Finance		
Strategic Objective: To ensure that Iziko is compliant with legislation and Accounting Standards		
Implement GRAP 103 on Heritage Assets	Update the Heritage Asset Register for the purpose of complying with the GRAP 103 Accounting Standard	Heritage Asset Register for the purpose of complying with the GRAP 103 Accounting Standard partially updated. Due to the size and complexity of the collections, the project was not completed. The project will continue to be prioritised, and extra contract staff’s contracts have been extended to ensure full compliance with the GRAP 103 Accounting Standard.

Sub-programme: Facilities maintenance		
Strategic Objective: Improved conservation and maintenance of facilities		
An Existing Building Condition Report for 9 Iziko sites developed and implemented	Develop an Existing Building Condition Report for Iziko sites	Iziko manages the maintenance and conservation of 9 of the 12 Iziko sites. Architects are in the process of developing an Existing Building Condition Report (EBCR) for each of the 9 sites, after which they will develop a comprehensive Conservation and Maintenance Programme for each site.
Sub-programme: Information and Communication Technology (ICT)		
Strategic Objective: Effective access and communications through development and maintenance of the Information Technology (IT) infrastructure		
Increased capacity in terms of Information and Communication Technology (ICT)	Infrastructure is upgraded to accommodate the new building in the courtyard	Process of acquiring new fibre optic ICT infrastructure has begun, and is expected to be completed by July 2017.

2.2.2 Programme 2: Business Development

Sub-programme and objective

- **Collections Management:** Digitisation of collections
- **Collections Management:** Growth of collections
- **Research:** Improve capacity, productivity and relevance of research

PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2016/17	ACTUAL ACHIEVEMENTS 2016/17
PROGRAMME 2: COLLECTIONS (BUSINESS DEVELOPMENT)		
Sub-programme: Collections Management		
Strategic Objective: Digitisation of collections		
Number of new records entered on collections databases	AC: 200 SH: 1,000 NH: 20,000	AC: 43. The target was not achieved due to capacity issues. AC is a small Core Functions unit and the team was tasked to prioritise the verification of assets for GRAP 103 for AC. This resulted in consolidating all human resources to focus on completing the GRAP 103 task, in addition to digitising. With the team's assistance, 9,491 artworks were verified and digital data linked to them was updated. SH: 1,080. The GRAP 103 process gave the SH team an opportunity to make additional entries. NH: 48,856. Actual performance more than double target because of increased human resources capacity created to meet GRAP 103 objectives.

Sub-programme: Growth of collections		
Number of new acquisitions	AC: 15 SH: 40 NH: 2,000	AC: 104. Over-achieved due to the fact that some of the acquisitions were offered as bodies of work. SH: 38. The target was not achieved, as there was a decision to cut back on acquisitions so as to focus on the GRAP 103 process. NH: 3,116. Exceeded target because of GRAP 103 focus on cataloguing material. Refer to Appendix 6.6 for summary.
Sub-programme: Research		
Strategic Objective: Improve capacity, productivity and relevance of research		
Number of peer-reviewed research publications	AC: 1 SH: 2 NH: 18	AC: 0. The article is in the final stages of editing and forms part of a publication by UWC on 'Visuality'. SH: 2. Achieved. NH: 25. Target exceeded because of increased contribution by associates and good all round contributions by curators. Refer to Appendix 6.7 for summary.
Number of other research publications, including guides	AC: 4 SH: 4 NH: 1	AC: 6. Staff received invitations to do more presentations than targeted. Two other articles are in their final draft stages and form part of the publication on Kevin Atkinson. SH: 3. Though under-achieved by 1, one article has been accepted for publication by Africa Month Publication, and SH is awaiting response for another one. NH: 0. Not achieved as more articles were published as peer-reviewed publications, where NH exceeded the target. Refer to Appendix 6.8 for summary.

2.2.3 Programme 3: Public Engagement

Sub-programme and objective

- **Exhibitions and Public Programmes:** Development and execution of an Exhibition and Public Programmes Plan
- **Public Understanding of Arts and Culture:** Enriching and enabling education and public programmes
- **Public Understanding of Arts and Culture:** Outreach programme (Mobile Museum)
- **Online presence:** Develop website as knowledge resource and implement strategy to improve Iziko's online presence
- **Marketing and communication:** Effective marketing and communication
- **Marketing and communication:** Implement promotional campaigns linked to key commemorative days to promote access and ensure audience development
- **Advancement:** Develop and sustain partnerships
- **Advancement:** To effectively position Iziko to attract investment and support and optimise fundraising and income-generation potential

PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2016/17	ACTUAL ACHIEVEMENTS 2016/17
PROGRAMME 3: AUDIENCE DEVELOPMENT (PUBLIC ENGAGEMENT)		
Sub-programme: Exhibitions and public programmes		
Strategic Objective: Development and execution of an Exhibition and Public Programmes Plan		
Number of new exhibitions	AC: 4 SH: 3 NH: 2	AC: 8. The institution responded positively to proposals from strategic partners to host exhibitions. In addition, staff had to do installations due to a change in the exhibition programme. SH: 4. Target exceeded by 1 exhibition because the first phase of the new wine exhibition for Groot Constantia was completed during the period under review. NH: 4. Target exceeded because of two opportunistic exhibitions (<i>All from One</i> and <i>Crossing the Ecoline</i>). Refer to Appendix 6.4 for summary.
Sub-programme: Public understanding of arts and culture		
Strategic Objective: Enriching and enabling education and public programmes		
Number of participants attending education and planetarium programmes	55,000	78,387*. The change in the project plans of the Planetarium upgrade resulted in the difference. (*Excl. 8,657 visitors to PAST exhibition.)
Number of public programmes presented	12	12
Strategic Objective: Outreach programme (Mobile Museum)		
Number of outreach programmes implemented	40	58. During the period, we received increased requests for the Mobile Museum to visit schools, institutions and participate in various festivals.

Strategic Objective: Promotional campaigns		
Increase in visitors during Celebrate Summer period over the previous year	2%	The Celebrate Summer Campaign was implemented and resulted in a total of 114,547 visitors to all Iziko museum sites during the period 1 December 2016 to 28 February 2017. This is a decrease of 6,67% (8,401) compared to 122,948 visitors over the same campaign period in 2015/16. The decrease, during the Celebrate Summer Campaign was primarily due to the closure of the Iziko Planetarium, in order to implement the digital upgrade.
Sub-programme: Online presence		
Strategic Objective: Develop website as knowledge resource and implement strategy to improve Iziko's online presence		
Implement Phase Two of Web Development Project	Finalise Phase Two of Web Development Project and implement content management system	The Drupal development site is 70% complete. Proposed activities set out in the Web Content Development Plan were, however, not all completed during this fiscal, due to resource constraints. Migration of the Iziko website onto the Drupal Platform is only possible once 100% of the content is complete. Until this migration onto the Drupal Platform takes place, the content management system cannot be rolled out.
Sub-programme: Marketing and communication		
Strategic Objective: Effective marketing and communication		
Increase in visitor numbers	Sustain previous year's total	The total Iziko visitor numbers for 2016/17 was 459,634, down 13,2% (69,701 visitors) from 529,335 compared to the same period in 2015/16 (these visitor numbers exclude outreach figures). It was not possible to sustain the previous year's total, primarily because of the closure of the Iziko Planetarium since June 2016 to implement the digital upgrade of this facility. The Planetarium attracts approximately 80,0000 visitors annually, and, as such, the closure of this facility for 9 months in this fiscal accounts for the decline in numbers. In addition, construction that is ongoing at Iziko's two main museums and the closure of the Iziko Old Town House and Iziko Bertram House negatively impacted visitor numbers.
Increase in website visitors	Increase of 10% over previous year's total website visitors	Website visitors totalled 200,088 in 2016/17, up 4% from 191,956 YTD in Q4 in 2015/16. The lack of new, relevant and interesting content added to the website, during this fiscal, due to resource constraints, contributed to not meeting the planned target of a 10% increase in website visitor numbers.

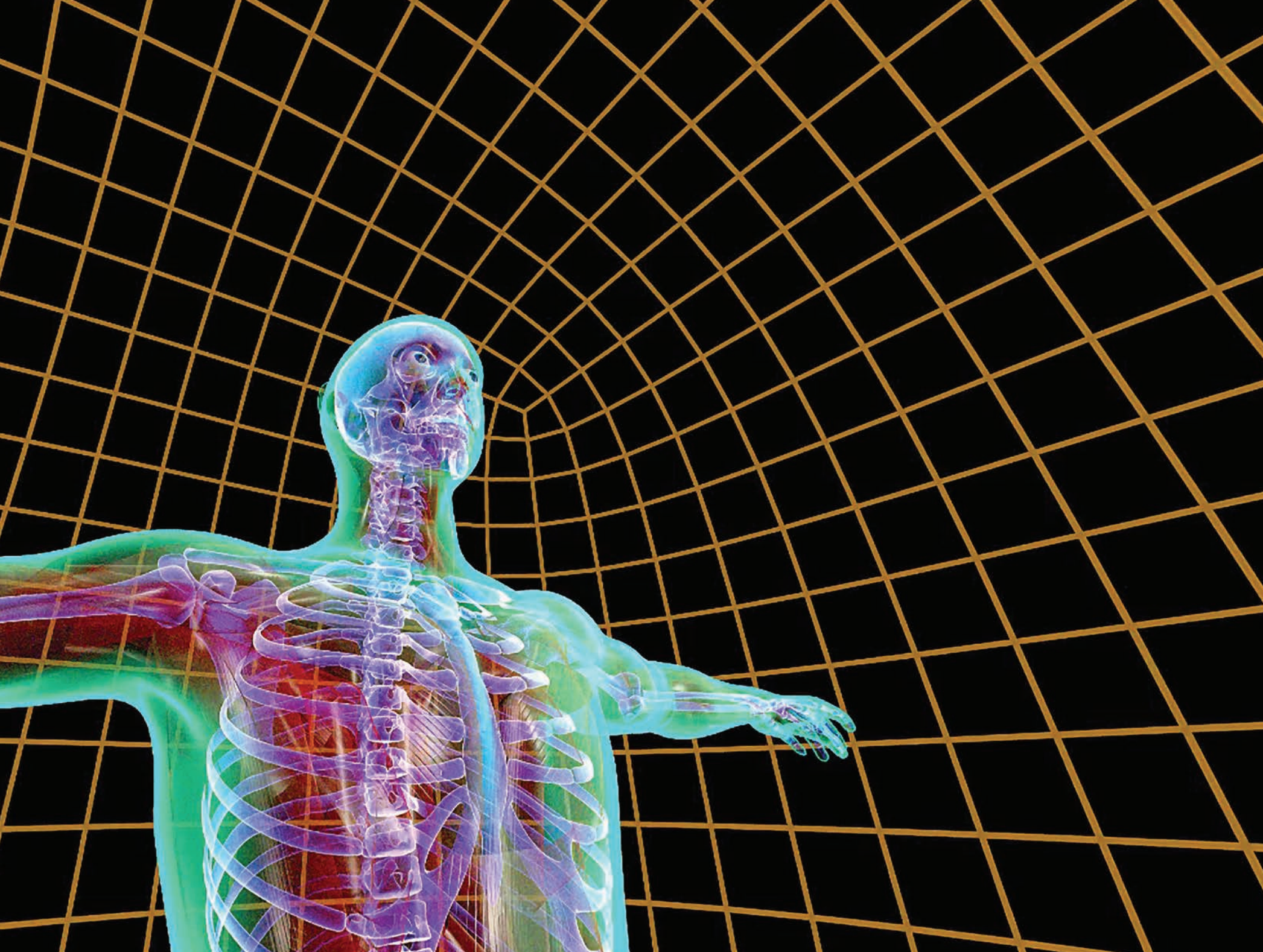
Increase in Facebook followers	Increase of 10% over previous year's total Facebook followers	As of 31 March 2017, Iziko had a total of 6,646 Facebook followers, up 33,7% from 4,961 on 31 March 2016. The target was exceeded due to increased social media activity.
Increase in Twitter followers	Increase of 10% over previous year's total Twitter followers	As of 31 March 2017, Iziko had a total of 4,057 Twitter followers, up 19,8% from 3,386 on 31 March 2016. The target was exceeded due to increased social media activity.
Increase in database subscribers	Increase of 10% over previous year's total Iziko database subscribers	The total number of database entries as of 31 March was 7,510, a decrease of 14% from 8,728 subscribers as of 31 March 2016. This decrease in 1,218 subscribers was due to a combination of 'unsubscribes' and bounces. In addition, new entries totalling 1,179 captured as raw data have not yet been added to the database (MailChimp) platform, as they still need to be verified.
Strategic Objective: Implement promotional campaigns linked to key commemorative days to promote access and ensure audience development		
Number of promotional campaigns implemented	3	Three promotional campaigns were implemented during 2016/17: International Museum Day (18 May 2016); In-Herit Festival (18-24 September 2016); Celebrate Summer (1 December 2016-28 February 2017).
Sub-programme: Advancement		
Strategic Objective: To effectively position Iziko to attract investment and support and optimise fundraising and income generation potential		
Strategy to ensure the advancement of Iziko, i.e. positioning Iziko to attract investment and support from donors and partners	Advancement Strategy implemented in terms of targets set in strategy	The Advancement Strategy was implemented as set out in the Advancement Operational Plan 2016/17 and 72% of active targets were achieved. This target was exceeded by 2% as Advancement allocated additional resources via the Advancement Administrative Assistant to assist with donor research that would otherwise not have been possible.
Increase in own income generated	Increase of 10% over previous year's total own income generated	As of 31 March 2017, own income generated was R20,272,185, up 37% from R14,817,021 recorded in 2015/16, due mainly to an increase in interest generated from donor funds received for large projects during the year, as well as income related to heritage asset donations.

Initiate Capital Campaigns to strategically develop Iziko's exhibitions and sites	Capital Campaign to secure funding for the upgrade of Iziko's exhibitions and museums, including the Mobile Museum and audio visual content, implemented	The Capital Campaign for the digital upgrade of the Iziko Planetarium has raised a total of R28,5 million to date. An additional R8 million in commitments were secured during this fiscal, exceeding the target of R5,3 million due to the generous contribution of the DAC, which will assist to realise the upgrade of the Planetarium foyer. A total of R13 million in donor income was banked during this fiscal. All funding commitments for this Capital Campaign have now been banked and will be utilised towards the realisation of this project.
Increase in donor income	Increase of 10% over previous year's total (R17,192,761)	As of 31 March 2017 Donor income banked totalled R28,110,352, up from R17,192,761 in 2015/16, an increase of 63,5%. A total of R13 million in donor income was banked during this fiscal to support the Iziko Planetarium Digital Upgrade Project, accounting for this significant growth.
Strategic Objective: Develop and sustain partnerships		
Number of long-term partnerships	30	During 2016/17, Iziko sustained a total of 65 long-term partnerships. The target was exceeded as many project-based partnerships have been translated into longer-term relationships.
Number of project-based partnerships	75	During 2016/17, Iziko sustained a total of 77 project-based partnerships, including 40 partnerships via our Education department. The equivalent Rand value of the 37 partnerships formalised via MoA's is estimated at R14,758,674. This target was exceeded by 2 as some partnership relationships developed unexpectedly and to the mutual benefit of both parties during the course of the financial year.

2.3 Auditor’s Report: Predetermined Objectives

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

Refer to page 70 of the Report for the Auditor’s Report, published in Chapter 5: Financial Information.



3 | GOVERNANCE

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3.1 Introduction

In the reporting period, Council and Management have addressed the impact that the environment, in particular the economic climate, has had on the delivery on our heritage mandate. The increase in operational costs has resulted in Iziko having to generate a larger percentage of the annual operating budget over the past few years, which has been a challenge, as many donors and funders are faced with the same economic challenges.

The additional responsibility of having to generate 26% of the annual operating budget, and the impact of ever-increasing compliance requirements without receiving additional resources, has placed a burden on staff. To this end, Iziko commenced the review of the organisational structure a few years ago to ensure a workforce that would deliver more efficiently on Iziko’s strategic and operational objectives.

3.2 Portfolio Committees

No meetings were held with the Department of Arts and Culture Parliamentary Portfolio Committee during the 2016/17 financial year.

3.3 Executive Authority

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

Submission date	Report	Issues raised
1 April 2016	Disciplinary cases for 2016/17	
15 April 2016	Submit Procurement Plan for 2016/17 to the DAC	
29 April 2016	Submit final (4th) Quarterly Report to the DAC for 2016/17 financial year	
	Submit final (4th) Quarterly Report on the Audit Outcomes/ Improvement/ Implementation Plan to the DAC for 2016/17 financial year	
	Submit final (4th) Quarterly Dashboard Report to the AGSA for 2016/17 financial year	
Before 31 May 2016	Audit Committee meeting to approve annual financial statements (AFS) for 2016/17 submission to AGSA for audit	
31 May 2016	Submit signed AFS for 2016/17 and management reports to Treasury and AGSA for 2016/17	
	Submit list of all banking accounts to National Treasury	
	Submit Annual Report performance measurement details to AGSA	
	Submit signed Treasury AFS Template (unaudited) to National Treasury and AGSA	
	Monthly financial statements (April to June 2016)	
Before 29 July 2016	Audit Committee meeting to evaluate AFS and draft Annual Report and finalise Audit Committee Report for inclusion in Annual Report for 2016/17	

29 July 2016	Audit Report and Management Report issued for 2016/17	
	Audited financial statements to the DAC, Treasury for 2016/17 and final AFS consolidation template (Reviewed by AG/ Auditors)	
	Submit Audit Report and Management Report to the DAC and Treasury	
	Submit final draft Annual Report 2016/17 to AGSA	
	1st Quarterly Report to the DAC for 2016/17 financial year	
	1st Quarterly Audit Outcomes/ Implementation/ Improvement Plans for 2016/17 financial year	
	Submit 1st quarterly Dashboard Report to AGSA for 2016/17 financial year	
	Submit Annual Report for 2016/17 to Minister and Treasury	
	Annual Report for 2016/17 to the DAC and Entities to be tabled in Parliament	
	Monthly financial statements: July 2016	
31 August 2016	Submit 1st draft Annual Performance Plan to the DAC for 2016/17 financial year	
	Submit 1st draft Budget for the Annual Performance Plan (APP) to the DAC for 2016/17 financial year	
	Submit 1st draft Materiality and Significance Framework for the APP to the DAC for 2016/17 financial year	
	Monthly financial statements: August 2016	
	Monthly financial statements: September 2016	
28 October 2016	2nd Quarterly Report to the DAC for 2016/17 financial year	
	2nd Quarterly Audit Outcomes/ Implementation/ Improvement Plans for 2016/17 financial year	
	Submit second quarterly Dashboard Report to AGSA for 2016/17 financial year	
	Monthly financial statements: October 2016	
3 November 2016	Meeting between Senior Managers, Internal Auditor and the DAC’s Entities Management	Guidelines for quarterly reporting and planning for the APP
30 November 2016	Submit 2nd draft APP for 2016/17 financial year	Targets under Administration to be reviewed to ensure that they are specific and measurable.
	2nd draft budget for the APP to the DAC for 2016/17 financial year	
	Submit 2nd draft Materiality and Significance Framework for the APP to the DAC for 2016/17 financial year	
	Revised consolidated annual budget 2016/17 submitted to the CEO	

9 December 2016	Completed ENE Databases and Chapter to Treasury for 2016/17-2018/19 financial years	
	Submit 1st draft of consolidated annual budget 2016/17 to CEO	
	Monthly financial statements: November 2016	
	Submit final draft of consolidated annual budget 2016/17 to CEO	
	Monthly financial statements: December 2016	
13 January 2017	Meeting between the CEO and DAC's Entities Management	Guidelines for quarterly reporting
30 January 2017	Submit final APP to the DAC for 2016/17 financial year	
	Submit final budget for the APP to the DAC for 2016/17 financial year	
	Submit final Materiality and Significance Framework for the APP to the DAC for 2016/17 financial year	
27 January 2017	3rd Quarterly Report to the DAC for 2016/17 financial year	
	3rd Quarterly Audit Outcomes/ Implementation/ Improvement Plans for 2016/17 financial year	
	Submit 3rd quarterly Dashboard Report to the AGSA for 2016/17 financial year	
15 February 2017	1st Draft Shareholder's Compact	
	Budget to Shareholder's Compact	
	Submit final consolidated annual budget for 2016/17 financial year to Council	
	Monthly financial statements: January 2017	
28 February 2017	Table final APP for 2016/17 in Parliament	
	Submit the final Shareholder's Compact	
	Submit final budget to the Shareholder's Compact	
	Monthly financial statements: February 2017	
31 March 2017	Financial year end 2016/17	

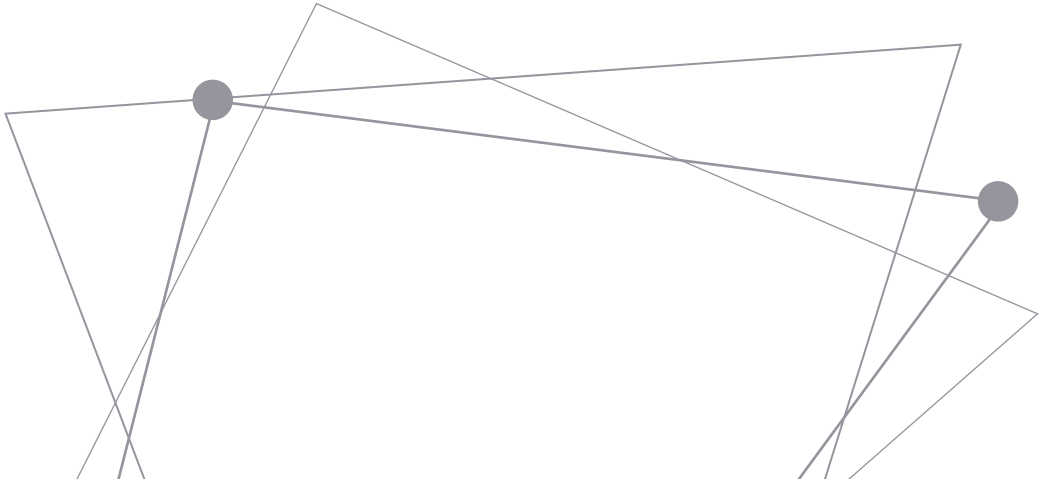
3.4 The Accounting Authority/ Council

The Iziko Museums of South Africa Council Charter was presented to the incoming Council and approved in November 2016. The following table sets out the roles and responsibilities of Council, commentary and progress in complying with this charter.

The term of the previous Council concluded on 31 July 2016, and the term of the new Council is from 1 August 2016 to 31 July 2017.

COMPOSITION OF THE BOARD

Name	Designation (in terms of the Public Entity Board structure)	Date appointed	Other committees or task teams	No. of meetings attended
Ambassador Dikgang Moopeloa	Chairperson of Council	1 August 2016 (2nd term)	Member of the Strategy and Policy Sub-committee of Council	7
Themba Wakashe	Deputy Chairperson of Council	1 August 2016 (2nd term)	Chairperson of the Core Functions and Advancement Sub-committee	5
Andy Mooke	Council member	1 August 2016 (2nd term)	Finance and Budget Sub-committee Chairperson; Previous member of Audit and Risk Committee of Council (previous term)	11
Professor Sadhasivan Perumal	Council member	1 August 2016 (2nd term)	Operations Sub-committee Chairperson	7
Tshimangadzo Nemaheni	Council member	1 August 2016 (1st term)	Operations Sub-committee member	6
Advocate Judith Leshabane	Council member	1 August 2016 (1st term)	Core Functions and Advancement Sub-committee member	6
Advocate Rod Solomons	Council member	1 August 2016 (1st term)	Finance and Budget Sub-committee	6
Sijabulile Makhathini	Council member	1 August 2016 (1st term)	Audit and Risk Committee member	3
Rowan (Nick) Nicholls	Council member	(Term ended 31 July 2016; reappointed as external Audit and Risk Committee Chairman)	Finance and Budget Sub-committee member in the previous Council	5
Bernedette Muthien	Council member	1 August 2013 - 31 July 2016	Chairperson of the Strategy and Policy Sub-committee of Council	0
Advocate Roshan Dehal	Council member	1 August 2013 - 31 July 2016	Member of the Strategy and Policy Sub-committee of Council	1
Dawood Coovadia	Council member	1 August 2013 - 31 July 2016		5



COMMITTEES

Committee	No. of meetings held	No. of members	Name of members
Audit and Risk	4	2 Council members and 2 external members	<ul style="list-style-type: none">Dawood Coovadia from 1 August 2013 – 31 July 2016 (Chairperson)Nick Nicholls (Chairperson from 2 August 2016)Sijabulile Makhathini – Council member appointed 1 August 2016Laura Robinson – External Audit Committee member until February 2017Althea Lapoorta from November 2016
Finance and Budget	2	2 Council members, CEO and CFO	<ul style="list-style-type: none">Professor Sadhasivan Perumal (Chairperson)Nic Nicholls (Council representative)
Operations and Finance and Budget ad hoc meeting	1	9	<ul style="list-style-type: none">Themba Wakashe (Chairperson)Rooksana Omar (<i>Ex Officio</i>) CEOAdvocate Judith Leshabane (Council member)Advocate Rod Solomons (Council member)Andy Mooke (Council member)Tshimangadzo Nemaheni (Council member)Denise Crous (Executive Director Operations)Dr Bongani Ndhlovu (Executive Director Core Functions)Ronell Pedro (CFO)
Core Functions and Advancement	1	9	<ul style="list-style-type: none">Themba Wakashe (Chairperson)Rooksana Omar (<i>Ex Officio</i>) CEOAdvocate Judith Leshabane (Council member)Dr Bongani Ndhlovu (Executive Director Core Functions)Paul Tichmann (Head of Social History Collections)Dr Hamish Robertson (Director Natural History Collections)Dr Wayne Alexander (Director Education and Public Programmes)Susan Glanville-Zini (Director Institutional Advancement)Ernestine White (Head of Art Collections)
Council Strategic Planning meeting	1	18	<ul style="list-style-type: none">Ambassador Dikgang Moopeloa(Chairperson)Themba WakasheRooksana Omar (<i>Ex Officio</i>) CEOAdvocate Judith Leshabane (Council member)Advocate Rod Solomons (Council member)Andy Mooke (Council member)Tshimangadzo Nemaheni (Council member)Denise Crous (Executive Director Operations)Dr Bongani Ndhlovu (Executive Director Core Functions)Ronell Pedro (CFO)Paul Tichmann (Director Digitisation and Collections)Dr Hamish Robertson (Director Research and Exhibitions)Dr Wayne Alexander (Director Education)Susan Glanville-Zini (Director Advancement)

ATTENDANCE OF AUDIT COMMITTEE MEETINGS BY AUDIT COMMITTEE MEMBERS

Name	Qualifications	Internal or external	If internal, position in the public entity	Date appointed	Date resigned	No. of meetings
Dawood Coovadia (Chairperson)	N/A	Internal	Council member	1 August 2013	31 July 2016 (term ended)	3
Andy Mooke	N/A	Internal	Council member	1 August 2013	31 July 2017 (became Chairman of Finance and Budget Committee)	3
Nick Nicholls	N/A	External		Chairperson from August 2016	To date	1
Laura Robinson	N/A	External		1 March 2014	28 February 2017	3
Sijabulile Makhathini	N/A	Internal	Council member	August 2016	To date	0
Althea Lapoorta	N/A	External		November 2016	To date	1

3.5 Risk Management

A Risk Management Policy, which communicates the Iziko Risk Management Strategy, has been approved by Council. The Iziko Risk Register is reviewed annually to monitor progress with regard to risk mitigation in terms of a pre-determined timeframe and to add new and emerging risks. The Risk Register is submitted to Council via the Audit and Risk Committee of Council.

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

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

The SMT is also the Disaster Management Team.

3.6 Internal Control Unit

The table below details the work done by the Internal Control Unit during the year.

Activity	Responsibility	2016/17
Annual Risk Register Review & Alignment with the Strategic Plan/ APP Objectives	Iziko	✓
Quarterly Review & Update of the Risk Register (Q1, Q2, Q3, Q4)	Iziko	✓
Annual Iziko Risk Maturity Assessment	Iziko	✓
Internal audit planning, annual reviews and ongoing activities		
Planning: Annual & 3-year Rolling Internal Audit Plan (S-2010)	Iziko	✓
Assistance to IA department w.r.t. preparation of the Annual Report: Template & verification of data	Iziko	✓
Annual Review: Disaster Management Policy/ Procedures/ Readiness	Iziko	✓
Annual Review: Internal Audit Charter (S-2040)	Iziko	✓
Annual Review: Audit Committee Charter	Iziko	✓
Independent Observer during Supply Chain Management processes	Iziko	✓
Monitoring of Governance, Risk and Control processes in the entity	Iziko	✓
Research w.r.t. new developments (Governance/ Risk/ Control: S-2110/ 2120/ 2130)	Iziko	✓
Consultation activities to managers re: Governance, Risk and Control	Iziko	✓
IAA Continuing Professional Development (S-1230/ 1210)	Iziko	✓
Quarterly Audit Committee Reports	Iziko	✓
Quarterly Review & Update of the AGSA Dashboard Report (Q1, Q2, Q3, Q4)	Iziko	✓
Ad Hoc Survey/s & assurance reviews: As instructed by the CEO and Audit Committee	Iziko	✓
Liaison with Ernst & Young regarding the Co-sourced Internal Audit programme	Iziko	✓
Reviews relating to Performance Objectives		
Quarterly Review: Programme Performance Information/ PDO - (Q1, Q2, Q3, Q4)	Iziko	✓

2016/17 INTERNAL AUDIT PLAN (COMBINED IZIKO AND ERNST & YOUNG)

Annual Review: PPI/ APP Template	Iziko	✓
Operational Audits	Responsibility	2016/17
Assurance Review: The risk of inaccurate visitor statistics	Iziko	✓
Assurance Review: The risk of poor/ inadequate maintenance to Iziko buildings	Iziko	✓
Assurance Review: Inadequate storage for collections	Iziko	✓
Assurance Review: Inadequate fire suppression in the ISANG	Iziko	✓
Business Continuity		
	Iziko	✓
Finance and IT related		
GRAP 103 Readiness: Annual Survey	Iziko	✓
Regulatory Audit: Iziko Asset Management	Iziko	✓
Property, Plant and Equipment: Existence, completeness and accuracy of register	EY	✓
Regulatory Audit: National Research Foundation (NRF) Grants	Iziko	✓
Deferred Revenue: Most of the revenue flows from grants. Tracking of project expenses in terms of conditional grants. Future revenue benefits for adequate tracking and spending of funds available.	EY	✓
Financial Statement month-end close process: Assess the effectiveness of daily, weekly and monthly financial controls.	EY	✓
Supply Chain Management (SCM): This is a focus area for the AG. It is also an area of focus for other internal areas dependent on SCM.	EY	✓

Point of Sale (POS) and cash reconciliations review: Daily POS and cash reconciliations. Cash deposited.	EY	✓
Information Communication Technology: IT General Controls: Change Control, Logical Access and Backups.	EY	✓
AGSA: Follow-up of Finance and ICT related findings to avoid re-occurrence	EY	✓
Legal compliance: Assess controls in place to ensure that effect of changes in legislation are taken into account	EY	
Payroll: Appointments, resignations, leave	EY	✓
GRAP 103: Valuations and sample counting	EY	
Other		
Attendance at Audit Committee meetings	Iziko; EY	✓
EY project management	EY	✓
Management requests reserved at 15%	EY	✓

3.7 Compliance with Laws and Regulations

A culture of compliance is nurtured by communicating relevant requirements in Laws, Regulations, Codes of Good Practice and Guides via user-friendly policies and procedures.

Heritage

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

Finance

Iziko's financial management is regulated by the Public Finance Management Act, 1999 (Act No. 1 of 1999), as well as National Treasury Regulations, as amended from time to time. Financial transactions and other events are recognised, measured, presented and disclosed in terms of Generally Recognised Accounting Practices (GRAP) published by the Accounting Standards Board. A detailed statement of Iziko's financial position is provided in the annual financial statements for 2016/17.

Income

Iziko's income streams derive from non-exchange transactions, which include the Medium-term Expenditure Framework (MTEF) parliamentary grant allocation received from the Department of Arts and Culture (DAC), utilised primarily to fund the programmes and operational activities of the entity; as well as grants received for major capital works projects. Iziko also receives funding from various national and international donors and funding agencies for specific projects. A small percentage of income is derived from cash and asset donations from the general public.

Although Iziko remains heavily dependent on the grant allocation from the DAC and is extremely vulnerable to budget cuts from that one source, Iziko recognises that maintaining a healthy degree of diversity in the funding structure is an important step to achieving financial sustainability. Own income generated includes interest received on funds invested, income received from gate revenue, as well as sundry income, such parking and venue hire revenue.

Expenditure

Iziko’s expenditure trends typically mirror its income trends. Expenditure on major research and other core function projects increase as funding sources from sponsorships expand. Capital and operational expenditure have increased due to the implementation of two major projects undertaken in the financial year under review. The Planetarium Digital Upgrade Project and the GRAP 103 Accounting Standard on Heritage Assets projects are both close to completion.

Employee remuneration is attributed to a general salary increase, which has been limited to the percentage increase in Iziko’s MTEF parliamentary grant allocation. Although Iziko has taken a prudent approach to salary increments to date, the low salary increases are a cause for concern in an economic climate of rising inflation and higher cost of living expenses for Iziko staff. Challenges are already experienced in terms of attraction and retention of suitably skilled and high performing staff, and during the 2016/17 financial year, the entity experienced increased pressure from trade unions as well.

Despite the fact that Iziko’s governance is characterised by sound financial practices, transparent fiscal management and efficient financial administration, risk issues related to financial sustainability remain a concern as the entity strives to ensure and maintain good financial stewardship in terms of the safeguarding of its assets, budgeting and budgetary control practices, internal control measures and compliance.

Employment

Iziko has developed three policies in terms of employment legislation during the reporting period. All Human Resources (HR) staff members also attended training on the management of occupational injuries and diseases in order to ensure compliance with the Compensation for Occupational Injuries and Diseases Act, 1993 (Act No. 130 of 1993), as amended.

The following HR policies have been developed in the reporting period:

- Occupational Injuries and Diseases Policy
- Sexual Harassment Policy; and
- HIV/AIDS Policy

Iziko will be consulting with staff before submitting a final draft to Council for approval.

Risk Management

In terms of Section 38 of the Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999), as amended, the CEO, as Accounting Officer, must ensure that Iziko has and maintains effective, efficient and transparent systems of financial and risk management and internal control. To this end, the CEO has appointed a Senior Manager to perform the additional duties of Chief Risk Officer. The CEO also personally monitors the top five risks on the Risk Dashboard.

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

Iziko has a fraud helpline where staff can report these matters. The institution also participates in Fraud Awareness campaigns of the Department of Arts and Culture (DAC), as requested.

The cases are reported through disciplinary and fraud reports, which are sent to the Human Resources department by departmental Administrators on a monthly basis, as well as to the DAC on a quarterly basis and on 31 October each year. Disciplinary action is taken against guilty staff, but they are not charged with fraud. They are charged with dishonesty.

Procurement

During the 2016/17 financial year, Iziko procured goods and services according to the procurement plan and in terms of its annual approved budget, making use of suppliers and service providers registered on the Central Supplier Database (CSD). Despite the fact that the CSD was introduced to reduce duplication of effort and cost for both the supplier and government, Iziko has experienced an increased strain on its resources in terms of compliance with the requirements. Challenges relate mainly to technical problems encountered when the database was first introduced; lack of adequate training, and insufficient assistance from National Treasury with the resolution of queries. Iziko has also found an unwillingness by certain service providers to register on the CSD, which has resulted in a shrinking of the supplier database from which to source goods and services, and a less than ideal environment for fair, equitable, transparent, competitive and cost effective procurement. It is hoped that as time progresses and the system improves, the benefits of reducing effort at entity level will be felt.

