



an agency of the
Department of Arts and Culture



ANNUAL REPORT

2014 | 2015



ANNUAL REPORT
2014 | 2015



Registered name: Iziko Museums of South Africa
 Physical address: 25 Queen Victoria Street
 Cape Town, 8001
 Postal address: PO Box 61,
 Cape Town, 8000
 Telephone number: +27 (0)21 481 3800
 Fax number: +27 (0)21 481 3994
 Email address: info@iziko.org.za
 Website address: www.iziko.org.za
 External auditors: Auditor-General of South Africa
 Bankers: Standard Bank

Published by Iziko Museums of South Africa
 RP142/2015 ISBN: 978-0-621-43567-2
 Available electronically at <http://www.iziko.org.za/static/page/annual-reports>

Acknowledgements
 The managers and staff of all the departments of Iziko are thanked for their contributions.

Designed by Flame Design
 Printed by Shumani Mills, Cape Town

Cover image: A cross-section of the vast collections, visitors and staff that contribute to make Iziko Museums of South Africa an African museum of excellence. **Back cover and title page image:** Detail of ceramic vessel on exhibition in *From African Earth: Celebrating our African Vessel Heritage* at the Slave Lodge, Democratic Republic of Congo, dating from 1942. **Back inside cover:** Azaria Mbatha. *David and Samuel*. (Detail.) Linocut. Iziko Art Collections. *From Impressions of Rorke's Drift: The Jumuna Collection*, South African National Gallery.

Visitors outside the South African Museum on Heritage Day 2014 were treated to free entry on this important commemorative day in the museum calendar. Iziko had 21,451 visitors on Heritage Day last year.

Watermark: Detail of painted ostrich egg, from *Design & Making [the story of food]*, Iziko at the Castle of Good Hope.

CONTENTS

1	General Information	4	5	Financial Information	64
1.1	Strategic Overview	6		Statement of Responsibility	66
1.2	Legislative and Other Mandates	7		Report of the Audit Committee	67
1.3	Organisational Structure	8		Report of the Auditor-General	69
1.4	Foreword by the Chairman	10		Accounting Authority's Report	72
1.5	Chief Executive Officer's Overview	12		Corporate Governance	74
1.6	Statement of Responsibility and Confirmation of Accuracy for the Annual Report	27		Statement of Financial Position	75
2	Performance Information	28		Statement of Financial Performance	76
2.1	Overview of the Public Entity's Performance	30		Statement of Changes in Net Assets	77
2.2	Performance Information by Programme	33		Cash Flow Statement	77
3	Governance	44		Statement of Comparison of Budget and Actual Amounts	78
3.1	Introduction	46		Capital Budget	78
3.2	Risk Management	46	6	Notes to the Financial Statements	79
3.3	Compliance with Laws and Regulations	47		Appendices	124
3.4	Minimising Conflict of Interest	48	6.1	Facilities Management	126
3.5	Code of Conduct	48	6.2	Donors	126
3.6	Health and Safety Issues	48	6.3	Partners	128
3.7	Social Responsibility	49	6.4	Exhibitions	135
4	Human Resource Management	52	6.5	Workshops and Conferences	138
4.1	Introduction	54	6.6	Acquisitions	142
4.2	Human Resource Oversight Statistics	54	6.7	Peer-reviewed Publications	149
4.3	Expenditure	55	6.8	Other Research Publications, Brochures	151
4.4	Employment and Vacancies	58	6.9	Education and Public Programmes	153
4.5	Job Evaluation	58	6.10	Visitor Statistics	154
4.6	Employment Changes	59	6.11	Materiality and Significance Framework	156
4.7	Promotions	60		Acknowledgements	158
4.8	Employment Equity	60		Abbreviations/ Acronyms	160
4.9	Foreign Workers	61			
4.10	Leave Utilisation	61			
4.11	Health Promotion Programmes	62			
4.12	Labour Relations	62			
4.13	Skills Development	62			
4.14	Injury on Duty	63			
4.15	Utilisation of Consultants	63			

FREED

THE NEW SOUTH AFRICAN NATIONAL AN

Since 1997, the South African national anthem has been a combination of *Nkosi Sikelel' iAfrika* and the South African

NKOSI SIKEL' IAFRIKA

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

DIE S

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

Nkosi Sikelel' iAfrika

1 | GENERAL INFORMATION

Youth Day 2014 offered our younger visitors an opportunity to reconnect with their past through the interactive exhibition, *Singing Freedom*, at the Slave Lodge. Watermark: Detail of artwork. Tommy Motswai (b 1963). *Faith*. (1984). Linocut on paper. Presented by the Friends of the ISANG. From the *Ink, Paper Politics - The Agency of Print as Social Critique* exhibition at the South African National Gallery.

ON

THEM

tion,
an anthem, *Die Stem*.



CONTENTS

1	General Information	4
1.1	Strategic Overview	6
1.2	Legislative and Other Mandates	7
1.3	Organisational Structure	8
1.4	Foreword by the Chairman	10
1.5	Chief Executive Officer's Overview	12
1.6	Statement of Responsibility and Confirmation of Accuracy for the Annual Report	27

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 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

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 13 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 - Human kindness (👤) Community engagement and social responsiveness

Batho Pele - Putting people first (👤) Empower and inspire our visitors through education and research

Communication & information sharing (👤) Develop and sustain mutually beneficial local and international partnerships

Professional, dependable and consistent service excellence (👤) Mutual trust, respect, equality, honesty & dignity

Good and transparent financial governance (👤) Teamwork

Iziko values honesty and integrity, and has a zero tolerance for dishonesty.

1.1.5 Strategic Outcome Orientated Goals of the Institution

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	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 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	Public Engagement
Goal Statement	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 through outreach and special needs programmes, and the development of our website as a knowledge resource.

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; 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 Department 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.



L to R: Mrs Denise Crous, Executive Director Operations; Mr Bongani Ndhlovu, Executive Director Core Functions; Ms Rooksana Omar, Chief Executive Officer; Mrs Faeza Allie, Chief Financial Officer.



Members of Council. Standing, L to R: Mr Richard (Nick) Nichols; Prof. Sadhasivan Perumal; Mr Dawood Coovadia; Mr Themba Wakashe; and Ambassador Dikgang Moopeloa (Chairman).

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 fifth Council of Iziko was inducted in August 2013. The Council members are Ambassador Dikgang Moopeloa (Chairman), Mr Themba Wakashe, Advocate Roshan Dehal, Professor Sadhasivan Perumal, Mr Dawood Coovadia, Mr Richard (Nick) Nichols, Ms Bernedette Muthien, and Mr Andries (Andy) Mooke. 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.

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, the Executive Director Core Functions, and the Executive Director Operations, with the Chief Financial Officer and the Director Institutional Advancement in the Office of the CEO playing supporting roles.



Seated, L to R: Ms Rooksana Omar, Iziko CEO (ex officio member) and Ms Bernedette Muthien, (Not pictured: Mr Andries (Andy) Mooke; Adv. Roshan Dehal),



L to R: Mr Riason Naidoo, Director Art Collections; Ms Susan Glanville-Zini, Director Institutional Advancement; Dr Wayne Alexander, Director Education & Public Programmes; Ms Lalou Meltzer, Director Social History Collections; Dr Hamish Robertson, Director Natural History Collections; Ms Fahrnaaz Johadien, Director Customer Services Management.

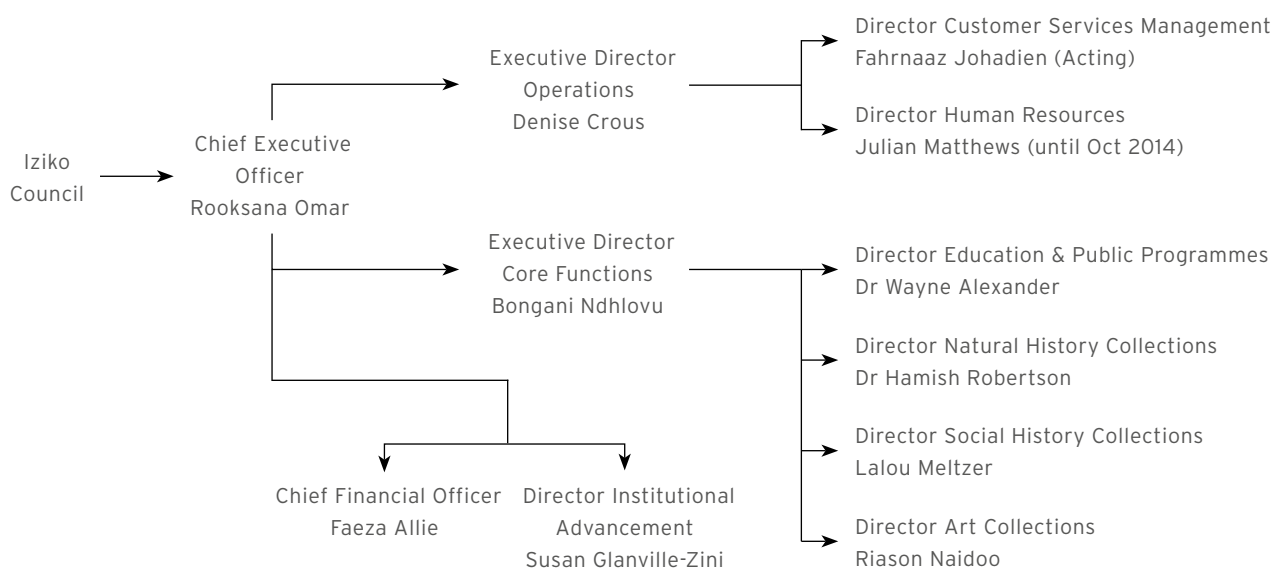
1.3.2.2 Senior Management Team

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

The Core Functions unit includes the departments of Natural History Collections, Social History Collections, Art Collections, and Education and Public Programmes.

The Operations unit includes the departments of Customer Services Management and Human Resources, as well as the Programmes Management function. The heads of these departments - along with the Chief Financial Officer, the Director Institutional 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 for 2014/15, by the fifth Iziko Council highlights the key achievements, and the ongoing strategic transformation of Iziko at a historic juncture.

In 2014, South Africa celebrated 20 years of democracy. This was a time for the nation to reflect on the past and where we have come from, to remember the role of

the heroes and heroines of the liberation struggle, and to assess what has been achieved since the first democratic elections in 1994. 2014 also marked the beginning of a new chapter, compelling us to focus intently on the future, where we are going, and what is yet to be achieved. South Africa must still confront significant challenges in order to achieve a robust democracy and economy, and create a society where all are able to enjoy the fruits of our hard won freedom.

Museums need to be understood and regarded as an important public service that contribute to our developing democracy, and must be supported and developed appropriately. It is critical that the full spectrum of value created by our museums, and their impact on the quality of life of our citizens is fully recognised. This submission provides irrefutable evidence of the significant positive contribution made by Iziko to our society, despite constraints. I trust that this document will serve to highlight Iziko's full potential, and prompt the additional investment this flagship national institution deserves to transform and sustain these collections and to regenerate our museums as African museums of excellence.

The pivotal role of leadership to ensure progress and that we successfully navigate through the difficult times ahead is clear. It is thus with a sense of renewed urgency that the current Council gave priority during the past year to expediting Iziko's growth and evolution into a heritage institution aligned with the requirements of our new democracy, and current and future generations. Optimising the potential of museums to contribute to social cohesion and nation building is essential. It is in this spirit that we, working in tandem with Iziko Management and staff, amplified our efforts to support and more closely align our strategic objectives and delivery with the imperatives of the National Development Plan - Vision 2030. Our primary intention was therefore to optimise Iziko's contribution to this vision, specifically: *Outcome 14: A diverse, socially cohesive society with a common national identity; Outcome 11: Create a better South Africa and contribute to a better Africa and a better world.*

The African Union's Agenda 2063 also provides direction as we enter the next five years of our business plan. In envisaging a better future to be shared by all on the continent, it foregrounds the role of culture in achieving positive change. Museums cannot stand aloof from efforts to address critical challenges, such as sustainable development, human rights and education. It is essential that museums fully realise their potential as an important social instrument for education and discussion around social issues, thereby stimulating active citizenship, and acting as catalysts for social change. Our museums play a vital role in building an inclusive society and economy. We must however ensure that, in addition to fulfilling our core mandate, we also work collaboratively with our executive authority to seek new business models and strategies to supplement our subsidy and continuously develop our staff, to ensure sustainability and future leadership. Iziko therefore continues to be committed to innovation and new ways of thinking about heritage, culture and museums, to ensure that value creation and social benefit is at the core of all our activities.

The Iziko Council, Management and the staff continue to work tirelessly to transform our museums and collections, so that they are relevant and accessible to all South Africans. The focus on redress is a key priority in effecting transformation. Iziko's strategy to achieve this is now structured around three key focus areas, as per the requirements of State Treasury:

1. Administration (Governance and Advancement)
2. Business Development (Collections and Research)
3. Public Engagement (Enhancing the Museum Experience: Access and Audience Development)

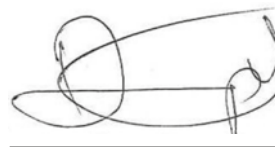
The latter area is the pivotal focus and cross-cutting imperative that informs all Iziko's activities. Our primary focus is *access to Iziko's collections, exhibitions, research, education and public programmes by all people*. This has been accomplished during the reporting period by offering museum programmes that open our spaces as knowledge resources to all, combining museum best practice, and employing latest information and communication technology instruments. Iziko seeks to be a hub for public engagement through both formal and informal education, and the generation of new knowledge relevant to the needs of the 21st century and our developmental context.

During 2014/15, despite attracting significant additional investment from donors and other stakeholders, and forging many successful partnerships in support of our programmes and research, Iziko continued to be hampered by a lack of resources and insufficient subsidy. This ongoing challenge slows our progress towards full

transformation. It is therefore critical that, going forward, efforts to lobby for adequate support from both the public and private sectors, are escalated. Sufficient funding is essential if we are to maintain and transform these collections and museums, make them accessible to all, particularly our youth, and ensure we are adaptable to the changes, challenges and possibilities the future holds.

The contribution and dedication of the current Iziko Council in directing and supporting Iziko's achievements is gratefully acknowledged. My appreciation is also extended to the Ministry and Department of Arts and Culture and our many partners and stakeholders for their ongoing support and investment. Iziko's CEO, Management Team and the staff of Iziko are a dedicated, innovative and resilient team. I congratulate and thank them for all that has been accomplished, and on achieving a clean audit for 2013/14.

Finally, and most importantly, I express my unreserved appreciation to our public - it is you who ultimately make our work relevant and meaningful. Our museums are *your* museums!



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 an honour to present the Iziko Museums of South Africa (Iziko) Annual Report for 2014/15. This report highlights Iziko's notable achievements over the past year and the positive contribution and impacts of this flagship heritage institution in relation to the generation and preservation of art, culture, social and natural heritage, education and knowledge. Over the past year, Iziko's Council, Management and staff, through the delivery of our strategic

objectives, have contributed significantly to the imperatives of government's National Development Plan - specifically, *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 citizenship.

In 2014, Iziko marked its 15th anniversary as an amalgamated museum. Over the past decade and a half, we have made significant progress towards achieving our vision of Iziko as an 'African Centre of Excellence' - adapted to the requirements of our developing democracy and the evolution of culture and heritage on the continent. Looking ahead, we are committed to intensifying our efforts to affect transformation across our museums and collections. As we chart our way forward in an increasingly complex, rapidly changing, and often challenging environment, we continuously endeavour to interrogate the full extent of what transformation entails. How must we change our modes of thinking, adapt museum practice, and reconfigure our institution to achieve *real* transformation? Thus, as we celebrated Iziko's dynamic growth and development since our amalgamation in 1999, we also used the opportunity of this milestone moment to critically survey the road ahead.

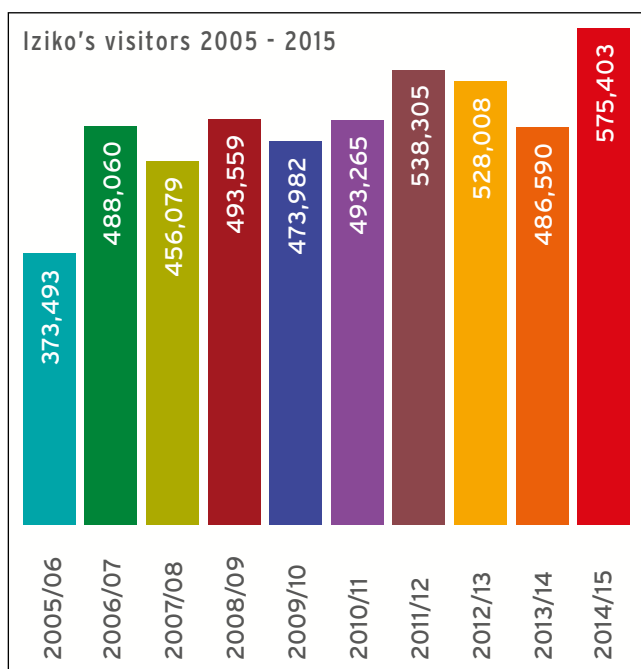
As 2015 dawned against the stark backdrop of the "Rhodes Must Fall" campaign, some of Iziko's key future considerations and priorities were plainly accentuated. Overnight, critical issues pertaining to heritage became front-page news with calls to remove the Rhodes statue on the University of Cape Town campus and other figureheads from eras of social and political oppression across the country. This call highlights the dilemma that museums in South Africa and all public institutions concerned with knowledge generation must confront. The question facing museums is how to effectively engage the tangible legacies of apartheid and colonialism, whilst developing new narratives and perspectives on heritage. The urgency of projects of democracy and the decolonisation of knowledge, as well as the museum's place within the politics of futurity has been foregrounded. Museums must strive to empower our public to more clearly define and understand themselves in relation to each other, our past and the future, and to contribute to our societies' ability to frame notions of the future - not only in economic and developmental terms, but also more human iconographies of heritage, culture and citizenship.

It is within the context of these increasingly critical considerations and new benchmarks that we review the achievements of the past year. Iziko's Strategic Plan 2014/15-2018/19 has provided the roadmap for ongoing transformation, sustainability and governance of our museums as important forums for enhancing democracy, and catalysts for social change that play a vital role in building an inclusive society and economy. The strategic objectives defined therein are primarily intended to accelerate our development and optimise the positive impacts and benefits of all the museums activities - particularly for young people and those who previously lacked access to heritage resources. Iziko's varied museum programmes over the past year have opened up our spaces as important knowledge resources dedicated to the production, dissemination and diffusion of our diverse culture and learning.

Our achievements, as detailed in this report, offer clear evidence of our effort towards these ends, and the Museum's critical role in empowerment and socio-economic development in South Africa.

Increased access

In 2014/15, Iziko welcomed a total of 575,403 visitors - the highest numbers recorded since amalgamation, and an increase of 18% from 486,590 visitors in 2013/14. Iziko's visitor numbers have grown steadily from a baseline of 179,716 recorded in 2002, and a growth rate of 54% from 373,493 has been recorded over the past decade.



This positive result is indicative of the changing perception of museums and their value to communities. Increasingly people, including those who previously lacked access to heritage resources, see our museums as accessible public spaces that meet their needs at an affordable price, provide edu-tainment, engagement and inspiration, as well as a sense of meaning and an important counterpoint to everyday life.

Iziko seeks to position our museums as *South African museums for all*, and to change the perception of exclusivity that is still associated with our spaces - a legacy of apartheid. Since 2010, Iziko has successfully implemented an integrated marketing and communication strategy to attract larger and more diverse audiences, specifically from communities that previously lacked access to heritage resources.

Iziko's discretionary pricing strategy also contributes significantly to increased visitor numbers. During the reporting period, 41,104 people took advantage of Iziko's free entry concessions on commemorative days, including 14,467 children. The increase in diverse audiences was most apparent during our Heritage Week programme, with 27,024 visitors making use of the week-long free access to our museums.

Audience development events such as the inaugural Museum Night were hosted. On 26 February 2015, for the first time, museums in and around the Company's Gardens opened at night to give visitors the opportunity to experience museums in a completely new light - after dark. The museums and avenues of the Company's Gardens came alive with music and laughter as the sun set, and in just four hours, a total of 12,884 people visited the participating Iziko museums i.e. the South African Museum (ISAM), South African National Gallery (ISANG), Slave Lodge (ISL) and Old Town House (IOTH).

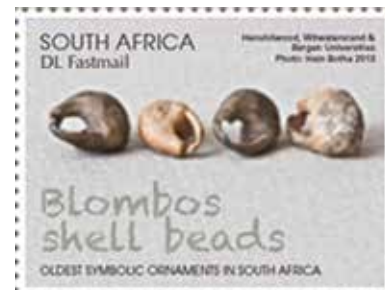
Permanent and temporary exhibitions

Iziko's museums are spaces of engagement where both permanent and temporary exhibitions showcase bodies of work, and collections are curated to make meaningful the historical, natural, social and aesthetic contexts in which we live. Through exhibitions we connect historical narratives, contemporary discourse and our collections, providing visitors with new perspectives on art, history, nature, cultural production and society. The substantial growth in visitor numbers in the reporting period is indeed a positive reflection on Iziko's exhibition offering, as being both relevant and popular. Our permanent and temporary exhibitions increasingly meet the needs of our target audiences: families; youth; tourists; and those who previously lacked access and exposure to museums as important public spaces.

In 2014/15, a total of 21 innovative temporary exhibitions were presented, engaging with diverse issues pertinent to South Africa today. The anniversary of 20 years of democracy in South Africa was a catalyst for a number of exhibitions. *'Brave New World' ... 20 Years of Democracy*, presented at ISANG and curated by Andrea Lewis and Ernestine White, showcased a selection of the permanent collection



Artist Sue Williamson (far right) leads women on a walkabout of her exhibition at the Slave Lodge. *There's something I must tell you* offers an intimate reflection on democracy and what it means in South Africa today.



Two of the stamps launched on Heritage Day 2014 in the exhibition, *Symbols of South African Cultures*. Artefacts depicted on these stamps included the Blombos ochre and shell beads, that suggest that symbolic intent and traditions existed in southern Africa far earlier than previously thought.

acquired from 1994-2014 and offered broad insights and critique of this period. *There's something I must tell you*, an exhibition by Sue Williamson and held at the Slave Lodge, provided a more specific and intimate reflection on democracy and what it means in South Africa today. The central focus - an exciting multi-media installation - presents inter-generational conversations between six women activists involved in the political struggle against apartheid including, Rebecca Kotane, Amina Cachalia, and Dr Brigalia Bam and their 'born free' granddaughters. It incorporated a programme on National Women's Day and a dedicated website. This artwork was acquired by Iziko with the generous support of the Rockefeller Foundation.

The prestigious World Design Capital Cape Town 2014 project also provided a thematic focus, and was supported by Iziko through various exhibitions and collaborative projects, exposing our rich multi-faceted collections and showcasing these as a source of inspiration for creative production. Official World Design Capital exhibitions included: An exhibition at the ISL of historical and contemporary ceramic vessels, *From African Earth* celebrated the artistry and rich legacy of African vessels made of clay. It was curated by Esther Esmiol, in partnership with Ceramics Southern Africa (Western Cape). *Design & Making [the story of food]* featured in the Iziko Good Hope Gallery at the Castle of Good Hope - a collaborative project between the Cape Craft and Design Institute (CCDI)

and Iziko Social History Collections department. This exhibition traced the evolution of design through food and vessels made of different materials to store, preserve, package and transport food. In addition, an exhibition linked to new national stamps issued by the South African Post Office entitled, *Symbols of South African Cultures*, at the ISANG, launched on Heritage Day 2014. Artefacts depicted on these stamps included the Blombos Ochre - a piece of incised ochre c. 75,000-100,000 that suggests that symbolic intent and traditions existed in southern Africa far earlier than previously thought - considered to be the earliest evidence of human creativity.