Iziko's Audit Committee has oversight of the risk of fraud on behalf of Council, and receives quarterly reports from the Internal Audit function. All risks, including fraud risks, are identified in the Risk Register, which is approved by the Audit Committee. Fraud risk exposure is assessed continuously during operations and at project level, to identify specific potential schemes and events that the organisation needs to mitigate. Controls over payment authorisations and the segregation of duties have been strengthened, and continuous auditing and monitoring is used to test and validate the effectiveness of Iziko's controls. All exceptions to policies and procedures are investigated, and investigations are resolved with disciplinary action, where necessary, as well as improved controls. Financial losses are recovered, where applicable.

Iziko has a Code of Ethics and Business Conduct in place that applies to all employees, contract and casual workers, consultants, suppliers, contractors and other providers of goods or services to Iziko. Conflicts of interests at all levels, including at Council level, are disclosed. Supply Chain Management (SCM) Officials are subjected to a Code of Conduct and Terms of Reference, and panel members of Bid Evaluation and Bid Adjudication Committees are required to declare all business interests with bidders or service providers, where applicable. In addition, all Iziko staff are required to declare any conflicts of interest, and detailed guidance in relation to the acceptance of gifts are in place

To further counteract abuse within SCM, Iziko has implemented a tool to facilitate the reporting of any complaints by internal or external stakeholders to Iziko’s Internal Audit function. Iziko also participated in the DAC’s whistle blowing campaign, and includes the Corruption and Fraud Hotline number provided in all emailed communication. Management has no knowledge of actual, suspected or alleged fraud during the reporting period.

Recruitment

Recruitment and selection processes are guided by employment legislation, as well as the Iziko Recruitment and Selection Policy, and the Employment Equity Policy. Vacant positions are advertised in a newspaper with a high readership of groups that are under-represented in the occupational level of the positions being advertised in order to improve the workforce profile.



Museum Night at the V&A Waterfront on 14 July 2016 saw visitors interested in maritime history flocking to the Iziko Maritime Museum. An initiative of The Thursdays, with Iziko as a founding partner, Museum Night attracts visitors to our museums after hours.

Addressing health and safety issues through training is a key priority to ensure that staff are adequately prepared for any situation that may present at our museums. Iziko offered 26 courses and provided 386 training opportunities for 164 staff members throughout the year.



At the end of the last financial year, 235 skilled and committed staff members were in the employ of Iziko, to ensure that all the objectives of the Museum are able to be carried out successfully.

3.8 Code of Conduct

Council had approved a Code of Conduct, which includes the following common law principles:

- Tender full performance;
- Follow reasonable instructions;
- Act with confidentiality and in good faith in terms of the employer’s business;
- Deal honestly with the property of the employer; and
- Accept that the employer has the right to exercise some measure of control over the manner in which the employee’s work is performed.

The approved Disciplinary and Grievance policies also guide the employment relationship between staff and Management, as well as the relationship between colleagues.

The following Core Values and Best Practices have also been developed by staff members:

- Open and honest in all dealings and disclosures;
- Non-sectarian and apolitical;
- Aspiring to excellence in the quality of our products and services;
- Committed to our standing regarding integrity and credibility;
- Consistent in honouring our legal and moral obligations; and
- Aware of the need to foster loyalty and long, enduring relationships.

3.9 Health and Safety Issues

Senior Managers are required to manage health and safety, and are guided by the Iziko Health and Safety Policy, which is based on the Occupational Health and Safety Act, 1993 (Act No. 85 of 1993), as amended, as well as the Regulations issued in terms of the Act. Occupational Health and Safety Representatives for each department are appointed in terms of Section 17 of the Act, and are required to monitor health and safety within their departments, and to report any issues to their Senior Manager. The Director Support Services calls meetings with Health and Safety Representatives and the Health, Safety and Security Officer to address health and safety issues.

The Health, Safety and Security Officer is required to monitor health and safety through regular inspections, followed by detailed reports to the Director Support Services.

3.10 Social Responsibility

3.10.1 Entrance Fee Concessions

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

Iziko has successfully addressed this challenge by implementing a diversified pricing structure that includes: free entry to students and pensioners on Fridays; discounted rates via family tickets; half-price entry for children and accompanying adults during school holidays; free entry for children 5 and under; free entry to Friends of the: Iziko South African National Gallery, Iziko South African Museum, and Iziko Michaelis Collection; and most importantly, the provision of free entry on 15 days annually.

These free days are linked to commemorative holidays throughout the year, i.e.:

- Human Rights Day – 21 March
- Freedom Day – 27 April
- International Museum Day – 18 May
- Africa Day – 25 May
- Youth Day – 16 June
- National Women’s Day – 9 August
- Heritage Week (18-24 September 2016), incorporating Heritage Day – 24 September
- National AIDS Awareness Day/ Emancipation Day – 1 December
- Reconciliation Day – 16 December

During the reporting period, 43,037 people took advantage of Iziko’s commemorative day concessions, including 13,656 children.

In addition to the concessions noted above, Iziko approves concessions for free entry on request, where appropriate. In 2016/17, a total of 7,556 additional concessions for free entry were granted, with an equivalent Rand value of R226,460. The majority of these concessions (6,531) were to visit the Castle of Good Hope, and approved by the Castle Control Board.



Iziko Educator, Lucy Williams with the Iziko Mobile Museum. This educational resource visited 58 schools and community-based organisations over the past year, taking this “museum without walls” to those who are unable to visit our museums.



A fossil preparation demonstration at the Iziko South African Museum on Heritage Day 2016. Commemorative days such as this one are opportunities for education, and introduces visitors to some of the fascinating careers at our museums.



St Mary's Primary School Grade 5 learners were invited to the Iziko South African National Gallery for a Mandela Day celebration. The learners were treated to an exciting day of artmaking, and a special gift from Iziko, made possible through generous funding from our partner, the HCI Foundation.

Concessions that allow access to the Iziko Planetarium are granted on request, where appropriate. In 2016/17, only 210 concessions were granted, as the Planetarium was closed for the digital upgrade from June 2016. The Rand value of these concessions is R7,120.

Due to the negative impact on visitor experience at the Iziko South African Museum (ISAM) due to construction linked to the Courtyard Project, which entails upgrading the research facilities of the museum and creating public access to these areas, complimentary tickets to the Iziko South African National Gallery (ISANG) were issued during 2016/17. Concessions granting free entry to the ISANG were utilised by 2,796 adults and 662 children. The Rand value of these concessions is R93,210.

The total value of concessions granted in 2016/17 is estimated to be R1,741,340.

3.10.2 Education

In addition to the concessions noted above, 47 schools and organisations, totaling 2,796 people, received free transport sponsored by the HCI Foundation, while Iziko sponsored 24 buses for 1,293 people. The value of the free transportation provided totalled R150,000, of which R100,000 was sponsored by the HCI Foundation, and R50,000 by Iziko.

Iziko also provides free educational resources to schools attending our educational and edu-tainment programmes. These are always well received, with teachers commenting that the resources assist with classroom practice. The equivalent Rand value of the 101 free educational resources made available by Iziko during 2016/17 was R14,320.

The Iziko Mobile Museum is an ongoing educational project designed to take the Museum to the people. It remains essential for Iziko to act as an agent to connect people, and in keeping with our strategic objectives, the Mobile Museum takes creative, educational and inspirational museum resources to schools and communities in historically disadvantaged metropolitan, rural and peri-urban communities. The Mobile Museum undertakes trips to various schools, malls, libraries, community and youth centres, where the staff share stories and explore our shared heritage. Furthermore, the Mobile Museum staff participate in festivals across South Africa, including SciFest in Grahamstown. This year, the Mobile Museum staff undertook 58 outreach trips, reaching 16,702 people. Iziko invested R60,000 in making the Iziko Mobile Museum outreach activities possible.

An integral part of our various public engagement programmes includes activities linked to South African commemorative days, on which the public is granted free entry and encouraged to visit our exhibitions and participate in programmes aimed at social cohesion and nation building. It is noted that some of the commemorative day celebrations and reflection programmes were done in collaboration with other organisations. Iziko invested R30,000 during 2016/17 in making public programme activities possible. The educational concessions facilitated an increase in the number of historically disadvantaged schools and communities accessing the resources of Iziko. This was made possible through the support received from organisations like the HCI Foundation, PENBEV, LOTTO, Rockefeller Foundation, Mellon Foundation, the DAC and DCAS.

3.10.3 Internships, Work Integrated Learning Students, PhD Students, Post-doctoral Researchers and Volunteers

Iziko facilitates the placement of graduate Interns, Work Integrated Learning Students (WILS), as well as post-doctoral researchers so that valuable experience can be gained from working with qualified Iziko staff. During the reporting period, Iziko hosted 40 interns and four PhD students.

Iziko was also assisted by 53 volunteers during the reporting period.

3.10.4 Venue Hire Concessions

Iziko Museums of South Africa offers a diverse range of versatile venues for corporate events, cocktail functions, conferences and weddings, large and small, for hire to public and private sector role players. The hire of Iziko's unique venues provides a key source of additional revenue, and serves to bring new audiences into our museums, thus promoting these national heritage sites, often to influential guests and decision-makers.

Iziko balances these commercial hires by extending limited concessions, and waiving venue hire fees for not-for-profit organisations that lack the means to afford these fees, where appropriate. Applications for concessions are considered by a Venue Hire Committee, up to a ceiling equivalent to 10% of revenue. The equivalent Rand value of venue hire concessions during 2016/17 was R8,500.

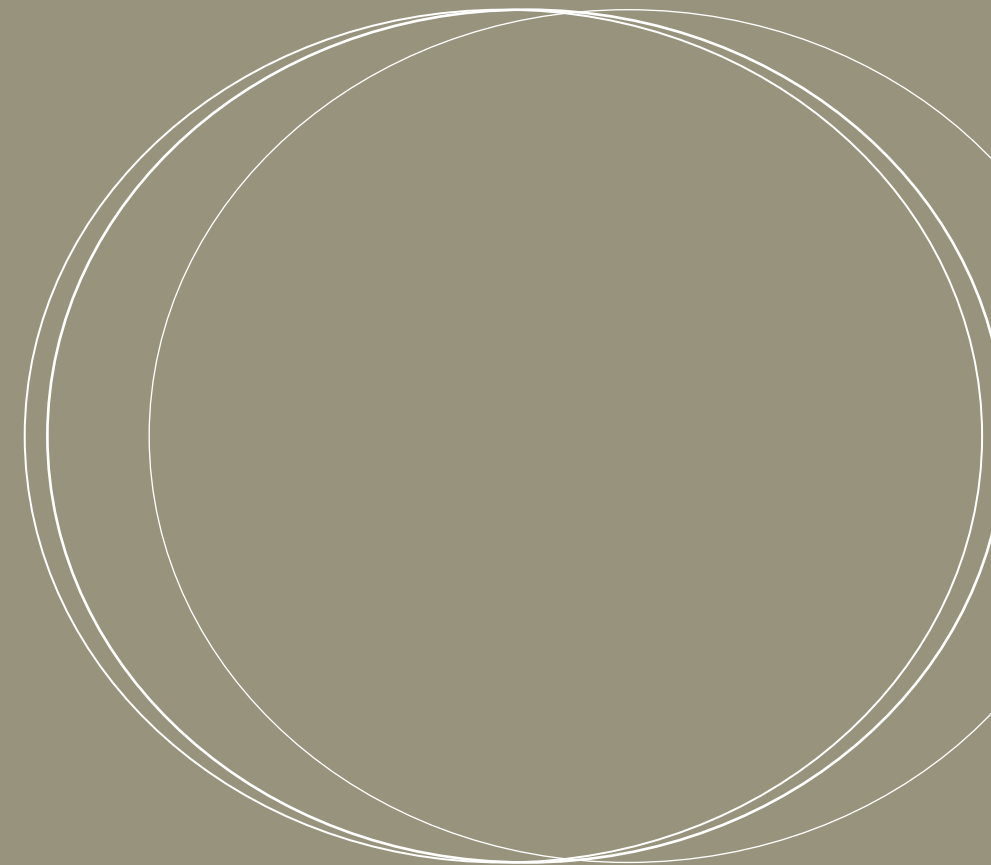


4 | HUMAN RESOURCE MANAGEMENT

Graphic representation of research and technology. Planetarium digital projection, courtesy of Sky-Skan.

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4.1 Introduction

The Human Resources department continued to implement the Climate and Culture Strategy, which aims to improve the Iziko organisational culture. Consultations with staff and Management informed the Strategy, which is being implemented in terms of a timeline set in the Strategy Implementation Plan, as reported under performance information in Chapter 2.

Iziko commenced the process to re-align the organisational structure prior to the reporting period, so a decision had been taken that some positions would remain vacant while consultations were taking place. For example, when a Senior Manager retired, a Curator was seconded as Head of Department and given a development opportunity while being paid an allowance. As Iziko does not contemplate retrenchments, this strategy allows the number of positions to be reduced without anyone losing their job.

In the reporting period, Council approved the realigned Senior Management level, comprising 7 positions, compared to 8 positions previously. The positions that were affected are listed in the table below.

TABLE 1. CHANGES IN SENIOR MANAGEMENT LEVEL

COLLECTIONS DEPARTMENTS	
Previous Positions	New Positions
Director Art Collections	Director Research & Exhibitions
Director Natural History Collections	Director Collections & Digitisation
Director Social History Collections	-

The positions Director Collections & Digitisation and Director Research & Exhibitions have been filled, following a selection process.

All other Senior Management positions remained unchanged, save for changes in the name of some positions.

Senior Managers have been consulting with staff in their departments regarding the development of departmental structures. The clustering of all duties/ functions in Iziko resulted in a re-aligned Senior Management level, so the process of clustering the duties/ functions of each department is also followed, which will result in the re-aligned structure of departments.

A Learning and Development Programme is implemented annually to ensure that staff members have the competency to perform their duties. As positions are being reviewed, some staff members may have to be re-skilled, so some training requests have been placed on hold until departmental structures are approved by Council.

4.2 Human Resource Oversight Statistics

There are 253 positions in the current organisational structure. From time to time, Iziko appoints staff members in temporary positions not included in the organisational structure to assist with projects, or positions funded externally by organisations such as the National Research Foundation, Ambassador’s Fund and the Andrew W. Mellon Foundation.

As explained above, several positions have remained vacant pending the implementation of the re-aligned structure. On 31 March 2017, there were 235 staff members in the employ of Iziko, comprising 173 staff members appointed indefinitely (permanently), 14 on a fixed-term contract of one year or more, and 48 appointed on short-term contracts of less than one year. The salaries of 15 staff members were funded externally.

4.3 Personnel Expenditure

Personnel expenditure is listed in the table below.

TABLE 2. PERSONNEL COSTS FOR 2016/17

TOTAL EXPENDITURE	PERSONNEL EXPENDITURE	TRAINING EXPENDITURE	CONSULTANCY SERVICES	PERSONNEL COSTS AS A % OF TOTAL EXPENDITURE	AVERAGE PERSONNEL COST PER EMPLOYEE
R95,410,496	R61,095,713	R324,971	R799,421	57,38%	R256,960

4.3.1 Cost Per Employee

The personnel cost per employee increased marginally to R256,960 compared to the previous financial year, when it was R248,240 for reasons explained in 4.4 below.

4.3.2 Training Expenditure

When the salary budget is developed, 1% of the salary budget is allocated to learning and development. It must be noted that this percentage is calculated in terms of formula in the the Skills Development Levies Act, 1999 (Act No. 9 of 1999), so it is less than 1% of the total personnel expenditure.

4.3.3 Fees

An amount of R799,421 was spent on consultants, compared to R635,416 spent in the previous reporting period. The nature of the consultancy work is listed in the table below.

TABLE 3. COST OF CONSULTANTS

DATABASE MAINTENANCE	CONSERVATION SERVICES	ADMINISTRATIVE SERVICES	LECTURE FEES	LEGAL FEES	STRATEGIC PLANNING	TOTAL CONSULTANCY COSTS
R36,864	R385,920	R211,905	R26,375	R108,357	R30,000	R799,421

Consultants were appointed to assist with the implementation of the Generally Recognised Accounting Practice (GRAP) 103 for Heritage, which is a major project and accounts for the increase in consultancy fees.

4.4 Salary Expenditure

Details regarding salary packages paid to staff members are provided in the table below.

TABLE 4. DETAILS OF THE 2016/17 SALARY EXPENDITURE

SALARIES		OVERTIME		HOUSING SUBSIDY	
Amount	Salaries as a % of personnel cost	Amount	Overtime as a % of personnel cost	Amount	Housing Subsidy as a % of personnel cost
R39,457,025	64,58%	R1,020,498	1,67%	R364,695	0,60%

MEDICAL AID CONTRIBUTIONS (STAFF)		EMPLOYER MEDICAL AID CONTRIBUTIONS (PENSIONERS)		EMPLOYER PENSION CONTRIBUTIONS	
Amount	Medical Aid Contributions (Staff) as a % of personnel cost	Amount	Medical Aid Contributions (Pensioners) as a % of personnel cost	Amount	Pension Contributions as a % of personnel cost
R2,723,852	4,46%	R2,944,594	4,82%	R7,062,378	11,56%

FIXED ALLOWANCES		OTHER ALLOWANCES		LECTURE FEES	
Amount	Fixed Allowances as a % of personnel cost	Amount	Other Allowances as a % of personnel cost	Amount	Lecture Fees as a % of personnel cost
R1,212,497	1,98%	R229,959	0,38%	R7,125	0,01%

ANNUAL BONUSES		ONCE-OFF BONUSES		SUBSISTENCE & TRAVEL	
Amount	Annual Bonuses as a % of personnel cost	Amount	Once-off Performance Bonuses as a % of personnel cost	Amount	Subsistence & Travel as a % of personnel cost
R3,323,051	5,44%	R1,345,234	2,20%	R142,696	0,23%

STATUTORY LEVIES (UIF & WCA)		LEAVE GRATUITIES ON TERMINATION		TOTAL PERSONNEL COSTS	
Amount	Statutory Levies as a % of personnel cost	Amount	Leave Gratuities as a % of personnel cost	Amount	Percentage
R406,540	0,67%	R145,435	0,24%	R60,385,577	98,84%

The expenditure included in the table above and hereafter excludes externally funded projects.
The above figures reflect the details of the actual personnel expenditure that accrued in 2016/17. The figures differ from the financial statements, as leave and bonus liability figures as at 31 March 2017 are excluded.

4.4.1 Basic Salaries

The only guaranteed income Iziko has, is the annual grant received by the Department of Arts and Culture, announced for three years in the Medium-term Expenditure Framework. Most of the grant is spent on salaries, so Iziko must generate a substantial additional income to cover the annual operating budget. It was a challenge to generate funding in the reporting period, as four museums, including the Planetarium, underwent major construction, impacting negatively on the income expected from gate revenue and venue hire.

As the income generated by Iziko cannot be guaranteed, the percentage salary increase approved by Council is equal to the percentage increase of the grant for the relevant financial year. As such, in the reporting period, the salary increase was 5,3%.

Council approved that salary increases be implemented annually in April instead of August, to bring Iziko in line with other entities in the heritage sector. This resulted in staff members receiving back pay for the period 1 April to 31 July 2016.

Salary expenditure increased from R37,889,475 to R39,457,025 due to salary increases, the increase having been backdated for four months, and the appointment of staff members to positions that had been vacant in the previous reporting period.

4.4.2 Overtime

A very small percentage of the overtime cost is spent on employees having to work overtime in order to meet deadlines. A large proportion of the overtime budget is spent on staff working on weekends and public holidays to keep museums open to the public, as well as on staff working after hours at events and public programmes. Overtime is also worked during venue hire events, and in such instances, the cost of overtime is covered by the venue hire income.

Overtime expenditure decreased from R1,147,528 to R1,020,498 since the last reporting period. The decrease in overtime worked is mainly as a result of fewer venues being hired out due to major construction at four museums, including the Planetarium upgrade.

4.4.3 Housing Subsidy

The amount spent on housing subsidies decreased from R369,695 to R364,695 due to a property of a staff member having been sold, and some staff members who had been receiving housing subsidies leaving the organisation.

4.4.4 Employer Medical Aid Contributions (Staff)

Medical aid contributions decreased from R2,772,662 to R2,723,852 due to staff members either cancelling membership, or some staff members who had been receiving an employer medical aid contribution leaving the organisation.

4.4.5 Employer Medical Aid Contributions (Pensioners)

The post-retirement medical aid benefit requires Iziko to continue to pay two-thirds of the pensioner's medical aid contribution. In an attempt to contain the post-retirement medical aid liability, for which provision must be made in the financial statements, a Council decision was taken in 2004 that staff members appointed after 1 October 2004 would not qualify for the post-retirement medical aid benefit.

Medical aid contributions for pensioners increased from R2,481,480 to R2,944,594 due to the annual increase in medical aid fees. In addition, two staff members with post-retirement medical benefits retired, so the costs were transferred to employer medical aid contributions for pensioners.

4.4.6 Employer Pension Contributions

Employer pension fund contributions increased from R6,803,964 to R7,062,378, due to an increase in salaries.

4.4.7 Fixed Allowances

The amount spent on fixed allowances increased from R1,044,885 to R1,212,497 due to the general increase in August 2016, which included an increase in allowances, which was backdated from April 2016.

4.4.8 Other Allowances

Allowances are paid to staff when they take on additional duties or where more senior positions are vacant and employees are temporarily seconded to these positions. This expenditure decreased from R271,470 to R229,959, mainly due to reduction in payment of non-pensionable allowances as two Director positions were vacant, one for 12 months and the other for eight months.

4.4.9 Lecture Fees

Lecture fees paid to external Planetarium Operators show a decrease from R29,900 to R7,125 as a result of the upgrade of the Planetarium, which commenced in July 2016.

4.4.10 Annual Bonuses

Staff members receive an annual bonus in November. This expenditure increased from R3,270,402 to R3,323,052 due to the salary increase.

4.4.11 Once-off Performance Bonuses

Subject to funding, employees may qualify for a once-off performance bonus if they performed in the excellent category (in the top 10% of their group) or in the above average category (in the next 20% of their group) as defined in the Iziko Performance Management Policy.

As the salary increase in the year under review was less than the CPIX and less than the increase received by staff in the public service and most heritage institutions, a decision was taken to allocate the provision for performance bonuses to once-off bonuses for staff members (excluding senior managers). No performance bonuses were thus paid to staff in 2016/17.



CATHSSETA Intern, Mbongikazi Tuswa, helps to pack up the Executive offices during the move to newly constructed offices on the sixth floor of the Iziko South African Museum.



Eugene Bergh, Curator Invertebrate Palaeontology and Geology at a stereo microscope, which enables the viewing of microfossils under higher magnification.



Curator, Ernestine White and artist, Ralph Ziman gave learners at the Iziko South African National Gallery a talk on the history and significance of the Casspir that formed part of the *Women's Work* exhibition.



Through the education programmes offered by our Education department, Art Educator, Yentl Kohler (left) helps youth find expression through art.

4.4.12 Subsistence and Travel

The figure includes subsistence and travel funded by Iziko for staff who travel on official business, as well as for staff who attend training abroad. Subsistence and travel funded externally are allocated to the relevant funding account, and are not reflected as part of personnel costs.

The expenditure in these categories increased from R58,567 to R142,696, due to more trips being undertaken locally and abroad in 2016/17.

4.4.13 Statutory Levies

Statutory levies are levies deducted from salaries in terms of legislation, such as the Unemployment Insurance Act, 2001 (Act No. 63 of 2001), as amended, and the Compensation for Occupational Injuries and Diseases Act, 1993 (Act No. 130 of 1993), as amended. The levies are charged as a percentage of the staff member's salary, so an increase in salary results in an increase in statutory levies, until a threshold set from time to time. This accounts for the increase from R376,914 to R406,540, as salaries increased by 5,3% in the year under review.

4.4.14 Leave Gratuities

The value of leave paid to staff members on termination of service is based on the salary package of the staff member, as well as the number of days of annual leave not taken in the annual leave cycle. Leave gratuities paid to staff whose services were terminated in the reporting period decreased from R299,759 to R145,435, mainly due to fewer staff leaving in 2016/17 compared to 2015/16.

4.5 Employment

4.5.1 Appointments

Appointments are either indefinite (permanent) or on a fixed-term contract, which include appointments on a long-term contract of one year or more, and a short-term contract of less than a year.

In this reporting period, 50 positions were filled, comprising 4 indefinite, 1 long-term contract, and 45 short-term contracts.

TABLE 5. INDEFINITE AND OTHER APPOINTMENTS

POSITION	NUMBER OF STAFF APPOINTED	TYPE OF APPOINTMENT	TOTAL APPOINTMENTS
Assistant Collections Manager	1	Indefinite	
Museum Attendant	2	Indefinite	
Collections Manager	1	Indefinite	
SUBTOTAL		Indefinite	4
Director	1	Long-term contract	
SUBTOTAL		Long-term contract	1
Data Capturer	19	Short-term contract	
Technical Assistant	9	Short-term contract	
Collections Manager	2	Short-term contract	
Financial Administrator	2	Short-term contract	
Museum Attendant	2	Short-term contract	
Specimen Preparator	2	Short-term contract	
Benefits Administrator	1	Short-term contract	
General Assistant	1	Short-term contract	
General Cleaner	1	Short-term contract	
Assistant Curator	1	Short-term contract	
Collections Assistant	1	Short-term contract	
Communications Assistant	1	Short-term contract	
Audio-visual Services Assistant	1	Short-term contract	
Garden Assistant	1	Short-term contract	
Registrar	1	Short-term contract	
SUBTOTAL		Short-term contracts	45
TOTAL APPOINTMENTS			50



The Support Services staff of Iziko Museums of South Africa ensure that our visitors receive a warm welcome to our museums.

4.5.2 Terminations

The services of 41 employees were terminated compared to 44 in the previous reporting period. Of these, 13 were appointed indefinitely, 2 on long-term contracts, and 26 on short-term contracts. The reasons for their leaving Iziko are provided in the table below.

TABLE 6. REASONS WHY STAFF MEMBERS ARE LEAVING THE INSTITUTION

REASON FOR TERMINATION OF SERVICE	INDEFINITE/ LONG-TERM CONTRACT	SHORT-TERM CONTRACT	TOTAL TERMINATIONS	% OF TOTAL
Death	1	1	2	0,85%
Resignations	9	9	18	7,66%
Expiry of contract	0	16	16	6,81%
Dismissal due to operational changes	0	0	0	0,00%
Dismissal due to misconduct	1	0	1	0,43%
Discharge due to ill health	0	0	0	0,00%
Retirement	4	0	4	1,70%
Other	0	0	0	0,00%
TOTAL	15	26	41	
Percentage of the total number of employees as at 31 March 2017				17,45%

4.6 Job Evaluation

It was not necessary to grade any positions during the reporting period.

4.7 Employment Changes

The annual turnover rate is reflected per Employment Equity (EE) Occupational Levels in the table below.

TABLE 7. ANNUAL TURNOVER RATE PER EE OCCUPATIONAL LEVELS FOR THE PERIOD 1 APRIL 2016 TO 31 MARCH 2017

OCCUPATIONAL LEVELS	NO. OF EMPLOYEES ON 31 MARCH 2016	NO. OF EMPLOYEES ON 1 APRIL 2016	APPOINTMENTS & TRANSFERS INTO THE INSTITUTION	TERMINATIONS & TRANSFERS OUT OF THE INSTITUTION	TURNOVER RATE	TRANSFERS INTO LEVEL	TRANSFERS FROM LEVEL	NO. OF EMPLOYEES ON 31 MARCH 2017	NO. OF EMPLOYEES ON 1 APRIL 2017
Top Management	1	1	0	0	0,00%	0	0	1	1
Senior Management	2	2	0	0	0,00%	0	0	2	2
Professionally qualified and experienced specialists and mid-management	6	6	0	0	0,00%	1	0	7	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	99	97	2	5	5,05%	3	1	95	95
Semi-skilled and discretionary decision-making	79	79	2	8	10,13%	1	3	71	71
Unskilled and defined decision-making	14	14	0	2	14,29%	0	1	11	11
TOTAL INDEFINITE STAFF	201	199	4	15	7,46%	5	5	187	187
CONTRACT STAFF	31	27	45	25	80,65%	0	0	48	43
TOTAL	232	226	49	40	17,24%	5	5	235	230

4.8 Promotions

Nine staff members were appointed to a position at a higher level, following a selection process.

TABLE 8. TOTAL NUMBER OF STAFF MEMBERS APPOINTED TO MORE SENIOR POSITIONS FROM 1 APRIL 2016 TO 31 MARCH 2017

NO.	GROUP	GENDER	FORMER POSITION	NEW POSITION
1	Coloured	Male	Benefits Administrator	Assistant Coordinator Remuneration & Benefits
2	Coloured	Male	Assistant Collections Manager	Collections Manager
3	Coloured	Female	Assistant Collections Manager	Collections Manager
4	White	Male	Registrar	Collections Manager
5	African	Female	General Cleaner	Museum Attendant
6	White	Male	Museum Attendant	Messenger/ Driver
7	African	Male	Exhibitions Technical Assistant	Assistant Collections Manager
8	African	Female	Specimen Preparator	Assistant Collections Manager
9	Coloured	Male	Curator	Director Collections and Digitisation

4.9 Employment Equity
4.9.1 Workforce Profile

The table below shows the Iziko workforce profile per Employment Equity Occupational Level as at the last day of the reporting period.

TABLE 9. TOTAL NUMBER OF STAFF MEMBERS IN OCCUPATIONAL LEVELS AS AT 31 MARCH 2017

POST LEVEL	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	M	F	
Top Management	0	0	0	0	0	0	1	0	0	0	1
Senior Management	1	0	0	0	0	0	0	1	0	0	2
Professionally qualified and experienced specialist in mid-management	0	2	0	2	0	1	1	1	0	0	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	9	19	0	13	13	31	4	11	1	0	101
Semi-skilled and discretionary decision-making	23	30	0	4	21	30	0	4	1	0	113
Unskilled and defined decision-making	3	0	0	0	4	4	0	0	0	0	11
TOTAL	36	51	0	19	38	66	6	17	2	0	235
IZIKO TARGETS	40	64	1	22	34	54	1	18	0	0	235
OVER (+)/ UNDER (-) REPRESENTATION	-5	-16	0	-4	1	14	4	1	2	0	

The readership of a newspaper is taken into account when positions are advertised, so when the Employment Equity Occupational Level related to the position advertised indicates that Black designated groups are under-represented, the position is advertised in a newspaper with a high Black readership.

Short-listing and interview panels are provided with the demographics of the Occupational Level related to the grade of the relevant position, so that they can consider the under- or over-representation of the applicant's group.

All four indefinite appointments made in the year under review were from Black designated groups, and 7 of the 9 promotions were staff members from Black designated groups.

Iziko is making every effort to address the workforce profile to ensure that under-represented groups become fully represented, however, applicants for specialist positions such as Curators do not always include applicants from under-represented groups.

4.9.2 Foreign Workers

As indicated in the workforce profile above, the number of foreign workers remains 2.

4.10 Leave Utilisation for the Period 1 April 2016 to 31 March 2017
4.10.1 Annual Leave

Iziko annually calculates the value of the leave that has accrued to staff but not yet taken as at 31 March 2017 in terms of the salary of the staff member. Provision is then made for this liability in the financial statements.

On 31 March 2017, the leave liability was R2,313,950, and is reflected in the provisions. The leave liability figure increased by R129,283, compared to the liability as at 31 March 2016. This can be attributed to the 5,3% salary increase implemented during the reporting period.

4.10.2 Sick Leave

The number of sick leave days taken in the reporting period is listed in the table below.

TABLE 10: SUMMARY OF SICK LEAVE TAKEN OVER THE PERIOD 1 APRIL 2016 TO 31 MARCH 2017

STATUS	NUMBER OF STAFF MEMBERS	TOTAL DAYS TAKEN PER YEAR	AVERAGE DAYS TAKEN PER PERSON PER YEAR	COST OF SICK LEAVE TAKEN THIS YEAR
Indefinite	202	1,425	7,05	R1,001,029
Contract	72	179	2,49	R68,293
TOTAL	274	1,604	5,85	R1,069,322

*Includes staff members terminated during the reporting period.

The average number of sick leave days taken per staff member decreased from 6,25 in the previous reporting period to 5,85 in the current reporting period, mainly due to the Human Resources department continuing to closely monitor absenteeism in the reporting period.

4.10.3 Special Leave

During the reporting period, special leave was granted in the categories of maternity, paternity, family responsibility, compassionate, religious, examination and study leave.

4.11 Health Promotion Programmes

Iziko has an Employee Assistance Programme (EAP) that aims to improve the health and well-being of our staff members by primarily creating an awareness of health issues, and promoting ongoing healthy living.

The HR department facilitated awareness sessions with the designated medical aid schemes (Bestmed and Fedhealth) to screen staff members for blood pressure, glucose, obesity, cholesterol and body-mass index (BMI). The screening was followed by one-on-one sessions to provide assistance to control health conditions. Staff members requiring a referral to a dietician could have five sessions with a registered dietician. Six staff members were identified as requiring health interventions.

4.12 Labour Relations

The HR department assisted line managers with regard to disciplinary action against 6 staff members.

TABLE 11. DISCIPLINARY ACTION TAKEN FROM 1 APRIL 2016 TO 31 MARCH 2017

MALE				FEMALE				OUTCOME
A	C	I	W	A	C	I	W	
1	0	0	0	0	0	0	0	Dismissal
0	1	0	0	0	1	0	0	Final Written Warning
0	3	0	0	0	0	0	0	Written Warning

4.13 Learning and Development

A Learning and Development Programme is developed annually, and funded by 1% of payroll, as explained above. In the year under review, some training requests were placed on hold while the structure was being reviewed, so the total budget was not spent.

The 2016/17 Programme focused on compliance requirements such as those related to the implementation of GRAP 103. Training in security, first aid and firefighting to prepare staff in the event of a disaster were also presented.

Iziko offered 26 courses, and provided a total of 386 training opportunities (including tertiary studies) for 164 staff members during the reporting period.

4.13.1 Staff Training

The number of employees who received training in the reporting period is reflected in the table below.

TABLE 12. TOTAL NUMBER OF STAFF MEMBERS IN EACH OCCUPATIONAL LEVEL WHO RECEIVED TRAINING DURING THE PERIOD 1 APRIL 2016 TO 31 MARCH 2017

POST LEVEL	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W	
Top Management	0	0	0	0	0	0	1	0	1
Senior Management	1	0	0	0	0	0	0	1	2
Professionally qualified and experienced specialists and mid-management	0	2	0	2	0	1	1	1	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	10	15	0	5	12	25	3	5	75
Semi-skilled and discretionary decision-making	12	14	0	2	12	18	0	2	60
Unskilled and defined decision-making	2	1	0	0	4	4	0	0	11
TOTAL INDEFINITE STAFF	25	32	0	9	28	48	5	9	156
Contract Staff	3	1	0	0	1	2	0	1	8
TOTAL STAFF	28	33	0	9	29	50	5	10	164

4.13.2 Training Opportunities

In some instances, staff members attended more than one training course. The number of training opportunities is reflected in the table below.

TABLE 13. TOTAL NUMBER OF TRAINING OPPORTUNITIES PROVIDED DURING THE PERIOD 1 APRIL 2016 TO 31 MARCH 2017

MALE				FEMALE				TOTAL
A	C	I	W	A	C	I	W	
59	70	0	18	78	130	10	21	386*

*Includes five candidates enrolled for tertiary studies.

4.13.3 Tertiary Studies

Iziko supported five staff members enrolled for tertiary studies. All five staff members are from Black designated groups.

TABLE 14. TOTAL NUMBER OF TERTIARY TRAINING COURSES SUPPORTED BY IZIKO DURING THE PERIOD 1 APRIL 2016 TO 31 MARCH 2017

MALE				FEMALE				TOTAL
A	C	I	W	A	C	I	W	
0	2	0	0	2	1	0	0	5

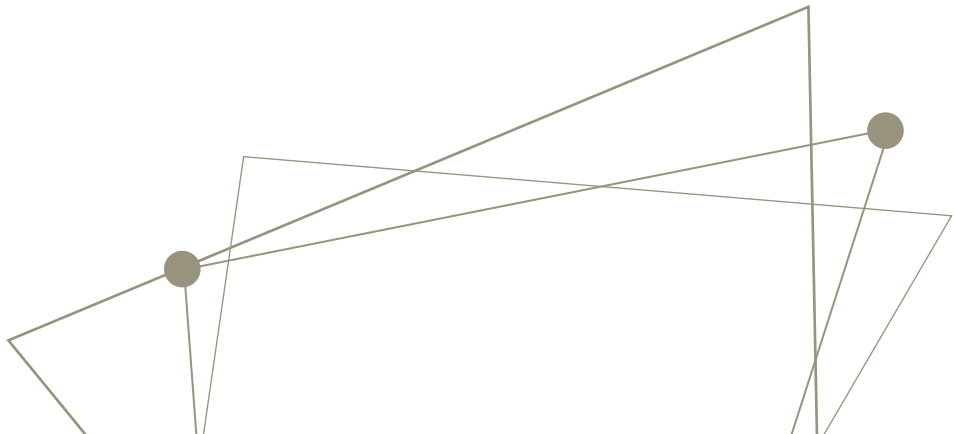
4.14 Injury on Duty

Six incidents of injury on duty were reported, none of which were serious.

A staff member died on the premises of Iziko and, although his death was not due to an injury on duty, the event was reported to the Provincial Director, as prescribed.

4.15 Labour Court Guarantee

In the 2015/16 Annual Report, details were provided on a matter that had been referred to the Labour Court for which the amount of R187,682 had been placed in the trust account of Iziko’s legal counsel, in the event that the application by the former employee was successful. As this matter has not yet come before the Court, this amount remains in the balance sheet at the close of the 2016/17 financial year.



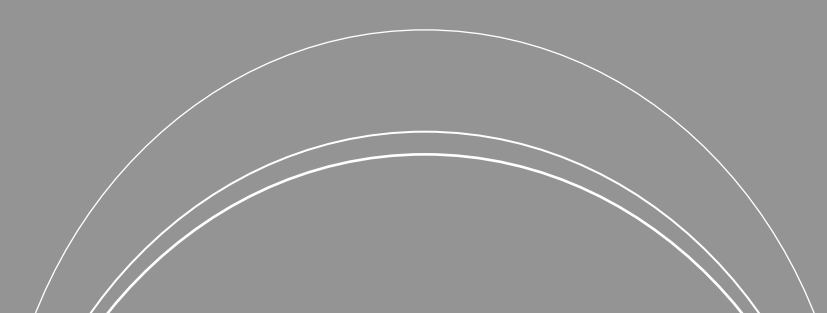


5 | FINANCIAL INFORMATION

Graphic representation of the solar system. Planetarium digital projection, courtesy of Sky-Skan.

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Statement of Responsibility

The Public Finance Management Act, 1999 (Act No. 1 of 1999), as amended, requires the Council to ensure that Iziko Museums of South Africa (Iziko) keeps full and proper records of its financial affairs. The annual financial statements (AFS) should fairly present the state of affairs of Iziko, its financial results, its performance against predetermined objectives, and its financial position at the end of the year, in terms of the prescribed Standards of Generally Recognised Accounting Practices (GRAP).

The AFS are the responsibility of the Council. The Auditor-General of South Africa (AGSA) is responsible for independently auditing and reporting on the financial statements. The AGSA has audited Iziko’s financial statements, and the Auditor-General’s report appears on page 70.

The financial statements have been prepared in accordance with the prescribed standards of GRAP, including any interpretation of such statements issued by the Accounting Standards Board. These AFS are based on appropriate accounting policies, supported by reasonable and prudent judgements and estimates.

The Council has reviewed Iziko’s budgets and cash flow forecasts for the year ending 31 March 2018. On the basis of the review, and in view of the current financial position, the Council has every reason to believe that Iziko will be a going concern in the year ahead, and has continued to adopt the going concern basis in preparing the financial statements.

The Council sets standards to enable Management to meet the above responsibilities by implementing systems of internal control and risk management, where possible, that are designed to provide reasonable, but not absolute assurance against material misstatements and losses. The entity maintains internal financial controls to provide assurance regarding:

- The safeguarding of assets against unauthorised use or disposition; and
- The maintenance of proper accounting records and the reliability of financial information used within Iziko or for publication.

The controls contain self-monitoring mechanisms, and actions are taken to correct deficiencies as they are identified. Even an effective system of internal control, no matter how well designed, has inherent limitations, including the possibility of circumvention or the overriding of controls. An effective system of internal control, therefore, aims to provide reasonable assurance with respect to the reliability of financial information and the presentation of financial statements. However, because of changes in conditions, the effectiveness of internal financial controls varies over time.

The Council has reviewed Iziko’s systems of internal control and risk management for the period from 1 April 2016 to 31 March 2017. The Council is of the opinion that Iziko’s systems of internal control and risk management were effective for the period under review.

In the opinion of the Council, based on the information available to date, the AFS fairly present the financial position of Iziko at 31 March 2017, and the results of its operations and cash flow information for the year, and that the Code of Corporate Practices and Conduct has been adhered to.

The annual financial statements for the year ended 31 March 2017, set out on pages 77 to 133, are submitted for auditing, and approved by the Council in terms of section 51(1)(f) of the Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999), as amended, and are signed on its behalf by:



Ms R Omar
Chief Executive Officer
Date: 31 July 2017



Ambassador D Moopeloa
Chairman of Council
Date: 31 July 2017

Report of the Audit and Risk Committee for the Financial Year Ended 31 March 2017

We are pleased to present the Audit and Risk Committee Report for Iziko Museums of South Africa for the financial year ended 31 March 2017.

Audit and Risk Committee Members and Attendance
The Audit and Risk Committee of the sixth Council, appointed by the Minister of Arts and Culture in August 2016, consists of one non-executive member of Council and two independent Audit Committee members.

The Audit and Risk Committee met six times during the year to 31 March 2017. The attendance of the sittings of the Audit and Risk Committee for the period 1 April 2016 to 31 March 2017, where there were additional meetings held with Management, was as follows:

Name of Member	Number of Meetings
	Attended April 2016 to 31 March 2017
Mr D Coovadia (Non-executive Council member and Chairman)	3
Mr A Mooke (Council member)	3
Ms LAK Robinson (Reappointed Independent Member)	3
Mr R Nicholls (New Independent Chairman)	1
Ms S Makhathini (Council member)	1
Ms A Lapoorta (Independent Member)	1

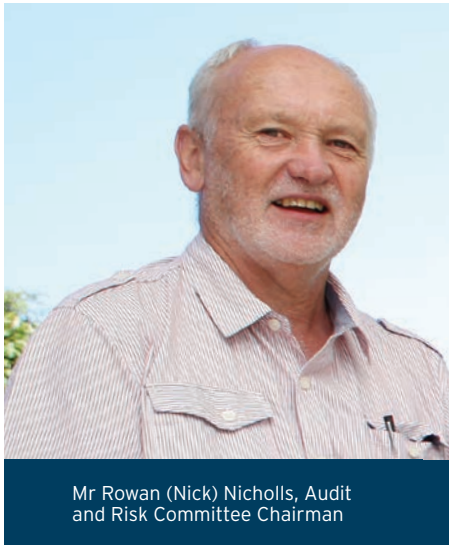
Representatives of the Auditor-General of South Africa attended the Audit and Risk Committee meetings, by invitation.

The term of the previous Council came to an end on 31 July 2016. A new Audit and Risk Committee Chairman, Mr Rowan (Nick) Nicholls, who was a member of the previous Council, was appointed as the new independent Audit and Risk Committee Chairman. Ms Sijabulile Makhathini replaced Mr Andy Mooke as the Council member on the Committee.

Due to the resignation of independent member, Mr Mahomed Hassim, Ms Althia Lapoorta was appointed as the second independent committee member. The term of the additional independent committee member, Ms Laura Robinson, came to an end in November 2017 and Mr Peter Heeger was appointed as the second independent Audit and Risk Committee member, with his first meeting being in the 2017-18 financial year.

Audit and Risk Committee Responsibility
The Audit and Risk Committee reports that it has complied with its responsibilities arising from sections 51(1) (a) (ii) and 76(4) (d) of the Public Finance Management Act and Treasury Regulation 27.

The Audit and Risk Committee further reports that it has reviewed and reaffirmed the Audit and Risk Committee Charter during the year, has regulated its affairs in compliance with this Charter, and has discharged its responsibilities as contained therein.



Internal Audit

The internal audit activity has substantially fulfilled its responsibilities as set out in the Internal Audit Charter. A risk-based three-year and one-year Internal Audit Plan was considered and adopted by the Audit Committee, as required by Treasury Regulation 27.2.7.

The internal audit activity, which consists of one staff member only, is not able to adequately perform work on the financial, information technology, performance and supply chain management functions. Therefore, a co-sourced internal audit arrangement with the company Ernst & Young is currently in place.

The Effectiveness of Internal Control

Internal control is the system of controls and directives that is designed to provide cost-effective assurance that assets are safeguarded, that liabilities and working capital are efficiently managed, and that the organisation fulfils its mandate, in compliance with all relevant statutory and governance duties and requirements.

From the review undertaken by internal audit, the Audit and Risk Committee is able to report that the system of internal control for the year under review is considered effective, as the various reports of the internal audit, and the Auditor-General of South Africa (AGSA) have not reported any significant or material non-compliance with prescribed policies and procedures and legislation, except for the misstatements on heritage assets, identified by the auditors in the submitted financial statements. The implementation date for GRAP 103 became due on 31 March 2015, and although processes were put in place to adhere to these Standards, Management did not have sufficient time to complete this implementation fully.

Matters identified in the management letter of the AGSA were monitored by the Audit and Risk Committee and internal audit, during the year.

The following are areas of concern:

- The institution's post-retirement medical aid liability.
- Full compliance with the Accounting Standard on Heritage Assets: GRAP 103.

Donor Funding

The Audit and Risk Committee is pleased to report that the expenditure relating to the National Research Foundation project grants and donor funds was tested and reviewed by the AGSA during the year, and that Management is to be complimented on the manner in which these funds were managed and controlled.

Reporting on Predetermined Objectives

The Audit and Risk Committee has reviewed Iziko’s reported performance information against selected predetermined objectives, reviewing the manner in which the outcomes and achievements relating to performance are measured and reported. There were no material findings.

In-Year Management and Quarterly Reports

Iziko has reported and submitted quarterly reports to the Executive Authority, the Department of Arts and Culture, as is required by the PFMA. The Committee is satisfied with the reports prepared and issued during the year under review.

Evaluation of Financial Statements

The Audit and Risk Committee has:

- Reviewed and discussed the audited annual financial statements included in the annual report with the AGSA and with the Chief Executive Officer on behalf of Council, which is Iziko’s Accounting Authority;
- Reviewed the AGSA's Management Report and Management responses;
- Reviewed changes in accounting policies and practices, where applicable;
- Reviewed and endorsed adjustment that resulted from the audit; and
- Reviewed the report of the AGSA for the year ended 31 March 2017.

Auditor’s Report

The Audit and Risk Committee has reviewed Iziko’s implementation plan for the audit issues raised in the prior year, and is satisfied that the matters have been adequately resolved. The Audit Committee notes that the Accounting Standard, GRAP 103 on Heritage Assets was fully in place but not finally completed by year-end, as reported by the Auditor-General.

The Audit and Risk Committee concurs with and supports the AGSA's conclusion on the annual financial statements, and is of the opinion that the audited annual financial statements should be accepted and read together with the AGSA's report.

Stakeholders

The Committee, on behalf of the Iziko Council, extends its gratitude to the Management Team, the Auditor-General and the Internal Audit activity for the manner in which they have discharged their duties to safeguard good governance. The Committee thanks the Council for the support and confidence it has placed in it.



Mr Rowan (Nick) Nicholls
Independent Chairman Audit Committee

Date: 26 July 2017

Report of the Auditor-General to Parliament on Iziko Museums of South Africa

Report on the audit of the financial statements

Opinion

- 1. I have audited the financial statements of Iziko Museums of South Africa set out on pages 77 to 133, which comprise the statement of financial position as at 31 March 2017, and the statement of financial performance, statement of changes in net assets, and cash flow statement for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
- 2. In my opinion, the financial statements present fairly, in all material respects, the financial position of Iziko Museums of South Africa as at 31 March 2017, and its financial performance and cash flows for the year then ended in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA).

Basis for opinion

- 3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
- 4. I am independent of the entity in accordance with the International Ethics Standards Board for Accountants' Code of ethics for professional accountants (IESBA code) and the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
- 5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter

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

Restatement of corresponding figures

- 7. As disclosed in notes 2, 4, 12 and 20 to the financial statements, the corresponding figures for 31 March 2016 have been restated as a result of an error in the financial statements of the entity at, and for the year ended, 31 March 2017.

Responsibilities of the accounting authority for the financial statements

- 8. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the SA Standards of GRAP and the requirements of the PFMA, and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
- 9. In preparing the financial statements, the accounting authority is responsible for assessing Iziko Museums of South Africa'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 there is an intention either to liquidate the entity or to cease operations, or there is no realistic alternative but to do so.

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

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

Report on the audit of the annual performance report

Introduction and scope

- 12. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
- 13. My procedures address the reported performance information, which must be based on the approved performance planning documents of the entity. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
- 14. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objectives presented in the annual performance report of the entity for the year ended 31 March 2017:

Objectives	Pages in the annual performance report
Programme 2 - Collections (Business development)	35-36
Programme 3 - Public engagement	36-40

- 15. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
- 16. I did not raise any material findings on the usefulness and reliability of the reported performance information for the following objectives:
 - Programme 2 - Collections (Business development)
 - Programme 3 - Public engagement

Other matters

- 17. I draw attention to the matters below.

Achievement of planned targets

- 18. Refer to the annual performance report on pages 26 to 33 for information on the achievement of planned targets for the year and explanations provided for the under- or over-achievement of a significant number of targets.

Adjustment of material misstatements

- 19. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of programme 3 - Public engagement. As Management subsequently corrected the misstatements, I did not report any material findings on the usefulness and reliability of the reported performance information.

Report on audit of compliance with legislation

Introduction and scope

20. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the entity with specific matters in key legislation. I performed procedures to identify findings, but not to gather evidence to express assurance.
21. The material finding in respect of the compliance criteria for the applicable subject matter is as follows:

Financial statements

22. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework and supported by full and proper records, as required by section 55(1)(a) and (b) of the PFMA. Material misstatements of non current assets identified by the auditors in the submitted financial statements were corrected and the supporting records were provided subsequently, resulting in the financial statements receiving an unqualified audit opinion.

Other information

23. Iziko Museums of South Africa’s accounting authority is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor’s report and those selected objectives presented in the annual performance report that have been specifically reported on in the auditor’s report.
24. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information, and I do not express an audit opinion or any form of assurance conclusion thereon.

25. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected objectives presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed on the other information obtained prior to the date of this auditor’s report, I conclude that there is a material misstatement of this other information, I am required to report that fact.

Internal control deficiencies

26. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.
27. Management did not prepare accurate and complete financial and performance reports that were supported and evidenced by reliable information, due to the verification and valuation of heritage assets not having been completed at the time of submitting the financial statements.

Auditor - General

Cape Town
Date: 31 July 2017



Auditing to build public confidence

Annexure - Auditor-general’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for selected objectives and on Iziko Museums of South Africa’s compliance with respect to the selected subject matters.

Financial statements

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

Communication with those charged with governance

3. I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting authority that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related safeguards.

Accounting Authority’s Report for the Year Ended 31 March 2017

Report by the Council to the Executive Authority, Minister of Arts and Culture, and Parliament of the Republic of South Africa.

1. General Review of the State of Financial Affairs

Iziko’s results for the year ending 31 March 2017 show satisfactory progress, despite the adverse economic climate and the impact of the fluctuation on the Rand on the large Planetarium Upgrade Project. Investments, cash and cash equivalents have increased by 10% from R109,185,741 to R120,506,287. These holdings (due mainly to the funds received from various donors for core functions projects and the DAC for capital projects) have increased, despite Iziko providing bridging finance for the Planetarium Upgrade Project, as well as the implementation of the GRAP 103 Accounting Standard on Heritage Assets.

Iziko received most of its funding through a subsidy allocation from the government, i.e. the national Department of Arts and Culture. During the year under review, Iziko’s total revenue increased by 11% from R90,814,446 to R102,417,685.

The subsidy allocation from the DAC increased by 5% from R68,336,000 to R71,958,000 for the year. The subsidy represents 70% of total income. 10% of income was derived from donor funding, and 20% was own income generated through entrance fees, venue hire, rental of premises and professional museums services.

Iziko’s operating expenditure was increased by an amount of R14,093,626 (17%) from R81,316,870 to R95,410,496, of which 58% was spent on the implementation of the GRAP 103 project.

The post-retirement medical liability increased by R1,085,972, and Iziko has generated a net surplus of R7,007,189 as a result of the large increase in total revenue generated during the year under review.

Iziko’s financial circumstances remain stable. While Iziko has received limited funding for its operations over the last few years, it has practiced good

governance with regard to management of its funds, observing the requirements of its donors, as well as compliance with the Public Finance Management Act and National Treasury Regulations, where applicable.

While a great deal of work still lies ahead to improve the bottom line and meet the targets set in the Strategic Plan, the results for the year show progress, and Management remains committed to achieving its strategic objectives.

2. Services Rendered by Iziko

2.1 List of Services Rendered

Iziko’s core business is to manage and promote its unique combination of South Africa’s heritage collections, sites and services for the benefit of present and future generations. The services rendered by Iziko, in these areas, among others are: Exhibitions; Education and Public Programmes; Collections Management (including loans to other institutions); Development of Collections; Conservation; Research; Curatorial Services; and Publication (both popular and scientific).

The Collections departments, in collaboration with the Education department, offer exhibitions that meet the diverse needs of education and life-long learning. The exhibitions and public programmes, and abundant initiatives dedicated to conserving and preserving South Africa’s natural, social and cultural heritage for all its people, continue to contribute to nation building, social cohesion and transformation.

In addition to Iziko’s core business, services such as venue hire, outsourcing of coffee shops and professional museums services are rendered.

2.2 Tariff Policy

Tariffs are charged for entrance fees, rental of premises, venue hire, photographic services and professional museums services. Tariffs are negotiated at the outset of entering into a service agreement. Iziko reviews tariffs on an annual basis.

3. Capacity Constraints

During the year under review, Executive Management continued the implementation of the re-aligned organisational structure to effectively and efficiently deliver on the objectives of the Strategic Plan. Due to insufficient funding, Iziko is not able to grow its human capital to its full potential, and is unable to employ the necessary staff required to fulfill its core function activities to the maximum potential. An increase in the number of younger staff in key areas would allow for the transfer of skills, capacity development and succession planning. Executive Management continued to evaluate the efficiency of the re-aligned structure, and to maximise opportunities to diversify our demographic profile.

4. Utilisation of Donor Funds

During the year under review, donor funds amounting to R8,657,305 was received from national government agencies, research foundations, corporate business, and private individual donors. The funds are regarded as committed funds because they are earmarked and utilised for specific projects, such as acquisitions, exhibitions, conservation, collections management, research, education, and capital works projects that have a lifespan of more than one year. These projects form an integral part of the museum’s core function activities, and contributed significantly to Iziko’s success.

5. Public Entity

Iziko is listed as a Schedule 3A national Public Entity in terms of the Public Finance Management Act, 1999 (Act No. 1 of 1999, as amended by Act No. 29 of 1999), and is governed by the Cultural Institutions Act, 1998 (Act No. 119 of 1998). Iziko operates under the jurisdiction of the Council. The national Department of Arts and Culture is the controlling Executive Authority.

Business address:	Postal address:
25 Queen Victoria Street	PO Box 61
Cape Town	Cape Town
8000	8001

6. Jurisdiction

Iziko resides and is effectively managed in South Africa. The controlling Executive Authority is the national Department of Arts and Culture.

7. New/ proposed Activities

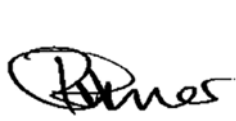
The professional Art, Natural History and Social History Collections staff are skilled in museum practice and in specialised areas of historical and scientific knowledge. They are well placed to transfer their skills, but Iziko needs funding to support trainee positions from previously disadvantaged communities, in line with its Employment Equity Strategy.

The upgrade of the Iziko Planetarium (for which funds have been secured in partnership with the Department of Arts and Culture; Department of Science and Technology; National Research Foundation, National Lotteries Commission; University of the Western Cape; University of Cape Town; and the Cape Peninsula University of Technology); as well as the development of a Maintenance and Conservation Plan for Iziko sites, are near completion. The development of the Iziko Slave Lodge as a museum that focuses on both slavery and human rights continues; as does the proposed development of a Centre for Contemporary Art in Cape Town, the Iziko Maritime Museum, and the upgrade and maintenance of the IT infrastructure.

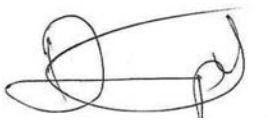
The implementation of the Accounting Standard, GRAP 103 on Heritage Assets, in compliance with Treasury Regulations, is underway, and paves the way for the digitisation of the heritage assets. The completion of the network infrastructure and Disaster Recovery Site Project will enhance the efficiency and speed of Iziko’s network, as well as address business continuity in terms of our Disaster Management Plan.

8. Approval

The annual financial statements set out on pages 77 to 133 have been approved by the Council.



Ms R Omar
Chief Executive Officer
Date: 31 July 2017



Ambassador D Moopeloa
Chairman of Council
Date: 31 July 2017

Corporate Governance

Governance of the institution was streamlined through the operation of a system of committees of Council. The sub-committees in operation are the Strategy and Policy; Finance and Budget; and Corporate Governance and Compliance Committees. In addition, an independent Audit and Risk Committee continued to provide oversight of the financial reporting process, the audit process, the system of internal controls, and compliance with laws and regulations.

During the year under review, the internal audit unit, under the direction of an Internal Auditor, continued with the mandate of carrying out an effective internal audit of Iziko’s internal controls, as informed by the relevant policies, systems and operating procedures.

The Council recognises that good governance and compliance practices are crucial for the sustained development of Iziko, and is committed to instilling good governance and compliance processes in all its operations going forward.

Risk Management

Senior Managers are members of the Risk Management Committee and the Disaster Management Committee. These committees are guided by the Risk Management Policy and the Disaster Management Policy and Plan approved by Council. The performance of Senior Managers is measured in terms of performance and the management of risks and disasters related to their areas of responsibility.

Senior Managers annually identify risks that can be removed from the Risk Register, and those risks that should be included in the Risk Register. A plan to mitigate or eradicate each risk in terms of a set timeframe is included in the Risk Register. The risks deemed to pose the highest risk to Iziko are placed on the Risk Dashboard, which is monitored by the CEO.

The Disaster Management Committee met in the reporting period to discuss the effectiveness of the response to two fires at Iziko sites. Although positive feedback was received regarding the response to both fires, the Committee identified areas that could be improved. Disaster Management Procedures were reviewed and, where appropriate, improvements were made to the procedures.

Materiality and Significance Framework for 2016/2017 Financial Year

In terms of the PFMA and National Treasury Regulation 28.1.5, the Council has developed and agreed to a framework of acceptable levels of materiality and significance.

Statement of Financial Position at 31 March 2017

	Notes	2017 R	Restated 2016 R
ASSETS			
Non-current Assets		2,478,307,144	2,473,696,417
Property, plant and equipment	2	17,461,887	13,251,219
Intangible assets	3	207,864	349,645
Heritage assets	4	2,460,459,664	2,460,095,553
Investment	7.1	177,729	-
Current Assets		134,519,946	114,201,176
Inventories	5	122,052	114,382
Trade and other receivables from non-exchange transactions	6	855,305	2,836,126
Trade and other receivables from exchange transactions	6	13,214,031	2,064,927
Investment at fair value	7	16,868,938	15,638,010
Cash and cash equivalents	8	103,459,620	93,547,731
TOTAL ASSETS		2,612,827,090	2,587,897,593
LIABILITIES			
Non-current Liabilities		79,899,353	65,089,049
Provision: Post-retirement medical benefit	10.2	65,604,425	64,954,096
Deferred income - Unspent conditional grants	11	5,197,440	134,953
Deferred income - Unspent conditional government grants	11.1	9,097,488	-
Current Liabilities		58,749,922	55,637,918
Trade and other payables from exchange transactions	9.1	9,745,283	9,117,492
Trade and other payables from non-exchange transactions	9.2	3,950,442	3,821,940
Provision: Post-retirement medical benefit	10.2	3,332,206	2,896,563
Deferred income - Unspent conditional grants	11	22,592,339	17,213,509
Deferred income - Unspent conditional government grants	11.1	19,129,652	22,588,414
TOTAL LIABILITIES		138,649,275	120,726,967
NET ASSETS		2,474,177,815	2,467,170,626
Provision: Post-retirement medical benefit		9,398,674	(98,902)
Deferred income - Unspent conditional grants		2,457,771,952	2,457,771,952
Deferred income - Unspent conditional government grants		7,007,189	9,497,576
TOTAL NET ASSETS		2,612,827,090	2,587,897,593

Statement of Financial Performance for the Year Ended 31 March 2017

	Notes	2017 R	Restated 2016 R
REVENUE		102,417,685	90,814,446
Revenue from non-exchange transactions		82,145,500	75,997,425
Government grant: Department of Arts and Culture		71,958,000	68,336,000
Government grant: Capital works projects		1,333,718	254,936
Sponsorship		8,657,305	5,324,455
Cash and asset donations		196,477	2,082,033
Revenue from exchange transactions		20,272,185	14,817,021
Interest revenue		8,057,819	5,880,732
Admission fees		5,917,306	6,028,645
Rental income		749,444	706,511
Fair value gain		58,888	7,329
Reversal of impairment		-	79,610
Post-retirement actuarial gain		3,933,970	354,454
Other income		1,554,758	1,759,740
EXPENSES	12	95,410,496	81,316,870
Personnel		61,095,713	58,819,226
Administrative		2,902,079	2,851,211
Depreciation and amortisation expenses		2,994,341	2,461,997
Post-retirement actuarial finance costs		6,764,801	5,508,053
Other operating expenses		21,653,562	11,676,383
NET SURPLUS /(DEFICIT) FOR THE YEAR		7,007,189	9,497,576

Statement of Changes in Net Assets for the Year Ended 31 March 2017

	Revaluation Reserve R	Accumulated Surplus R	Total net assets and reserves R
Balance at 1 April 2015	-	(2,871,082)	(2,871,082)
Prior period adjustments		2,772,180	2,772,180
Balance at 1 April 2015 restated	-	(98,902)	(98,902)
Surplus/(Deficit) for the year		9,497,576	9,497,576
Valuation of assets	2,457,771,952		2,457,771,952
Balance at 31 March 2016	2,457,771,952	9,398,674	2,467,170,626
Balance at 1 April 2016	2,457,771,952	9,398,674	2,467,170,626
Surplus/(Deficit) for the year	-	7,007,189	7,007,189
Balance at 31 March 2017	2,457,771,952	16,405,863	2,474,177,815

Cash Flow Statement for the Year Ended 31 March 2017

	Notes	2017 R	Restated 2016 R
Cash flows from operating activities			
Cash generated in operations	13	10,630,510	18,659,188
Cash receipts from customers and donors		101,239,344	96,199,913
Cash paid to suppliers and employees		(90,608,834)	(77,540,725)
Interest received		8,057,819	5,880,732
Net cash inflow from operating activities		18,688,329	24,539,920
Cash flows from investing activities			
Purchase of investments		(1,408,656)	(929,439)
Purchase of property, plant and equipment		(7,057,101)	(2,721,055)
Purchase of intangible assets		(6,965)	(150,306)
Purchases of heritage assets		(303,718)	(320,261)
Net cash outflows from investing activities		(8,776,440)	(4,124,061)
Net increase in cash and cash equivalents		9,911,889	20,418,859
Cash and cash equivalents at beginning of year		93,547,731	73,128,872
Cash and cash equivalents at end of year		103,459,620	93,547,731

Notes to the Financial Statements

1. Accounting Policies

The following are the principal accounting policies of Iziko Museums of South Africa (Iziko), which are consistent in all material respects, with those applied in previous years. The Museum applies uniform accounting policies as prescribed by the National Treasury, except to the extent that the entity has requested a deviation from the Treasury.

1.1 Basis of Preparation

The annual financial statements (AFS) have been prepared on an accrual basis of accounting, and are in accordance with the historical cost convention as the basis of measurement, unless specified otherwise.

They are presented in South African Rand, and all figures have been rounded to the nearest Rand. Assets, liabilities, revenue and expenses were not offset, except where offsetting is permitted or required by the Standards of Generally Recognised Accounting Practices (GRAP).

These AFS have been prepared in accordance with the effective Standards of GRAP, including any interpretations and directives issued by the Accounting Standards Board (ASB), with the exception of the following:

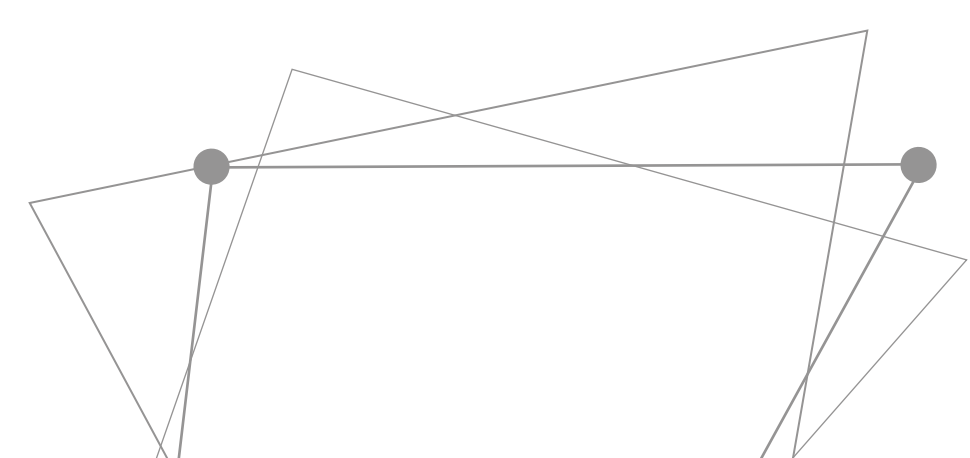
The entity has not fully complied with GRAP 103 due the asset verification and valuation of the assets not being finalised. This brings forth that all heritage assets under control of the entity were not tested for impairment in accordance with GRAP 103.59.

Further disclosure relating to heritage assets, and the valuation and verification of these, is included in the accounting policy on Heritage Assets (refer to note 1.6). Additional disclosure to the non-compliance serves as further information to the financial statements, and is not necessarily prescribed by the Standards of GRAP. The extent of departure from the standard cannot be reliably estimated due to circumstances provided in the accounting policies on Heritage Assets.

The following standards have been issued by the ASB, and the entity is required to apply the Standards of GRAP where the Minister has determined the effective date. The Minister has determined the effective date for the Standards of GRAP outlined below:

REFERENCE	TOPIC
GRAP Framework	Framework for the preparation and presentation of financial statements
GRAP 1	Presentation of financial statements
GRAP 2	Cash flow statements
GRAP 3	Accounting policies, changes in accounting estimates and errors
GRAP 4	The effects of changes in foreign exchange rates
GRAP 5	Borrowing costs
GRAP 6	Consolidated and separate financial statements
GRAP 7	Investments in associates
GRAP 8	Interests in joint ventures
GRAP 9	Revenue from exchange transactions
GRAP 10	Financial reporting in hyperinflationary economies
GRAP 11	Construction contracts
GRAP 12	Inventories
GRAP 13	Leases
GRAP 14	Events after the reporting date
GRAP 16	Investment property
GRAP 17	Property, plant and equipment
GRAP 18	Segment reporting
GRAP 19	Provisions, contingent liabilities and contingent assets
GRAP 21	Impairment of non-cash-generating assets
GRAP 23	Revenue from non-exchange transactions
GRAP 24	Presentation of budget information in financial statements
GRAP 25	Employee benefits
GRAP 26	Impairment of cash-generating assets
GRAP 27	Agriculture
GRAP 31	Intangible assets
GRAP 100	Discontinued operations
GRAP 103	Heritage assets
GRAP 104	Financial instruments
GRAP 105	Transfers of functions between entities under common control
GRAP 106	Transfers of functions between entities not under common control
GRAP 107	Mergers
IPSAS 20	Related party disclosures

In the current year, the entity has adopted all new and revised standards and interpretations issued by the ASB that are effective and relevant to its operations.



At the date of authorisation of the financial statements, the following Standards of GRAP are issued but do not have an effective date:

REFERENCE	TOPIC
GRAP 20	Related party disclosures
GRAP 32	Service concession arrangements: Grantor
GRAP 34	Separate financial statements
GRAP 35	Consolidated financial statements
GRAP 36	Investments in associates and joint ventures
GRAP 37	Joint arrangements
GRAP 38	Disclosure of interests in other entities
GRAP 108	Statutory receivables
GRAP 109	Accounting by principals and agents
GRAP 110	Living and non-living resources

Changes in accounting policies are only effected if a Standard of GRAP requires a change in the current Accounting Policy, which will result in more reliable and relevant information about the impact of the transactions or events on the entity’s financial statements.

1.2 Significant Judgements and Sources of Estimation Uncertainty

In preparing the AFS, Management is required to make estimates and assumptions that affect the amounts presented in the AFS and related disclosures. Estimates are only based on reliable, available information that does not undermine the reliability of the AFS. Use of available information and the application of judgements are inherent in the formation of estimates. Actual results in the future could differ from these estimates, which may be material to the AFS. Significant judgements include:

Trade Receivables

The entity assesses its trade receivables for impairment at the end of each reporting period. The entity makes judgements as to whether there is observation indicating a measurable decrease in the estimated future cash flows from a financial asset.

Allowance for Doubtful Debts

An impairment loss is recognised in surplus and deficit when there is objective evidence that trade receivables are impaired. Such impairment is measured as the difference between the debtors carrying amount and the present values of estimated future flows, discounted at the effective interest rate, computed at initial recognition.

Fair Value Estimation

The carrying value, less impairment provision of trade receivables, is assumed to approximate their fair value.

Post-retirement Benefits

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

1.3 Going Concern Assumption

The Council has reviewed Iziko’s budgets and cash flow forecasts for the year ended 31 March 2018. On the basis of the review, and in view of the current financial position, the Council has every reason to believe that Iziko will be a going concern in the year ahead, and has continued to adopt the going concern basis in preparing the financial statements.

1.4 Property, Plant and Equipment

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

- The cost of an item of property, plant and equipment is recognised as an asset when:
- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
 - the cost of the item can be measured reliably.