The political, and at times, polarised nature of our society, and the role of art as social commentary was another theme running through a number of exhibitions this year. The photographic exhibition of Standard Bank Young Artists 2014: Hasan and Husain Essop, two artists from the local Muslim community, depicts the multi-cultural clash between religion and popular cultures; *Ink, Paper, Politics: The Agency of Print as Social Critique*, curated by Andrea Lewis, reflects how the graphic and serial nature of printmaking has throughout its history, regularly lent itself to radical social and political commentary.

Seminal exhibitions by local artist and arts groups were hosted at ISANG towards the end of this period, resulting in significant public interest. Internationally



Iziko travelled various exhibitions in 2014/15, including *Music and Heritage*, which was shown at Parliament in Cape Town.



Following the success of *Iziko's isiShweshwe: Material Women?* exhibition, a specially commissioned adjunct exhibition was produced for the Western Cape Government; Cultural Affairs & Sport, intended for show at museums throughout the Western Cape.

renowned South African artist William Kentridge's installation, *The Refusal of Time* (in collaboration with Philip Miller, Catherine Meyburgh and Peter Galison) was presented in association with the Goodman Gallery. This astounding artwork has been presented at major museums globally, including the Metropolitan in New York. It is a significant achievement to finally exhibit this work in South Africa so that it can be appreciated by local audiences. The public were also treated other unique exhibitions such as: *Time and Again: A Retrospective Exhibition by Penny Siopis*, which showcased three-and-a-half decades of creative production; and *Impressions of Rorke's Drift: The Jumuna Collection*, curated by Theminkosi Goniwe, which displayed over 100 prints from 17 artists who attended the renowned Rorke's Drift Art and Craft Centre in KwaZulu-Natal, at a time when this was one of the very few centres in South Africa that provided training for black artists.

In another vein, exhibitions also provided diverse historical and cultural perspectives: At the Iziko Old Town House, the largest collection of Dutch masters in the southern hemisphere, the Michaelis Collection, celebrated its centenary by presenting the exhibition *Rembrandt in South Africa: Pioneer Printmaker of Humanity and Modernity*, curated by Hayden Proud. The exhibition was made possible by generous funding from Remgro. *Shared Sky*, at ISANG, brought together work created through a

collaboration between Australian artists from the Yamaji Art Centre, Geraldton, Western Australia and South African artists from the First People Centre at the Bethesda Arts Centre, Nieu Bethesda, Eastern Cape. The resulting exhibition, curated by Chris Malcolm, Director of the John Curtin Gallery, Curtin University, Perth, Australia, celebrated the age old practice of sky gazing and astronomy, alongside one of the world's greatest scientific and engineering endeavours: the Square Kilometre Array (SKA).

Although the implementation of the Courtyard Project restricted the scope of natural history exhibitions at the ISAM over the past year, the 50th edition of the Wildlife Photographer of the Year, was hosted over the summer season. Produced annually by the Natural History Museum, London, and BBC Worldwide, the exhibition was presented in collaboration with NHU Africa, and sponsored in South Africa by the National Geographic Channel.

Notably in 2014/15, Iziko also travelled various exhibitions: *Music and Heritage* was shown at Parliament in Cape Town, and a specially commissioned adjunct exhibition *Isishweshwe*, was produced for the Western Cape Government; Cultural Affairs & Sport, intended for show at museums throughout the Western Cape. Producing more exhibitions that then travel, both nationally and internationally, is a key objective.

Reinventing our museums for current and future generations

Although we are a young institution, ours is the oldest museum in southern Africa, and the Iziko South African Museum is 190 years old in 2015. Our museum therefore also has a long history, rooted in the colonial and apartheid eras. Our key project in recent years and going forward is thus the development and implementation of a bold plan to redevelop our museums to transcend and re-present this history. We aim to create museums that embrace the memories, identities and cultures of all South Africans, that speak to current and future realities, and can be viewed through the lens of our hard won democracy.

The reinterpretation of our buildings, collections and exhibitions, and rewriting divided histories is an ambitious and complex task that will require intellectual rigour, innovation and significant investment. An Integrated Impact Plan that provides a blueprint to improve and develop our offering in a way that optimises impact, will unfold over the next five years and focus initially on four flagship sites ISAM, ISANG, ISL and IOTH, activating a 'cultural hub' around the Company's Gardens. This plan will later be expanded to include additional smaller sites, i.e. IGC, IKDW and IBKM. The Iziko website and Mobile Museum are also key sites for further development.

This plan defines the core aspiration of creating a curated journey through various times and perspectives, joining our museums via a narrative thread that connects different stories and components of history, art, heritage, nature and knowledge. In addition, it will also engender a more integrated and strategic approach to programme planning, and entrench a multi-disciplinary approach; while also providing strategies for monitoring and evaluation that ensure our multiple impacts are optimised.

Enriching and enabling education and public programmes

Iziko's varied museum programmes over the past year have opened up our spaces as important knowledge resources dedicated to the production, dissemination and diffusion of our diverse culture, knowledge and

making lifelong-learning accessible to all. Through the work of our Education and Public Programmes (EPP) department and Planetarium, Iziko offered activities that added value to the lives of 141,431 people during the reporting period, including 21,838 learners and 2,993 educators who accessed educational visits and resources.

The significant value of Iziko's educational work lies in the synergy of the efforts of our educators and partners who work with schools, youth and the broader public in creative, interactive and inter-generational ways. 2014/15 was a time of intense reflection on South Africa's growth as a society and ongoing challenges, motivated by the anniversary of our democracy. It provided the central theme for EPP throughout the year. During this period, the Art Education team drew inspiration from our collections and exhibitions to explore young peoples' interpretation of democracy. Together with art schools and community organisations, an exhibition; *Art Making, Curating and Commemorating our Democracy*, was generated and used to create a calendar for 2015 – *The Road to Democracy: Celebrating 20 Years of Diversity*. Our Social History educators contextualised the subject through sharing stories of slavery, colonisation and apartheid. Oral history work and projects with young people further added to these conversations, and the exhibition, *Tata Madiba: Father of our Democracy, Father of our Nation* provided additional material for educators and learners.

Environmental awareness and biodiversity provided an important focus for education during the past year. Many programmes that emphasise respect for our heritage, biodiversity and care for environment as an essential component of citizenship, were provided by the Natural History educators.

Iziko continued to take our museums to the people through our Mobile Museum outreach programme. The bus visited a number of schools, community centres, libraries, malls and festivals in the Western Cape and beyond, benefiting more than 17,532 members of communities that otherwise lack adequate access to museum resources.

Despite various mechanical challenges that are to be addressed through the digital upgrade project, the Iziko Planetarium attracted 76,829 visitors, and the team produced two new shows, *Davy Dragon and the Star City*, and *Full Circle – Star lore comes back to Africa*.

Iziko's special needs initiative, supported by the Meaningful Access Project (MAP) ran 36 programmes for learners with special education needs (LSEN), providing these learners with an opportunity to experience our museums through multi-sensory, cross-disciplinary activities.

Over this past year, as an adjunct to our educational programmes, Iziko's curators also conducted a total of 129 tours of exhibitions and collections, and Natural History curators presented 44 public lectures, seminars, workshops and university courses.

In 2015, Iziko entered into the third and final year of the current agreement with the University of Cape Town (UCT), which, with funding granted by the Andrew W. Mellon Foundation, established a joint teaching programme leading to the award of a new BA Honours degree in Curatorship. Aside from financial benefit to Iziko, the course has produced a number of excellent black graduates who are now in our employ. Iziko will thus in principle lend its support to UCT in any negotiations for an extension of funding for this programme.

Iziko paid tribute to two renowned figures in the field of education over the reporting period. A memorial event was held for celebrated local artist and poet Peter Clarke, at the Gallery on 28 June 2014, after his passing on 12 April 2014, aged 85. On 21 February 2015, the Slave Lodge provided a fitting venue for the acknowledgement of the life and work of historian, scholar and teacher, Robert Shell, who passed away on 3 February 2015.

Research

Iziko houses extensive collections of art, social and natural history, totalling more than 2,26 million items that form an important part of the national estate. Together, these collections describe many aspects of our individual and collective identity. However, it is

also the research that emerges from these collections that is of significant national value – contributing positively to the country's knowledge economy. Research is an essential aspect of our practice, and provides the foundation for all our work. Ongoing research, informed by our collections, assists with development and production of Iziko's exhibitions, growth of collections, as well as academic and popular publications. Improving research capacity, productivity and relevance is thus a priority.

Iziko has a long history of knowledge generation, spanning nearly two centuries, and is held in high esteem both locally and internationally for the quality of research produced. Our prestige in this field was clearly illustrated recently by the awarding of an A-rating in research to Dr Roger Smith, resident Curator of Karoo Palaeontology Collections in the Natural History Collections department, by the National Research Foundation (NRF). This was in recognition of his internationally recognised research done over the past 30 years in palaeontology and other spheres of geology. Dr Smith is only the second museum-based researcher in South Africa ever to be awarded this prestigious accolade.

Other research foci of the Natural History Collections department proactively contribute to the awareness and understanding of our biodiversity, specifically: Entomology (Dr Simon van Noort – B-rated scientist); and Marine Biology (Dr Wayne Florence). In addition, Iziko is a key partner in the SeaKeys Project (led by Dylan Clarke), a large multi-institution collaboration that aims to collate and increase marine biodiversity data. The project is funded by the NRF through the Foundational Biodiversity Information Programme, which supports integrated projects that ensure scientific data is used to improve decision-making, service delivery, and create new economic opportunities.

Natural History Collections also contributes significantly to the development of top-level researchers on an ongoing basis. During this year, four post-graduate students and four post-doctoral researchers were hosted in partnership with universities across South Africa.



Early in 2015, Iziko Curator of Karoo Palaeontology Collections, Dr Roger Smith, was awarded an A-rating in research by the National Research Foundation (NRF). His award was celebrated with his colleagues at Groot Constantia. L to R: Dr Roger Smith; Rooksana Omar, Iziko CEO; and Ambassador Dikgang Moopeloa, Council Chairman.

In 2014/15, the Iziko Social History Collections researchers continued to pursue lines of enquiry, which, in very direct ways, probe and uncover aspects of our lives as South Africans and the legacy of the past. This includes oral history research and recording, as conducted by curators Shanaaz Galant and Paul Tichmann. This research provided content for a new film covering interviews with Bo-Kaap residents today, an anchor of a new display at the Iziko Bo-Kaap Museum, entitled *Bo-Kaap in Conversation*, which opened in February 2015. The research-based collection of ceramics continued to grow under Curator Esther Esmiol, and this is reflected in the many exhibitions featuring this medium. In addition, Precolonial Archaeologist, Wendy Black's research on Holocene dental calculus, funded by the Centre of Excellence/ Department of Science and Technology (DST), and with research support from the University of Copenhagen, continued to uncover evidence of the diet of early forebears. Research in the form of fieldtrips and excavations continued apace in maritime archaeology and precolonial archaeology. Jaco Boshoff, our Maritime Archaeologist, is currently the main project investigator for the search and excavation of the shipwreck of the *São José-Paquete de Africa*, a slave ship that sank in 1794 near Cape Town carrying more than 500 Mozambican slaves. The project is being undertaken in partnership with the George Washington University and the Smithsonian's National Museum of African American History and Culture (NMAAHC). The Slave Wrecks Project will be

the focus of a major international announcement with these partners in June 2015, and will form part of the NMAAHC inaugural exhibition in Washington later in the year. Jaco Boshoff also continued work on the NRF-funded project, 'Archaeologies of Antarctica', researching the *SS Solglimt* shipwreck and survivor's camp on Marion Island, and a fieldtrip to Marion Island was undertaken aboard the *SA Agulhas II* in May 2014.

There was a marked increase in the total number of academic publications from 21 in 2013/14, to 30 peer-reviewed publications in this financial year. (See pages 149-151.)

During the reporting period, Iziko benefited from external funding of 20 research projects. In this regard, the significant and ongoing contribution by the National Research Foundation (NRF) in supporting Iziko's research activities is gratefully acknowledged. (See page 127.)

Online presence

Globally, museum strategies prioritise the inclusion of integrated online web and social media applications. These platforms are utilised as virtual museum locations and as a vehicle to facilitate audience development, learning, marketing and interactive communication. Iziko has now completed a major project to upgrade our website. This entailed further developing the upgraded site launched in 2012 and the implementation of a Content Management System



Natural History Collections staff, Erika Mias and Jofred Opperman, help pack and relocate the vast collections as a result of construction work for the Courtyard Project.



L to R: Jaco Boshoff and Jake Harding at the *Saõ José* wreck site check the label on a control point in preparation for measuring artefacts around the dive site.

(CMS) that will enable curators and researchers to continue to grow this site as a knowledge resource. The redesign and structure for both the website and intranet is complete, and the current focus is now on the development of content.

Iziko's online presence is strong compared with other heritage institutions nationally, but has substantial potential for further growth. An Online Presence Strategy has been drafted to coordinate efforts and engender an integrated and strategic approach to online content generation across the institution.

Iziko's online footprint continued to grow in 2014/15, with a total of 177,581 visitors up 20,8% from 147,030 recorded in 2013/14. In addition, there were a total of 493,251 page views recorded for Iziko's main website and 1,063,413 page downloads from the Iziko specialist micro-sites, Biodiversity Explorer, Waspweb and Figweb by a total of 562,001 unique visitors.

Linking our collections with online platforms and audio-visual resources to increase interactivity and access to knowledge resources is an important ongoing project for Iziko.

Collection management and conservation

One of the key functions of museums is to protect and care for its collections in terms of appropriate climate control, proper storage and conservation. The preservation or restoration of our extensive

collections is a crucial operational requirement to prevent damage and loss of irreplaceable artefacts and artworks. The daily tasks relating to conservation and collection management are, however, onerous and ongoing. Over the past year, the movement of collections has required significant investment by Iziko, of both time and resources. Social History Collections continued with the task of unpacking collections in the Social History Centre facility that provides conservation-standard storage conditions; while Natural History Collections staff have had to pack and move these vast collections to multiple temporary storage locations, due to major construction work linked to the Courtyard Project. The most remarkable task achieved by Iziko's dedicated and industrious collections managers and conservation teams in this period was, however, the removal of the entire collection from Groot Constantia in a matter of one day on 4 March 2015, and the subsequent return of the collection to its home without loss or damage.

Iziko receives many requests for information in relation to the collections and museums, both of a general nature and for greater in-depth research purposes. During the past year, the general public, specialists and researchers made great use of the expertise of Iziko curators, who answered many hundreds of enquiries and facilitated numerous requests for access to the collections.



Iziko's brand new Leica microscope, bought with Andrew W. Mellon Foundation funds, is revolutionising the conservation of our collections.



Iziko has taken the lead in the repatriation of human remains debate. L to R: Prof. Ciraj Rassool; Lalou Meltzer, Director Social History Collections; Bernedette Muthien, Council member; Ambassador Dikgang Moopeloa, Council Chairman; Rooksana Omar, Iziko CEO; Bongani Ndhlovu, Executive Director Core Functions.

Iziko also continues to share and develop skills and proactively train people in conservation, an increasingly scarce skill, to ensure adequate conservation services for the heritage sector.

Multi-year grants of R1,958,034, generously made available through a grant from the Andrew W. Mellon Foundation and R3 million from the National Research Foundation (NRF), continued to enable Iziko to properly maintain, conserve, and restore valuable works in its permanent collections. Significantly the acquisition of a brand new Leica microscope with Andrew W. Mellon Foundation funds revolutionised the conservation of paintings, improved our capacity for in-depth examination of works of art, and has already been put to use in training sessions with students and interns.

In the absence of sufficient funding for conservation in the operational budget, support from these valued donors has been critical to ensuring that Iziko is able to protect valuable and irreplaceable collections.

Manage and grow the collections in line with strategic priorities, and address unethical collection practices

Growing Iziko's vast collections is essential, and what is being achieved is remarkable, given the extremely limited funds available for this purpose. With the assistance of partners, donors and our

Friends organisations, we continue to build collections based on a broad and inclusive acquisitions policy and strategy.

Since 1990, there has been a shift in focus towards righting the imbalances of the past in the representation of cultures, particularly those of indigenous South Africans, in both our social history and art collections. We thus seek to acquire new art and social history items that broadly reflect the rich heritage of those who were deliberately marginalised under colonialism and apartheid. During the past year, we have been fortunate to receive a number of significant presentations that will enhance our collections.

There were notable donations to Art Collections from the Friends of the Iziko South African National Gallery, the Friends of the Iziko Michaelis Collection, Mark Coetzee, artist Victor Gordon, Basil Jones and Adrian Kohler, Georgina Jaffee, and several items from Alison Riley on behalf of the Elizabeth Newby-Fraser Family Collection (Durban). There was also a significant donation of Hors d'Commerce proof prints from Warren Editions. (These prints are identical to the edition print, intended to be used as samples that may or may not be signed by the artist). Noteworthy acquisitions from Art Collections' annual budget were made of artworks by artists such as Athi-Patra Ruga, Gerald Machona, Khaya Witbooi and Constance Stuart Larrabee.

During the year, Social History Collections collected items that directly record developments in South African society, in the field of politics, gender, workers' organisations, the environment and refugees. Among these was a wide range of t-shirts, posters and badges on various themes such as: HIV/Aids; Gender Justice; South African 2014 election material; National Union of Metalworkers of South Africa (NUMSA); Congress of South African Trade Workers Union (COSATU); South African Textile Workers Union (SACTWU); South African Communist Party; South African Parliament/ Nelson Mandela; Chris Hani, and several others. Social History Collections also purchased an assortment of Nelson Mandela memorabilia, mainly badges and medals. Efforts to grow Iziko's ceramic collection as a rich resource for reference, research and display were supported via the Rowland and Leta Hill Trust, with presentations of well-known ceramic artists, Alice Heystek and Digby Hoets. In the field of textiles, the department acquired, through purchase and donation, a number of items for the collection of *isishweshwe* fabric and costumes. Interesting purchases of historical import included: A dress made of a fabric commemorating the Commission of African Affairs Congress held in December 2002; a wrap printed with imagery celebrating Zimbabwe's independence (1980); and a group of South African historical documents including tax receipts, a cattle removal permit and a pass – evidence of increased control measures imposed by the Union Government on African people after 1910 and in the wake of the Land Act of 1913.

Natural History collections are mainly acquired through fieldwork, conducted primarily by our scientists Dr Simon van Noort, Dr Roger Smith and Dr Wayne Florence in the fields of entomology, palaeontology, and marine biology, respectively, with much of this work made possible via the NRF and other funders. (For a complete list of presentations, bequests and donations received over the reporting period, see pages 142-148.)

Repatriation and reburial of unethically collected human remains, in line with museum policies

Iziko has a large collection of physical anthropology that includes unethically collected human remains, taken illegally from graves in the 19th and early 20th

centuries for “scientific” research. Iziko implements a policy governing the dignified care and return of unethically collected human remains, and endeavours to return not only the physical remains, but also to restore the humanity of the people and their dignity for their descendants.

During the reporting period, Social History Collections made good progress with the digitising of museum correspondence relating to Human Remains. In addition, an updated edition of *Skeletons in the Cupboard: South African museums and the trade in human remains 1907-1917*, written by Martin Legassick and Prof. Ciraj Rassool, with a new foreword by the Director of Social History, Lalou Meltzer, was published in March 2015.

We continued to participate in national and international debates to seek ways of repatriating remains to communities on an ethical basis. A meeting between Iziko Senior Management and Council, with previous Council member Prof. Ciraj Rassool, who continues to be an instrumental figure in this area, was hosted to brief the new Council of progress and challenges regarding the museums' and other institutional collections of human remains; and to discuss the pressing need for a national policy on repatriation and restitution of unethical collections. Subsequently, a meeting of Iziko and Department of Arts and Culture (DAC) representatives was convened, to debate the urgent need for repatriation and further research towards deaccessioning unethically collected remains, specifically those of Khoesan people from the Northern Cape. It was emphasised that given that collections of this nature in museums and universities exist throughout South Africa, this is a complex national issue that requires investment of substantial state funding to address these violations.

Iziko will be an active member in any future national policy discussions concerning human skeletal remains, as it has been intimately involved in establishing human remains policy to-date; and has also successfully implemented this in the Museum. As an important national heritage and cultural body, Iziko will seek to contribute immensely to the conversation around repatriation of human remains with both the public and academic stakeholders, and continue to play a leadership role in ensuring redress.



Learners from the !Khwa ttu, San Cultural and Educational Centre near Yzerfontein on the West Coast visit the South African Museum.



Young visitors to the South African National Gallery on Youth Day 2014 take ownership of their heritage.

Digitisation

New technologies are fundamentally changing the dimensions and nature of many aspects of museum practise. The curatorial process now expands beyond the physical expression of the exhibition, to include interactive, virtual and online components. The digitisation of our collections is essential to enable interactive display, multi-media presentation, and migration from physical to online platforms. Ultimately, digitisation creates the possibility for virtual access by global audiences. It is a concern that Iziko, like many local museums, has only proactively implemented digitisation in recent years – a process that should have begun more than a decade ago. This work is now being prioritised as a key project that is essential to realising our vision of transformation.

The project of digitising the natural history collections is well advanced, and more than 70% of the collection has now been digitised. Additional funding of over R3 million from the NRF has enabled this progress, and will make photographic digitisation possible over the next three years. In Art and Social History Collections, the digitisation of collections is primarily focussed on the digital listing of these collections, and steady progress is being made. Art Collections

has now digitally listed 91% of its assets. Important performance targets for digitisation for the period have been met, as we work towards fulfilling the requirements of GRAP 103 on Heritage Assets.

Iziko has also taken the lead in stimulating local discussion and information sharing on digitisation by facilitating a regular forum for stakeholders, a project initiated by Iziko Photographer, Carina Beyer.

Financial sustainability: Donors, partnerships and income generation

The development and implementation of a focused Advancement Strategy to position Iziko to attract investment and optimise our ability to generate revenue, where appropriate, is a priority to ensure the successful delivery of Iziko's strategic objectives and sustainability. Iziko currently proactively implements fundraising and income generating activities to supplement the DAC subsidy, and self-generates around 20% of the operational budget annually.

In 2014/15, self-generated income totalled R13,134,478¹; and donor income banked² totalled a further R12,248,827, an increase of 41,79% from R8,638,560.94 in 2013/14. In addition, significant

1 'Self-generated income' refers to revenue generated through sales, i.e. gate revenue, venue hire fees, rental income, etc.

2 'Donor income banked' refers to donor funds secured and deposited in the Iziko account during the period. It should be noted that the term 'donations/ sponsorship', as used in the Financial Information, Chapter 5, refers only to donor income utilised during the period, and not to funds raised and banked.



A farewell event was held in honour of newly retired Lalou Meltzer, Director Social History Collections (left), and Faeza Allie, Chief Financial Officer (right), for their respective 43 and 26 years of excellent service to Iziko, on 31 March 2015.

commitments of funding for 2015/16 and beyond were secured. These include R1,166,282 from the Smithsonian National Museum of African American History and Culture towards the Slave Wrecks Project; R10 million from the Department of Science and Technology (DST) to be channelled via the National Research Foundation (NRF); R2,5 million from the University of Cape Town (UCT); and R3 million from the National Lotteries Distribution Trust Fund (NLDTF) towards the digital upgrade of the Iziko Planetarium.