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

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

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 items and restoring the site on which it was 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 the purposes other than the production of inventories.

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

Property, plant and equipment are carried at cost, less accumulated depreciation, and any impairment losses, less any subsequent accumulated depreciation, and subsequent accumulated impairment losses.

Items of property, plant and equipment are depreciated on the straight-line basis over their expected useful lives, to the estimated residual value. The depreciation calculation is based on the following estimated useful lives:

ITEM	AVERAGE USEFUL LIFE
Furniture	1-23 years
Vehicles	1-14 years
Equipment	1-25 years
Computers	1-23 years
Fibre optic network	20 years
Leasehold improvement	5-15 years

The residual value, and the useful life and depreciation method of each asset are reviewed at the end of each reporting period.

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 recognised in surplus or deficit, unless it is included in the carrying amount of another asset.

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

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

Annual Reassessment of Useful Life

The useful life of an item of property, plant and equipment is the period over which the asset is expected to be available for use. The useful life of assets is reassessed on an annual basis to ensure that the estimated useful lives are still appropriate. When a change in the estimated useful life is identified, the change is accounted for as a change in accounting estimates on a prospective basis.

1.5 Intangible Assets

An asset is identified as an intangible asset when:

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

An intangible asset is recognised when:

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

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

Intangible assets are amortised on the straight-line basis over their expected useful lives, to the estimated residual value. The amortisation rates are based on the following estimated useful lives:

ITEM	AVERAGE USEFUL LIFE
Intangible assets	1-18 years

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Impairment of Property, Plant and Equipment and Intangible Assets

All items of property, plant and equipment and intangible assets are considered to be non-cash-generating assets, as no commercial return is generated from these assets.

The carrying amounts of assets are reviewed at each reporting date to determine whether there is an indication of impairment. If there is an indication that an asset may be impaired, its recoverable service amount is estimated. The estimated recoverable service amount is the higher of the asset's fair value, less cost to sell and its value in use. When the recoverable service amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. The reduction is an impairment loss.

The value in use is determined through depreciated replacement cost, restoration cost approach, or service units approach. The decision on the approach to use is dependent on the nature of the identified impairment.

The impairment loss is recognised immediately in the Statement of Financial Performance. After the recognition of an impairment loss, the depreciation charge for the asset is adjusted in future periods, to a period that allocates the asset's revised carrying amount, less its residual value, if any, on a systematic basis over its remaining useful life.

1.6 Heritage Assets

Heritage assets are assets that have cultural, environmental, historical, natural, scientific, technological or artistic significance, and are held indefinitely for the benefit of future generations.

1.6.1 Recognition

Iziko recognises a heritage asset as an asset if:

- It is probable that future economic benefits or service potential associated with the asset will flow to Iziko; and
- The cost or fair value of the asset can be reliably measured.

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

- If Iziko holds an asset that might be regarded as a heritage asset but which, on initial recognition, does not meet the recognition criteria of heritage assets because of the need to analyse the proposed collection items to determine if they conform to the set collection criteria through evaluation and research.
- Particularly within the Natural History Collection, material is often retrieved in a fragmentary state - finding a completely articulated specimen is the exception rather than the rule. A great deal of knowledge is thus required to identify and systematise the collections.
- The research required to identify, analyse and classify heritage items is often a collaborative effort between local and international experts that span several months, even years.
- These items cannot be recognised in the financial statements, but will be recorded and controlled in the register. Relevant and useful information about them shall be disclosed in the notes to the financial statements.

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

1.6.2 Measurement

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

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

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

- **Acquisition cost:** When an entity initially recognises assets such as items of property, plant and equipment, investment properties, intangible assets and heritage assets using the Standards of GRAP, it measures those assets using either cost (if the asset is acquired in an exchange transaction) or at fair value (if the asset is acquired in a non-exchange transaction). This cost or fair value on initial acquisition of an asset is the acquisition cost.
- **Deemed cost:** Deemed cost is a surrogate value for the cost or fair value of an asset at its initial acquisition, and is determined by reference to the fair value of the asset at the date of adopting the Standards of GRAP measurement date.
- **Measurement date (for purposes of this Directive):** Measurement date is the date that an entity adopts the Standards of GRAP, and is the beginning of the earliest period for which an entity presents full comparative information in its first financial statements prepared using Standards of GRAP.

For the purposes of this Directive, the measurement of assets at fair value on the adoption of the Standards of GRAP, does not constitute:

- a revaluation in accordance with the Standards of GRAP on Property, Plant and Equipment; Intangible Assets; or Heritage Assets; or
- the application of the fair value model in the Standard of GRAP on Investment Property, paragraph A4, which states that subsequent depreciation, if applicable, is based on that deemed cost, and starts from the measurement date.

Initial Entries Using Deemed Cost

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

- as an adjustment to the opening balance of accumulated surpluses or deficits in the opening Statement of Financial Position prepared using Standards of GRAP; or
- in revaluation surplus if an entity adopts the revaluation model in the Standards of GRAP on Property, Plant and Equipment; Intangible Assets; or Heritage Assets.

1.6.2.2 Valuation of Heritage Assets

The existence of published price quotations in an active market is the best evidence of fair value, such as the quoted price from recent auctions published in local newspapers; however, if fair value cannot readily be ascertained by reference to quoted prices in an active and liquid market, the fair value of a heritage asset can be determined from market-based evidence arrived at by appraisal. An appraisal of the value of the asset is normally undertaken by a member of the valuation profession who holds a recognised and relevant professional qualification. The fair value will be ascertained by reference to quoted prices in an active and liquid market (GRAP 103.46).

1.6.2.3 Valuation Techniques

Where the fair value of an asset cannot be determined, and where no evidence is available to determine the market value in an active market of a heritage asset, a valuation technique may be used to determine its fair value. Valuation techniques include using recent arm’s length market transactions between knowledgeable, willing parties, if available, and reference to the current fair value of other heritage assets that have substantially similar characteristics in similar circumstances and locations, adjusted for any specific differences in circumstances. If there is a valuation technique commonly used by market participants to price such an asset, and that technique has been demonstrated to provide reliable estimates of prices obtained in actual market transactions, the entity may use that technique in determining the fair value (GRAP 103.47).

1.6.2.4 Inability to Value

Where no value can be placed on an item, it will not be recognised, but information should be disclosed about such items and the reason why such items cannot be valued (GRAP 103.17). Where Iziko holds an asset that might be regarded as a heritage asset, but which, on initial recognition, does not meet the recognition criteria of heritage assets because it cannot be reliably measured, relevant and useful information about it is disclosed in the notes to the financial statements. These items are controlled in the asset register.

1.6.2.5 Valuing an Entire Collection

In determining the fair value of a collection, the entity should consider whether the entire collection has a higher value than the sum of the values of the individual items making up that collection. Under such circumstances, the carrying value of the entire collection may need to be reassessed when a group of individual heritage assets constitutes a collection. If items are removed from the collection, the value of the collection may also need to be reassessed (GRAP 103.45).

1.6.3 Heritage Asset Classification

A class of heritage assets is a grouping of heritage assets of a similar nature or function in Iziko’s operations, that is shown as a single item for the purpose of disclosure in the financial statements. Iziko has recognised the following classes of heritage assets:

- Natural History Collections (NHC)
- Social History Collections (SHC)
- Art Collections (AC)
- Library Collections (LBC)

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

1.6.4 Heritage Assets on Loan to Other Institutions

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

1.6.5 Retrospective Application

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

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

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

It may be impracticable to determine the deemed cost retrospectively if, for example, the following circumstances exist:

- Relevant data may not have been collected in the prior period, and cannot be obtained by alternative means that allows for retrospective application.
- The entity is required to make significant estimates and assumptions about conditions that existed at a point in time in the past and cannot do so objectively without using hindsight.

1.6.6 Subsequent Measurement

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.

1.6.7 Revaluation

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. Iziko makes use of an accounting policy based on the revaluation model, and shall apply the policy to an entire class of heritage assets. Increases or decreases resulting from revaluations and from impairment losses recognised or reversed directly in net assets in accordance with the Standards of GRAP on Impairment of Non-cash-generating Assets are disclosed.

1.6.8 Impairment

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

1.6.9 Transfers

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

1.6.10 De-recognition

The carrying amount of a heritage asset is de-recognised:

- on disposal, or
- when no future economic benefits or service potential are expected from its use or disposal.

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

1.7 Financial Instruments

Classification

The entity classifies financial assets and financial liabilities into the following categories:

- Loans and receivables;
- Financial liabilities measured at amortised cost; and
- Financial assets at fair value.

Initial Recognition and Measurement

Financial instruments are recognised initially when the entity becomes a party to the contractual provisions of the instrument. The entity classifies financial instruments, or their component parts, on initial recognition as a financial asset, a financial liability or an equity instrument, in accordance with the substance of the contractual arrangement.

Financial instruments are measured initially at fair value, except for equity investments, for which a fair value is not determinable, which are measured at cost and are classified as available-for-sale financial assets.

For financial instruments that are not at fair value through surplus or deficit, transaction costs are included in the initial measurement of the instrument.

Subsequent Measurement

Loans and receivables are subsequently measured at amortised cost, using the effective interest method, less accumulated impairment losses.

Financial liabilities at amortised cost are subsequently measured at amortised cost, using the effective interest method.

Impairment of Financial Assets

At the end of each reporting period, the entity assesses all financial assets, other than those at fair value, through surplus or deficit, to determine whether there is objective evidence that a financial asset or group of financial assets have been impaired.

For amounts due to the entity, significant financial difficulties of the debtor, probability that the debtors will enter bankruptcy and default of payments, are all considered indicators of impairment. Where financial assets are impaired through use of an allowance account, the amount of the loss is recognised in surplus or deficit with the operating expenses. When such assets are written off, the write off is made against the relevant allowance account. Subsequent recoveries of amounts previously written off are credited against operating expenses.

Trade and Other Receivables

At initial recognition, trade receivables are measured at fair value, and are subsequently measured at amortised cost under the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in surplus or when there is objective evidence that the asset is impaired. Significant financial difficulties of the debtor, probability that the debtors will enter bankruptcy or financial reorganisation, and default or delinquency in payments, are considered indicators that the trade receivable is impaired.

The allowance recognised is measured as the difference between the asset's carrying value and the present value of estimated future cash flows, discounted at the effective interest rate, computed at initial recognition.

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the deficit is recognised in surplus or deficit with operating expenses. When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against operating expenses in surplus or deficit.

Trade and Other Payables

Trade payables are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method.

Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and at bank, as well as demand deposits and other short-term, highly liquid investments that are readily convertible to a known amount of cash, and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value.

For the purposes of the Cash Flow Statement, cash and cash equivalents comprise cash on hand and deposits held on call with banks.

Financial Assets at Fair Value

Gains and losses in the fair value of such investments are recognised in the Statement of Financial Performance.

1.8 Leases

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

Finance Leases – Lessee

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

No finance lease agreements are currently in place.

Operating Leases – Lessor

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

Operating Leases – Lessee

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

1.9 Inventories

Inventories are initially measured at cost, and except where inventories are acquired at no cost or for nominal consideration, their costs are their fair value as at the date of acquisition. Subsequent inventories are measured at the lower of cost and net realisable value.

Inventories consisting of consumable stores and finished goods are valued at the lower of cost realisable value on the first-in, first-out basis. Redundant and slow moving inventories are identified and written down through the Statement of Financial Performance.

1.10 Employee Benefits

Short-term Employee Benefits

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

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

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

Defined Contribution Plans

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

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

Defined Benefit Plans

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

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

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

Post-retirement Medical Benefit

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

Post-retirement healthcare benefits are based on the following subsidy policy:

- An employee who joined the medical aid scheme before 1 October 2004 contributed one third (1/3) of the total healthcare contribution, and Iziko the balance.
- An employee who joined Iziko from 1 October 2004 would, after retirement, pay 100% of the total healthcare contribution.

Valuation of these obligations is carried out by independent, qualified actuaries. Key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date are used for the post-retirement medical liability, as per the actuarial valuation disclosed. See note 10.2. The amount accrued for post-retirement medical benefits is included within the non-current provisions.

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

1.11 Provisions and Contingencies

Provisions are recognised when:

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

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

Provisions are not recognised for future operating deficits.				
A contingent asset is a possible asset that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.	<p>Measurement</p> <p>Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts.</p>			
<p>A contingent liability is:</p> <ul style="list-style-type: none"> • a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or • a present obligation that arises from past events but is not recognised because: <ul style="list-style-type: none"> • it is not probably that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and • the amount of the obligation cannot be measured with sufficient reliability. 	<p>Sale of Goods</p> <p>Revenue from the sale of goods is recognised when all the following conditions have been satisfied:</p> <ul style="list-style-type: none"> • The entity has transferred to the purchaser the significant risks and rewards of ownership of the goods; • The entity retains neither continuing managerial involvement to the degree usually associated with ownership and effective control over the goods sold; • The amount of revenue can be measured reliably; • It is probable that the economic benefits or service potential associated with the transaction will flow to the entity; and • The cost incurred, or to be incurred in respect of the transaction, can be measured reliably. 			
Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 19.	<p>Rendering of Services</p> <p>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.</p>			
<p>1.12 Revenue from Exchange Transactions</p> <p>Revenue from exchange transactions refers to revenue that accrued to the entity directly in return for services rendered and goods sold, the value of which approximates the consideration received or receivable. The full amount of the revenue is recognised, and any impairment losses are subsequently recognised.</p>	<p>The outcome of a transaction can be estimated reliably when all of the following conditions are satisfied:</p> <ul style="list-style-type: none"> • The amount of revenue can be measured reliably; • It is probable that the economic benefits or service potential associated with the transaction will flow to the entity; • The stage of completion of the transaction at the reporting date can be measured reliably; and • The costs incurred for the transaction, and the costs to complete the transaction, can be measured reliably. 			
An exchange transaction is one in which the entity receives assets or services, or has liability extinguished, and gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.				
Fair value is the amount at which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.	<p>Interest and Rental Income</p> <p>Revenue arising from the use by others, of entity assets yielding interest and rental income, is recognised when:</p> <ul style="list-style-type: none"> • it is probable that the economic benefits or service potential associated with the transaction will flow to the entity; and • the amount of the revenue can be measured reliably. 	<p>Interest</p> <p>Interest is recognised, in surplus or deficit, using the effective interest rate method.</p>	<p>Revenue from rental of facilities and equipment</p> <p>Revenue from rental of facilities and equipment is recognised on an accrual basis in accordance with the substance of the agreements.</p>	<p>Concessions</p> <p>As part of Iziko's strategic objectives of allowing access and enhancing the museum experience to the broader community, Iziko offers free entry to all its museums to members of the public on certain holidays and on certain commemorative days. In addition, concessionary rates are granted to learners, school groups and pensioners, as well as waiving venue hire fees for not-for-profit organisations where appropriate. The value of concessions granted is not recognised in the financial statements, but is disclosed in note 12.1.</p>
		<p>1.13 Revenue from Non-exchange Transactions</p> <p>In a non-exchange transaction, an entity receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.</p>	<p>Control of an asset</p> <p>Control of an asset arises when the entity can use or otherwise benefit from the asset in pursuit of its objectives, and can regulate the access of others to that benefit.</p>	<p>Measurement</p> <p>As the entity satisfies a present obligation, recognised as a liability, in respect of an inflow of resources from a non-exchange transaction, recognised as an asset, it reduces the carrying amount of the liability recognised, and recognises an amount of revenue equal to that reduction.</p>
				<p>Measurement</p> <p>Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the entity.</p>
				<p>Where a liability is required to be recognised, it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets. When a liability is subsequently reduced because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.</p>
				<p>1.14 Comparative Figures</p> <p>Where necessary, comparative figures have been reclassified to conform to changes in presentation in the current year.</p>
				<p>1.15 Irregular, Fruitless and Wasteful Expenditure</p> <p>Irregular expenditure is expenditure other than unauthorised expenditure, incurred in contravention of, or that is not in accordance with, a requirement of any applicable legislation, including the Public Finance Management Act (Act No. 1 of 1999, as amended by Act No. 29 of 1999), or any regulations made in terms of this Act.</p>
				<p>Fruitless expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the Statement of Financial Performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.</p>

1.16 Taxation

Iziko is exempt from taxation in terms of the provision of Section 10(1)(cA)(i) of the Income Tax Act, 1962 (Act No. 58 of 1962), as amended.

1.17 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 other public entities where control exists are considered to be related parties.

Management is regarded as related parties of Iziko. Management is defined as being individuals with the authority and responsibility for planning, directing and controlling the activities of the entity. All individuals from the level of Senior Management, as well as the members of the Accounting Authority are considered Management.

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

1.18 Segment Reporting

A segment is an activity of an entity:

- That generates economic benefits or service potential (including economic benefits or service potential relating to transactions between activities of the same entity);
- Whose results are regularly reviewed by Management to make decisions about resources to be allocated to that activity and in assessing its performance; and
- For which separate financial information is available.

Iziko has identified the following segments to be reported on: Natural History Collections; Social History Collections; Art Collections and Education and Public Programmes. These four segments represent the core functions at Iziko, and meet the criteria set out to be disclosed as reportable segments. The other departments are more administrative in nature, and will thus form part of the unallocated/ central total. Furthermore, only certain expenditure is reported separately and reviewed for each of these segments, whilst assets and liabilities are all central and unallocated in the segmented reporting.

Information reported on about these segments is used by Management as one of the bases 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.

Iziko has a national focus, with sites of varying sizes located in close proximity of less than a 20-kilometre radius within the central Cape Town area. Reporting cannot be distinguished per geographic area, as the information is not classified as such in Iziko's records. This approach has not been considered to be feasible for Iziko.

2. Property, Plant and Equipment

2017							
	Furniture	Vehicles	Equipment	Computers	Fibre optic network	Improvement to leased property	TOTAL
	R	R	R	R	R	R	R
Gross carrying amount at beginning of year	2,326 162	484, 055	14,683,815	5,614,109	4,990,321	3,188,750	31,287,212
Accumulated depreciation at beginning of year	(2,106,720)	(241,549)	(8,706,467)	(4,484,689)	(1,434,717)	(1,061,851)	(18,035,993)
Net carrying amount at beginning of year - restated	219,442	242,506	5,977,348	1,129,420	3,555,604	2,126,899	13,251,219
Movement during the year							
Acquisitions	78,403	400,100	1,538,518	1,514,892	-	3,525,188	7,057,101
Disposals	(27,999)	-	(434,103)	(83,300)	-	-	(545,402)
Accumulated depreciation on disposals	27,999	-	434,103	82,461	-	-	544,563
Depreciation expense for the year	(121,863)	(50,409)	(1,410,361)	(612,683)	(249,516)	(400,762)	(2,845,594)
Net carrying amount at end of year	175,982	592,197	6,105,505	2,030,790	3,306,088	5,251,325	17,461,887
Gross carrying amount at end of year	2,376,566	884,155	15,788,230	7,045,701	4,990,321	6,713,938	37,798,911
Accumulated depreciation at end of year	(2,200,584)	(291,958)	(9,682,725)	(5,014,911)	(1,684,233)	(1,462,613)	(20,337,024)

Restated 2016							
	Furniture	Vehicles	Equipment	Computers	Fibre optic network	Improvement to leased property	TOTAL
	R	R	R	R	R	R	R
Gross carrying amount at beginning of year	2,246,776	482,555	10,002,327	4,962,422	4,990,321	3,150,448	25,834,849
Accumulated depreciation at beginning of year	(1,985,027)	(201,294)	(7,534,274)	(4,069,755)	(1,185,201)	(762,918)	(15,738,469)
Net carrying amount at beginning of year - restated	261,749	281,261	2,468,053	892,667	3,805,120	2,387,530	10,096,380
Movement during the year							
Acquisitions	81,789	1,500	1,943,453	656,011	-	38,302	2,721,055
Asset additions - prior year correction	-	-	2,770,900	-	-	-	2,770,900
Disposals	(2,403)	-	(32,865)	(4,324)	-	-	(39,592)
Accumulated depreciation on disposals	2,403	-	27,912	4,324	-	-	34,639
Depreciation expense for the year	(124,096)	(40,255)	(1,200,105)	(419,258)	(249,516)	(298,933)	(2,332,163)
Net carrying amount at end of year	219,442	242,506	5,977,348	1,129,420	3,555,604	2,126,899	13,251,219
Gross carrying amount at end of year	2,326,162	484,055	14,683,815	5,614,109	4,990,321	3,188,750	31,287,212
Accumulated depreciation at end of year	(2,106,720)	(241,549)	(8,706,467)	(4,484,689)	(1,434,717)	(1,061,851)	(18,035,993)

2.1 Correction of Prior Year Error in Respect of Property, Plant and Equipment

The identification and classification of heritage assets has resulted in items previously presumed to be heritage assets, to be classified as property, plant and equipment now. These items, amounting to R2,770,900, represent 291 replicas, casts and copies of original works across the various collections, made for exhibition purposes. The reclassification of items as property, plant and equipment for the year ended 31 March 2015, is recognised as a prior period error, and the assets related to the year ended 2016 have been corrected by restating the figures.

3. Intangible Assets

Intangible assets comprise of computer software purchased.

	2017	2016
	R	R
Carrying amount at beginning of year	349,645	329,173
Cost	1,406,780	1,256,474
Accumulated amortisation	(1,057,135)	(927,301)
Current year movement		
Additions	6,965	150,306
Disposals	(15,453)	-
Accumulated amortisation on disposals	15,453	-
Amortisation expense for the year	(148,746)	(129,834)
Carrying amount at end of year	207,864	349,645
Cost	1,398,292	1,406,780
Accumulated amortisation	(1,190,428)	(1,057,135)
Cost	1,406,780	1,256,474
Accumulated amortisation	(1,057,135)	(927,301)

No intangible assets were internally generated during the year under review.

4. Heritage Assets

	2017				
	Natural History Collections	Social History Collections	Art Collections	Libraries	TOTAL
	R	R	R	R	R
Opening Balance	24,534,516	358,562,200	2,047,382,706	29,616,131	2,460,095,553
Valuation	-	-	-	-	-
Additions	-	3,800	274,570	25,348	303,718
Purchases					
Additions		2,120	31,000	-	33,120
Donation					
Revaluation surplus/(loss)	-	(3,960)	34,335	(3,102)	27,273
Closing Balance	24,534,516	358,564,160	2,047,722,611	29,638,377	2,460,459,664

	Restated 2016				
	Natural History Collections	Social History Collections	Art Collections	Libraries	TOTAL
	R	R	R	R	R
Opening Balance	-	-	-	-	-
Valuation	24,534,516	358,462,300	2,045,185,426	29,589,710	2,457,771,952
Additions	-	39,460	254,380	26,421	320,261
Purchases					
Additions	-	60,440	1,942,900	-	2,003,340
Donation					
Revaluation surplus/(loss)	-	-	-	-	-
Closing Balance	24,534,516	358,562,200	2,047,382,706	29,616,131	2,460,095,553

4.1 Additions

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

Additions disclosed in respect of the 2015/16 financial period, include only those items purchased. Donations received have only been valued as part of the 2016/17 valuation of heritage assets.

4.2 Quantities

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

Natural History

594,300 research collection catalogued items

Social History

8,711 boxes in the Archaeology collection

4 albums within the Philately collection

1,157 boxes within the Maritime Archaeology collection

101 boxes within the Textile collection

4.3 Impairment

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

- Where acquisitions have been fair valued and assessed, the valuation surplus/ loss has been disclosed accordingly.
- Where acquisitions have been assessed with no significant change in fair value for the period under review, they are disclosed at cost.
- All remaining items valued and disclosed have been assessed and fair valued as at the date of recognition.

- To the extent that the entity has not completed a full verification of the Natural History collection, these items have not been impaired. The Natural History collection is considered largely as having no commercial value, and is currently in temporary storage. This collection is primarily of research significance, and therefore usually held in storage.
- To the extent that the stored collections of Social History have not been verified or valued, the entity has not fully complied with the requirement of GRAP 103.
- To the extent that the entity has not fully complied with the requirement to impair its heritage assets, the failure to impair is not expected to have a material effect on the financial statements.

4.4 Inability to Value

Where no value can be placed on an item, it will not be recognised, but information should be disclosed about such items and the reason why such items cannot be valued (GRAP 103.17). Where Iziko holds an asset that might be regarded as a heritage asset but which, on initial recognition, does not meet the recognition criteria of heritage assets because it cannot be reliably measured, relevant and useful information about it shall be disclosed in the notes to the financial statements. These items are controlled in the asset register.

4.4.1 Service Potential Undetermined

As noted in 1.6.1 above, Iziko will assess the degree of certainty attached to the flow of future service potential or economic benefits. The service potential of the following heritage items are undetermined until they are subjected to evaluation and research to determine if they conform to the set collection criteria. These items cannot be recognised in the financial statements, but will be recorded and controlled in the register. The items below include the items verified, but research is still being undertaken to determine what they are, and if the objects meet the recognition criteria of heritage assets:

- 2,485 unknown artworks, unassembled artefacts and unidentified coins, rocks and stones. These items cannot be recognised in the financial statements, but are recorded and controlled in the register.

4.4.2 Inability to Fair Value

As noted in 1.6.2 above, where no value can be placed on an item, it will not be recognised, but information should be disclosed about such items and the reason why such items cannot be valued (GRAP 103.17). Where Iziko holds an asset that might be regarded as a heritage asset, but which, on initial recognition, does not meet the recognition criteria of heritage assets because it cannot be reliably measured, relevant and useful information about it is disclosed in the notes to the financial statements. These items are controlled in the asset register and consist of the following:

- 2,072 incomplete drawings and rough works of art, reference library material, unassembled and unmatched fragments, as well as broken or damaged items.

4.5 Assets Not Verified Nor Valued Not Affecting the AFS Natural History

There are about 594,300 catalogued objects in the Natural History Collection. This collection comprises of a diverse collection of material including: Marine Biology, Invertebrates and Terrestrial Vertebrates, Taxidermy, Palaeontology, Rocks and Minerals, and Fossils. The collection is primarily of research significance, and specific collections within Natural History were assessed as having commercial value. These collections include:

- Geology
- Taxidermy
- Items on exhibition. These items are largely replicas and have been classified as Property, Plant and Equipment, but have been valued and disclosed in accordance with GRAP 17 for Property, Plant and Equipment.

Although the remainder of the collection is considered to have no monetary value, a physical verification has not been performed, as the collection is currently in temporary storage and packed, and could not be accessed for verification.

4.6 Assets Verified, Not Valued Not Affecting the AFS

Social History: 7,092 individual items and 9868 items at box level within the Social History collection, comprising of Maritime and Pre-colonial Archaeology and Reproductive Rock Art and Painting research collections, have been verified, but are assessed as having no monetary value.

4.7 Retrospective Application

The values for 31 March 2017, which we deem reliable, have been used as “rolled back” opening balances for 1 April 2015. Based on the Valuation Policy, it can then in essence be “rolled forward” as closing balances. Any retrospective adjustment prior to 1 April 2015 was considered impracticable.

5. Inventories

	2017	2016
	R	R
Consumables	89,911	93,462
Finished goods	32,141	20,920
	122,052	114,382

6. Trade and Other Receivables

	2017	Restated 2016
	R	R
Gross carrying amount	14,069,336	4,901,053
Provision for impairment	-	-
	14,069,336	4,901,053
Receivables from non-exchange transactions	855,305	2,836,126
Receivables from exchange transactions	13,214,031	2,064,927
	14,069,336	4,901,053

Reconciliation of the provision for impairment of trade and other receivables

	2017	2016
	R	R
Opening balance	-	54,602
Bad debts written off	32,800	3,673
Provision raised	15,933	-
Provision reversed	(48,733)	(58,275)
Closing balance	-	-

7. Investment at Fair Value

	2017	2017	2016
	Credit rating	R	R
	AAA		
Investment - Stanlib Enhanced Yield Fund (Cash Plus Fund)	F1+	16,868,938	15,638,010

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

During the year under review, a fair value gain of R58,888 (2016: Fair value gain of R7,329) was incurred on the investment.

7.1 Investment (Retention Fund)

The Stanlib Enhanced Yield Fund had fixed interest exposure to African Bank Investment Limited (ABIL), which was placed under curatorship on 10 August 2014. To ensure that the investment is protected and to avoid further losses to investors, a Retention Fund was created to segregate illiquid ABIL debt asset in a side pocket, and funds with exposure to ABIL were switched out to a Stanlib Enhanced Yield ABIL Retention Fund. The value has not been withdrawn from the investment account, and the account remains in the name of Iziko under the retention account. No redemptions were allowed from this account until the Reserve Bank releases the curatorship.

On 6 May 2016, Stanlib announced that it has managed to dispose of additional assets in the Stanlib Enhanced Yield ABIL Retention Fund. Eighty five percent (85%) of Iziko’s amount invested was sold, and the amount was reinvested in the Stanlib Enhanced Yield Fund Account. The remaining funds were kept in the retention funds until the fund managers could dispose of them.

On 9 May 2017, Stanlib announced that a further 5% in the Stanlib Enhanced Yield ABIL Retention Fund would be reinvested in the Stanlib Enhanced Yield Fund Account. The balance will be kept in the retention funds until the fund managers can dispose of them.

	2017	2016
	R	R
Gross carrying amount (Stanlib Enhanced Yield ABIL Retention Fund)	796,098	796,098
Transfer to Stanlib Enhanced Yield Fund	(618,369)	(796,098)
Provision for impairment	-	-
Stanlib Enhanced Yield ABIL Retention Fund	177,729	-

7.2 Impairment of Investment

The provision for impairment has been reversed at 31 March 2016.

	2017	2016
	R	R
Reconciliation of the provision for impairment	-	-
Opening balance	-	79,610
Provision raised/(reversed)	-	(79,610)
Closing balance	-	-

8. Cash and Cash Equivalents

		2017	2016
		R	R
ABSA - 90-day fixed deposit	F1	9,851,928	9,485,376
Investec - Private Money Fund	F1	23,423,341	21,670,638
Standard Bank - Call deposit	F1	59,395,292	49,006,043
Standard Bank - Current account	F1	10,774,342	13,371,674
Cash on hand		14,717	14,000
		103,459,620	93,547,731

9. Trade and Other Payables

9.1 Payables from Exchange Transactions

	2017	Restated 2016
	R	R
Deferred lease liability	33,713	-
Rent deposits	125,673	99,381
Leave pay	2,313,950	2,184,666
Annual bonus	2,926,624	3,095,794
Trade creditors and accruals	4,345,323	3,737,651
	9,745,283	9,117,492

9.2 Payables from Non-exchange Transactions

	2017	Restated 2016
	R	R
Grant deposit	3,900,000	3,800,000
Other payables	50,442	21,940
	3,950,442	3,821,940

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

10. Provisions

Employee Benefits

10.1 Post-retirement Pension Benefit

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

According to the March 2015 valuation reports, no shortfall exists in respect of accrued liabilities, and a funding level of 100% certifies that the Museums Pension Fund is currently in a financially sound position. Any deficit advised by the actuaries is funded through increased contributions to ensure the ongoing soundness of the pension fund.

10.2 Post-retirement Medical Benefit

	2017	2016
	R	R
Balance at beginning of year	67,850,659	63,924,848
Increase in provision	1,085,972	3,925,811
Balance at end of year	68,936,631	67,850,659
Provision: Post-retirement medical benefit (Non-current liability)	65,604,425	64,954,096
Provision: Post-retirement medical benefit (Current liability)	3,332,206	2,896,563
	68,936,631	67,850,659

The provision was increased for Iziko’s liability towards future post-retirement medical benefits to cover all participating employees and retirees.

Medical Aid

Iziko operates a post-retirement medical benefit scheme that covers all employees appointed prior to 1 October 2004.

The medical schemes are funded by payments from retirees and Iziko. Iziko’s contribution to the medical schemes is charged to the income statement in the year to which it relates.

The latest full valuation of Iziko’s liability in respect of post-retirement medical benefits for the financial year-end was performed on 31 March 2017, and will be valued at yearly intervals thereafter. The actuary forecast the expense for the year following the valuation date and the forecast position at the year-end following the valuation date, ignoring any gains or losses arising over the period. The liability was projected based on sixty (60) retirees and thirty-eight (38) employees participating as at 31 March 2017. The liability and future increases are charged to income.

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

	2017	2016	2015	2014	2013
	R	R	R	R	R
Opening balance	67,850,659	63,924,848	55,341,149	42,228,872	39,256,500
Current service cost	1,151,704	1,306,343	1,214,360	998,919	832,574
Interest cost	6,764,801	5,508,053	4,989,709	3,596,117	3,210,591
Expected return on plan assets	-	-	-	-	-
Liability recognised	-	-	-	-	-
Actuarial (gain)/loss	(3,933,970)	(354,454)	4,612,346	10,343,271	442,266
Past service cost	-	-	-	-	-
Expected employer benefit payments	(2,896,563)	(2,534,131)	(2,232,716)	(1,826,030)	(1,513,059)
	68,936,631	67,850,659	63,924,848	55,341,149	42,228,872

Actuarial Gain

An actuarial gain of R3,933,970 (2016: R354,454) has arisen.

This gain has arisen due to the following reasons:

- Medical scheme contributions for 2017, and hence the subsidies payable by the employer, increased on average by 12,7% compared to the increase of 7,9% that was assumed in the previous valuation. This resulted in an actuarial loss of R3,434,897.
- Changes made to the assumptions, specifically the increase in the net discount rate from negative 0,5% to negative 0,1% per annum, resulted in an actuarial gain of R6,220,789.
- The difference between actual demographic experience (resignation, retirement, mortality, etc.), and that assumed in the previous valuation, gave rise to an actuarial gain of R1,148,078.

During the year under review, an additional provision of R1,085,972 (2016: R3,925,811) was raised in the financial statements to increase Iziko’s future liability towards the post-retirement employee medical benefit scheme to R68,936,631 (2016: R67,850,659).

Total Expense Recognised in the Statement of Financial Performance

	2017	2016
	R	R
Service costs	1,151,704	1,306,343
Interest costs	6,764,801	5,508,053
Actuarial (gain)/loss	(3,933,970)	(354,454)
Personnel costs	3,982,535	6,459,942

Key Assumptions Used

The changes from the previous valuation include:

- An increase in the discount rate from 10,1% to 9,9% per annum.
- An increase in the long-term medical cost inflation assumption from 10,6% to 10,0% per annum.

The two changes above resulted in an increase in the net discount rate from negative 0,45% to negative 0,09% per annum.

The actuary used a discount rate of 9,9%, determined by reference to the JSE zero bond curve as at 31 March 2017.

The market’s view of the long-term level of the rate of increase in the Consumer Price Index (CPI) is suggested by the difference between the yields on index linked and fixed income government bonds of appropriate terms. The assumed long-term CPI inflation rate for this valuation that was derived in this manner is 8,0%.

The actuary has assumed that healthcare cost inflation will be 2,0% higher than CPI inflation. The rates used in the valuation are shown in the following table.

Assumed Rates of Contribution Increases

	2017/2018	2018/2019	2019/2020	Thereafter
Medical inflation	6,6%	7,5%	7,3%	10,0%

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

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

Pre-retirement	Male	SA 85-90 (light)
	Female	SA 85-90 (light) down by 3 years
Post-retirement	Male	PA90
	Female	PA90

Other Assumptions

The valuation was based on the current subsidy levels specified in the data provided.

The actuary has assumed that no significant changes will occur in the structure of the healthcare and subsidy arrangements. No allowance was made for the effect of the proposed Risk Equalisation Fund (REF) on the scheme contributions. It is unlikely that REF will be implemented.

Sensitivity Analysis

The sensitivity analysis is performed by making changes to the assumption being considered, and comparing the results to the base scenario. The results are particularly sensitive to changes in the assumption regarding future increases in medical scheme contributions. This is illustrated in the tables below.