Given our current funding constraints, special exhibitions, educational programmes, conservation, acquisitions and research are often only possible via strategic partnerships. Iziko currently maintains 38 long-term partnerships, and this year, a total of 39 formal project-related partnerships contributed to Iziko's delivery, with an equivalent Rand value of R7,704,064. In addition, our Education and Public Programmes department optimised their delivery via additional partnerships.

Despite Iziko's success in generating income and securing donor funding to-date, we cannot sustain the funding of our key programmes. As a result, Iziko has seen a drop in spending on core function activities such as conservation, exhibitions, education and public programmes of 49,7% in the past five years, from R12,200,838 in 2010/11 to R6,136,244 in 2014/15. Securing an increased subsidy, as well as

fundraising from both the public and private sector to help implement key institutional projects, specifically the strategic redevelopment of our museums, is a priority going forward. Iziko is therefore proactively seeking solutions to significantly increase current performance, both in terms of fundraising and income generation, and a revised Advancement Strategy geared to achieve this will be implemented in 2015/16.

(For further details on our donors and partners, see Appendix 6.2 and 6.3 on pages 126 and 128.)

Sound governance and effective and efficient corporate services

Human resource management

Iziko is aware of the need to constantly improve skills and professionalism in our sector, and to ensure the development of a workforce that is up-to-date with international best practice, the rapid development of technology, and the changing nature of our work. Senior and Middle Management must be consistently developed, and succession plans are implemented with a focus on those in middle management positions. Iziko also takes care to groom younger staff members and ensure they receive the training required to make them the leaders of the future.

A farewell event was held in honour of newly retired Faeza Allie, Chief Financial Officer, and Lalou Meltzer, Director Social History Collections, on 31 March 2015.



Some of the elected staff representatives that make up the Climate and Culture Committee, tasked with making suggestions towards the improvement of Iziko's climate and culture.



Construction work at the South African Museum is well underway as part of the Courtyard Project.

Lalou Meltzer graced Iziko with a phenomenal 43 years of service, after having joined the South African Cultural History Museum in 1972, progressing to the position of Director Social History Collections in January 2007. We will not forget her contribution to the Museum, and legacy to the heritage industry. Faeza Allie first joined the South African National Gallery in 1989, where dedication and hard work saw her quickly rise through the ranks; and following amalgamation of the five institutions to form the Southern Flagship Institution, succeed in the role of Chief Financial Officer, up to her retirement on 31 March 2015. The leadership of these formidable pillars of Iziko will undoubtedly be missed, but their contributions live on as we build on the foundations that they have helped lay.

The Human Resources department (HR) works in strategic partnership with departments across Iziko, to develop staff strategically through the implementation of a Learning and Development Programme. During the reporting period, HR offered 51 courses and provided a total of 403 learning opportunities for 168 staff members. The majority of these were for semi-skilled and skilled technical and academically qualified workers. During the reporting period, tertiary studies were approved for six staff members, five of whom come from previously disadvantaged backgrounds. These studies include one PhD in Biodiversity and

Conservation, one Masters in Archaeology, two Bachelors degrees, and two Diplomas in Human Resource Management.

The strategic development and ongoing improvement of Iziko's climate and culture is essential given the challenging context of our sector and the rate of change in business generally. A process to develop a Climate and Culture Strategy thus commenced at the end of the 2013/14 period, with consultative sessions held with the Senior Management Team (SMT). The development of this strategy gained momentum in 2014/15. Staff representatives were elected for each department, and consultation with staff took place in September 2014. The resultant strategy was structured around three focus areas: Career Opportunities; Work Environment; and Compensation. The final strategy was completed and submitted to the Corporate Governance and Compliance Committee (Exco) on 31 March 2015.

The imperative of employment equity remains a priority for Iziko, and we have continued with concentrated efforts to ensure redress and staff diversity. (See pages 60-61.)

Human capital development

Iziko continues to foreground the importance of providing internships, work integrated learning (WILS),



Iziko offered 60 internships during the reporting period, which allowed our interns the opportunity to gain invaluable hands-on work experience.



L to R: Bongani Ndhlovu, Executive Director Core Functions, receives Iziko's Clean Audit Trophy for the 2013/14 audit from Kimi Makwethu, Auditor-General of South Africa, at the annual stakeholder function and awards ceremony on 30 March 2015.

skills development and research opportunities. We are proud to have hosted a total of 60 internships/ WILS of varying durations, over the past year - many of which are part of ongoing institutional relationships with academic institutions. In addition, 30 volunteers were provided training opportunities and gained experience through exposure to the museum environment. (See 3.7.3 on page 51.)

Financial management

Iziko has sustained its record of unqualified audit over more than a decade, and continued to receive an unqualified audit report in 2012/13 and a clean audit in 2013/14.

We have proactively addressed the challenge of implementing the Accounting Standards Board's Standard of Generally Recognised Accounting Practice on Heritage Assets (GRAP 103)³, to ensure ongoing compliance with all audit requirements. Iziko's three collections departments have a combined total of approximately 2,26 million artefacts, many of which must be valued by 31 March 2015. Currently, no guidelines exist on how to practically implement the measurement and valuations as required by GRAP 103, in relation to heritage assets in South Africa. The successful implementation of GRAP 103 by the deadline of 31 March 2015, regrettably was not

possible due to, amongst others, lack of financial and resource constraints. Despite these challenges, Iziko continued with the administration and documentation of its heritage assets, in compliance with the Standard.

Information and Communication Technology (ICT)

As an outcome of the front-end computer audit to assess the compatibility and readiness to upgrade to Microsoft Office 2013 conducted during the prior year, the upgrade of the desktop software from Windows XP to Windows 7, as well as Microsoft Office 2010 suite, was successfully implemented. The server operating system was also upgraded from Windows 2003 to Windows 2008 for the financial systems to optimise functionality. A file server was installed and the process to store data (documents) centrally was implemented. All data is now located centrally for authenticated users to access simultaneously via the network. The centralisation of organisational data increased ICT efficiencies, documentation are shared over the network, data are secured, and backup are done centrally.

A disaster recovery and business continuity plan is in place. Iziko has moved from a traditional legacy computer network to a VMware Server Consolidation and Storage Area Network Solution. This solution has

3 GRAP 103 requires the recognition, measurement and disclosure of all assets that meet the definition of a heritage asset.

many benefits, namely having multiple servers on a central storage system, reducing hardware costs and making the servers stable, thus reducing downtime considerably and in turn increasing server availability. Attached to the Server consolidation is an Online Backup Solution, which is controlled by the VMware software. All data is stored on a QNAP Network Attached Storage (NAS) device.

Facilities management

The management, and specifically the maintenance of Iziko's historic buildings, is an ongoing requirement. However, the Department of Public Works (DPW) has not allocated funding for major repair and renovation since 2005. We are therefore grateful to the Department of Arts and Culture (DAC) for allocating R9,51 million for the professional advice required to draft a five-year Conservation and Maintenance Plan for the nine government-owned sites managed by Iziko. The tender process to procure these services is currently underway.

In addition, the DAC continues to make significant investment in our infrastructure via the DPW. The Courtyard Project is a major capital works project currently underway, and is expected to be completed in 2017. The project entails the construction of five storeys within the large courtyard in the Research Block C, behind the ISAM. When completed, this building will house collections, offices and laboratories and most importantly, it will enable partial public access to these research facilities. This will enhance visitors' experience of the museum and expand their understanding of the work we do. On completion of this upgrade, the ISAM will rank as one of the top museum facilities on the continent. In addition, a Signage and Wayfinding Project that is intended to provide Iziko sites with upgraded signage, is currently being implemented.

Risk management

Risk management is a well-established practice at Iziko, and a priority for Senior Managers. Our Risk Register is aligned with International Standards ISO 31000: 2009, as well as with Iziko's Strategic Plan, which is annually updated. Risk management is also a permanent item on the agenda of the Audit and Risk Committee of Council that meets at least four times per annum. The in-house Internal Auditor will be supported by a co-sourced arrangement with a company that provides an internal audit function over the next three years.

Conclusion

Iziko Museums of South Africa has the potential to be an extraordinary museum, capable of setting new standards for heritage institutions in South Africa and on the continent. In the past year, much has been achieved, but there is also still much to accomplish. It is clear that going forward, Iziko will have to confront significant challenges and navigate a period of major change to achieve the levels of transformation and financial stability to which we aspire. We will need to be proactive, resilient, adaptable, and innovative to maintain and improve performance. These are, however, qualities that already underpin the significant achievements of the past year, as detailed in this report. I am therefore confident that, with the support of our numerous and valued partners, staff and visitors, we will continue to make steady progress and ultimately successfully accomplish our strategic vision.



Ms Rooksana Omar
Chief Executive Officer
Iziko Museums of South Africa

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

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

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

The annual report is complete, accurate and 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.

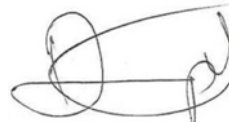
In our opinion, the annual report fairly reflects the operations, performance information, human resources information and the financial affairs of the entity for the financial year ended 31 March 2015.

Yours faithfully



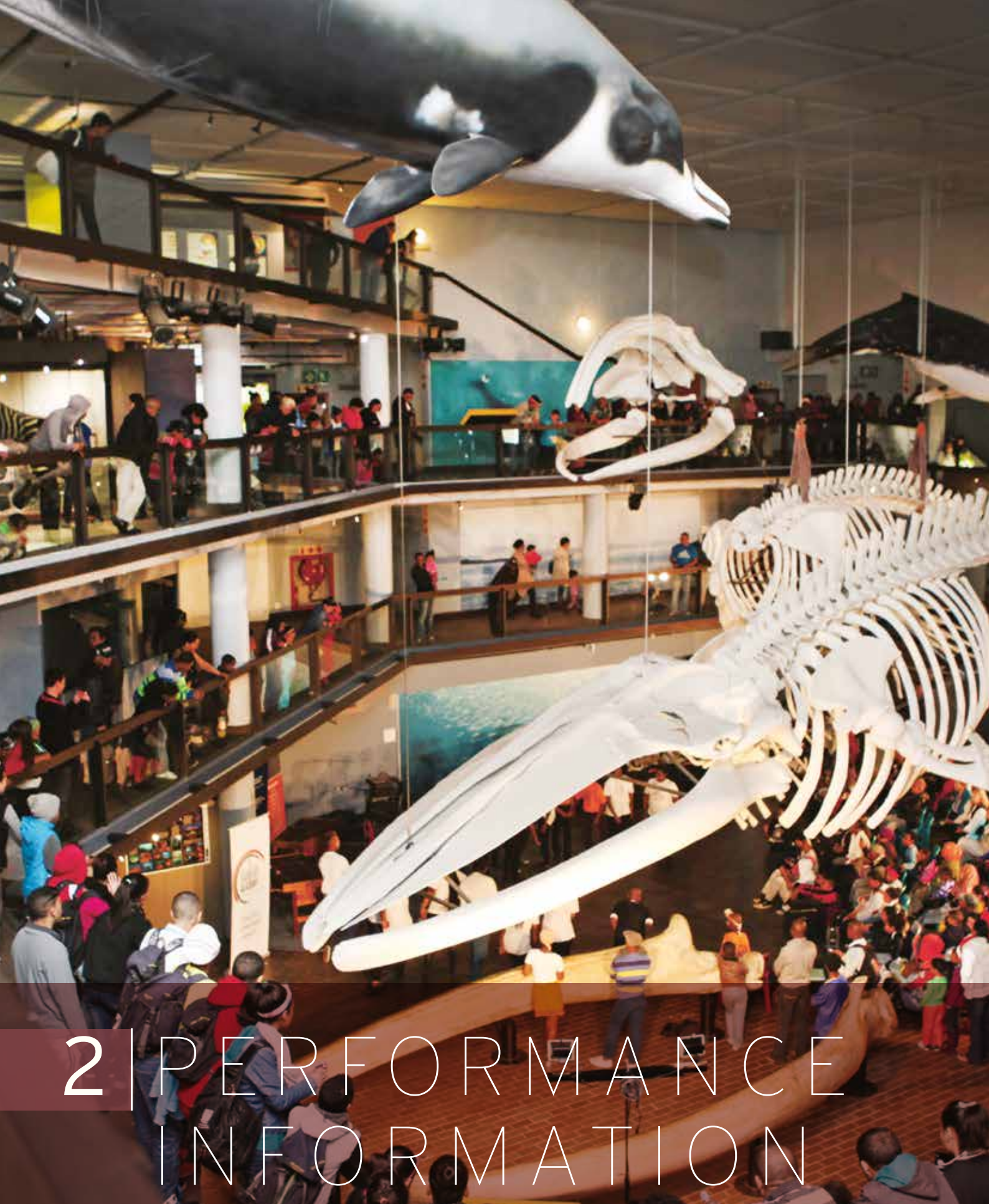
Chief Executive Officer
Ms Rooksana Omar

Date: 31 March 2015



Chairman of Council
Ambassador Dikgang Moopeloa

Date: 31 March 2015



2 | PERFORMANCE INFORMATION

The iconic Whale Well at the South African Museum was packed during the Heritage Day 2014 celebrations.
Watermark: Detail of a sunflower, part of the *Buzz About Pollination* exhibition, South African Museum.