Sensitivity Analysis - F2017 Accounting Entries

	Base	Inflation plus 1,0%	Inflation plus 0,5%	Inflation minus 1,0%	Inflation minus 0,5%
Liability brought forward as at 1 April 2016	67,850,659	67,850,659	67,850,659	67,850,659	67,850,659
Settlements	(2,896,563)	(2,896,563)	(2,896,563)	(2,896,563)	(2,896,563)
Service cost	1,151,704	1,151,704	1,151,704	1,151,704	1,151,704
Interest cost	6,764,801	6,764,801	6,764,801	6,764,801	6,764,801
Actuarial (gain)/loss	(3,933,970)	5,234,571	441,268	(11,599,641)	(7,934,766)
Liability as at 31 March 2017	68,936,631	78,105,172	73,311,869	61,270,960	64,935,835

Sensitivity Analysis - F2018 Accounting Entries (Projected)

	Base	Inflation plus 1,0%	Inflation plus 0,5%	Inflation minus 1,0%	Inflation minus 0,5%
Liability brought forward as at 1 April 2017	68,936,631	78,105,172	73,311,869	61,270,960	64,935,835
Settlements	(3,332,206)	(3,340,537)	(3,336,371)	(3,323,876)	(3,328,041)
Service cost	1,142,128	1,359,544	1,244,882	966,922	1,049,882
Interest cost	6,716,318	7,634,353	7,154,346	5,949,156	6,315,879
Actuarial (gain)/loss	-	-	-	-	-
Liability as at 31 March 2018	73,462,871	83,758,532	78,374,726	64,863,162	68,973,555

11. Deferred Income - Unspent Conditional Grants

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

Conditional grants are received for research projects, art exhibitions and educational projects from a number of different donors.

2017

R

Projects per department	Total deferred income	To be utilised within one year	To be utilised in year 2 and thereafter
	R	R	R
Natural History Collections	663,347	663,347	-
Social History Collections	6,406,629	3,042,551	3,364,078
Art Collections	2,944,672	1,111,310	1,833,362
Education and Public Programmes	17,775,131	17,775,131	-
TOTAL	27,789,779	22,592,339	5,197,440

2016

R

Projects per department	Total deferred income	To be utilised within one year	To be utilised in year 2 and thereafter
	R	R	R
Natural History Collections	595,184	595,184	-
Social History Collections	704,767	569,814	134,953
Art Collections	1,147,242	1,147,242	-
Education and Public Programmes	14,901,269	14,901,269	-
TOTAL	17,348,462	17,213,509	134,953

11.1 Deferred Income - Unspent Conditional Government Grants

2017

R

Project	Total deferred income	To be utilised within one year	To be utilised in year 2 and thereafter
Courtyard Project	5,255,238	3,678,667	1,576,571
Maintenance and Conservation Project	8,101,885	673,472	7,428,413
Climate Control Project	370,017	277,513	92,504
Halon Gas and Fire Suppression System Project	7,500,000	7,500,000	-
Planetarium Upgrade Project	7,000,000	7,000,000	-
TOTAL	28,227,140	19,129,652	9,097,488

2016

R

Project	Total deferred income	To be utilised within one year	To be utilised in year 2 and thereafter
Courtyard Project	5,402,928	5,402,928	-
Maintenance and Conservation Project	9,308,686	9,308,686	-
Climate Control Project	376,800	376,800	-
Halon Gas and Fire Suppression System Project	7,500,000	7,500,000	-
TOTAL	22,588,414	22,588,414	-

Funding received from the Department of Arts and Culture (DAC) in respect of capital works for the Courtyard Project at the Iziko South African Museum (ISAM):

	2017 R	2016 R
Carrying amount at beginning of year	5,402,928	5,632,240
Amount received during current year	-	-
Amount utilised during the year	(147,690)	(229,312)
Carrying amount at end of year	5,255,238	5,402,928

Funding received from the DAC to be utilised for the maintenance and conservation of all Iziko sites:

	2017 R	2016 R
Carrying amount at beginning of year	376,800	376,800
Amount received during current year	-	-
Amount utilised during the year	(6,783)	-
Carrying amount at end of year	370,017	376,800

Funding received from the DAC in respect of the Halon Gas and Fire Suppression System at the ISAM:

	2017 R	2016 R
Carrying amount at beginning of year	7,500,000	7,500,000
Amount received during current year	-	-
Amount utilised during the year	-	-
Carrying amount at end of year	7,500,000	7,500,000

Funding received during the current year from the DAC in respect of the Planetarium Upgrade Project at the ISAM:

	2017 R	2016 R
Carrying amount at beginning of year	-	-
Amount received during current year	7,000,000	-
Amount utilised during the year	-	-
Carrying amount at end of year	7,000,000	-
TOTAL	28,227,140	22,588,414

12. Net Surplus/ (Deficit) for the Year

Net surplus/(deficit) has been arrived at after charging:

		2017	Restated 2016
	Notes	R	R
Advertising, marketing and promotions		106,486	313,507
Amortisation: Intangible assets		148,746	129,834
Architectural services	9.2	1,206,801	-
Asset verification and valuation		6,808,482	-
Audit fees		2,128,378	1,817,034
Bank and legal costs		586,119	472,015
Cleaning, hygiene and garden services		341,653	414,562
Consumables		367,824	571,755
Depreciation		2,845,594	2,332,163
Insurance		355,959	347,684
Lease costs		1,572,851	1,434,774
Licenses and computer networking costs		1,366,262	1,461,398
Loss on disposal of assets		838	4,952
Motor vehicle and transport costs		292,272	364,877
Personnel expenses		61,095,713	58,819,226
Salaries and benefits		59,893,078	57,565,534
Post-retirement medical aid benefits	10.2	1,202,635	1,253,692
Post-retirement actuarial finance costs		6,764,801	5,508,053
Printing and stationery		718,411	566,665
Professional secretarial services		210,241	64,896
Professional services - Conservation		385,920	580,450
Professional services - Other		94,675	225,892
Professional services - Internal audit		325,208	150,060
Provision for doubtful debts		16,867	8,485
Publications		26,280	49,554
Relocation costs - Courtyard Project		145,753	221,901
Repairs and maintenance		903,722	438,831
Security expenses		1,288,047	1,319,259
Staff training and development		324,971	339,535
Subsistence and travel		1,850,062	1,220,676
Sundry operating expenses		2,352,523	1,381,174
Telephone expenses		570,480	548,332
Website hosting and maintenance costs		208,557	209,326
		<u>95,410,496</u>	<u>81,316,870</u>

Restatement of Expense Categories

The expense categories below, which were listed in terms of their function in the prior year, have been restated to reflect the nature of the expense in accordance with the entity's accounting policy, as follows:

Bank and legal costs	(73,552)
Consultants	944,790
Licenses and computer networking costs	1,573
Professional services - Internal audit	(150,060)
Professional services - Conservation	(580,450)
Professional secretarial services	(64,896)
Professional services - Other	225,892)
Subsistence and travel	943
Printing and stationery	(199,913)
Sundry operating expenses	347,458

12.1 Concessions

As part of Iziko's strategic objectives of allowing access and enhancing the museum experience to the broader community, Iziko offers free entry to all its museums to members of the public on certain holidays and on certain commemorative days. In addition, concessionary rates are granted to learners, school groups and pensioners, as well as waiving venue hire fees for not-for-profit organisations, where appropriate.

The value of these concessions amounted to R1,741,340 (2016: R1,429,625) during the year under review.

13. Cash Generated in Operations

	2017	Restated 2016
	R	R
Net surplus/(deficit) for the year	7,007,189	9,497,576
Adjustments for non-cash items:		
Donated heritage assets	(33,120)	(2,003,340)
Depreciation on property, plant and equipment	2,845,594	2,332,163
Amortisation of intangible assets	148,746	129,834
Increase in post-employment obligation	1,085,972	3,925,811
Heritage asset valuation loss	(27,273)	-
Impairment of investment (reversed)/raised	-	(79,610)
Loss on disposal of assets	838	4,952
	11,027,946	13,807,386
Interest received	(8,057,819)	(5,880,732)
Operating surplus before working capital changes	2,970,127	7,926,654
Working capital changes	7,660,382	10,731,254
(Increase)/decrease in trade and other receivables	(9,168,284)	(3,810,475)
(Increase)/decrease in inventories	(7,669)	(33,379)
Increase/(decrease) in deferred income	10,441,318	14,556,540
(Decrease)/increase in government grant	5,638,725	(254,937)
Increase in trade and other payables	756,291	273,505
Prior period adjustment	-	1,279
Cash generated by operations	10,630,510	18,659,188

14. Financial Instruments

Exposure to Financial Risk

Financial instruments carried on the Statement of Financial Position consist of trade and other payables, investments at fair value, cash and cash equivalents, and trade and other receivables. The main risks arising from the financial instruments are credit and interest risks.

14.1 Liquidity Risk

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

Maturity Analysis

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

	2017 Less than 12 months	Over 12 months
Trade payables	3,238,306	-
Accruals	942,069	-
Other payables	2,987,311	-
	7,167,686	-

	Restated 2016 Less than 12 months	Over 12 Months
Trade payables	1,341,972	-
Accruals	787,779	-
Other payables	6,495,266	-
	8,625,017	-

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

14.2 Interest Rate Risk

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

Sensitivity Analysis: Cash and Cash Equivalents

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

Financial Assets

	2017 R	2016 R
Investments	177,729	-
Investments at fair value	16,868,938	15,638,010
Cash and cash equivalents	103,459,620	93,547,731
	120,506,287	109,185,741

Interest received

Interest earned - Investments	8,057,819	5,880,732
Interest rate	7%	5%

Effect of a change in interest rate on interest earned from external investments:

Effect of change in interest rate	1% decrease	(827,442)	(1,513,303)
Effect of change in interest rate	1% increase	1,582,684	670,412

14.3 Credit Risk

Cash and Cash Equivalents

Financial assets, which potentially subject the Council to concentrations of credit risk, consist primarily of cash and cash equivalents, investments at fair value, as well as trade and other receivables. Iziko's exposure to credit risk is mitigated by the fact that Iziko only deposits and invests funds with registered banking institutions.

Accounts and Other Receivables

The maximum exposure to credit risks at the reporting date is the fair value of trade and other receivables, as disclosed in note 6. The amount presented in the Statement of Financial Position is net of provision for doubtful debts, which is estimated based on prior experience and current economic conditions. Debtors arise from rental of facilities and professional services rendered. Management is of the opinion that these debts are fully recoverable.

14.4 Currency and Other Price Risk

Iziko is not exposed to currency and other price risks.

Fair Value of Financial Instruments

At year-end, the carrying values of cash and cash equivalents, trade and other receivables, and other payables approximated their fair value due to the short-term maturities of these assets and liabilities.

Financial Assets by Category

The accounting policies for financial instruments have been applied to the line items below:

	2017	Restated 2016
	R	R
Investment at amortised cost	177,729	-
Investment at fair value	16,868,938	15,638,010
Cash and cash equivalents at amortised cost	103,459,620	93,547,731
Loans and other receivables at amortised cost	14,069,336	4,901,053
	<u>134,575,623</u>	<u>114,086,794</u>

Trade Receivables Past Due But Not Impaired

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

	2017	Restated 2016
	R	R
Current	411,550	2,669,247
1 month past due	32,276	43,375
2 months past due	6,475	131,376
3 months past due	14,669	80,193
	<u>464,970</u>	<u>2,924,191</u>

At year-end, the carrying amounts of the financial assets approximate their fair values due to the short-term maturities of these assets.

Financial Liabilities by Category

	2017	Restated 2016
	R	R
Trade payables at amortised cost	3,238,306	1,341,972
Accruals at amortised cost	942,069	787,779
Other payables at amortised cost	2,987,311	6,495,266
	<u>7,167,686</u>	<u>8,625,016</u>

15. Operating Leases

Iziko as Lessor

Operating leases relate to restaurants and retail spaces in buildings occupied by Iziko Museums of South Africa, with lease terms of between 2 to 5 years, with an option to renew. All operating lease contracts contain market review clauses, in the event that the lessee exercises its option to renew. The property rental income earned under operating leases amounted to R749,444 (2016: R706,511).

Amounts Receivable Under Operating Leases

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

	2016	2017
	R	R
Up to 1 year	319,098	478,321
2 to 5 years	-	-
	<u>319,098</u>	<u>478,321</u>

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

- i. The lessee shall not have the right to sublet, cede or assign the whole or any portion of the premises let.
- ii. The lessor or its duly authorised agent or representative shall have the right, at all reasonable times, to inspect the premises let.
- iii. The lessee shall use the premises let for the sole purpose prescribed in the agreement.

No contingent rental income was recognised as revenue in the reporting period.

Iziko as Lessee

The operating leases relate to rentals charged for vehicles, berthing fees, photocopiers and the VoIP telephone system, with lease terms of between 2 to 5 years, with options to extend. All operating lease contracts contain market review clauses, in the event that the lessee exercises its option to renew. Payments under operating leases amounted to R1,572,852 (2016: R1,434,774).

Amounts Payable Under Operating Leases

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

	2017	2016
	R	R
Up to 1 year	985,565	240,245
2 to 5 years	1,815,639	2,268,805
	2,801,204	2,509,050

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

- i. The lessee shall not have the right to sublet, cede or assign the whole or any portion of the property, vehicles or equipment let.
- ii. The lessor or its duly authorised agent or representative shall have the right, at all reasonable times, to inspect the property, vehicles or equipment let.
- iii. The lessee shall use the property, vehicles or equipment for the sole purpose prescribed in the agreement.

No contingent rent expenses were recognised in the reporting period.

Property Owned by the Department of Public Works

All buildings occupied by Iziko are owned by the Department of Public Works and have been occupied at no cost during the year. The lease of the buildings is open-ended with no lease term.

16. Emoluments of Council, Committee Members and Senior Management

16.1 Honorarium of Council Members

	2017	Restated 2016
	R	R
D Moopeloa (Chairperson)	32,646	39,648
S Perumal	8,732	9,648
N Nicholls	10,716	5,680
D Coovadia	-	18,168
JE Leshabane	11,060	-
S Makhathini	5,240	-
TI Nemaheni	12,224	-
RP Solomons	8,732	-
B Muthien	-	3,408
A Mooke	23,864	20,784
	113,214	97,336

16.2 Honorarium of Audit Committee Members

	2017	Restated 2016
	R	R
D Coovadia (Chairperson)	19,396	22,704
L Robinson	10,294	9,471
M Hassim	-	9,184
A Mooke	9,412	8,944
	39,102	50,303

16.3 Remuneration of Senior Management

						2017 R	
Name	Job function	Salary	Bonus	Allowances	Employer contributions	*Other	Total cost to company
Ms RH Omar	Chief Executive Officer	1,304,736	108,728	205,102	212,020	44,036	1,874,622
Dr BC Ndhlovu	Executive Director Core Functions	1,074,168	89,514	128,666	247,136	24,200	1,563,684
Ms D Crous	Executive Director Operations	933,948	77,829	134,666	308,652	3,024	1,458,119
Dr WD Alexander	Director Education and Public Programmes	659,160	54,930	103,499	121,513	3,768	942,870
Ms R Pedro	Chief Financial Officer	483,240	40,270	105,756	90,212	2,652	722,130
Ms SL Glanville-Zini	Director Institutional Advancement	555,732	46,311	114,870	104,706	6,334	827,953
Ms F Johadien	Director Customer Services Management	483,240	40,270	97,500	92,927	2,652	716,589
Mr RC Human	Director Human Resources	483,240	40,270	103,499	78,526	2,652	708,187
Mr P Tichmann (from 01.12.16)	Director Collections and Digitisation	162,404	-	32,500	27,376	8,811	231,091
Dr HG Robertson	Director Natural History Collections	659,160	54,930	109,499	249,134	2,652	1,075,375
TOTAL		6,799,028	553,052	1,135,557	1,532,202	100,781	10,120,620

*Included under the category 'Other' is payments for subsistence and travel and 3G card costs.

2016

R

Name	Job function	Salary	Bonus	Allowances	Employer contributions	*Other	Total cost to company
Ms RH Omar	Chief Executive Officer	1,206,061	185,859	192,700	195,985	14,292	1,794,897
Dr BC Ndhlovu	Executive Director Core Functions	873,968	133,041	120,788	203,760	7,808	1,339,365
Ms D Crous	Executive Director Operations	873,968	129,346	126,788	285,339	2,817	1,418,258
Dr WD Alexander	Director Education and Public Programmes	536,368	80,742	97,237	101,560	12,371	828,278
Ms R Pedro (from 01.09.15)	Chief Financial Officer	267,701	6,374	57,512	49,846	1,435	382,868
Ms SL Glanville-Zini	Director Institutional Advancement	520,040	76,965	107,548	98,906	4,230	807,689
Ms F Johadien (from 01.05.15)	Director Customer Services Management	415,639	19,121	83,860	71,141	2,264	592,025
Mr RC Human (from 01.05.15)	Director Human Resources	415,639	19,121	89,360	67,541	2,263	593,924
Mr R Naidoo (to 31.05.15)	Director Art Collections	86,740	25,299	19,884	15,295	6,075	153,293
Dr HG Robertson	Director Natural History Collections	616,824	92,856	103,239	229,773	2,462	1,045,154
TOTAL		5,812,948	768,724	998,916	1,319,146	56,017	8,955,751

**Included under the category ‘Other’ are payments for subsistence and travel and 3G card costs. In addition, an amount of R257,673 was paid to the Director Art Collections in back-pay awarded by the Commission for Conciliation, Mediation and Arbitration (CCMA) following a dispute brought before the CCMA relating to the non-renewal of his employment contract. The amount awarded was in respect of earnings for the months May 2014 to September 2014, and was paid as a lump sum in August 2014.*

17. Related Parties

The controlling entity of Iziko is the Department of Arts and Culture (DAC), which provided a subsidy grant for its operations. All public entities under the control of the DAC, as well as the Minister of Arts and Culture, are a related party to Iziko. During the year under review, Iziko did not enter into transactions with any of the entities.

Department of Arts and Culture

The entity also entered into transactions related to expense recoveries during the year under review. During the prior year, the DAC also provided funding for special projects. The amounts involved in the transactions are as follows:

	2017	2016
	R	R
Grant received - Subsidy	71,958,000	68,336,000
Grant received - Planetarium upgrade	7,000,000	-

The subsidy grant will continue during the next three financial years.

Department of Public Works

All buildings occupied by Iziko are owned by the Department of Public Works and have been occupied at no cost during the year, as stated in note 15. The lease of the buildings is open-ended with no lease term.

Castle of Good Hope

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

	2017	2016
	R	R
Admission fees	764,298	861,176
Balance due to Iziko at year-end	477,187	704,186

Management and Council

The two major classes of Management are Iziko’s Senior Management, and its Council.

Iziko’s Senior Management consists of those persons responsible for planning, directing and controlling the activities of the entity, and Iziko’s Council is charged with the governance of the entity, in accordance with legislation. The remuneration of Management, as required by the PFMA, is disclosed in note 16.

18. Other Employee Benefits

Pension Fund

Iziko operates pension funds that provide benefits on both defined benefit and defined contribution plans for all indefinite employees. The Alexander Forbes Retirement Fund (an umbrella fund now incorporating the Iziko Retirement Fund) and Museums Pension Fund are administered on behalf of Iziko by pension fund administrators, and are governed by the Pension Funds Act (Act No. 24 of 1956), as amended, while the Associated Institutions Pension Fund Act (Act No. 41 of 1963) governs the Associated Institutions Pension Fund. An independent Board of Trustees manages each fund.

The Museums Pension Fund is a multi-employer plan. The assets of the Museums Pension Fund, which is a defined benefit plan fund, represented a funding position of 100%, and Iziko’s updated liability as at 1 April 2016 was nil.

The rules of the Museums Pension Fund were amended to include a defined contribution category, and states that no new members are allowed to join the defined benefit category with effect from 1 April 2003. All new employees appointed with effect from 1 April 2003 are required to join the defined contribution category, while the existing participating employees have remained members of the defined benefit category of the Museums Pension Fund at the existing contribution rate.

Contribution Rates

The following rates of contribution are applied:

Alexander Forbes Retirement Fund

Defined contribution category: Employee contribution is 7,5% of pensionable salary (basic salary plus annual bonus) and the employer contributes 20,62%. In respect of all new employees appointed with effect from 1 July 2007 who join the Alexander Forbes Retirement Fund, the employer contributes 15%, while the contribution for existing participating employees remains the same.

Museums Pension Fund

Defined benefit category: Employee contribution is 7,5% of pensionable salary (basic salary plus annual bonus) and the employer contributes 20%. The employer contribution rates can fluctuate as a result of changes to the insured benefit rate.

Defined contribution category: Employee contribution is 7,5% of pensionable salary (basic salary plus annual bonus) and the employer contributes 15%.

Associated Institutions Pension Fund

Defined benefit category: Employee contribution is 7,5% of pensionable salary (basic salary only) and the employer contributes 12%.

19. Contingent Liabilities

19.1 Post-retirement Medical Benefits

Four (4) staff members who joined the institution before 1 October 2004 qualify for the post-retirement medical aid benefits, but have not yet elected to utilise this benefit. The estimated contingent liability is R3,058,542 (2016: R5,074,952).

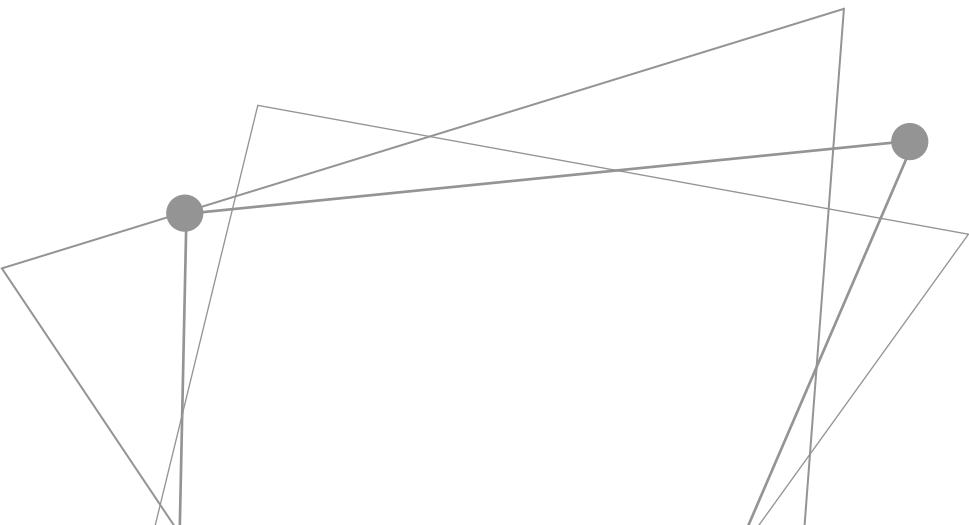
19.2 Labour Dispute

Two unrelated labour cases by a Director and an Iziko employee, which may result in liabilities for the entity, have been brought before the CCMA. At the date of this report, the outcomes of the matters are unknown, and as a result, no provision has been made in the financial statements. The legal costs associated with the matters have been estimated at R3,050,000 (2016: R200,000).

In addition, a pending legal dispute, namely an Equality Court application brought by a third party against Iziko, related to an exhibition installation at the South African National Gallery and which, the party alleges, makes Iziko guilty of perpetuating hate speech or instigating violence, may result in a fine payable not exceeding an estimated amount of R100,000.

19.3 Retention of Cash Surplus

In terms of Section 53(3) of the PFMA, public entities are required to obtain prior written approval from National Treasury in order to retain cash surpluses that were realised in the current financial year amounting to R1,398,206. A written application was made on 30 May 2016 for the above-mentioned amount to be retained. To date, approval has not been received.



20. Prior Period Adjustments

20.1 Retained Earnings – Income from School Groups

It was discovered that income from school groups was overstated because payment had been received for the visit, but an account receivable was also raised in error. The original entry resulted in an overstatement of accounts receivable and income, causing retained earnings to be overstated. The prior year figures have been adjusted, and the effect on the financial statements is as follows:

	2016
	R
Net effect on the statement of financial performance	
Decrease in retained earnings	
Other income	(4,290)
Net effect on the statement of financial position	
Decrease in current assets	
Trade and other receivables from exchange transactions	(4,290)
Decrease in net assets	
Surplus/(Deficit) for the year	(4,290)
Net cash effect in cash flow statement	
Decrease in cash receipts from customers and donors	(4,290)
Decrease in cash generated in operations	(4,290)

20.2 Retained Earnings – Rental Income

It was discovered that the lease straight lining in respect of a new lease in the previous year had not been done, which resulted in the accrued income and rental income amounts being understated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016
	R
Net effect on the statement of financial performance	
Increase in retained earnings	
Rental income	6,378
Net effect on the statement of financial position	
Increase in current assets	
Trade and other receivables from exchange transactions	6,378
Increase in net assets	
Surplus/(Deficit) for the year	6,378
Net cash effect in cash flow statement	
Increase in cash receipts from customers and donors	6,378
Increase in cash generated in operations	6,378

20.3 Retained Earnings - Retained Earnings: Other Operating Expenses

It was discovered that a refund due to Iziko in years prior to the previous financial period for consumable expenses was not accounted for, which has resulted in accounts payable and consumable expenses being overstated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016
	R
Net effect on the statement of financial performance	
Increase in retained earnings	
Retained earnings - Other operating expenses	1,328
Net effect on the statement of financial position	
Decrease in current liabilities	
Trade and other receivables from exchange transactions	(1,328)
Increase in net assets	
Surplus/(Deficit) for the year	1,328
Net cash effect in cash flow statement	
Decrease in cash paid to suppliers and employees	(1,328)
Increase in cash generated in operations	1,328

20.4 Retained Earnings - Retained Earnings: Other Operating Expenses

It was discovered that a refund for subscriptions due to Iziko in years prior to the previous financial period was not accounted for, which has resulted in accounts receivable being understated and the subscription expense in prior years being overstated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016
	R
Net effect on the statement of financial performance	
Increase in retained earnings	
Retained earnings - Other operating expenses	3,713
Net effect on the statement of financial position	
Decrease in current liabilities	
Trade and other receivables from exchange transactions	(3,713)
Increase in net assets	
Surplus/(Deficit) for the year	3,713
Net cash effect in cash flow statement	
Decrease in cash paid to suppliers and employees	(3,713)
Increase in cash generated in operations	3,713

20.5 Retained Earnings - Personnel Costs

A refund due to a now deceased employee cannot be repaid and should be reversed. The effect of the entry, related to a year prior to the previous year, has resulted in an overstatement of employee costs and accounts payable. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016
	R
Net effect on the statement of financial performance	
Increase in retained earnings	
Retained earnings: Personnel costs	662
Net effect on the statement of financial position	
Decrease in current liabilities	
Trade and other payables from exchange transactions	(662)
Increase in net assets	
Surplus/(Deficit) for the year	662
Net cash effect in cash flow statement	
Decrease in cash paid to suppliers and employees	(662)
Increase in cash generated in operations	662

20.6 Retained Earnings - Personnel Costs

An uncorrected misstatement relating to employee leave has been corrected. Employee leave benefits were incorrectly calculated, which has resulted in the leave liability and personnel costs being understated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016
	R
Net effect on the statement of financial performance	
Increase in retained earnings	
Personnel costs	26,060
Net effect on the statement of financial position	
Decrease in current liabilities	
Trade and other payables from exchange transactions	(26,060)
Increase in net assets	
Surplus/(Deficit) for the year	26,060
Net cash effect in cash flow statement	
Decrease in cash paid to suppliers and employees	(26,060)
Increase in cash generated in operations	26,060
Increase/(Decrease) in cash generated in operations	-

20.7 Retained Earnings - Rental Income

It was discovered that a rental income related to the previous year had erroneously been allocated to accounts payable, which resulted in income being understated and accounts payable being overstated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016 R
Net effect on the statement of financial performance	
Increase in retained earnings	
Rental income	(8,254)
Net effect on the statement of financial position	
Decrease in current liabilities	
Trade and other payables from exchange transactions	(8,254)
Increase in net assets	
Surplus/(Deficit) for the year	8,254
Net cash effect in cash flow statement	
Decrease in cash paid to suppliers and employees	(8,254)
Increase in cash generated in operations	8,254

20.8 Retained Earnings - Staff Meals

It was discovered that a credit note relating to staff meal expenses had not been processed, resulting in administrative expenses and accounts payable being overstated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016 R
Net effect on the statement of financial performance	
Increase in retained earnings	
Administrative expenses	293
Net effect on the statement of financial position	
Decrease in current liabilities	
Trade and other payables from exchange transactions	(293)
Increase in net assets	
Surplus/(Deficit) for the year	293
Net cash effect in cash flow statement	
Decrease in cash paid to suppliers and employees	(293)
Increase in cash generated in operations	293

20.9 Retained Earnings - Garden Maintenance

It was discovered that a credit note relating to garden maintenance consumable expenses had not been processed, resulting in other operating expenses and accounts payable being overstated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016 R
Net effect on the statement of financial performance	
Increase in retained earnings	
Other operating expenses	922
Net effect on the statement of financial position	
Decrease in current liabilities	
Trade and other payables from exchange transactions	(922)
Increase in net assets	
Surplus/(Deficit) for the year	922
Net cash effect in cash flow statement	
Decrease in cash paid to suppliers and employees	(922)
Increase in cash generated in operations	922

20.10 Retained Earnings - Entertainment Expenses

It was discovered that a credit note relating to entertainment expenses had not been processed, resulting in administrative expenses and accounts payable being overstated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016 R
Net effect on the statement of financial performance	
Increase in retained earnings	
Administrative expenses	635
Net effect on the statement of financial position	
Decrease in current liabilities	
Trade and other payables from exchange transactions	(635)
Increase in net assets	
Surplus/(Deficit) for the year	635
Net cash effect in cash flow statement	
Decrease in cash paid to suppliers and employees	(635)
Increase in cash generated in operations	635

20.11 Retained Earnings – Computer Network Expenses

It was discovered that a credit note relating to repairs to equipment had not been accounted for, resulting in administrative expenses and accounts payable being overstated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016 R
Net effect on the statement of financial performance	
<i>Increase in retained earnings</i>	
Administrative expenses	397
Net effect on the statement of financial position	
<i>Decrease in current liabilities</i>	
Trade and other payables from exchange transactions	(397)
<i>Increase in net assets</i>	
Surplus/(Deficit) for the year	397
Net cash effect in cash flow statement	
Decrease in cash paid to suppliers and employees	(397)
Increase in cash generated in operations	397

20.12 Retained Earnings – Computer Network Expenses

It was discovered that a credit note relating to computer network expenses had not been accounted for, resulting in other operating expenses and accounts payable being overstated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016 R
Net effect on the statement of financial performance	
<i>Increase in retained earnings</i>	
Other operating expenses	1,573
Net effect on the statement of financial position	
<i>Decrease in current liabilities</i>	
Trade and other payables from exchange transactions	(1,573)
<i>Increase in net assets</i>	
Surplus/(Deficit) for the year	1,573
Net cash effect in cash flow statement	
Decrease in cash paid to suppliers and employees	(1,573)
Increase in cash generated in operations	1,573

20.13 Retained Earnings – Photocopier Charges

It was discovered that a credit note relating to photocopier charges had not been accounted for, resulting in other operating expenses and accounts payable being overstated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016 R
Net effect on the statement of financial performance	
<i>Increase in retained earnings</i>	
Other operating expenses	4,931
Net effect on the statement of financial position	
<i>Decrease in current liabilities</i>	
Trade and other payables from exchange transactions	(4,931)
<i>Increase in net assets</i>	
Surplus/(Deficit) for the year	4,931
Net cash effect in cash flow statement	
Decrease in cash paid to suppliers and employees	(4,931)
Increase in cash generated in operations	4,931

20.14 Retained Earnings – Honorarium and Travel Expenses

It was discovered that expenses for a Council meeting related to the previous year had not been accrued, resulting in trade payables and administrative expenses being understated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016 R
Net effect on the statement of financial performance	
<i>Decrease in retained earnings</i>	
Administrative expenditure	1,451
Other operating expenses	328
Net effect on the statement of financial position	
<i>Increase in current liabilities</i>	
Trade and other payables from exchange transactions	1,779
<i>Decrease in net assets</i>	
Surplus/(Deficit) for the year	(1,779)
Net cash effect in cash flow statement	
Increase in cash paid to suppliers and employees	1,779
Decrease in cash generated in operations	(1,779)

20.15 Retained Earnings - Licenses

It was discovered that license expenses relating to the previous year had not been accrued, resulting in trade payables and administrative expenses being understated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016
	R
Net effect on the statement of financial performance	
Decrease in retained earnings	
Other operating expenses	(4,107)
Net effect on the statement of financial position	
Increase in current liabilities	
Trade and other payables from exchange transactions	
Decrease in net assets	
Surplus/(Deficit) for the year	(4,107)
Net cash effect in cash flow statement	
Increase in cash paid to suppliers and employees	(4,107)
Decrease in cash generated in operations	(4,107)

20.16 Retained Earnings - Car Hire Expenses

It was discovered that a credit for car hire expenses incurred in the previous year had been cancelled erroneously, resulting in trade payables and administrative expenses being understated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016
	R
Net effect on the statement of financial performance	
Decrease in retained earnings	
Administrative expenditure	453
Net effect on the statement of financial position	
Increase in current liabilities	
Trade and other payables from exchange transactions	453
Decrease in net assets	
Surplus/(Deficit) for the year	(453)
Net cash effect in cash flow statement	
Increase in cash paid to suppliers and employees	453
Decrease in cash generated in operations	(453)

20.17 Property, Plant and Equipment

In the prior year, during the heritage assets verification and classification process, it was found that items previously regarded as heritage assets were property, plant and equipment items. The error has been corrected, and the prior year figures have been restated to reflect the adjustment. The net effect of the error is outlined below:

	2016
	R
Net effect on statement of financial position	
Increase in net assets	
Surplus/(Deficit) for the year	2,770,900
Net effect on statement of financial position	
Increase in non-current assets	
Property, plant and equipment	2,770,900
Net cash effect in cash flow statement	
Decrease in cash flows from investing activities	(2,770,900)
Increase in cash generated in operations	2,770,900

20.18 Property, Plant and Equipment

In the prior year, during the heritage assets verification and classification process, items previously regarded as heritage assets have been reclassified as property, plant and equipment items. The depreciation and accumulated depreciation on these assets have been accounted for, and the prior year figures have been restated to reflect the adjustment. The net effect of the error is outlined below:

	2016
	R
Net effect on statement of financial position	
Decrease in net assets	
Surplus/(Deficit) for the year	(138,545)
Net effect on statement of financial position	
Decrease in non-current assets	(138,545)
Net cash effect in cash flow statement	
Decrease in cash generated in operations	(138,545)

20.19 Retained Earnings - Other Operating Expenses

It was discovered that a rental deposit in the year prior to the previous year should have been applied towards repairs and maintenance. The original entry resulted in an overstatement of accounts payable and an overstatement in repairs and maintenance to equipment, causing retained earnings to be understated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016
	R
Net effect on the statement of financial performance	
Increase in retained earnings	
Decrease in other retained earnings - Other operating expenses	(3,850)
Net effect on the statement of financial position	
Decrease in current liabilities	
Accounts payable	(3,850)
Increase in net assets	
Retained earnings/(Accumulated loss)	3,850
Net cash effect in cash flow statement	
Decrease in cash paid to suppliers and employees	3,850
Increase in cash generated in operations	3,850

20.20 Retained Earnings - Administrative Expenses

Expenditure previously allocated as administrative and operating expenses have been reclassified as heritage assets in prior years. The original entries resulted in an overstatement of accounts payable, and an overstatement in repairs and maintenance to equipment, causing retained earnings to be understated. The prior year figures have been restated, and the effect on the financial statements is as follows:

	2016
	R
Net effect on the statement of financial performance	
Increase in retained earnings	
Decrease in other retained earnings - Other operating expenses	(3,850)
Net effect on the statement of financial position	
Decrease in current liabilities	
Accounts payable	(3,850)
Increase in net assets	
Retained earnings/(Accumulated loss)	3,850
Net cash effect in cash flow statement	
Decrease in cash paid to suppliers and employees	3,850
Increase in cash generated in operations	3,850

21. Change in Accounting Estimates

Adjustment to Depreciation on Intangible Assets

During the current year, Iziko re-estimated the useful lives of certain assets by a further two years. This resulted in an amortisation surplus amounting to R15,715 (2016: R22,232).