CONTENTS

2	Performance Information	28
2.1	Overview of the Public Entity's Performance	30
2.2	Performance Information by Programme	33

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 in 1999/2000; five years after liberation 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, 190 years ago. Iziko is therefore deeply rooted in a long tradition of scholarship and knowledge creation. Our 11 museums are important showcases for our nation's diverse tangible and intangible heritage. Our vast collections comprising more than 2,26 million artworks, natural and history social artefacts, are invaluable assets, and a significant component of 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 15 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 a highly 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 clearly shows a different reality in a 21st century South African context. We offer a vital link to heritage for communities, creating awareness of the historical, natural, social and aesthetic context in which we live, and provide a platform for engagement and discussion. As a national museum, we are not only passive custodians of the nation's rich art and heritage, but also active

participants in our society, making our collections and knowledge accessible. As stated in the White Paper on Arts, Culture and Heritage, *"museums have the potential to play a vital role in the development of arts, culture, heritage and science in South Africa and provide opportunity for lifelong learning..."*. Through Iziko's collections, exhibitions, research, public programmes, outreach and other innovative activities, the mandate of the Department of Arts and Culture (DAC), as defined in the National Development Plan - to contribute to nation building, social cohesion and human capital development - is realised.

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 foci 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'*. Inclusive and participatory education programmes for all museum visitors are foregrounded, and we also take outreach programmes to those who do not have access to museums in their communities, using our Mobile Museum.

The cornerstone of Iziko's 2014/15-2018/19 Strategic Plan is based on the Department of Arts and Culture's 2013-2014 Strategic Plan and informed by the imperatives of the Medium-term Strategic Framework (MTSF) and National Development Plan (NDP). The DAC strives to reposition the cultural and creative industries as key drivers of economic growth and job creation (Mzansi's Golden Economy), and Iziko contributes to this in a number of ways. Our museums constitute a substantial component of the national tourism product, and partnerships with the tourism industry are equally important for the wellbeing of Iziko. We provide a powerful platform for regeneration, social justice and active citizenship. Through our offering and programmes, we proactively contribute to the development of human capital and social cohesion. Iziko's contribution to research across many spheres is growing, and this in turn contributes significantly

to economic growth and development. This is evident in the planned digital upgrade of Iziko's Planetarium to optimise e-research capacity to benefit economically strategic sectors such as space technology and astronomy.

One of Iziko's key strategies is to ensure that we continuously re-define our role within the heritage sector. 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.

Through commitment to its employment equity (EE) priorities, Iziko is now far more representative of the diverse audiences it serves than it was at the time of amalgamation. It is our aim to create a more inclusive museum, which values and reflects the diversity of our citizenry. It is also our intention to encourage skills development and the study of contemporary museum practice by our staff. Iziko has been involved in a number of internships and integrated learning programmes, and supports many PhD students and post-doctoral research associates, working with partners such as the National Research Foundation, Department of Science and Technology and Culture, Arts, Tourism, Hospitality Sport Sector Education & Training Authority, helping graduates gain the experience needed to be employable. (See page 51). Our investment in interns is helping to create a diverse and experienced workforce, and develop certain rare skills, both within our organisation and beyond.

Since amalgamation 15 years ago, Iziko staff have worked passionately to integrate our museums and collections and transform mind-sets and practices entrenched in previously separate institutional histories and collections. Strategic planning exercises and budgeting processes reflect the challenges to transform old practices and assumptions. With each new planning exercise, there is a definite move away from old organisational practices, towards building a more dynamic and responsive museum. Our strategy is to ensure that we define our role both within the heritage sector and within the broader context of our society, to create a permanent public record of our natural, cultural and artistic world, and create

spaces that allow our public to engage, explore and shape their understanding of the world. It is therefore relevant to note that new local and international normative instruments for museums will become available in 2015 and will play a vital role in the further development of Iziko's strategy.

These include:

- The DAC's new National Museum Policy;
- UNESCO's introduction of a new normative instrument to establish the legal and policy standards for reinforcing the protection and promotion of museums and collections worldwide. This new standard will address key developmental challenges such as the endemic lack of adequate human, technical, legal and financial resources that threaten the sustainability of heritage institutions globally. It will also aim to assist to acknowledge and define the evolving role of museums as public forums for dialogue and peace-building, as well as economic drivers; and in addition
- The African Union Agenda 2063 vision of the Africa of the future, as: *A prosperous Africa based on inclusive growth and sustainable development; an Africa with a strong cultural identity, values and ethics; an Africa where development is people driven, relying particularly on the potential of women and youth; and Africa as a strong and influential global player and partner.*

The new National Museum Policy, the UNESCO recommendation, and the African Union Agenda 2063 will provide critical points of reference in 2015 and going forward.

What is clear from the review of this public entity's performance is that Iziko contributes strategically in diverse ways and is a highly successful and dynamic institution. However, one of the key challenges we currently face is an increasing lack of adequate resources. Despite the fact that Iziko successfully raises between 20-25% of its own budget through fundraising and income generating activities, the organisation is severely affected by increasingly limited funding and resources. The impact of budgetary constraints is cause for concern, and the organisation is affected at all levels.

Significantly, we face challenges in:

- recruiting and retaining skilled staff;
- implementing new technology; and
- acquiring contemporary artworks or social artefacts for future generations, or items that address historical imbalances caused by colonialism and apartheid in our collections.

In addition, new tasks of compliance from government, including compliance to Generally Recognised Accounting Practice (GRAP) 103 on Heritage Assets must be met without the provision of additional funding. Significant investment in infrastructure, such as the Social History Centre and the Courtyard Project, is not matched with funding to cover the additional operational costs that have been incurred. As a result, core function activities have had to be downscaled significantly. Spending on the growth of collections, digitisation, conservation, exhibitions, research, education and public programmes for our 11 museums, Planetarium, Social History Centre and three libraries, dropped 49,7% in the past five years - from R12,200,838 in 2010/11 to R6,136,244 in 2014/15. It is anticipated that although funding for core activities increased 24,6% from a low of R4,924,400 in 2011/12, funding levels for core function activities will remain inadequate going forward.

During the 2014/2015 financial year, Iziko's total revenue increased by 5% to R84,351,850 from R80,012,530 in 2013/14, while operating expenditure increased only by 1% from R85,571,374 to R86,348,495. In 2014/15 there was however a 16% increase in the provision for Iziko's post-retirement medical benefit liability, to R63,924,848. This liability continues to escalate annually, and resulted in a deficit of R1,219,524 in 2014/15. Although Iziko's financial circumstances remain stable, without a significant increase in revenue either via fundraising and income generating activities or increased subsidy, the growth and development trajectory that Iziko seeks to achieve will not be realised.

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 serve the needs

of our developing democracy. Adequate resources and funding to achieve these are, however, crucial to realising this vision. In this regard, several projects that urgently require focused funding include the:

- digital upgrade of the Planetarium;
- acquisition of a new bus to replace the existing 13-year-old Mobile Museum for our outreach programmes;
- implementation of GRAP 103;
- conservation and digitisation of Iziko's collections; and
- further development of Iziko's online presence and an interactive website to provide virtual access to our museums and resources.

All these projects will contribute significantly to improving access to our collections and programmes to diverse audiences, including people in rural areas and townships, and to youth, learners, students and academics.

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 initiated more than a decade ago. 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

When five museums merged to form the Southern Flagship Institution, now known as Iziko, all staff members had to be accommodated, so resources could not be rationalised effectively. There is a serious shortage of staff required to manage 12 sites and the vast art, social history and natural history collections. Appointing more staff members is not an option, as the grant received from the Department of Arts and Culture barely covers the salary budget. The Iziko organisational structure is thus reviewed from time to time to ensure the optimum utilisation of human resources. Iziko has commenced discussions regarding the most efficient way of utilising our limited human resources.

It has been a challenge to attract staff to Iziko because our salaries do not compare favourably with salaries in the private and public sector, as well as some heritage institutions. This affects morale and has a negative impact on the organisational culture.

The Senior Management Team and staff representatives from each department were consulted regarding a strategy to improve the organisational culture. A draft strategy was submitted to the Corporate Governance and Compliance Committee (Exco) for consideration.

2.2 Performance Information by Programme

2.2.1 Programme 1

Administration

Sub-programmes and objectives:

- **Finance:** To ensure that Iziko is compliant with financial legislation and Accounting Standards
- **Human Resources:** To develop a positive and efficient workforce to deliver on Iziko's objectives
- **Information and Communication Technology (ICT):** To ensure effective and efficient communication through development and maintenance of the ICT infrastructure
- **Facilities Maintenance:** To ensure the conservation and maintenance of facilities placed in the care of Iziko
- **Advancement:** To effectively position Iziko to attract investment and support and optimise fundraising and income generation potential; and to implement effective marketing and communication to increase and diversify audiences and maintain a positive public profile

PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2014/2015	ACHIEVEMENTS
PROGRAMME 1: ADMINISTRATION		
Sub-programme: Finance		
Strategic Objective: To ensure that Iziko is compliant with legislation and Accounting Standards		
Financial manual developed	Development of Phase 3 of the financial manual	Phase 3 of the financial manual involves the updating of existing material and procedures of the current financial manual, editing, collating and distributing the manual within the Finance and Administration department for comment. The manual is still under development by the Finance staff. Due to the increased National Treasury and DAC reporting requirements, numerous Supply Chain Management (SCM) tenders and related processes had to be prioritised to ensure that Iziko remains compliant to regulations, and the process to complete the financial manual was deferred. Despite these challenges, the financial process for orders, payments and invoicing, as well as the SCM processes were reviewed and updated.
Number of financial policies and procedures revised	Revision of 1 policy and approval of 1 procedure	The Supply Chain Management Policy and Procedures were reviewed by the Finance and Administration staff.

Continues on next page ...

Continued from previous page ...

Number of financial policies and procedures developed	1 policy and procedure approved by Council	The Iziko Fixed Asset Management Policy was developed and circulated to the Finance and Administration department for comment. The draft policy will be distributed to the SMT for comments. Task partially achieved, as amendments to the policy have not yet been submitted to Council for approval.
Successful implementation of GRAP 103 on Heritage Assets	Implementation of Phase 2	Phase 2 entails the updating of the accession register and/or databases of the various collections, as well as the development of a separate Heritage Asset Register in the accounting system. The successful implementation of GRAP 103 on Heritage Assets was not possible due to resource constraints. Despite budget and resource constraints, a new Heritage Asset Register was developed in the ACCPAC Accounting System. The service provider liaised with the Registrar and Collections Managers to assess the various collections databases, and transferred the data that was available to the new Heritage Asset Register. Updating of the databases by the various collections is underway, and these updates will be transferred to the new Heritage Asset Register accordingly. A tender process was implemented for assistance and to fast track the implementation of GRAP 103.
Sub-programme: Human Resources		
Strategic Objective: Develop a positive and efficient workforce to deliver on Iziko's objectives		
Improved organisational culture	Develop a strategy to improve the organisational culture	<p>A discussion document based on the outcome of a Climate and Culture Survey of Iziko was developed to inform consultation sessions with staff. Input from the SMT and staff representatives from each department was incorporated in a draft strategy to improve the Iziko organisational culture.</p> <p>The Director Human Resources managed this strategic objective, so when he resigned in October 2014, the Executive Director Operations took over the management of this objective. A second draft of the strategy was submitted to the Iziko Corporate Governance and Compliance Committee (Exco) for consideration in March 2015.</p>
Sub-programme: Information and Communication Technology		
Strategic Objective: Effective digital preservation, access and communication through development and maintenance of the Information And Communication Technology (ICT) infrastructure		
Increased capacity in terms of ICT	Improve and maintain the infrastructure in terms of the ICT Strategy	<p>The projects identified to increase the capacity in terms of ICT and to improve and maintain the infrastructure were successfully implemented:</p> <ul style="list-style-type: none"> • A dedicated server was installed for the collections database of the Natural History Collections department • Desktop software was upgraded from Windows XP to Windows 7, as well as Microsoft Office 2010 suite • The server operating system was upgraded from Windows 2003 to Windows 2008 for the financial systems to optimise functionality • File server installed and the process to store documents centrally on the network for multiple users and departments to access was implemented

Sub-programme: Facilities maintenance and capital works projects		
Strategic Objective: Ensure the maintenance and development of the facilities placed in the care of Iziko		
A five-year Conservation and Maintenance Plan for Iziko sites developed and implemented	Finalise the tender process to appoint a Conservation Architect to develop a five-year Conservation and Maintenance Plan for Iziko sites. Funding to implement the plan in phases will be procured via the User Asset Management Plan (UAMP).	The tender to appoint an Architect to develop a five-year Conservation and Maintenance Plan was advertised, but the tender process could not be finalised during the reporting period due to the lack of capacity to deal with the increase in the number of tenders.
Sub-programme: Advancement		
Strategic Objective: To ensure advancement and sustainability of Iziko		
Implementation of 'Turnaround' Strategy and Plan to create suitable foundations for successful fundraising and income generation	Implement strategy as set out in plan	<p>A progress report was prepared and submitted. The primary focus during this reporting period was on securing the credentials necessary to fundraise effectively in competition with not-for-profit organisations (NPOs).</p> <p>Key achievements include:</p> <ul style="list-style-type: none"> • Securing 501(c)3 status, which will enable fundraising in the USA • An application for Public Benefit Organisation (PBO) and Section 18A status was lodged with South African Revenue Service (SARS). SARS confirmed our PBO status and number, but the application for Section 18A status was declined. This is currently under appeal. • Iziko's exemption from donations tax confirmed by legal advisors and SARS. • Process to secure BBB-EE certification for Iziko was initiated. • Fundraising Policy drafted and submitted to Council, but requires further revision.
Strategy to ensure the advancement of Iziko, i.e. positioning Iziko to attract investment and support from donors and partners	Advancement Strategy developed by March 2015	A high level Advancement Strategy and an implementation plan for 2015/16 was compiled, aligned with a best practice advancement framework. To be presented to SMT in Q1 and Council in Q2 2015/16.
Increase in own income generated	10% increase over previous year's performance	<p>Own income generated during 2014/15 totalled R13,134,478, up 6,3% from R12,347,747 in 2013/14. Key factors contributing to this shortfall in performance are:</p> <ul style="list-style-type: none"> • A drop in revenue from venue hire due to the Courtyard Project. • The vacant restaurant at the Iziko Old Town House. • Lower return from interest/ investments than projected.

Increase in donor income	10% increase over previous year's performance	<p>Donor income utilised by Iziko during this period totalled R5,695,293 up only 2% from R5,591,329 in 2013/14. However, donor income totalling R12,248,827 was banked in 2014/15, an increase of 41,79% from R8,638,560.94 over donor income banked in 2013/14.</p> <p>In addition, significant commitments of funding for 2015/16 and beyond were secured during 2014/15. These include R1,166,282 from the Smithsonian National Museum of African American History and Culture towards the Slave Wrecks Project; R10 million from the Department of Science and Technology (DST); R2,5 million from the University of Cape Town (UCT); and R3 million from the National Lotteries Distribution Trust Fund (NLDTF) towards the digital upgrade of the Iziko Planetarium.</p>
Strategic Objective: Effective marketing and communication		
Number of visitors to Iziko museums	550,000	<p>575,403 visitors to Iziko in 2014/15, is an increase of 18% from 486,590 visitors in the previous year.</p> <p>Exceeded target of 550,000 by 25,403. Positive result is evidence that Iziko's discretionary pricing strategy contributes significantly to increased visitor numbers. Free entry on commemorative days attracted 41,104 (26,637 adults and 14,467 children) in 2014/15; and audience development events such as Museum Night hosted on 26 February 2015 attracted 12,884 visitors.</p>
Number of visitors to Iziko website	170,000	<p>177,581 visitors to the website were recorded during the reporting period, exceeding the annual target of 170,000 by 4,5%. Year-on-year positive growth was measured for visitors, unique visitors and number of pages viewed is attributed to ongoing investment in the development of the Iziko website as a knowledge resource. Content linking to the Iziko website is proactively marketed and included in electronic communiqués and social media posts, to drive more traffic to the website.</p>
Number of online followers	Facebook: 4,000 Twitter: 2,500	<p>4,365 Iziko Facebook fans were recorded as at 31 March 2015. The annual target of 4,000 was exceeded by 9,13%. 2,866 Twitter followers were recorded as at 31 March 2015. The annual target of 2,500 was exceeded by 14,64%. These results show an increased interest in our museums on these social media platforms.</p>
Number of subscribers to database	Establish a baseline by 31 March 2015	<p>The (baseline) number of entries to the Iziko database as of 31 March totalled 9,738.</p>
Increase in diversity of audience	Implement a Market Research Strategy to measure and increase audience diversity using the 2014 baseline	<p>Implementation of a Market Research Strategy to measure diversity was not possible due to resource constraints. However, despite budget and resource constraints, research to assess visitor satisfaction was conducted. Visitor comments from all sites were electronically captured and analysed, providing a combination of both quantitative and qualitative data.</p>
Number of external newsletters issued	4	<p>A total of 5 newsletters were issued in the reporting period. The target was exceeded due to the adapted (shorter) format of communiqués issued over the Festive Season.</p>

2.2.2 Programme 2

Business Development

Sub-programmes and objectives:

- **Documentation, Assessment, Acquisition, Collections and Digitisation:** To list and digitise collections; and to manage
- **Collection Management and Conservation:** To improve conditions for collections and access to them
- **Research:** To improve capacity, productivity and relevance of research; grow the collections in line with strategic priorities, and address unethical collection practices
- **Policy Formulation:** To ensure sound governance and compliance by communicating business practice strategies via Iziko policies
- **Transformation of Museum Sites:** To transform museum business practices and develop infrastructure
- **Events Management:** To manage public programme events

PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2014/2015	ACHIEVEMENTS
PROGRAMME 2: BUSINESS DEVELOPMENT		
Sub-programme: Documentation, assessment, acquisition, collections and digitisation		
Strategic Objective: Digitisation of collections		
Number of new records entered on collections databases	AC: 60 SH: 1,000 NH: 20,000	AC: 104. Art Collections employed a full-time Registrar who assisted in capturing outstanding records on the database, including new acquisitions from 2014-2015 (94). SH: 1,000. Target achieved. NH: 19,209. An ambitious target set was nearly achieved. Moving of collections for the Courtyard Project reduced productivity.
% of collection objects digitised	AC: 90% SH: 18,4% NH: 67%	AC: 72,96%. A full-time Registrar only commenced employment on 1 November 2014. This contributed to an increased output in the last quarter of the financial year. This figure includes a large part of the Michaelis Collection that was digitised. SH: 0%. The negative variance is largely due to the year 2000 report that was used as a baseline. The baseline will have to be revisited to meet the stringent Treasury regulations. To date 37,301 objects had been entered into the digital database. NH: 70%. New accessions have contributed to increasing the percentage above expectations.
Cumulative % of NH records converted to new Specify system	NH: 100%	99,7%. Only Taphonomy database still to be converted. Progress with this database has been slower than expected because it has involved including nearly 40,000 extra records from Dr DM Avery's research databases.
% of records accessible on Internet	NH: 70%	15%. Less than projected as a result of still trying to achieve updating system for data on remote servers of SA Biodiversity Information Facility (SABIF) and Global Biodiversity Information Facility (GBIF). Data previously submitted to SABIF has not been uploaded.

Sub-programme: Collection management		
Strategic Objective: Improve conditions for the collections and access to them		
Total number of SH collections storerooms meeting criteria for good preservation	SH: 19	SH: 19. Quarterly reports on the 19 storerooms in the Iziko Social History Centre was compiled by the conservation team and submitted to the Director. The quarterly reports are the product of monitoring environmental conditions, including constant temperature and humidity levels to give an annual overview.
Number of artworks restored	AC: 6	AC: 13. Apart from the annual conservation of works of art in the Sir Abe Bailey Collection (3), a number of smaller treatments were required during the course of the year, related to works from the permanent collection by Julius Mfete (1); Joachim Schonfeldt (1); paintings by the School of Rembrandt in the Michaelis Collection (4); the William Fehr Collection (2); and incoming loans to the Penny Siopis retrospective <i>Time and Again</i> (2).
Large conservation project	SH: 1	The large conservation project on furniture displayed in Iziko sites was carried out in the third quarter, as per target. Report on conditions and treatment was submitted to the Director by the conservation team.
Sub-programme: Research		
Strategic Objective: Improve capacity, productivity and relevance of research		
Number of peer-reviewed research publications	AC: 2 SH: 1 NH: 16	AC: 2. Target achieved. SH: 1. Target achieved. NH: 27. Substantial contributions by Roger Smith, Simon van Noort, and their students and post-doctoral collaborators contributed to more publications than expected. Please see Appendix 6.7
Number of other research publications, including guides	AC: 4 SH: 4 NH: 1	AC: 10. Staff responded to a high number of requests to write exhibition-related articles for publication in magazines and newspapers. SH: 4. Target achieved. NH: 1. Target achieved. Please see Appendix 6.8
Number of research publications adapted to provide new web content	NH: 8	NH: 10. All publications authored by Simon van Noort have been integrated into the Waspweb website.
Number of externally funded research projects	SH: 2 NH: 15	SH: 3. Target of 2 research projects exceeded by 1. Social History was given the chance to obtain funding for research for the Precolonial Archaeologist who did not have a funded research project. The project identified was easy to complete because of the project paradigms. NH: 17. Target exceeded slightly due to two new grants from Centre of Excellence in the Palaeosciences (DST/ NRF/ Wits).
Strategic Objective: Grow the collections in line with strategic priorities and address unethical collection practices		
Collections Development Strategy	Collection Development Strategy: Reviewed	The strategies for art, social history, and natural history collections were assessed by respective departmental directors, and no amendments were made to them.