	2017	2016
	R	R
Net effect on statement of financial performance		
Decrease in operating deficit	(15,715)	(22,232)
Decrease in amortisation	(15,715)	(22,232)
Net effect on statement of financial position		
Increase in intangible assets		
Intangible assets	15,715	22,232
Increase in net assets		
Accumulated funds	15,715	22,232

Adjustment to Depreciation on Property, Plant and Equipment

During the current year, Iziko re-estimated the useful lives of certain assets by a further two years. This resulted in a depreciation surplus amounting to R339,785 (2016: R450,501).

	2017	2016
	R	R
Decrease in operating deficit	(339,785)	(450,501)
Decrease in depreciation	(339,785)	(450,501)
Net effect on statement of financial position		
Increase in property, plant and equipment	339,785	450,501
Increase in net assets		
Accumulated funds	339,785	450,501

22. Deviations from Internal Procedures

During the financial year, 1 April 2016 to 31 March 2017, expenditure amounting to R1,831,795 (2016: R2,606,570) incurred, represented deviations from Iziko's internal procedures.

These expenditures are deviations from the Supply Chain Management (SCM) Policy and procedures with regard to procurement of goods and services. Due to the conditions prevailing at the time, and the nature of the special services required, it would have been impracticable to follow the prescripts of the SCM regulations and internal policies and procedures. It can be confirmed that these deviations were not as a result of fraudulent, corrupt or criminal activities or actions that deprived the state of value for money that may result in the state instituting a civil claim against a third party. No amounts need be recovered from any official because no one is liable in law, and the amounts remain as a debit against the relevant programme/ expenditure item.

23. Fruitless and Wasteful Expenditure

	2017	2016
	R	R
Opening balance	-	-
Fruitless and wasteful expenditure relating to prior year	-	-
Fruitless and wasteful expenditure relating to current year	14,454	55,221
Less amount condoned by the Accounting Authority	<u>1,476</u>	<u>(55,221)</u>
Balance to be submitted to Accounting Authority for condonation	<u>(12,978)</u>	<u>-</u>

During the year under review, expenditure in respect of penalties, fines and interest on late payments, and travel fee cancellation costs amounting to R14,454 (2016: R55,221) could have been avoided had sufficient care been taken. These amounts are therefore regarded as fruitless and wasteful expenditure, as defined by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA). Submissions were made to the Accounting Authority to condone an amount of R1,476 as it was found that the expenditure arose mainly from an oversight in performing an administrative task, and not an intentional transgression of relevant laws and regulations. Therefore, there is no need to recover such expenditure because no official is liable in law, and it was out of the control of Management/ individual due to the conditions and circumstances under which this expenditure was incurred. The condonation process was finalised by Council at a meeting held on 26 May 2017. The balance was discovered later, and is yet to be submitted to the Accounting Authority for condonation. The amounts remain as debits against the relevant programme/ expenditure item.

24. Irregular Expenditure

	2017	2016
	R	R
Opening balance	83,857	-
Irregular expenditure relating to prior year	-	-
Irregular expenditure relating to current year	10,256,217	83,857
Less amount condoned by the Accounting Authority/ National Treasury	<u>-</u>	<u>-</u>
	<u>10,340,074</u>	<u>83,857</u>

During the prior year, expenditure amounting to R83,857 was incurred in contravention of Section 2(1)(f) of the Preferential Procurement Policy Framework Act.

During the current year, expenditure amounting to R10,256,217 was incurred in contravention of regulation 14 of the Preferential Procurement Regulations and paragraph 2.2 of Treasury Instruction note 3 of 2014-15, which require that public entities must ensure that foreign suppliers are tax compliant at the date of submission and award of the bids. Although all attempts were made to assist the suppliers with obtaining the tax clearance certificates, suppliers were not able to secure tax clearance certificates due to the fact that they did not have business operations in South Africa. Notification of compliance was received from the South African Revenue Services (SARS) after the date of the tender award, and the amounts paid to the suppliers are therefore regarded as irregular expenditure, as defined.

25. Service in Kind

During the year under review, an amount of R10,408,467 (2016: R5,631,772) was paid on behalf of the entity by the Department of Arts and Culture, directly to the Department of Public Works (DPW). The payment was made in respect of municipal rates service charges incurred on the buildings occupied by the entity and owned by the DPW, as noted in notes 15 and 17. In addition, operating lease payments amounting to R8,743,458 (2016: R1,326,878) were made on behalf of the entity for premises occupied by the entity and belonging to parties other than the DPW.

The payments made towards these expenditures are not significant in terms of the strategic objectives and the overall mission and vision of the entity.

26. Segment Reporting
General Information

During the year under review, the entity was organised into, and reported to Management, on the basis of four major functional areas: Natural History Collections, Social History Collections, Art Collections and Education and Public Programmes. These segments were structured around the economic benefits offered to the public, and Management uses these segments to determine strategic objectives.

Natural History Collections consists of Marine Biology collections, Entomology, Palaeontology, Rocks and Minerals, and Terrestrial Vertebrates.

Social History Collections aims to increase public awareness of the history and cultural heritage of South Africa, past and present. It does this primarily through the interpretation of its collections in Pre-colonial, Maritime and Historical Archaeology, as well as historical and contemporary collections. In addition, collections from other parts of the world, from antiquity to the present, form part of our holdings.

Art Collections consists mainly of African art, modern painting and sculpture, historical painting and sculpture collections, prints and drawings, photography and new media.

Education and Public Programmes offers a range of learning experiences for everyone, irrespective of age or interest. The following activities are carried out, namely, school programmes, public programmes and outreach programmes.

2017						
R						
Segment	Natural History Collections	Social History Collections	Art Collections	Education and Public Programmes	Unallocated	Total
Income						
Government grant	12,013,214	8,807,620	5,547,812	4,092,421	41,496,933	71,958,000
Own income	163,772	13,382	231,144	716,680	11,089,387	12,214,366
Donations/ Sponsorship	2,517,039	1,173,077	259,951	3,915,252	2,322,180	10,187,500
Interest revenue (Unallocated)					8,057,819	8,057,819
Total income	14,694,025	9,994,079	6,038,907	8,724,353	62,966,320	102,417,685
Expenditure						
Programme 1: Administration	9,982,985	8,622,402	3,929,737	7,284,439	52,130,244	81,949,807
Programme 2: Business development	1,743,244	309,321	1,192,608	-	654,054	2,591,119
Programme 3: Public engagement	75,768	45,931	252,778	419,364	316,587	1,110,428
Post-retirement actuarial finance costs					6,764,801	6,764,801
Depreciation and amortisation (Unallocated)					2,994,341	2,994,341
Total expenditure	11,801,997	8,977,654	5,375,123	7,703,803	61,551,919	95,410,496
Surplus/ Deficit	2,892,028	1,016,425	663,784	1,020,550	1,414,401	7,007,189
Unallocated portion of non-current assets					2,478,307,144	2,478,307,144
Unallocated portion of current assets services					134,519,946	134,519,946
Total assets					2,612,827,090	2,612,827,090
Unallocated portion of non-current liabilities					79,899,353	79,899,353
Unallocated portion of current liabilities					58,749,922	58,749,922
Total liabilities					138,649,275	138,649,275

Restated 2016						
R						
	Natural History Collections	Social History Collections	Art Collections	Education and Public Programmes	Unallocated	Total
Income						
Government grant	11,304,779	8,199,292	5,038,926	4,860,323	38,932,680	68,336,000
Own income	145,499	28,752	207,073	1,736,933	6,818,033	8,936,290
Donations/ Sponsorship	3,693,008	945,364	202,941	162,064	2,658,047	7,661,423
Interest revenue (Unallocated)					5,880,732	5,880,732
Total income	15,143,286	9,173,408	5,448,940	6,759,320	54,289,492	90,814,445
Expenditure						
Programme 1: Administration	10,043,802	7,907,852	4,552,333	6,289,876	39,892,019	68,685,882
Programme 2: Business development	2,046,001	759,473	86,401	698	393,622	3,286,195
Programme 3: Public engagement	201,589	92,903	357,738	400,918	321,595	1,374,743
Post-retirement actuarial finance costs					5,508,053	5,508,053
Depreciation and amortisation (Unallocated)					2,461,997	2,461,997
Total expenditure	12,291,392	8,760,228	4,996,472	6,691,492	48,577,286	81,316,870
Surplus/ Deficit	2,851,894	413,180	452,468	67,828	5,712,206	9,497,576
Unallocated portion of non-current assets					2,473,696,417	2,473,696,417
Unallocated portion of current assets services					114,201,176	114,201,176
Total assets					2,587,897,593	2,587,897,593
Unallocated portion of non-current liabilities					65,089,049	65,089,049
Unallocated portion of current liabilities					55,637,918	55,637,918
Total liabilities					120,726,967	120,726,967

NB: There are no inter-segmental transactions, and therefore no eliminations are required.

27. Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA) Section 55 (2)

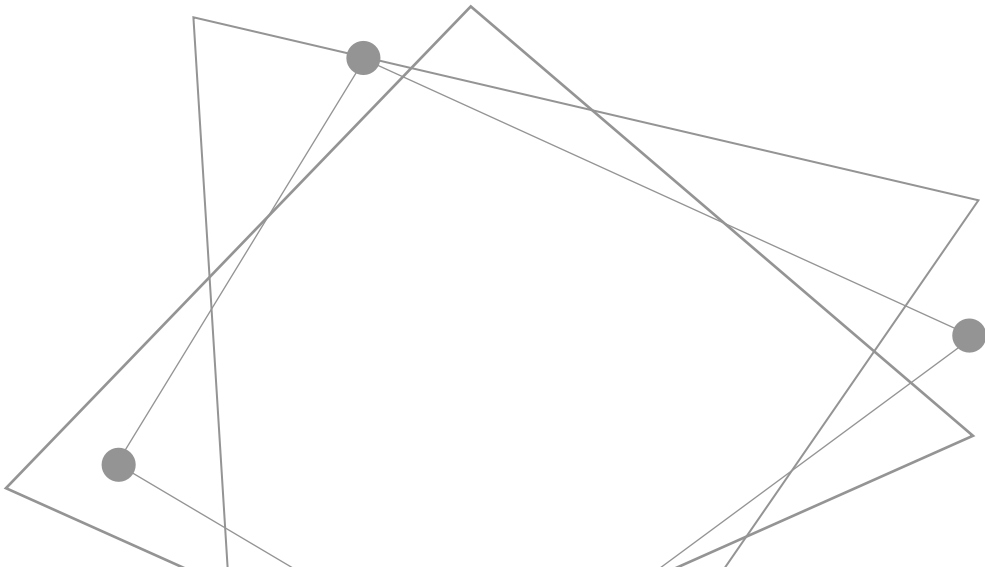
No material losses through criminal conduct were incurred during the year. Fruitless and wasteful expenditure has been disclosed in note 23.

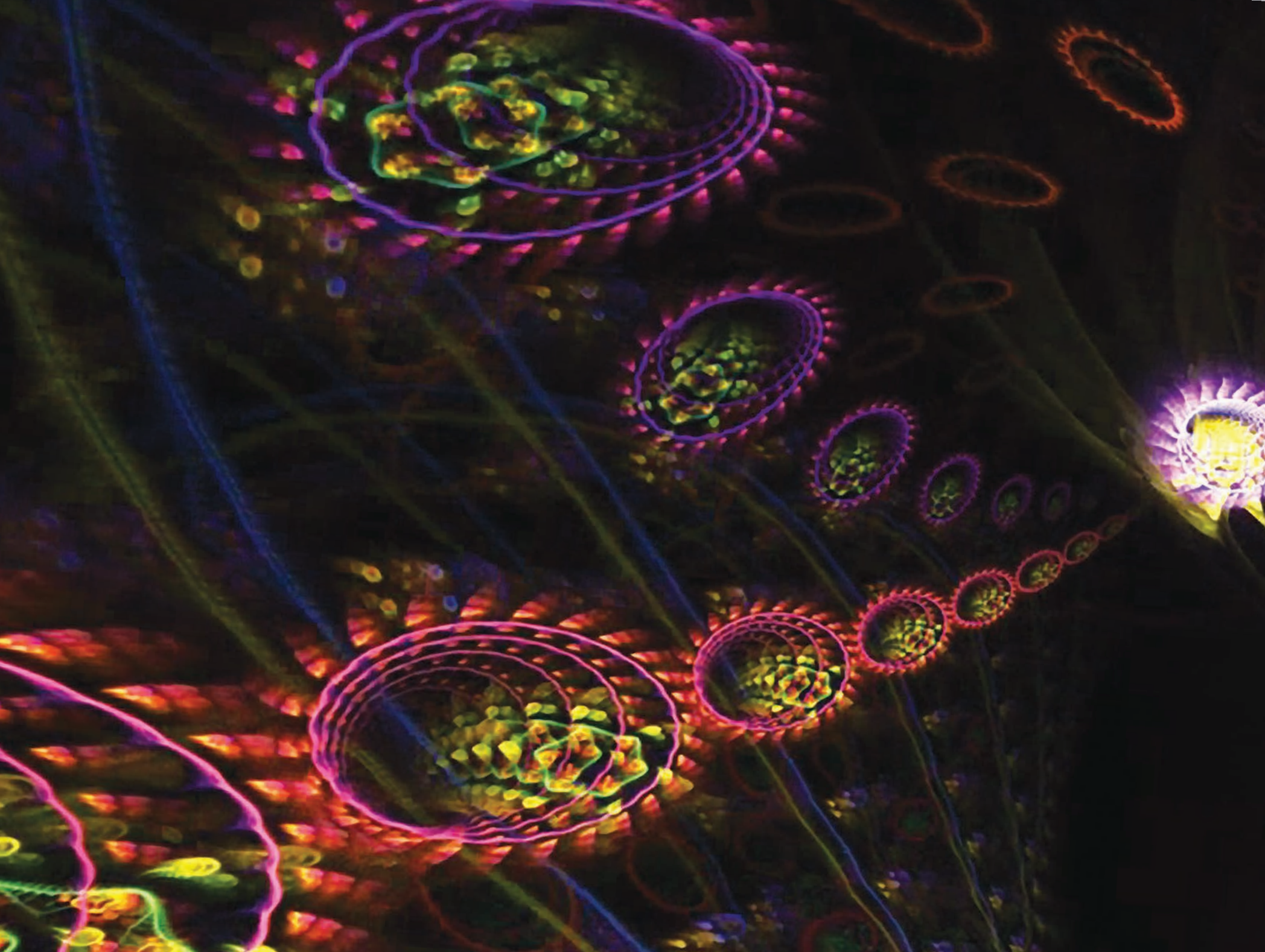
Section 53 (3)

The Council may not accumulate surpluses unless prior written approval by the National Treasury has been obtained. Application was made to the National Treasury, via the Department of Arts and Culture, to be exempted from investing Iziko’s surplus funds with the Corporation for Public Deposits, as prescribed in Treasury Regulation 31. In terms of guidelines from the Treasury, the surplus arrears are to be related to accumulated surplus, as per the Statement of Financial Position at the time of application. Iziko had an accumulated cash surplus, and approval was therefore sought to retain the cash surplus as at 31 March 2016.

Section 54 (2)

In terms of the PFMA and National Treasury Regulations 28.1.5, the Council has developed and agreed to a framework of acceptable levels of materiality and significance.





6 | APPENDICES

Fractals. Planetarium digital projection, courtesy of Sky-Skan.

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Through the Courtyard Project at the Iziko South African Museum, the essence of this museum and Iziko's overarching offering - education, knowledge generation and research - will be made partially accessible to the public.

An informal event to celebrate and mark the important milestones achieved to-date in implementing the Iziko Planetarium Digital Upgrade Project was hosted in the Planetarium on 23 November 2016.

L to R: Council Members Mr Themba Wakashe and Mr Andy Mooke; Ms Marcelle Musson, Provincial Manager: Western Cape, National Lotteries Commission; Dr Bongani Ndhlovu, Executive Director Core Functions; Ms Rooksana Omar, CEO; Amb. Dikgang Moopeloa, Council Chairman; Adv. Judith Leshabane, Council Member.

The newly built sixth floor of the Iziko South African Museum provides office space and houses a conferencing facility with spectacular views of the city bowl.

6.1 Facilities Management

6.1.1 Conservation and Maintenance Plan

Iziko is responsible for the conservation and maintenance of the following sites:

- South African Museum (late 19th century) and Planetarium
- South African National Gallery (20th century) and South African National Gallery Annexe
- Old Town House (18th century) housing the Michaelis Collection
- Slave Lodge (foundation was laid in 1679, sections added in 17th and 18th centuries)
- Rust en Vreugd Museum (late 18th century)
- Koopmans-de Wet House Museum (18th century)
- Bertram House Museum (early 19th century)
- Bo-Kaap Museum (early 19th century)
- National Mutual Building (20th century) housing the Social History Centre

The maintenance and conservation of the other three Iziko sites are managed as indicated below:

- William Fehr Collection at the Castle of Good Hope is managed by the Castle Control Board;
- Groot Constantia Museum Complex is managed by the Groot Constantia Trust; and
- The Maritime Centre is housed in the Union Castle Building, which is maintained by the V&A Waterfront as the landlord of the leased space.

As the buildings managed by Iziko have deteriorated over the past few years, a firm of architects has been appointed to conduct an in-depth survey of the buildings in order to provide Iziko with an Existing Building Condition Report (EBCR) for each building. The cost of emergency repairs will be provided so that Iziko can procure funding for urgent repairs.

An EBCR will be developed for each of the nine sites as Phase One, which will be followed by the development of a Conservation and Maintenance Plan as Phase Two of the project. The project is now in the implementation phase, with the architects prioritising which of the nine sites are in need of urgent repair and renovation.

At the end of Phase One of the project, the following will be available for each site:

- EBCR;
- draft method statements and budgets for urgent interventions;
- as-built drawings; and
- municipal submissions of drawings.

Once Phase One has been completed, the architects will develop a Conservation and Maintenance Plan for the nine sites.

6.1.2 Capital Projects

During 2016/17, the Department of Arts and Culture (DAC) funded the following capital projects that are in the process of being implemented:

6.1.2.1 Courtyard Project

The Courtyard Project is a major capital works project at the Iziko South African Museum (ISAM) and is managed by the Department of Public Works (DPW). The existing four-storeyed research space is being renovated into a seven-storey, contemporary facility built within the courtyard. When completed, this building will house collections, offices, laboratories, a conference centre, as well as a space where the public will be able to view collections staff at work.

The CEO and Executive Directors have moved into the executive suite on the sixth floor of the extension to ISAM, and a staged occupation of the building has commenced. The project is expected to be completed at the end of August 2017.

6.1.2.2 Installation of a Fire Suppression System at the Iziko South African National Gallery (ISANG)

A Fire Suppression System will be implemented in the next reporting period.

6.2 Donors

Iziko gratefully acknowledges the generous contributions over the past year of various donors who have assisted to supplement our subsidy from the DAC, thereby making key exhibitions, educational programmes, research and training possible.

Donor income banked totalled R28,119,352 in 2016/17, an increase of 63,5% from R17,192,761 banked in 2015/16.

The large increase in donor funding is mainly due to R13 million being banked during this period to fund the Iziko Planetarium Digital Upgrade Project.

- Abe Bailey Trust - Funding for conservation of the Bailey Collection
- Business and Art South Africa (BASA) - Funding for the In_Herit Festival Programme 2016
- Cape Peninsula University of Technology (CPUT) - Funding for the Planetarium Digital Upgrade Project
- Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) - Graduate Internship Programme
- Department of Arts and Culture (DAC) - Funding for the Planetarium Digital Upgrade Project
- George Washington University - Funding for the African Slave Wrecks Project



Women from all walks of life descended on the Iziko Slave Lodge on National Women's Day, 9 August 2016, for a walk to the Artscape. The Iziko Mobile Museum accompanied the throng of walkers.

Minister of Arts and Culture, Honourable Minister Nkosinathi Mthethwa (left), on a tour of the Iziko Slave Lodge with Social History Educator, Nadjwa Damon, on 12 October 2016. Minister Mthethwa was particularly interested in how we as a nation connect to our slave ancestry.

Minister of Science and Technology, Honourable Minister Naledi Pandor (centre), opened the *All from One* exhibition outside the Iziko South African Museum on 8 May 2016. The sculptural exhibition illustrates the fact that all people and life forms are 99,9% similar.

- HCI Foundation – Funding for the In_Herit Festival Programme 2016
- Lidderdale Trust – Funding for Bertram House
- National Lotteries Commission (NLC) – Funding for the Planetarium Digital Upgrade Project
- National Research Foundation (NRF) – Funding for the Planetarium Digital Upgrade Project
- National Research Foundation – Various projects
 - Incentive Funding for Rated Researchers Programme (Dr Simon van Noort)
 - Incentive Funding for Rated Researchers Programme (Dr Roger Smith)
 - Ecology of earliest Triassic tetrapods in Gondwana
 - Incentive Funding for Rated Researchers Programme (Dr Thalassa Matthews)
 - Mio-Pliocene marine mammal palaeoecology and palaeoenvironment reconstruction
 - Foundational Biodiversity Information Programme: e-Taxonomy of Bryozoans
 - Professional Development Programme
 - Iziko Planetarium Digital Upgrade Project
- Palaeontological Scientific Trust (PAST) – Funding for the *A Walk Through Time* exhibition outlining the South African archaeological and palaeo-anthropological record
- South African Heritage Resources Agency (SAHRA) – Funding for Archaeology Inventory Project
- South African National Biodiversity Institute (SANBI) – Funding for Seakeys Research Project

- The Andrew W. Mellon Foundation – Funding to enhance Iziko Art Collections capacity for conservation
- The Thursdays – Funding towards the Museum Night project
- University of Cape Town (UCT) – Funding for atrium operation exhibition
- UCT – Funding for Fossil Preparator
- UCT – Funding for Planetarium Digital Upgrade Project
- UCT – Funding for UCT/ Mellon Conservation Workshop
- University of the Western Cape (UWC) – Funding for the Planetarium Digital Upgrade Project
- University of Witwatersrand (WITS) – DST-NRF Centre of Excellence in Palaeosciences (COE) Project funds, Dr Roger Smith; Dr Wendy Black
- WITS – DST-NRF Centre of Excellence in Palaeosciences (COE) Project funds, Thalassa Matthews
- WITS – DST-NRF Centre of Excellence in Palaeosciences (COE) Project funds, Thalassa Matthews
- US Ambassador's Fund for Cultural Preservation (AFCP) – Funding for conservation projects linked to the *São José* Slave Wrecks Project: Conservation of objects recovered from the 18th century *São José* slave shipwreck in Cape Town; environmental assessment and monitoring of the *São José* slave shipwreck site

6.3 Partners

During 2016/17, 65 long-term partners⁶ continued to contribute in diverse ways to the successful delivery of our strategic objectives. It is noted that although not all these relationships have been formalised via MOU's, they are acknowledged herein as ongoing relationships that supported Iziko's ongoing productivity and delivery in 2016/17.

These include:

- Ambassade van het Koninkrijk der Nederland in Zuid-Africa/ Embassy of the Kingdom of the Netherlands
- Andrew W. Mellon Foundation
- *Art Africa* Magazine
- Birdlife South Africa
- British Council | South Africa
- Brown University: Centre for the Study of Slavery and Justice
- Business and Arts South Africa (BASA)
- Cape Craft and Design Institute (CCDI)
- Cape Peninsula University of Technology (CPUT)
- Cape Town Festival
- Cape Town Partnership
- Cape Town Tourism

- Castle Control Board
- Ceramics Southern Africa Western Cape
- City of Cape Town
- Consulado-General do Brasil na Cidade do Cabo Endereço/ Consulate General of Brazil in Cape Town
- Consulat Général de France au Cap/ French Consulate General in Cape Town
- Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA)
- Department of Public Works (DPW)
- Department of Science and Technology (DST)
- DST-NRF Centre of Excellence in Palaeosciences (COE)
- Freedom Park
- Friends of the Iziko Michaelis Collection
- Friends of the Iziko South African Museum
- Friends of the Iziko South African National Gallery
- GeoGenetics Centre, University of Copenhagen
- George Washington University
- Global Biodiversity Information Facility (GBIF)
- Golden Arrow Bus Services
- Groot Constantia Trust
- HCI Foundation
- Human Evolution Research Institute (HERI)
- Institute for Creative Arts (ICA)

⁵ The term 'long-term partner' is used by Iziko to denote relationships that add value and enable Iziko's productivity and delivery over a period of more than one year, and that are not linked to a single project but multiple initiatives. Although some of these partners may also be acknowledged as donors during the reporting period, as they provided banked donor income to the institution, they also continued to act as ongoing supporters and enablers.

- International Committee of Museums (ICOM)
- Inyathelo: The South African Institute for Advancement
- Lidderdale Trust Fund
- Michaelis School of Fine Art, University of Cape Town
- National Heritage Council of South Africa (NHC)
- National Library of South Africa
- National Lotteries Commission (NLC)
- National Research Foundation (NRF)
- Nature’s Best Photography Africa
- Palaeontological and Scientific Trust (PAST)
- Peninsula Beverages (PENBEV)
- Rhodes University (RU)
- Robben Island Museum
- Smithsonian Institution – National Museum of African American History & Culture (NMAAHC)
- South African Astronomical Observatory (SAAO)
- South African Heritage Resources Agency (SAHRA)
- South African Institute of Aquatic Biodiversity (SAIAB)
- South African National Biodiversity Institute (SANBI)
- Standard Bank of South Africa Limited
- Stanford University
- The Abe Bailey Trust
- The Rowland and Leta Hill Trust
- Thursdays Projects
- University of Cape Town (UCT)
- University of Stellenbosch (SUN)
- University of the Western Cape (UWC)
- University of the Witwatersrand (WITS)
- US Consulate General in Cape Town
- US Embassy in South Africa
- West Coast Fossil Park Trust
- Western Cape Government; Cultural Affairs & Sport (DCAS)
- Western Cape Government; Education Department (WCED)

Project Partnerships 2016/17

During 2016/17, a number of strategic partnerships were forged in support of specific exhibitions, education and research projects. A total of 37 project partnerships were formalised via MOA/ MOU, with an estimated equivalent Rand value of R14,758,674. In addition, a further 40 partnerships were forged in support of the projects and initiatives of Iziko’s Education department.

The following project partners supported various Iziko projects and programmes:

- BirdLife South Africa: An exhibition partnership to present the Oceans of Life Festival, an annual photographic exhibition produced by BirdLife South Africa, in order to showcase the beauty of the marine environment and promote the conservation of seabirds and marine biodiversity, presented at the Iziko South African Museum (ISAM), 6 October to 25 November 2016.
- City of Cape Town: Partnership linked to Museum Night Cape Town, to assist with City Services. These services are as follows: Solid waste, cleaning, safety and security, electricity (generator) and water (stand pipes), 20 April 2017.
- Commonwealth Association of Museums (CAM): The CAM entered into an internship partnership with Iziko for one intern: Keely Jayne McCavitt. The intern’s duties were to assist with the planning and successful delivery of a human remains repatriation workshop, 13-14 February 2017.
- Department of Arts and Culture (DAC): The DAC entered into an internship partnership with Iziko for one intern: Jurika Esterhuizen.
- Distell Foundation: A partnership in support of Iziko hospitality through provision of wine for the opening of *Home Truths: Domestic Interiors in South African Collections*, at the Iziko South African National Gallery (ISANG), 27 July 2016.
- Distell Foundation: A partnership in support of Iziko hospitality through provision of wine for the opening of the Standard Bank Young Artist Award – Mohau Modisakeng’s exhibition, *LEFA LA NTATE*, at the ISANG, 20 October 2016.
- Distell Foundation: A partnership in support of Iziko hospitality through provision of wine for the opening of *Women’s Work*, at the ISANG, 1 December 2016.
- Field Museum/ University of Teresina: Collaboration by Dr Roger Smith with project leaders Dr Kenneth Angielczyk and Dr Juan Carlos Cisneros in a project entitled, “Early tetrapod evolution in equatorial Pangea”, funded by the National Science Foundation (NSF), USA. Dr Smith has been a team participant in field trips to Brazil, the latest being in March 2016. (Project Manager: Dr Roger Smith.)
- Geometry Global: An exhibition partnership to present *My naam is Februarie: Identities Rooted in Slavery*, an exhibition narrating the stories of 12

individuals whose surnames are linked to calendar months, at the Iziko Slave Lodge (ISL), 20 October 2016 to 31 March 2017.

- Groot Constantia Wine Estate: A partnership in support of Iziko hospitality through provision of wine for three ‘conversations series’, at the ISANG, 22 June, 28 July, and 20 August 2016.
- Groot Constantia Wine Estate: A partnership in support of Iziko hospitality through provision of champagne and wine for the Planetarium Upgrade media launch and announcement, at the ISAM, 27 July 2016.
- Growth Events (PTY) Ltd (trading as The Cape Town Flower Show): An exhibition partnership to present Flowers in Art, at the Castle of Good Hope in the William Fehr Collection exhibition space, as well as the ‘High Tea Talks’ in the Lady Anne Banqueting Hall, 27-30 October 2016.
- HCI Foundation: Partnership linked to Iziko’s Human Rights Day programme, to assist with the provision of buses for two community groups, i.e. Khayelitsha and Bonteheuwel, to attend this programme, 21 March 2016.
- HCI Foundation: Partnership linked to an art programme at the ISANG, to assist with the provision of a bus for Capricorn Primary School, 29 March 2016.
- HCI Foundation: Partnership linked to the annual In_Herit Festival Programme 2016, to assist with the provision of buses for Blue Downs Primary School (240 learners), University of the Western Cape (60 students), Nazareth House (30 residents) and Noah House (30 residents) to attend the programme, 19-25 September 2016.
- Ingrid Bolton: An exhibition partnership to present, *Crossing the Ecoline*, a multi-media exhibition with video and installation artwork highlighting the effects of ocean acidification, at the ISAM, 6 October 2016 to 31 January 2017.
- Institute for Creative Arts (ICA): A collaborative and curatorial partnership with the ICA to produce performances by artists, and lectures related to events hosted by Iziko on Youth Day (16 June 2016), Women’s Day (9 August 2016), Heritage Day (24 September 2016) and during the ICA Live Art Festival that took place between November and December 2016.

- Learn to Earn: An exhibition partnership to present the work of their 2016 Graphic Design students at the ISANG Annexe, 17-24 November 2016.
- National Arts Festival (NAF): A collaborative partnership with the NAF to host the Iziko exhibition, *Moses Tladi Unearthed*, that was presented at the Grahamstown Gallery in the Albany History Museum, 30 June to 10 July 2016.
- Nature’s Best Photography Africa: An exhibition partnership to present, *Nature’s Best Photography Africa 2016*, an exhibition of photographs, presented at the ISAM, 24 June to 16 September 2016.
- Nelson Mandela Foundation: An exhibition partnership to present *Between States of Emergency: Photographers in action 1985 to 1990*, at Iziko Bo-Kaap Museum, 5 December 2016 to 31 March 2017.
- Palaeontological and Scientific Trust (PAST): A partnership linked to the All for One Campaign; a PAST initiative that uses an outdoor exhibition featuring a large DNA shaped structure creating a walk through sequence of panels that tells the story of humankind’s origin in Africa. This outdoor structure was installed outside the ISAM for five months, 19 April to 10 September 2016.
- *People’s Post*: Media partnership linked to In_Herit Festival Programme 2016 that provided significant coverage on the promotional campaign.
- Professor Michael Godby: A curatorial partnership with Prof. Godby, entitled, *Home Truths: Domestic Interiors in South African Collections*.
- Sanlam Life Insurance Limited: Partnership in support of the exhibition, *Home Truths: Domestic Interiors in South African Collections*, curated by Prof. Michael Godby, whereby Sanlam undertook to cover the transport and insurance cost of all external loans required for this exhibition, presented at the ISANG, 18 May to 23 October 2016. The insurance costs were also covered for all works from Iziko’s collections, while in transit to and from display when the exhibition moved to the Sanlam Gallery in November 2016.
- South African National Biodiversity Institute (SANBI)/ National Research Foundation (NRF): Collaborative research partnership with Iziko scientist Dr Simon van Noort to implement the BioGaps project. This NRF-Foundational



The Director and international grant funders of the Ford Foundation's Creativity and Freedom of Expression Program visited the Iziko Slave Lodge on 29 November 2016. They were interested specifically in heritage and public art, and the role of philanthropy in funding the creative arts.



The poignant exhibition, *My Naam is Februarie* at the Iziko Slave Lodge, created new awareness of the history of slavery at the Cape, and how it still echoes across the generations in today's society. Iziko's Paul October with his calendar page at the exhibition opening.



In collaboration with the Institute for Creative Arts and Iziko, an evocative performance was staged at the Iziko South African National Gallery on 18 February 2017. Partnerships such as this one offer opportunities to combine various forms of art in interesting ways.

Biodiversity Information Programme (FBIP) project, led by Domitilla Raimondo of SANBI, aims at filling biodiversity information gaps to support development decision making in the Karoo. The partnership included a seed funding grant, followed by full funding of this project. The partnership covers a three-year period (2016-2018).

- Standard Bank of South Africa: An annual exhibition partnership with Standard Bank to present exhibitions by Standard Bank Young Artist Award winners. In 2016, the exhibition of Mohau Modisakeng, *LEFA LA NTATE*, was presented at the ISANG, 20 October 2016 to 29 January 2017.
- Stanford University: Stanford University entered into an internship partnership with Iziko for two interns: Josie Roland Hodson and Lewam Dejen.
- TEDx CapeTownWomen: A collaborative partnership with Iziko, to host the TEDx CapeTownWomen event at the ISAM, 29 October 2016. TEDx CapeTownWomen is an arm of TEDxCT, directed at women and men who are interested in improving access to opportunities for women and the girl child in all sectors of the city.
- The Society of Psychiatrists of South Africa: Partnership linked with the Local Organising Committee of the World Psychiatric Association 2016 International Congress in the planning of a workshop at the ISL that used the narrative of slavery and the exhibits as an entry point for exploring issues relating to the history of psychiatry

in South Africa, and the rewriting of the social contract within psychiatry. ISL, 19 November 2016.

- Thursdays Projects: A collaborative partnership with Thursdays Projects, organisers of First Thursdays Cape Town, to stage the third edition of Museum Night in Cape Town, 20 April 2017. Museum Night is a cultural event in which museums and cultural institutions in an area cooperate to remain open late into the night to introduce themselves to new potential patrons. Iziko and Thursday Projects are the founding partners in this initiative, which now includes other museums and sites across the city.
- University of Cape Town (UCT) entered into an internship partnership with Iziko for one intern: Carly Schultz.
- UCT Michaelis School of Fine Art: A collaborative partnership with respect to the renewal of the Andrew W. Mellon Foundation grant to support the Honours in Curatorship programme and the collaboration between the two institutions.
- University of Stellenbosch (SUN)/ National Research Foundation (NRF): Collaborative research partnership with Iziko scientist Dr Simon van Noort and Professor Michael Cherry (SUN) for a NRF-Foundational Biodiversity Information Programme (FBIP) project on the effect of habitat fragmentation on faunal diversity of Eastern Cape forests. The partnership included a seed funding grant followed by full funding for this project. The partnership covers a three-year period (2016-2018).

- University of Washington: Collaboration between Dr Roger Smith and Dr Christian Sidor on NSF-funded project on Triassic fossils from southwestern Tanzania. Dr Smith has been a team participant in field trips to Tanzania, including one in June 2015. (Project Manager: Dr Roger Smith.)

In addition to the strategic partnerships noted above, our Education department and Planetarium benefit from the following, often ongoing, relationships that enhance our sustained delivery in this high priority focus area:

- ArtJamming: Art making programme with a focus on youth.
- *Cape Argus*: Jelly Bean Journal, promoting astronomy and advertising our children shows at the Planetarium.
- Cape College Tourism: Students from the college are mentored as part of their work-based learning.
- Cape Peninsula University of Technology (CPUT): Students from the university are mentored as interns whilst also assisting with public events. Also a Planetarium Digital Upgrade Project partner.
- Cape Town Festival: Collaborative Human Rights Day programme showcasing different forms of arts and culture.
- Centre for Conservation: An education institution supporting museum education programmes.
- City of Cape Town: Offers support to our public programmes.

- Community Chest of the Western Cape: Offers support to our public programmes.
- Department of Basic Education: Interacts with Iziko Education department regarding curriculum matters, programmes and resources.
- Department of Science and Technology: Interacts with Iziko Education department in terms of science and technology programmes. Also a Planetarium Digital Upgrade Project partner.
- Desmond Tutu HIV Foundation: Collaborative HIV awareness programme delivered on International HIV/AIDS Day.
- District Six Museum: Collaborative education and public programmes conducted with the museum.
- False Bay College Tourism: Students from the college are mentored as part of their work-based learning.
- Golden Arrow Bus Services: Transporting schools to our museums as part of the HCI Community Transport Support Programme.
- Gordon Institute for Performing and Creative Arts (GIPCA): Offers art and culture programmes at the museum – now known as the Institute for Creative Arts (ICA).
- HCI Foundation: Supports our education transport project through their Community Transport Support Programme.
- Infecting The City: Offers arts and culture public programmes at our museums.

- Institute for Healing of Memories: Working relationship with a focus on promoting social awareness.
- Kirstenbosch Botanical Gardens: The use of space for outreach and environmental activities.
- !Khwa ttu: A Khoisan community promoting social history awareness.
- Lalela Project: Collaborative art and exhibition making project with a focus on youth.
- Learn to Earn: Capacitating unemployed youth with design, art and exhibition making skills.
- M&C Saatchi Abel: Organisation raising awareness of museums among youth through summits.
- Mary Harding: Working with learners with special needs in the field of art.
- Meaningful Access Project (MAP): Art making project, with a focus on people with special needs.
- National Research Foundation (NRF): Partner in the Planetarium Digital Upgrade Project.
- Naval Hill Planetarium: Drawing on their expertise, consulting on show production.
- Northlink College Tourism: Students from the college are mentored as part of their work-based learning.
- Partners with After School Care Projects (PASCAP): Museum programmes, part of after-school care projects.
- Shikaya: Social justice and human rights history projects.
- South African Astronomical Observatory (SAAO): Expertise offered to the Planetarium.
- South African National Biodiversity Institute (SANBI): Support offered to our natural history programmes.
- St Mary's Primary: After-school art club for learners held at the Annexe.
- University of Cape Town (UCT): A partner in the Planetarium Digital Upgrade Project.
- University of Stellenbosch (SUN): Part of Planetarium conceptual plan regarding Research & Development Plan.
- University of the Western Cape (UWC): Collaborative public programmes conducted. Also a partner in the Planetarium Digital Upgrade Project.
- Western Cape Government; Cultural Affairs & Sport: Collaborative arts and culture programmes presented.

- Western Cape Government; Education Department: Collaborative education programmes presented.
- Western Cape Museum Educators Forum: Community of museum educators, where museum education programmes are presented.
- Wildlife and Environment Society of South Africa (WESSA): Collaborative environment education programmes.

Friends Organisations

Iziko’s three Friends organisations add value through their public programmes, financial support and their enthusiasm for specific museums and collections.

Friends of the Iziko South African National Gallery

The Friends of the Iziko South African National Gallery’s activities included a renewed drive to raise funds that maintain support for the purchase of new works for the Gallery (ISANG). This followed a year of considerable contributions to acquisitions.

The limited edition fine art prints on offer from the Friends, by Gerald Machona and Athi-Patra Ruga, were significantly added to in 2016 by the new work from Penny Siopis. *From My Lovely Day* is a still in an edition of 100 taken from her video and installation *My Lovely Day*, which is in the Iziko collection and was presented by the Friends in 2004. These prints have been exhibited at successive Cape Town and Joburg Art Fairs where they were received with success. The Friends’ stand at the 2017 Cape Town Art Fair garnered plaudits from both gallerists and the public, an appealing space for member recruitment and sales of the three prints, against the backdrop of the screening of *My Lovely Day* and the ISANG’s *The Art of Disruptions* exhibition opening.

The Friends supported the acquisition of Maurice Mbikayi’s *E-Munkishi*, the addition of this artist’s work to the collection simultaneously acknowledging the 10 years of service that Robert Mulders had given as previous Chairperson of the Friends.

Making a quantum leap in marketing, the Friends brand saw the integration of much needed upgrades to our electronic systems and social media profile, resulting in a more impactful image to a broader public. On First Thursdays and Museum Nights we promote membership of the Friends, that gives one year’s unlimited free entry to the ISANG. Fresh engagement with corporates and private donors is a priority, and we are asking subscribers to consider the new, higher tiers of membership on offer. We are greatly encouraged by the response received thus far.

The Friends are planning a gala event and other celebrations for our 50th anniversary in 2018. The close relationship with the ISANG and pooled resources indicate an energetic future, on which our well-integrated and enthusiastic Council members are focused. Maintaining interesting programmes and increasing memberships are ongoing tasks, and we are grateful for the cooperation from the Gallery’s curators that allows us to dovetail with openings, walkabouts, lectures, and so forth. The Friends Council has several newly elected members, and we can look forward to the concern for education and Friends’ events receiving innovative attention.

Members of Council: Jilly Cohen (Chairperson), Phillippa Duncan (Vice-Chairperson), Winnie Sze (Treasurer), Clare Graaff, Barbaro Martinez-Ruiz, Nomusa Makhubu, Robert Mulders, Gcobani Sipoyo.

Friends of the Iziko South African Museum
The Friends of the Iziko South African Museum is a Non-Profit Organisation supported by a committee of eight members: Rosemary Smythe, Munro Bloch, Gill Grose, Medeé Rall, Prof. JP Van Niekerk, Dr CP Van der Merwe, Maxine Davies and Charlotte Honiball, who are committed to promoting the Iziko South African Museum (ISAM), especially the research and work of its world rated scientists. This is achieved through a programme of monthly lectures, field trips and day outings, reflecting the culture of the ISAM.

The Friends of the Iziko South African Museum is open to people of all ages interested in learning and exploring the natural and social history of our country. Membership currently stands at approximately 350 people. With the use of social media, the Friends has been able to attract a wider and more diverse audience to lectures and activities. These include visits to the newly renovated Castle of Good Hope guided by Lungile Gadezwi, the Iziko Slave Lodge (ISL) guided by Nadjwa Damon, Consol Glass factory, viewing the *Flora Old and New* exhibition at the Irma Stern Museum, overnight visits to the Hermanus/ Stanford area, and Porcupine Ridge in Villiersdorp, and many other interesting activities.

The annual Robben Island trip in July was a great success, as was the regular and popular fossil hunting trip in the Karoo with Dr Roger Smith. In appreciation, the Friends made a donation to Dr Smith to be used for the purchase of GPS equipment.

The monthly lecture programme, made up of specialists and experts in different fields, such as astronomers, botanists, palaeontologists, entomologists, historians and zoologists, always attracts large audiences.

Friends of the Iziko Michaelis Collection
The Friends of the Iziko Michaelis Collection has been dormant since the closure of the Iziko Old Town House and the removal of the Collection to the ISANG in December 2015. The finances of the Friends remain exceptionally healthy, but no activities have been held since the building’s closure. Key positions on the Friends’ Committee have been vacated though illness, immigration and resignation. However, a few stalwarts remain. The Iziko Curator of Historical Paintings and Sculpture, Hayden Proud has held meetings with various interested parties to fill these positions and reactivate the Committee when the Iziko Old Town House is reopened to visitors.



Calcite crystal. The Iziko South African Museum provides visitors with the opportunity to learn more about our minerals in their systematic arrangement in the mineral gallery.



Robert Hodgins (1920–2010). *Ton-Ton Macoute*, *South American Assassin*, and *Marine Assassin*, all 1990. Painted, glazed ceramic, Iziko Art Collections.



Robert Hodgins (1920–2010). *Assassination Squad*, 1989. Oil on canvas, Iziko Art Collections. Presented by the artist.



Wasp specimens from the Entomology collections.

6.4 Exhibitions

Art Collections

- *Home Truths: Domestic Interiors in South African Collections*, ISANG, 18 May to 23 October 2016.
- *The Art of Disruptions*, ISANG, 16 June 2016 to 14 May 2017.
- Mohau Modisakeng, Standard Bank Young Artist Award 2016, *LEFA LA NTATE*, ISANG, 20 October 2016 to 29 January 2017.
- Abe Bailey exhibition, ISANG, 4 November 2016 to 26 April 2017.
- *Our Lady*, ISANG, 1 December 2016 to May 2017.
- *Women's Work*, ISANG, 1 December 2016 to 23 July 2017.
- *At Face Value*, ISANG, 15 December 2016 to 4 September 2017.
- ICA Live Art Festival, ISANG, February 2017.

Natural History Collections

- *All from One*, ISAM, 19 April to 10 September 2016.
- *Nature's Best Photography Africa*, ISAM, 21 June to 25 September 2016.
- *Oceans of Life*, ISAM, 6 October 2016 to 31 March 2017.
- *Crossing the Ecoline*, ISAM, 6 October 2016 to 31 March 2017.

Social History Collections

- *You strike a rock*, Mayibuye Archives, August 2016 to 28 February 2017.

- *Between States of Emergency: Photographers in action 1985 to 1990*, Nelson Mandela Foundation, 12 December 2016 to 31 March 2017.
- *My naam is Februarie: Identities Rooted in Slavery*, Iziko, in partnership with Geometry Global, 20 October 2016 to 1 May 2017 (extended to end October 2017).
- The New Wine Museum, Iziko, in partnership with Groot Constantia Trust, 1 February 2017 to 31 January 2022.

6.5 Workshops and Conferences

Art Collections

- Enoch Bangeni, Nkosinathi Gumede, and Angela Zehnder, attended Preventative Conservation and Collection Management Workshop, Stellenbosch, 10–11 November 2016.
- Ingrid Masondo, attended Black Portraiture Conference, Johannesburg, 17–19 November 2016.
- Ernestine White, attended 'Museums, Publics and the Work of Activism', Cape Town, 22–23 February 2017.
- Nkosinathi Gumede and Enoch Bangeni, attended Health and Safety Workshop, Iziko, 24 February 2017.
- Ernestine White, conducted the Sandy Peatling Memorial Lecture for the Decorative Art Society, 23 March 2017.
- Ernestine White, conducted a lecture for the UCT Honours in Curatorship Programme, 27 March 2017.

Natural History Collections

- Romala Govender, presented a lecture on Langebaanweg and its marine fauna to UCT Zoology Honours class, 17 May 2016.
- Eugene Bergh, gave two presentations at the 19th Biennial Conference of the Palaeontological Society of Southern Africa, University of Stellenbosch, 5–8 July 2016.
- Nokuthula Nhleko, was a leader on the Ant Course 2016 in Gorongosa National Park, Mozambique, 27 July to 7 August 2016.
- Eugene Bergh, gave two lectures on Applied Micropalaeontology to UCT Honours Geology students, 15 and 18 July 2016, and a lecture on fossils and environments through time to CPUT Environmental Management students, 17 August 2016.
- Simon van Noort, attended a meeting of the Steering Committee for the NRF-Foundational Biodiversity Information Programme (FBIP) Biogaps Project, 16 August 2016.
- Thalassa Matthews, participated in a workshop on palaeontological education at the Centre of Excellence for the Palaeosciences, WITS, 13–15 September 2016.
- Simon van Noort and Nokuthula Nhleko, ran a course on wasp, bee and ant identification for Ezemvelo KZN Wildlife staff at the Hluhluwe Game Reserve, 7–11 November 2016.

- Simon van Noort, gave talks on his wasp research to the following groups: Friends of the Iziko South African Museum (28 June 2016), WESSA Friends of Bracken, Brackenfell, 12 April 2016; Sanparks Hoerikwaggo Kids Club, 14 October 2016; Nerina Garden Club, 24 February 2017; and 30 school children, as well as science staff at the Gorongosa National Park, Mozambique, 17 March 2017.

Social History Collections

- Presented panel discussion on the Slave Wrecks Project, ISL, 1 April 2016.
- Presented 'Collections Management and Archiving of Archaeological Collections', at !Khwa ttu San Cultural Village by Social History Pre-colonial Archaeology unit, 26–27 May 2016.
- Jaco Boshoff, presented a lecture on 'The Wreck of the *Solglimt*', UCT Winter School, 20 June 2016.
- Wendy Black, presented lectures on 'Working with museum Collections', UCT Curatorial Honours Class, 12 and 19 August 2016.
- Paul Tichmann, presented 'South Africa's Slave legacy' to the Department of International Relations and Cooperation's Public Participation Programme, Parliament, 28 September 2016.
- Thys van der Merwe presented a lecture on the RMS *Cape Town Castle*, iThuba, Maritime Museum, 26–27 October 2016.

- Partnership, ‘The Present in the Past, Rewriting the Psychiatric Social Contract’, workshop with World Psychiatric Congress Local Organising Committee, ISL, 18 November 2016.
- Paul Tichmann, presented on slavery at the Cape, ‘Slavery & the Institutional Politics of Public History’ at the Yale-Brown University Conference, Brown University, USA, 1 December 2016.
- Shanaaz Galant and Faried Basier presented a workshop on slavery to commemorate Slave Emancipation Day, ISL, 1 December 2016.
- Presented Unethical Remains Repatriation Workshop in partnership with Commonwealth Association of Museums, ISAM, 13-14 February 2017.
- Paul Tichmann, presented ‘Museums, publics and the work of activism, on the Slave Lodge’ to the Museum Quadrant of the North-South Partnership’s session, District Six Museum, 23 February 2017.

Education and Public Programmes

- Daksha Naran, attended a workshop on the PAST and Museum Evolution exhibitions, ISAM, 8-9 April 2016.
- Wayne Alexander, attended the SA Cultural Observatory Conference 2016 – Invitation and Call for Papers, Observatory, 16-17 May 2016.
- Daksha Naran, attended a workshop on education, Company’s Garden Bird Survey, ISAM, 17 May 2016.
- Temba Matomela, attended a workshop on Indigenous Astronomy, Parliament, 25 May 2016.
- Daksha Naran, attended a WCED Teacher Development Workshop, ISAM, 11 June 2016.
- Temba Matomela, attended a Career Expo on Astronomy, Gugulethu, 29 July 2016.
- Temba Matomela, attended the Indigenous Astronomy opening event, UWC, 5-6 August 2016.
- Theo Ferreira, attended the National Science Week Launch at Naval Hill Planetarium, Bloemfontein, 6 August 2016.
- Daksha Naran, attended the GIFT Workshop, ISAM, 8-9 August 2016.
- Nadjwa Damon, attended a WCED conference, Durbanville, 31 August 2016.

- Yentl Kohler, attended a WCED conference, Durbanville, 1 September 2016.
- Wayne Alexander, attended a seminar by Dr C Knaus, Professor of Education at the University of Washington Tacoma, entitled, ‘Whiteness at Schools: Examining Inequalities, Questioning Non Racialism, and Challenging Western Education’, CPUT, 5 September 2016.
- Daksha Naran, attended a conference at the Centre of Excellence, Palaeoscience, Evolutionary Science Institute, WITS, 6-9 September 2016.
- Temba Matomela, attended the 3rd International Sport & Peace Conference on Indigenous Astronomy, V&A Waterfront, 15 September 2016.
- Temba Matomela, attended the SA Navy Heritage Day Adjudicators, Simon’s Town, 23 September 2016.
- Daksha Naran, attended a Specify Workshop, SANBI, Pretoria, 4-7 October 2016.
- Wayne Alexander, attended a conference on the 2016 Inkosi Albert Luthuli Oral History Programme, Department of Basic Education, 4-7 October 2016.
- Temba Matomela, attended the Robertson Spring Show on Indigenous Astronomy, Robertson, 4-8 October 2016.
- Temba Matomela, attended the My Career Choice Expo and Conference on Indigenous Astronomy, OR Tambo Hall, Khayelitsha, 20-21 October 2016.
- Wayne Alexander, attended the Cultural Intelligence Workshop, Rondebosch, 28 October 2016.
- Wayne Alexander, attended a DAC conference, Johannesburg, 10-11 November 2016.
- Wayne Alexander, wrote a paper which was presented by Bongani Ndhlovu at the Public and Work of Activism Workshop, District Six Museum, 22-23 February 2017.
- Daksha Naran, Sthembele Harmans, Nelson Kilimani, Temba Matomela and Luzuko Dalasile, attended the Science Festival, Grahamstown, 7-15 March 2017.
- Wayne Alexander, attended the Science Festival, Grahamstown, 9-14 March 2017.
- Wayne Alexander, attended the Time Travel Workshop, Castle of Good Hope, 17 March 2017.

6.6 Acquisitions (key purchases, bequests and donations to collections) and Loans

Art Collections Purchases

- Fabrice Monteiro (b. 1972). *The Prophecy, Untitled #1*, 2014. Digital print.
- Rafiq Mayet (b. 1955). *10 Jazz portraits from the Rainbow*. Silver prints.
- Sethembile Msezane (b. 1991). *Chapungu – The Day Rhodes Fell*, 2015. Cotton rag print.
- Sethembile Msezane (b. 1991). *Manifestations of Self*, 2015. Mixed media sculpture (photographic).
- Haroon Gunn-Salie (b. 1989). *History After Apartheid*, 2015. Video.
- Zander Blom (b. 1982). *Album 1*, 2014. Monotype print on cotton sheet. Part of WITS History of Art Print Portfolio 2.
- Donna Kukama (b. 1981). *Sincerely Yours*, 2014. Hard ground etching with drypoint. Part of WITS History of Art Print Portfolio 2.
- Michael MacGarry. *Kilamba Kiaxi, Luanda*, 2014. Hand coloured screen print. Part of WITS History of Art Print Portfolio 2.
- Dineo Bopape (b. 1981). *Untitled*, 2014. Digital lithograph print. Part of WITS History of Art Print Portfolio 2.

Art Collections Donations and Presentations

- Stephen Inggs (b. 1955). Index (a body of work with 80 prints). Hand-painted silver gelatin emulsion prints on BFK Rives paper. Donated by the artist.
- Thania Petersen (b. 1980). 5 photographic prints from the *I am Royal* series. Inkjet print on Epson Hot Press. Donated by the artist.
- Alex Wagner. *Untitled*. Collage on paper, undated. Presented by Chris Inskip.

Social History Collections Purchases

- Roger Bosch (1966-). *Nelson Mandela looks down as he takes a step at his home in Bishopscourt*. Photograph of Nelson Mandela taken 20/08/2008, printed 2013. Edition 3/7, archival inkjet print, 80 x 110 cm, framed.
- Sean Nefdt. *Oil on canvas* is a tribute to struggle veterans and a historical recording of events that occurred in the Western Cape during the anti-apartheid struggle. Oil on canvas, comprising 4 canvases.

Social History Collections Donations

- 1 T-shirt made from the Black Sash 60th anniversary commemorative cloth. The shirt was made from the Black SASH 60th Commemorative cloth’, designed by Susan Hanson in about 1996 for Sue Clark. Donated by Dr Patricia Davison.
- 7 T-shirts – 5 x Fight Education Inequality T-shirts; and 2 x STELAVAC (Steenberg Lavender Hill Action Committee) DPSA (Detainees Parents Support Association) T-shirts. Donated by former anti-apartheid activist, Khoisan Paramount Chief Hennie van Wyk.
- 1956 RMS *Edinburgh Castle* restaurant menus (x 2), a postcard, a booklet and a news magazine. Donated by Brian Dignam Cudlip, who was a chef on the RMS *Edinburgh Castle* for a number of trips.
- Raku-fired earthenware pot plant holder of elliptical shape. By potter, Donvé, who exhibited at the Yellow Door Gallery in Cape Town in 1985 and 1987. Donated by Robert Mulders.
- Linocut artwork entitled ‘*Klops*’, depicting a ‘*Tweede Nuwe Jaar*’ minstrel. Donated by the artist, Rod Sauls.
- Tata Madiba Memorial Booklet, produced by Iziko Museums of South Africa as part of the *Madiba* exhibition. Signed by Dr Dennis Goldberg, one of only two surviving members of the Rivonia Trial, 4 December 2015.
- South African Post Office’s commemorative booklet of the Rivonia Trial. Donated by Dr Dennis Goldberg.
- Badge of the International Socialist Movement, a political organisation formed in South Africa in 1989. Donated by Lalou Meltzer.
- Sorban, a turban wrapped around a fez, worn by the donor’s uncle upon his return from a pilgrimage to Mecca. Donated by Jan Daniel de Villiers Truter.
- Mottled green and brown glazed ceramic vase in the shape of a bowl, with a wavy or scalloped rim. Made at Rand Ceramics Industries, Johannesburg, South Africa, pre-1955. Donated by June Hosford.
- Ceramic ashtray, triangular form, decorated with a giraffe and inscribed “Etosha” on the front. Made by Crescent Potteries. Donated by Esther Esmyol.
- “Golliwog” doll. A type of a rag doll made from black fabric, with black eyes bordered with white, red lips with white teeth and frizzy hair. This type of doll is based on the controversial black fictional character created by Florence Kate Upton in 1895. Donated by an anonymous donor.



Gordon's silver cup is referred to as a tumbler, deriving the name from the cup's weighted rounded base. The cup was beaten up from thick gauge silver, the weight of the metal in the footless base causing the cup to return to an upright position when knocked over. It was created by the Cape silversmith DH Schmidt.



Sethembile Msezane. *Chapungu - The Day Rhodes Fell*, 2015. Digital print. Image courtesy of the artist. From the *The Art of Disruptions* exhibition, Iziko South African National Gallery.



A Sorban (turban) wrapped around a fez, which was worn by the donor's uncle upon his return from a pilgrimage to Mecca. Donation to the Iziko Social History Collection by Jan Daniel de Villiers Truter.



Fabrice Monteiro (Born 1972). *The Prophecy, Untitled #1*, 2014. Digital print. Art Collections purchase. The work was inspired by the artist's perception of environmental degradation in West Africa.

- Photo albums (x 2). The photographs in the 2 albums, taken by the late Anna Magdalena Goosen, give an overview of shipping movements at the V&A Waterfront during 2001-2009. Of particular significance are the photographs of the *Doulos* and *Concordia*. Bequeathed by the late Anna Magdalena Goosen.
- Two bird figurines. Glazed ceramic dove figurine with hand-painted decoration, base marked with the name of the potter, Leta Hill. Ceramic dove figurine covered with a runny glaze, base marked with the name of the potter, Leta Hill. Donated by the Rowland and Leta Hill Trust.
- Coffee service. Part coffee service, glazed ceramic, comprising: coffee pot with handle; lid to match; small cup with handle; small saucer to match; sugar bowl (without lid or handle); large cup with handle (x 4). Hand-painted with San rock art-inspired designs in brown and black on a yellow ground. Glaze crazed. Drostdy ware, made at the Grahamstown Pottery, Grahamstown, in the 1950s. Donated by Dr Patricia Davison.

Loans

Art Collections

Incoming Loans

There were 133 incoming loans:

- Sethembile Msezane. Sethembile Msezane, *Chapungu - The Day Rhodes Fell*, 2015.
- Afronova. Lawrence Lemaoana, *Our freedom can't wait*.

- Afronova. Lawrence Lemaoana, *I did not join the struggle to be poor*.
- Afronova. Lawrence Lemaoana, *With our boxes and matches we will liberate us*.
- Goodman Gallery Cape Town. Haroon Gunn-Salie, *History After Apartheid*, 2015.
- Mariane Ibrahim Gallery. Fabrice Monteiro, *The Prophecy 1*, 2014.
- Dean Hutton. Dean Hutton, *Fuck white people* (posters) x 2.
- Dean Hutton. Dean Hutton, *Fuck white people* chair.
- Dean Hutton. Dean Hutton, *Golden dean boots*.
- Dean Hutton. Dean Hutton, *Golden Dean breaks the Internet in Ghana*.
- Anna Kemp. Andries Gouws, *Drawn Curtain*, 2003.
- Barbara Buntman. Sam Nthlengethwa, *Room in a Shack*.
- Clementina van der Walt and Albie Bailey. Ronnie Levitan, *Khayelitsha interior*, 1989.
- David Southwood. Dave Southwood, *Victoria Mxenge TT, Cape Town*.
- Durban Art Gallery. AC Cooke, *The Price of Victory*, c. 1909.
- Durban Art Gallery. Francis (Frank) Montague Holl, *Times of Fear*, 1880.
- Erdmann Contemporary. Nomusa Makhubu, *Amaso neNxawa*, 2006.
- Goodman Gallery Cape Town. David Goldblatt, *Interior of Beehive Hut: The Home of Mildred Nene, KwaCeza, KwaZulu*. 31 July 1989.

- Goodman Gallery Cape Town. David Goldblatt, *A Girl and her Mother at Home (from Boksburg)*, 1980.
- Homestead Group Holdings Ltd. John Muafangejo, *Muafangejo's Kraal*.
- Homestead Group Holdings Ltd. Gerard Sekoto, *The Evening Prayer*.
- Homestead Group Holdings Ltd. Tommy Motswai, *Happy Mother's Day Mom*.
- Homestead Group Holdings Ltd. Sfiso Ka-Mkame, *Home Sour Home*.
- Homestead Group Holdings Ltd. Trevor Makhoba, *The writing is on the wall*.
- Kotze Collection. Ian Grose, *Colour Separation (Red)*.
- Kotze Collection. Ian Grose, *Colour Separation (Green)*.
- Kotze Collection. Ian Grose, *Colour Separation (Blue)*.
- Jon Riordan. Jon Riordan, *Entrance to a Three-bedroomed Subterranean House*.
- Jon Riordan. Jon Riordan, *A Makeshift Bed*.
- The New Church Museum. Deborah Poynton, *Interior with Red Tub*, 2008.
- The New Church Museum. Zander Blom, *The Black Hole Universe, Chapter 2 Scene 041, Berlin*, 2010.
- Lien Botha. Lien Botha, *White stick for the Arctic: Inside the House the Mother did not Build*, 2008,
- Constitutional Court Trust. Robert Hodgins, *Scene of the Crime*, 1994.
- MAKER Johannesburg. Santu Mofokeng, *The Mkansi Kitchen* from the series, *Child-Headed Households* (8015FE), 2007.

- Masimba Sasa. Kutlwano Moagi, *Blood*.
- Michael Godby and Sandra Klopper. Justin Brett, *Interior*, 2012.
- Michael Godby and Sandra Klopper. Beth Armstrong, *I would often skip the last stair of staircase*, 2010.
- Michael Godby and Sandra Klopper. Martha Rosler, *Bringing the War Home: House Beautiful*.
- Michael Godby and Sandra Klopper. Guy Tillim, *Apartment Block Kuito, Angola*.
- SMAC CT. Johann Louw, *Figuur in interieur 1*, 2014.
- Tatham Art Gallery. Enslin du Plessis, *Sitting Room at Mecklenbergh Square*, ND.
- Tatham Art Gallery. PW Steer, *The Sofa (Woman reading)*, 1889.
- Tatham Art Gallery. Bonginkosi Ngcobo, *A good book*, 2006.
- Tatham Art Gallery. George Pemba, *Untitled (Woman telling man to leave)*, 1988.
- Tatham Art Gallery. John Bacon, *The Ring*, 1898.
- Thuli Gamedze. Thuli Gamedze, *Untitled (Doorway)*, from the *Odds and Endings* series, 2014.
- UCT c/o Irma Stern Museum. Tyrone Appollis, *Gone to the Neighbours*, 2005.
- UCT c/o Irma Stern Museum. Unknown Danish artist, *Elderly couple seated in drawing room*, c. 1880.
- UCT c/o Irma Stern Museum. Jean Welz, *Matisse's Model*, 1945.
- University of Stellenbosch Museum. Clare Menck, *Brekfis by die Van Straatens (Johannesburg)*, 2007.

- University of Stellenbosch Museum. Enslin du Plessis, *Bombed interior*, c. 1942.
- WITS Arts Museum. Motseoka Thibeletsa, *Child Abuse*, 2000.
- Njideka Akunyili Crosby, *Mama, Mummy and Mamma*, 2014.
- Bridget Baker, *The Maiden Perfect*, 2005.
- Conrad Botes, *The Fiscal Agent*, 2005.
- Conrad Botes, *Terrorist and Anarchist* (diptych), 2011.
- Mathew Hindley, *The Grace of Witch*, 2010.
- Zwelethu Mthethwa, *Untitled* (from the *Hope Chest* series), 2012.
- Cameron Platter, *She was the most Beautiful Woman he had ever seen*, c. 2005.
- Deborah Poynton, *Land of Cockaigne 1*, 2012.
- Penny Siopis, *On Stains-Confess*, 2008.
- Ed Young, *Agnus Dei*, 2015.
- Mohau Modisakeng, *Untitled*.
- Mohau Modisakeng, *Untitled*.
- Mohau Modisakeng, *Untitled*.
- Mohau Modisakeng, *Untitled*.
- Mohau Modisakeng, *Untitled*.
- Mohau Modisakeng, *Untitled*.
- Nicholas Hlobo, *Lthengethenge*. 2015.
- Sethembile Msezane, *Ngifunguma*, 2016.
- Lerato Shadi, *Mosako Wa Nako* (Performance remnant), 2016.
- Lerato Shadi, *Selogilwe*, 2010.
- Liza Globler, *It doesn't matter, as long as you try*, 2009-2016.
- Liza Globler, *First impressions of Khirkee extension*, 2016.
- Liza Globler, *First impressions of Khirkee*, 2016.
- Liza Globler, *First impressions of Khirkee*, 2016.
- Liza Globler, *No more worlds to conquer*, 2016.
- Siwa Mgoboza, *The Ultrabeam (provisional)*, 2016.
- Siwa Mgoboza, *Les Eltres D'Africadia* (after Les Demoiselle D'Aassignon), edition of 10 (9), 2015.
- Barend de Wet, *Beyond the colour line*, 2012.
- Barend de Wet, *Crochet* (Shroud), 2013.
- Barend de Wet, *Haarstoriewol* (Groot), 2013.
- Pierre Fouché, *Ashraf Jamal and Werner Ungerer Europa*, 2016
- Pierre Fouché, *The Judgment of Paris (After Weeveel)*, 2013

- Athi-Patra Ruga, *Invitation... presentation... induction*, 2013
- Qubeka Fine Art studio in collaboration with Lizette Chirrime, *Untitled*, 2006
- Unknown Keiskamma Tapestry, various artists.
- Voices of Women, Acc Nr: Artw. 823.
- Maria Mangwe, Kaross Embroidery, Acc Nr: Artw. 673.
- Sara Malatji, Kaross Embroidery, Travel, Artw. 674.
- Tamlin Blake, *Delicates*, 2012.
- Tamlin Blake, *Escape*, 2011.
- Tamlin Blake, *Succulent legs*, 2013.
- Tamlin Blake, *Taking time*, 2012.
- Tamlin Blake, *Dead Prophets*, 2014.
- Billie Zangezwa, *And...Fire!*, 2008.
- Qubeka Fine Art Studio in Collaboration with Lindi Sales, *Nomawabo Portrait*, 2005.
- Qubeka Fine Art Studio in Collaboration with Lindi Sales, *Babalwa's Portrait*, 2005.
- Qubeka Fine Art Studio in Collaboration with Lindi Sales, *Khanyisa and Andiswa Portrait*, 2005.
- Pierre Fouché, *Judgement of Paris II*, 2015.
- Igshaan Adams, *Al-Fatiha II* (Part two), 2016.
- Igshaan Adams in collaboration with Kylie Morland, *Stoflike Oorskot*, 2016.
- Ralph Ziman, *Tokoloshe 3 "Evil Spirit" (Zulu)*, 2015.
- Ralph Ziman, *Mararabungu Chigwagawag, 5 "Rainbow Machine Guns"*, 2015.
- Ralph Ziman, *Casspir Costume 1*, 2016.
- Ralph Ziman, *Casspir Costume 2*, 2016.
- Ralph Ziman, *Casspir*, 2016.
- Gina Waldman, *Portrait Boy*, 2016.
- Gina Waldman, *Deconstructed threads I* (working title), 2016.
- Gina Waldman, *Deconstructed threads II* (working title), 2016.
- Flemish tapestry (GS0865), Tapestry representing Africa, 17th century.
- Liza Lou, *Untitled #15*, 2011.
- Dathini Mzayiya, *Untitled (1 and 2)*, 2011.
- Dathini Mzayiya, *Correction Correction* (Judge Fulham portrait), 2013.
- Dathini Mzayiya, *Qash - Qash*, 2010-2011.
- Liza Lou, *Canvas #5*, 2010-2011.
- Liza Lou, *Devotional*, 2010-2011.
- Siwa Mgoboza, *The night is young and full of hope, how I dream for Africadia to be the Cape II*, 2016.

- Lizette Chirrime and Qubeka Fine Art Bead Studio, *Untitled*, 2016.
- Mark Rautenbach, *Mommy can you spell it out for me?*, 2016.
- Mark Rautenbach, *The Educator's new clothes; six of the best*, 2014.
- Igshaan Adams, *Al-Fatiha II* (Part two), 2016.
- Nicholas Hlobo, *Isisele*, 2010.
- Athi-Patra Ruga, *The Glamoring of the Versatile Ivy*, 2015.
- Simphiwe Ndzube, *THEY HAVE NO GOOD BUT MONEY*, 2016.
- Maja Marx, *Congrats*, 2016.
- Lizette Christine, *The Rhythm*, 2016.
- Zola Ndimande, *The Womb Experience*, 2016.
- Zyma Amien, *Unpick*, 2015.
- Zyma Amien, *Paying homage*, 2016.

Outgoing Loans

There were 47 outgoing loans:

- Grahamstown National Arts Festival, Sydney Carter, *Landscape*, undated.
- Grahamstown National Arts Festival, Elizabeth Drake, *Magaliesberg from Meintjieskop, Pretoria*, 1937.
- Grahamstown National Arts Festival, Rosa Hope, *Dawn on Garden Castle-Drakensberg*, 1941.
- Grahamstown National Arts Festival, George Pemba, *My Homestead Near Middledrift*, 1946.
- Grahamstown National Arts Festival, George William Pilkington, *Landscape*, undated.
- Grahamstown National Arts Festival, Arie Cornelis Bouman, *Landscape with Wheatfields*, 1936.
- Grahamstown National Arts Festival, Robert Gwelo Goodman, *Mine Dumps and Dam*, 1917.
- Grahamstown National Arts Festival, Dorothy Kay, *Hills near Grahamstown*, undated.
- Grahamstown National Arts Festival, Hugo Pieter Naude, *Hex River Mountains, Evening*, undated.
- Grahamstown National Arts Festival, Jan Ernst Abraham Volschenk, *Mountains, Graaff Reinet*, undated.
- Grahamstown National Arts Festival, Walter Whall Battiss, *Village with Mine Dump*, undated.
- UCT Michaelis Galleries, Nandipha Mntambo, *Purge*.
- UCT Michaelis Galleries, Nandipha Mntambo, *Stepping into self*.
- University Museum, Stellenbosch, Daphne Taylor, *The Brazen Serpent*.

- University Museum, Stellenbosch, Bonnie Ntshalintshali, *Jonah*.
- University Museum, Stellenbosch, Johannes Segogela, *Nebuchadnezzar*.
- University Museum, Stellenbosch, Isaac Makaleni, *The Seven Deadly Sins*.
- University Museum, Stellenbosch, Andrew Murray, *Angel*.
- University Museum, Stellenbosch, Selby Zenzele Kunene, *Adam no Eve*.
- University Museum, Stellenbosch, Freddy Ramabulana, *Dance of Salome*.
- University Museum, Stellenbosch, John Muafangejo, *The Priest*.
- University Museum, Stellenbosch, Johannes Segogela, *Devil*.
- University Museum, Stellenbosch, Nhlanhla Nsundwane and Phumelele Nene, *The Sacrifice Sculpture*.
- Musee de Flandre, Cassel, Frans Snijders, *Concert of Birds*.
- Stedelijk Museum, Alkmaar, Netherlands, Caesar van Everdingen, *Trompe-l'oeil with a bust of Adonis*.
- Sanlam Art Gallery, Unknown Artist, *Circle of Abel Grimmer, Death in the room*.
- Sanlam Art Gallery, Kim Siebert, *To Women Behind Culture*.
- Sanlam Art Gallery, Gwelo Goodman, *Interior: Groot Constantia*.
- Sanlam Art Gallery, Studio of Paul Moreelse, *Portrait of a Lady with a Watch*.
- Sanlam Art Gallery, Lisa Brice, *Make your Home your Castle*.
- Sanlam Art Gallery, Ernst Liebermann, *Interior with Woman Reading a Letter*.
- Sanlam Art Gallery, Zwelethu Mthethwa, *Empty Bed*.
- Sanlam Art Gallery, Sophie Peters, *Arm Sonder Hand*.
- Sanlam Art Gallery, Richard Hamilton, *Interior with Monochrome*.
- Sanlam Art Gallery, Thomas Wijck, *The Alchemist*.
- La Motte Wine Estate, JH Pierneef, *Maluti Mountains*, c. 1928.
- La Motte Wine Estate, JH Pierneef, *N'Thabeni*, 1930.
- La Motte Wine Estate, JH Pierneef, *Pienaarsrivier*, 1931.
- La Motte Wine Estate, JH Pierneef, *Etch*.
- La Motte Wine Estate, JH Pierneef, Original copper plate.

- Apartheid Museum, Sue Williamson, *Messages from Moat*.
- Friends of the Iziko South African National Gallery, Penny Siopis, *My Lovely Day*.
- Sanlam Art Gallery, Tyrone Appollis, *Art on the Box (Flight of Fancy)*.
- Sanlam Art Gallery, Tyrone Appollis, *Recalling Caledon Square March 1960*.
- Sanlam Art Gallery, Tyrone Appollis, *Stompie*.
- Johannesburg Art Gallery, Angela Ferreira, *Sites and Services I*.
- Johannesburg Art Gallery, Angela Ferreira, *Sites and Services II*.

Social History Collections

Incoming Loans

None

Outgoing Loans

There were 7 outgoing loans:

- 3 ship models, to PRDW Africa Consulting Port and Coastal Engineers at the V&A Waterfront.
- 3 ship models, to the Chavonnes Battery Museum, V&A Waterfront.
- Blombos artefacts, to the Origins Centre at WITS.
- 6 objects, for use in the exhibition, *South Africa: The art of a nation*, to the British Museum.
- 5 objects from the *São José* slave shipwreck site, to the Smithsonian Institution’s National Museum of African American History and Culture for use in the exhibition, *Slavery and Freedom*.
- 53 objects from the Social History Antiquities collection, to the Stellenbosch Museum for their exhibition, *Artefacts from the Ancient World*.
- 61 objects, to the Rijksmuseum for use in the exhibition, *South Africa: Good Hope*.

Natural History Collections

Incoming Loans

None

Outgoing Loans

44 research loans were dispatched, 29 within South Africa, and the remainder to the following countries: Belgium (1), Czech Republic (1), UK (1), France (2), Germany (2), Italy (1), Switzerland (1), Ukraine (4), and USA (2).

6.7 Peer-reviewed Publications

Art Collections

- Masondo, I. ‘Unstable Forms – Photography, race and identity document in South Africa’. In, Ambivalent. Photography & Visibility in African History, edited by Patricia Hayes and Gary Minkley. To be published 2017, WITS University Press.

Social History Collections

- Esm yol, E. ‘Reflections on *Fired – An Exhibition of South African Ceramics* at Iziko Museums’. In, Interpreting Ceramics, Published online end May 2016, www.interpretingceramics.com/issue017/articles/04.htm. An article reflecting on the curatorial and design approaches to *Fired* and the various themes that informed the exhibition. Published in a UK-based online magazine.
- Ndhlovu, B. ‘Using the Past to Forge a Future, Challenges of Uniting a Nation against Skeletal Odds’. In, Museums, Ethics and Cultural Heritage, edited by Bernice L Murphy, ICOM.

Natural History Collections

- **Avery DM**. 2017. Micromammals from the type site of Broken Hill Man (*Homo rhodesiensis*) near Kabwe, Zambia: a historical note. Historical Biology 0: 1-8. doi: 10.1080/08912963.2017.1297434
- Barbolini N, **Smith RMH**, Tabor NJ, Sidor CA, Angielczyk KD. 2016. Resolving the age of Madumabisa fossil vertebrates: palynological evidence from the mid-Zambezi Basin of Zambia. Palaeogeography, Palaeoclimatology, Palaeoecology 457: 117-128. DOI: 10.1016/j.palaeo.2016.05.031
- Compton JS, **Bergh EW**. 2016. Phosphorite deposits on the Namibian shelf. Marine Geology 380: 290-314. DOI: 10.1016/j.margeo.2016.04.006
- Denys C, **Matthews T**. 2017. A new *Desmodillus* (Gerbillinae, Rodentia) species from the Pliocene site of Langebaanweg (South-western Cape, South Africa). Paleovertebrata. DOI: 10.18563/pv.41.1.e1
- **Florence WK**. 2016. Some deep-water cheilostome Bryozoa from the south coast of South Africa. African Natural History 12: 5-11
- Gaetano LC, Abdala F, **Govender R**. 2017. The postcranial skeleton of the Lower Jurassic *Tritylodon longaevus* from southern Africa. Ameghiniana 54: 1-35. DOI: 10.5710/AMGH.11.09.2016.3011

- Garcia-Heras M-S, Mougeot F, Arroyo B, **Avery G, Avery M**, Simmons RE. 2017. Is the Black Harrier *Circus maurus* a specialist predator? Assessing the diet of a threatened raptor species endemic to southern Africa. Ostrich 88: 1-8. DOI: 10.2989/00306525.2016.1257515
- **Govender R**, Bisconti M, Chinsamy A. 2016. A late Miocene-early Pliocene baleen whale assemblage from Langebaanweg, west coast of South Africa (Mammalia, Cetacea, Mysticeti). Alcheringa: An Australasian Journal of Palaeontology 40: 542-555. DOI: 10.1080/03115518.2016.1159413
- **Heath A**, Stewart Fisher C. 2016. Life history observations of the myrmecophilous lycaenid butterfly *Argyraspodes argyraspis* (Trimen, 1873) (Lepidoptera: Lycaenidae: Aphnaeinae), with notes on ant behaviours and interactions and comparisons with allied species. Metamorphosis 27: 82-89.
- Hita Garcia F, **Mbanyana N**, Audisio TL, Alpert GD. 2017. Taxonomy of the ant genus *Nesomyrmex* Wheeler (Formicidae, Myrmicinae) in the Afrotropical region, with a review of current species groups and description of a new species of the *N. angulatus* group from Mozambique. European Journal of Taxonomy 258, DOI: 10.5852/ejt.2017.258
- Holness S, Driver A, Todd S, Snaddon K, Hamer M, Raimondo D, Daniels F, Alexander G, Bazelet C, Bills R, Bragg C, Branch B, Bruyns P, Chakona A, Child M, Clarke RV, Coetzer A, Coetzer W, Colville J, Conradie W, Dean R, Eardley C, Ebrahim I, Edge D, Gaynor D, Gear S, Herbert D, Kgatla M, Lamula M, Leballo G, Lyle R, Malatji N, Mansell M, Mesenero S, Midgley J, Mlambo M, Mtshali H, Simaika J, Skowno A, Staude H, Tolley K, Underhill L, Van der Colff D, **Van Noort S**, Von Staden L. 2016. Biodiversity and ecological impacts: landscape processes, ecosystems and species. In: Scholes R, Lochner P, Schreiner G, Snyman-Van der Walt L, de Jager M (Eds), Shale Gas Development in the Central Karoo: A Scientific Assessment of the Opportunities and Risks. CSIR/ IU/021MH/EXP/2016/003/A. CSIR, Pretoria. Available from: http://seasgd.csir.co.za/scientific-assessment-chapters/.
- **Klinger HC**, Kennedy WJ. 2016. The ammonite genus *Prionocycloceras* Spath, 1926, from the Coniacian of KwaZulu-Natal, South Africa. Acta Geologica Polonica 66: 663-669. Available from: https://

geojournals.pgi.gov.pl/agp/article/view/25612

(8 April 2017).

- Malan G, Strydom E, Shultz S, **Avery G**. 2016. Diet of nesting African crowned eagles *Stephanoaetus coronatus* in emerging and forest-savanna habitats in KwaZulu-Natal, South Africa. Ostrich 87: 145-153. DOI: 10.2989/00306525.2016.1183718
- Maquart P-O, **Van Noort S**. 2017. Description of a new species of *Capederces* (Coleoptera: Cerambycidae: Cerambycinae) from South Africa. Zootaxa 4244: 583-587. DOI: 10.11646/zootaxa.4244.4.8
- **Matthews T**, Measey GJ, Roberts DL. 2016. Implications of summer breeding frogs from Langebaanweg, South Africa: Regional climate evolution at 5.1 mya. South African Journal of Science 112. DOI: 10.17159/sajs.2016/20160070
- Murgatroyd M, **Avery G**, Underhill LG, Amar A. 2016. Adaptability of a specialist predator: the effects of land use on diet diversification and breeding performance of Verreaux's eagles. Journal of Avian Biology 47: 834-845. DOI: 10.1111/jav.00944
- Olivar MP, **Hulley PA**, Castellón A, Emelianov M, López C, Tuset VM, Contreras T, Molí B. 2017. Mesopelagic fishes across the tropical and equatorial Atlantic: Biogeographical and vertical patterns. Progress in Oceanography 151: 116-137. DOI: 10.1016/j.pocean.2016.12.001
- Oliver J-C, **Florence WK**. 2016. A new species of *Taylorius* (Bryozoa: Escharinidae) from the east coast of South Africa. African Natural History 12: 1-4.
- Olmi M, **Van Noort S**, Guglielmino A. 2016. Contribution to the knowledge of Afrotropical Dryinidae, Embolemidae and Sclerogibbidae (Hymenoptera), with description of new species from Central African Republic and Uganda. ZooKeys 578: 45-95. DOI: 10.3897/zookeys.578.7820
- Owen CA, Coetzee JA, **Van Noort S**, Austin AD. 2017. Assessing the morphological and physiological adaptations of the parasitoid wasp *Echthrodosis lamorali* for survival in an intertidal environment: morphology and physiology of *E. lamorali*. Physiological Entomology. DOI: 10.1111/phen.12187
- Patterson DB, Lehmann SB, **Matthews T**, Levin NE, Stynder D, Bishop LC, Braun DR. 2016. Stable isotope ecology of Cape dune mole-rats (*Bathyerigus suillus*) from Elandsfontein, South Africa: implications for C4

vegetation and hominin palaeobiology in the Cape Floral Region. Palaeogeography, Palaeoclimatology, Palaeoecology 457: 409-421. DOI: 10.1016/j.palaeo.2016.04.044

- **Reynolds Berry T, Van Noort S.** 2016. Review of Afrotropical *Cryptopimpla* Taschenberg (Hymenoptera, Ichneumonidae, Banchinae), with description of nine new species. ZooKeys 640: 103-137. DOI: 10.3897/zookeys.640.10334
- Rouse P, Broad GR, **Van Noort S.** 2016. Review of the genus *Genaemirum* Heinrich (Hymenoptera, Ichneumonidae, Ichneumoninae) with interactive identification keys to species. ZooKeys: 77-105. DOI: 10.3897/zookeys.636.10216
- Rouse P, Quicke DLJ, Matthee CA, Lefevure P, **Van Noort S.** 2016. A molecular and morphological reassessment of the phylogeny of the subfamily Ophioninae (Hymenoptera: Ichneumonidae). Zoological Journal of the Linnean Society 178: 128-148. DOI: 10.1111/zoj.12405
- Tortorici F, Caleca V, **Van Noort S,** Masner L. 2016. Revision of Afrotropical *Dyscritobaeus* Perkins, 1910 (Hymenoptera: Scelionidae). Zootaxa 4178: 1-59.

6.8 Other Research Publications, Brochures

Art Collections

- Proud H. 'Tribute to Judith Mason, 1983-2017'. In, *South African Art Times*, February 2017, pp 12-13.
- Proud H. 'Barbara Pitt: From Aero Girl to Art Educator'. In, *South African Art Times*. 2016.
- Proud H. 'A Painter of Presence: The Work of Fiona Metcalfe'. In, *South African Art Times*. 2016.
- Proud H. 'Kevin Atkinson: The Arena Paintings' (brochure 8 pages), SMAC, Joburg Art Fair.
- Masondo I. 'Observing lives and crafting community - reflections on the photography of Yasser Booley'. In, *South Africa at Liberty*. (February 2017: Africalia/ Stichting Kunstboek, Belgium).
- White E. 'Reflections on William Kentridge'. In, *Brilliant Ideas*, a BBC Television series, broadcast November 2016. <http://www.bloomberg.com/news/videos/2016-11/29/william-kentridge-on-brilliant-ideas>

- Proud H. (ed.) *Opening Plato's Cave: The Legacy of Kevin Atkinson*. To be published in 2017 by the Patricia and Kevin Atkinson Trust, in association with the Stellenbosch Modern and Contemporary gallery. Ernestine White, Art Collections Curator, has also contributed an essay to the publication.

Social History Collections

- Tichmann P, Galant S. 'Singing Freedom: Music and the struggle against apartheid'. In, Educational Catalogue, April 2016. An educational catalogue to accompany the *Singing Freedom* exhibition, reflecting on the role of freedom songs and 'music with a message' during apartheid. Produced in partnership with the Centre for the Study of Slavery and Justice, Brown University.
- Van der Merwe T. 'The life and times of the SS *Gloucester Castle*'. In, *Ships Monthly*, May 2016. An article on a British steam passenger vessel that was sunk by a raider in 1942 while en route to Cape Town from Liverpool.
- Tichmann P and Galant S. 'The *Singing Freedom* Exhibition: Painful histories, collective memories and perceptions of freedom'. In, *Oral History Journal of South Africa*, Vol. 3. No. 2, pp 21-31.

Natural History Collections

None

6.9 Education and Public Programmes

Education and public programmes Brochures/ Worksheets/ Resource Packs

The Education department produced 101 resources in the form of worksheets, lesson plans, activity sheets, and awareness material for schools and the public. Museums, as sites of learning, add value to classroom practice, and offer the general public heritage awareness through its art, history, science, astronomy, and technology programmes; and through commemorative day celebrations and summer school programmes. All our school materials are aligned to the Department of Education's curriculum, and address various topics and themes.

Art (15)

Studio Worksheet FET Grade 10-12, *Studio* Booklets; *Studio* GET Worksheet Grade 7-9; Mandela Day Gallery Hunt; GET Gallery Hunt; Heritage Day Practical (GET); Art Language Worksheet; *Studio* Gallery Tour Guide; Adventure Club Worksheet; Adventure Club x 1; *At Face Value/ Women's Work* FET x 1; *At Face Value/ Women's Work* FET x 2; Adventure Club x 2; *At Face Value/ Women's Work* (Foundation Phase); *At Face Value/ Women's Work* (GET)

Natural History (36)

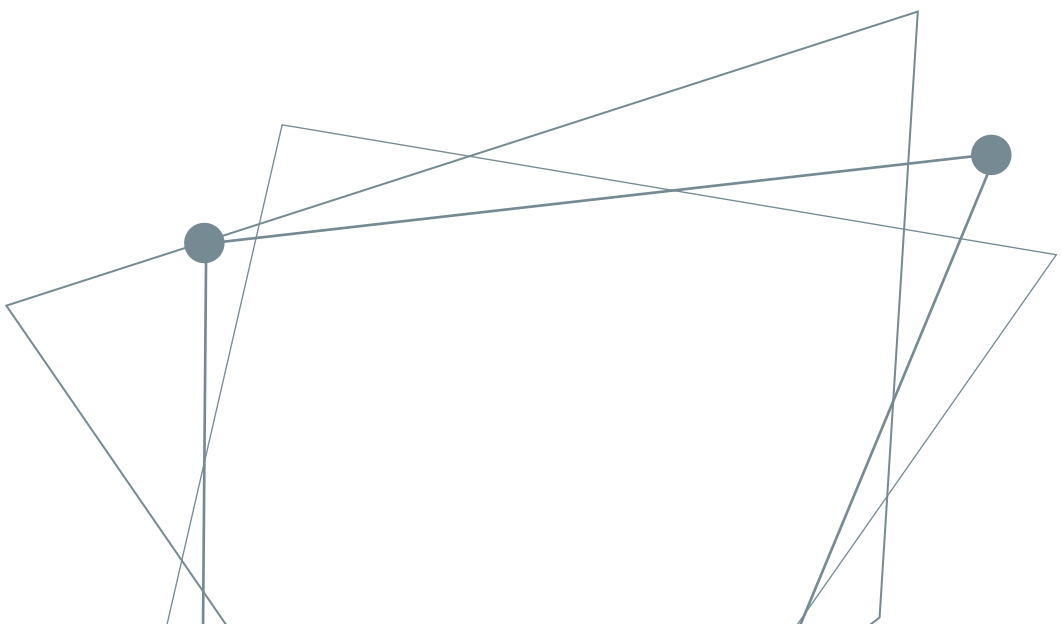
PAST x 1; PAST x 2; Iziko Exhibition Connections; Company's Garden Birds; The Company's Garden Bird Survey Activity x 1; The Company's Garden Bird Survey Activity x 2; The Company's Garden Bird Survey Activity x 3; The Company's Garden Bird Survey Activity x 4; Evolution x 1; Evolution x 2; Entomology; Dichotomous keys programme and activities x 1; Dichotomous keys programme and activities x 2; Dichotomous keys programme and activities x 3; Dichotomous keys programme and activities x 4; Dichotomous keys programme and activities x 5; Dichotomous keys programme and activities x 6; Dichotomous keys programme and activities x 7; Dichotomous keys programme and activities x 8; Marine Biology; GIFT Coelacanth; Science in Museums; SAM abstra; Mineral Gallery; Amazing Fossil Race; Amazing Fossil Race Memo; COE PaleoScience PPT presentation; Heritage Day Fossil Mould Casting Instructions; Heritage Day Fossil Colouring Activities; Dino Pictures and General; Tourism Teachers PPT; Activity; Evaluation; Museum Connect; Museum NSC; Hands on Hominid

Social History (37)

Ancient Egypt Grade 3; Old Chemist; Surface Dyeing and Resist Methods, Ancient Egypt Grade 5; Slavery Grade 7; Castle Tour; People of the Castle; Resource Pack for WBE; Traditional Medicine Worksheet; How to Take Minutes; Toolkit for Project Management; Components of Project Management; Settler Farming, Transport, Slaves and Owners, Groot Constantia Amazing Heritage Race (one pack); Castle Worksheet and Memo; 5 Timbuktu Manuscript Posters; Castle Crossword and Memo, Commanders and Governors Text, Castle of Good Hope Text and Education programmes booklet (one pack); Transport Lesson and Memo; Exhibition Brochure; *Singing Freedom* Brochure; Timbuktu Poster Sets; Women Leaders; Biko; Madiba; Memoranda; Slavery Brochure; Slave Walk Brochure; Crossword; Heritage News: A Story about the Importance of Heritage Objects; Draft Rural Slavery at Groot Constantia; Khoi Posters Vocabulary True or False Afrikaans with Memo; Khoi Posters Vocabulary True or False English with Memo; Castle Worksheet Grade 6 with Memo; Time at the Castle; Firing Canon at the Castle; Ancient Egypt Symbols of the Pharaoh; Ancient Egypt Grade 3 Colour in Symbols; Ancient Egypt Grade 10 Egyptian Art Lesson Content; Grade 7 Worksheet; Slavery Poems

Planetarium (13)

Monthly Sky Map April; May; June 2016; Join the Dots - Holiday workshop activity; Monthly Sky Map July; August; September; October; November; December 2016; January; February; March 2017



6.10 Visitor Statistics

2016/17

Bertram House	0
Bo-Kaap Museum	16,212
Groot Constantia	29,040
Koopmans-de Wet House	1,616
Michaelis Collection	0
Rust en Vreugd	628
Maritime Centre	4,380
Iziko South African Museum	130,289
Iziko South African National Gallery	45,010
Slave Lodge	41,663
William Fehr Collection	103,752
Planetarium school shows	10,238
Planetarium public shows	12,060
Education	64,746
TOTAL VISITORS	459,634

Note: Closure of Bertram House, Michaelis Collection and Planetarium resulted with zero totals for certain months and annual totals for these sites.

Visitors	2015/16	2016/17
Paying visitors (including Planetarium public and school shows)	382,671	306,471
Education school groups	53,789	64,746
Free commemorative days; Museum Night	46,717	43,037
Concessions (as per prior approval)	4,041	7,556
Children 5 and under	11,561	11,451
Students on designated free day (Friday)	3,938	3,796
Pensioners on designated free day (Friday)	1,588	1,166
Friends organisations	635	569
ICOM/SAMA cardholders	98	190
Tour guides accompanying tourists	4,026	5,093
Functions	3,129	2,948
*Special events	181	1,802
Media	87	119
Educators	4,207	2,121
*Courtyard Project concession to ISANG	6,056	3,418
*Planetarium free adult	647	146
*Planetarium free child	630	64
*Museum Users		
Venue hire	3,265	4,597
Restaurant	2,069	344
SUBTOTAL	529,335	459,634
Outreach		
Mobile Museum and other outreach	15,678	16,702
TOTAL	545,013	476,336

Website activity	Visitors 2016/17	Page Views 2016/17
Iziko website	200,088	490,806
Figweb website	69,106	140,199
Waspweb website	40,171	109,140
Biodiversity Explorer website	367,179	608,698

Online Visitor Footprint	2015/16	2016/17
Iziko website	191,956	200,088
Iziko Facebook fans	4,961	6,646
Iziko Twitter followers	3,386	4,057

6.11 Materiality and Significance Framework for the 2016/2017 Financial Year

Definitions and standards

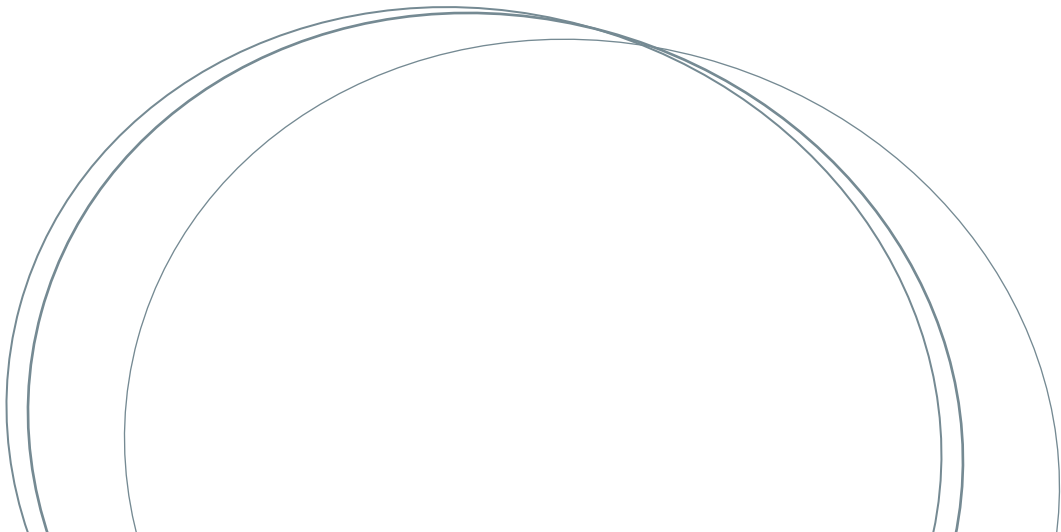
- Audited financial statements: 2015/2016 (AFS)
- Approved annual budget: 2016/2017 (AAB)
- Approved strategic plan: 2014/2015 to 2019/2020 (ASP)
- Event: An activity that has the elements of income and expenditure
- Trading venture: An activity that has the elements of buying and selling of products and/or services
- Total income: Total income excluding the income from events and trading ventures
- Total expenditure: Total expenditure excluding event and trading venture expenditure

Applicable sections of the PFMA

- Section 50(1)
- Section 55(2)
- Section 54(2)
- Section 66(1)

Treasury regulation

- 28.1.5



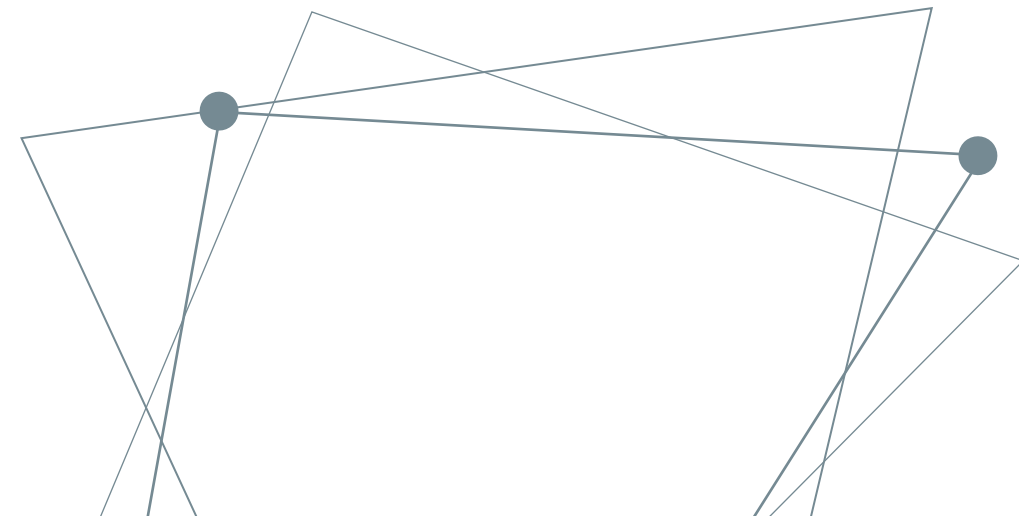
Framework

4.1 Section 50: Fiduciary Duties of the Accounting Authority	Value (Quantitative)	Nature of Event (Qualitative)
<p>(1) Accounting authority must:</p> <p>(c) on request, disclose to the Executive Authority responsible, all material facts which in any way may influence the decisions or actions of the Executive Authority</p>	<p>(a) Any unbudgeted transaction of which the amount exceeds 1% of the total value of assets per AFS</p> <p>(b) Any budgeted event where income is a legitimate expectation, where the actual income is less than 5% of the total expenditure</p> <p>(c) Any trading venture where income is exceeded by expenditure by more than 0,5% of income</p> <p>(d) Total actual income is less than budgeted income by more than 0,5% of budgeted income</p> <p>(e) Total actual expenditure is more than budgeted income by more than 5% of budgeted expenditure</p>	<p>(a) Any unplanned event that affects the core purpose or mandate of entity per the ASP</p> <p>(b) Any activity that is outside the parameters of each public entity's enabling legislation</p>

4.2 Section 54: Information to be Submitted by the Accounting Authority	Value (Quantitative)	Nature of Event (Qualitative)
(2) before a public entity concludes any of the following transactions, the Accounting Authority for the entity must promptly, and in writing, inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its Executive Authority for approval of the transaction:		
(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement	N/A	Any unplanned event, per the ASP, that may affect the core purpose or mandate of the entity
(c) acquisition or disposal of a significant shareholding in a company	N/A	Any unplanned event, per the ASP, that may affect the core purpose or mandate of the entity
(d) acquisition or disposal of a significant asset	Any transaction of which the amount exceeds 1% of the total value of assets per AFS	Any unplanned event, per the ASP, that may affect the core purpose or mandate of the entity
(e) commencement or cessation of a significant business activity	Any transaction of which the amount exceeds 1% of the total value of assets per AFS	Any unplanned event, per the ASP, that may affect the core purpose or mandate of the entity

4.3 Section 55: Annual Report and Annual Financial Statements	Value (Quantitative)	Nature of Event (Qualitative)
(3) the annual report and financial statements must:		
(b) include particulars of:		
(i) any material losses through criminal conduct and,	(a) Any loss of which the amount exceeds 1% of the total value of assets per AFS (b) Any loss of a National Estate as defined in section 3 of the National Heritage Resources Act, 1999 (Act No. 25 of 1999)	Any unplanned loss, per the ASP, that may affect the core purpose or mandate of the entity
any irregular expenditure and fruitless and wasteful expenditure that occurred during the year	All	All
(iii) any losses recovered or written off	All	All

4.4 Section 66: Restrictions on Borrowing, Guarantees and Other Commitments	Value (Quantitative)	Nature of Event (Qualitative)
Iziko may not enter into any financial commitment beyond its approved budgets and its accumulated reserves	N/A	N/A



Acknowledgements

Iziko Museums of South Africa is committed to working closely with all key stakeholders to foster a strong network of collaboration between related organisations, both nationally and internationally. Iziko values these partnerships, and recognises them as essential to meeting the objectives of the organisation. We gratefully acknowledge the significant ongoing financial support from:

Government



Government Agencies



Foreign Agencies



Friends Organisations



Cape Town Agencies



Trusts and Foundations



Universities



Museums



Corporate



Organisations



For the full list of Iziko's valued donors and partners, please see appendices 6.2 and 6.3 on pages 137 and 139.

Abbreviations/ Acronyms

ABET Adult Basic Education and Training
AC Art Collections
AFCP Ambassador’s Fund for Cultural Preservation
AFS Annual Financial Statements
A-G Auditor-General
AGSA Auditor-General of South Africa
ASB Accounting Standards Board
ASP Approved Strategic plan
AVE Advertising Value Equivalent
BASA Business and Arts South Africa
CAM Commonwealth Association of Museums
CATHSSETA Culture, Arts, Tourism, Hospitality and Sport
Sector Education & Training Authority
CCMA Commission for Conciliation, Mediation and Arbitration
CCTV Closed Circuit Television
CEO Chief Executive Officer
CFO Chief Financial Officer
CMS Content Management System
COE Centre of Excellence in Palaeosciences
CPI Consumer Price Index
CPUT Cape Peninsula University of Technology
CSD Central Supplier Database
DAC Department of Arts and Culture
DCAS Western Cape Government; Department of Cultural Affairs and Sport
DoE Western Cape Government; Department of Education
DPW Department of Public Works
DST Department of Science and Technology
EAP Employee Assistance Programme
EBCR Existing Building Condition Report
EECF Employment Equity Consultative Forum
Exco Corporate Governance and Compliance Committee
FET Further Education and Training
GAAP Generally Accepted Accounting Practice
GET General Education and Training
GRAP Generally Recognised Accounting Practice
HTML Hypertext Markup Language
HR Human Resources (department)
IAS International Accounting Standard
IBH Iziko Bertram House
IBKM Iziko Bo-Kaap Museum
ICA Institute for Creative Arts (previously GIPCA)
ICOM-SA International Council of Museums, South Africa
ICT Information and Communication Technology
IKdW Iziko Koopmans-de Wet House
IKS Indigenous Knowledge Systems
IMC Iziko Maritime Centre
IMD International Museum Day
IMM Iziko Mobile Museum
IOTH Iziko Michaelis Collection at the Old Town House
IR&V Iziko Rust en Vreugd
ISAM Iziko South African Museum
ISANG Iziko South African National Gallery
ISHC Iziko Social History Centre

ISL Iziko Slave Lodge
IT Information Technology
IWFC Iziko William Fehr Collection
KZN Kwa-Zulu Natal
LSEN Learners with special education needs
MAP Meaningful Access Programme
MTEF Medium-term Expenditure Framework
M&E Monitoring and Evaluation
NH Natural History
NHC National Heritage Council
NHC Natural History Collections
NLC National Lotteries Commission
NMAAHC National Museum of African American History and Culture
NPO Non-Profit Organisation
NRF National Research Foundation
NSF National Science Foundation
OBIS Ocean Biogeographic Information Systems
OH&S Occupational Health and Safety
PAA Public Audit Act
PAST Palaeontological Scientific Trust
PBO Public Benefit Organisation
PFMA Public Finance Management Act
PPPFA Preferential Procurement Policy Framework Act
POS Point of Sale
REF Risk Equalisation Fund
SAAO South African Astronomical Observatory
SAASTA South African Agency for Science and Technology Advancement
SAASTEC South African Association of Science and Technology Centres
SAIAB South African Institute for Aquatic Biodiversity
SABIF South African Biodiversity Information Facility
SAHRA South African Heritage Resources Agency
SAMA South African Museums Association
SANBI South African National Biodiversity Institute
SCM Supply Chain Management
SDA Skills Development Act
SFI Southern Flagship Institution
SH Social History
SHC Social History Collections
SITA State Information Technology Agency
SMAC Stellenbosch Modern and Contemporary Art Gallery
SMT Senior Management Team
SRI Social Responsibility Initiatives
SS Support Services (department)
SUN University of Stellenbosch
UIF Unemployment Insurance Fund
UCT University of Cape Town
UWC University of the Western Cape
VOIP Voice Over Internet Protocol
WCA Workmen’s Compensation Assurance
WCED Western Cape Education Department

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The new digital planetarium will be a state-of-the-art digital fulldome facility, offering perspective-3D education, suited to the needs of diverse audiences and stakeholders, including museum visitors of all ages and interests. This upgraded Iziko Planetarium and Digital Dome will also provide a gateway to scientific research, specifically e-Research and data visualisation.

More than just a means to view the night sky, the Iziko Planetarium and Digital Dome promises to provide meaningful and positive impacts not only for the academic community, but society as a whole. As a developing nation, South Africa thrives on discovery and the generation of new knowledge. Our museums are therefore not only portals through which to view heritage, but cultural generators and forums for innovation.

This project would not have been possible without the valued relationships with our partners and funders. Thanks to the Department of Arts and Culture; Department of Science and Technology; the National Research Foundation; National Lotteries Commission; University of Cape Town, University of the Western Cape, and the Cape Peninsula University of Technology for their significant support and investment to digitally upgrade the Iziko Planetarium.

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