Number of new acquisitions motivated in the light of collections gaps, research themes and thematic content of the museums	AC: 15 SH: 40 NH: 3,000	AC: 66. There were few purchases, but several unforeseen donations accepted, such as those by Warren Editions (34) and others. SH: 39 groups. SH curators motivated carefully and a written motivation indicating reasons for each acquisition was compiled and used as a resource for accessioning in the register. The negative variance of one (1) is due to the Social History Collections department being unable to locate an acquisition that reflected the complex collecting priorities in the department. NH: 2,173. An ambitious target set was 72% achieved. Calculated as the number of newly catalogued collection objects that were collected in the past 5 years. Lower than planned because of large backlog of specimens being catalogued that were collected more than 5 years ago.
Number of outgoing loans	AC: 80 SH: 6 NH: 40	AC: 129. In addition to request for loans from the permanent collection, this includes 'loans in' that were returned, such as exhibitions (<i>Impressions of Rorkes Drift: The Jumuna Collection</i> : 120 loans). SH: 6. Target achieved. Loan forms signed for each transaction. NH: 52. Of these, 62% were Entomology loans. Loans are based on requests from external researchers. The number of these requests cannot be accurately predicted, so a wide variance around predicted numbers is expected.
Number of incoming loans	AC: 60 SH: 4 NH: 2	AC: 351. There were a number of external exhibitions at ISANG and IOTH during this period, such as <i>Rorkes Drift</i> , <i>Shared Sky</i> , <i>Penny Siopis: Time and Again</i> , <i>William Kentridge: The Refusal of Time</i> , <i>Rembrandt</i> , etc. that included artworks as part of the exhibitions. SH: 4 Target achieved. A loan form was completed for each transaction. NH: 5. Incoming loans are all for research purposes and fluctuate widely from year to year, depending on research needs.
De-accessioning of unethically collected human remains	SH: Submit status report	SH: A report on the status of research of potentially unethically collected individuals in the collection was submitted, detailing the management of these human remains, and providing an annual overview.
Spearhead a process of developing a National Policy on Human Remains	SH: Submit status report	SH: A report on the work of Social History Collections in this regard was produced as an annual overview. It indicated meetings with <i>inter alia</i> , the DAC, and the production of a revised edition of <i>Skeletons in the Cupboard</i> .
Sub-programme: Policy formulation		
Strategic Objective: Ensure sound governance and compliance by communicating strategies via Iziko policies		
Number of policies developed and reviewed to ensure compliance with relevant legislations and to meet Iziko's needs.	1	The following policies were drafted and tabled before Council's Strategy and Policy Committee of Council: Collections Policy; Language Policy; Digitisation Policy; and Fundraising Policy. Council required additional revisions. The Language Policy was sent to the DAC for public comment and input. The increase in delivery on targets was due to the fact that Iziko had to respond to the demands of the environment.

Sub-programme: Transformation of museum sites		
Strategic Objective: Transform museum business practices and develop infrastructure		
Implement an Integrated Conservation Management Plan; Thematic Plan; and User Asset Management Plan, subject to availability of funds	Integrated implementation of Conservation Management Plan, Thematic Plan and User Asset Management Plan as funding becomes available	The Operations and Core Functions business units continued to roll out the plans using available resources.
Sub-programme: Events management		
Strategic Objective: Management of public programme events		
Number of public programmes events managed	EPP: 12 AC: 3 SH: 2 NH: 1	EPP: 14. The EPP department was tasked with entertaining requests of outside organisations interested in presenting events, hence the positive variance. AC: 11. These were linked to exhibition openings and events such as Museum Night and First Thursdays at ISANG and IOTH. SH: 2. Target achieved. NH: 1. Target achieved.



2.2.3 Programme 3

Public Engagement

- **Exhibitions and Public Programmes:** To develop and execute an exhibition and public programmes plan for Iziko that responds to the needs of our diverse audiences
- **Public Understanding of Arts and Culture:** To provide enriching and enabling education and public programmes: Outreach programme (Mobile Museum); and special needs initiatives; to develop the website as a knowledge resource
- **Human Capital Development:** Trainee and intern programme; and teacher enrichment and support
- **Local and International Partnerships:** To develop and sustain partnerships

PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2014/2015	ACHIEVEMENTS
PROGRAMME 3: PUBLIC ENGAGEMENT		
Sub-programme: Exhibitions and public programmes		
Strategic Objective: Development and execution of an exhibition and public programmes plan for Iziko responding to Outcome 14 and research objectives of Iziko		
Number of new temporary exhibitions	AC: 8 SH: 4 NH: 2	AC: 12. Greater number of smaller exhibitions attributed to unforeseen exhibitions accepted at ISANG and IOTH. SH: 6. The number of exhibitions was increased by 2 because one exhibition was a partnership request which required the installation of a small number of artworks in a small room at the ISL (<i>Fragile Histories</i>); and in the other case, an installation of 11 ship paintings (<i>Gateway to the Antarctic</i>) at the Maritime Centre, the scale was also small with little impact on the work of the curator. An exhibition on <i>isishweshwe</i> , which was not shown at Iziko and is therefore not included in the count of new exhibitions, was produced for the Western Cape Government, based on existing Social History research. NH: 3. An unexpected temporary exhibition on honeybees, the result of collaboration with the SA National Biodiversity Institute (SANBI), was produced. Please see Appendix 6.4
Number of new permanent exhibitions	AC: 1	AC: 3. The following new exhibitions were curated from the permanent collection: <ul style="list-style-type: none"> • <i>'Brave New World' ... 20 Years of Democracy</i>, ISANG, 3 July to 26 November 2014. • <i>Ink, Paper, Politics - The Agency of Print as Social Critique</i>, ISANG, 18 November 2014 to 10 February 2015. • <i>Landscapes Framed and Reframed</i>, 18 November 2014 - ongoing, as of 31 March 2015. Additional exhibitions had to be installed from the permanent collection to replace withdrawn installations.
Number of touring exhibitions	AC: 1 NH: 1	AC: 0. The George Hallett exhibition entitled, <i>A Nomad's Harvest</i> , curated by Art Collections and shown at ISANG in 2014, did not tour Ditsong as planned, due to insufficient funds on the part of Ditsong. NH: 1. Target achieved. Please see Appendix 6.4

Continues on next page ...

Continued from previous page ...

"The Thematic Plan" or "Big picture" developed	Roll out of Thematic Plan	Conceptual plans were drafted. Costing will be done with input from the department of Institutional Advancement (IA). The need to consult with other departments was highlighted.
Number of tours of exhibitions and collections by curators, collections managers and conservators	AC: 30 SH: 35 NH: 20	AC: 63. There were a large number of requests for exhibition-related tours linked to the <i>Time and Again; Refusal of Time</i> ; and <i>Rembrandt in South Africa</i> exhibitions, especially in the 4th quarter. Many tours were also given to school and student groups, notably on the BA Honours in Curatorship programme at the UCT Centre for Curating the Archive. SH: 39. Four extra tours were undertaken, mainly due to growing interest in the ISL. Tours were led by several curators responsible for various exhibitions at the ISL, and did not impact on existing work of any one curator. NH: 4. 27 entomology tours were successfully conducted on Fridays. However, these will have to meet the stringent Treasury requirements for recognition in future.
Number of workshops/ conferences/ panel discussions linked to exhibitions/ collections	AC: 8 SH: 6 NH: 15	AC: 12. There were a number of unanticipated invitations to staff members to participate in external public workshops, discussions and conferences. SH: 9. Three extra workshops were made possible due the use, in part, of pre-existing research available to the curators, which did not impact on their planned work and programmes. NH: 44. Above expectations due to all NH researchers, including students and associates, actively participating in conferences, workshops and public events. Please see Appendix 6.5
Sub-programme: Public understanding of arts and culture		
Strategic Objective: Enriching and enabling education and public programmes		
Number of learners visiting sites	55,000	55,519 - The increase in numbers is indicative of the interest shown in Iziko's education and exhibition offerings.
Number of resources developed/ updated	30	84 - The changes in the Department of Education curriculum precipitated the need to update and develop resources accordingly.
Number of educational resources distributed (booklets, lessons plans, training material)	2,100	3,582 - The changes in the Department of Education curriculum precipitated the need to update and develop resources, which were distributed to schools accordingly. Funding received for the development of resources also added to the positive variance.
Number of public programmes presented	12	14 - Positive variance due to the EPP department considering requests from outside organisations to present collaborative events.
Number of learners attending planetarium shows	30,000	36,067 - In addition to the new show developed, the planetarium's education value has been well received by schools.
Number of general public attending planetarium shows	35,000	40,762 - In addition to the new shows, the "free days" have also added to the positive variance.
Strategic Objective: Outreach programme (Mobile Museum)		
Number of outreach programmes implemented	40	52 - As organisations and specifically schools find it increasingly challenging to visit our sites, requests for Iziko to take the museums to the communities have increased.
Strategic Objective: Special needs initiatives		
Number of special needs programmes	12	36 - Our working relationship with the Meaningful Access Project (MAP) continues to increase the number of special needs programmes we are able to offer.

Strategic Objective: Develop website as knowledge resource		
Implement Phase 2 of Web Development Project	Implement Web Development Project according to contract	Web Development Project was implemented according to the schedule set out in the contract.
Number of website page views	500,000	The total number of website page views for 2014/15 was 493,251. This is 6,749 or 1,4% short of the projected target. The website currently functions primarily as a marketing and communication information portal. Although the website development process is proceeding well and the framework to provide more in-depth content is in place, a concerted effort is required to further develop content that will attract more visitors, who will spend more time on the site and view more pages. A draft Online Presence Strategy has been drafted in collaboration with Core Functions to improve content and ensure relevance.
Number of new pages of website and micro-sites	Establish a baseline by 31 March 2015	The following benchmark was established: <ul style="list-style-type: none"> • Current expression engine site: 1,095 page entries. • Google indexed pages (current expression engine site) www.iziko.org.za: 1,054. • New pages on Drupal site: 199 populated pages.
New micro-sites and online exhibitions	1	A special website was developed for the artist Sue Williamson's exhibition, <i>There's something I must tell you</i> . The purpose of the micro-site was to ensure access to the exhibition both locally and internationally. The conversations are in video form, as are the images and text explaining each collection within the exhibition. Also included are learners' education worksheets developed and used by EPP. www.theressomethingimusttellyou.co.za
Sub-programme: Human capital development		
Strategic Objective: Trainee and intern programme		
Number of interns/ WILS mentored	10	Iziko remains a reputable organisation that attracts many requests for interns/students to do their Work-Based Learning. Iziko's EPP was able to manage the mentorship of 11 persons, but across all Iziko departments a total of 60 interns and WILS of varying duration were facilitated during the period. (See 3.7.3 page 51)
Number of volunteers engaged	16	Iziko's EPP engaged 20 volunteers during the year, but across all Iziko departments a total of 30 volunteers were hosted during the period. The positive variance is due to the interest from youth in gaining some insight into the work of museums. (See 3.7.3 page 51)
Strategic Objective: Teacher enrichment and support		
Number of teacher/ student enrichment sessions	9	16 - The change in the school curriculum/ topics and interest in our exhibitions precipitated a positive variance.
Sub-programme: Local and international partnerships		
Strategic Objective: Develop and sustain partnerships		
Number of long-term and project based partnerships	Long-term: 30 Project: 75	Long-term: 38 long-term partnerships. Project: 78 project-related partnerships in 2014/15 contributed to Iziko's delivery. 39 partnerships were formalised via MOA/ MOU, with an equivalent Rand value of R7,704,064. In addition, our EPP department optimised their delivery via 39 additional partnerships.



3 | GOVERNANCE

Learners attend a motivational talk by young innovative thinker and entrepreneur, Vincent Manzini, at the South African Museum on Youth Day 2014.
Watermark: Detail of a late 19th century Mfengu beaded neckpiece for a man. From the Eastern Cape. Acquired in 1994, African Art Collections.



CONTENTS

3	Governance	44
3.1	Introduction	46
3.2	Risk Management	46
3.3	Compliance with Laws and Regulations	47
3.4	Minimising Conflict of Interest	48
3.5	Code of Conduct	48
3.6	Health and Safety Issues	48
3.7	Social Responsibility	49



Iziko staff members keep the thatched roof of the Groot Constantia Museum wet to prevent the spread of fires that swept through the Constantia Valley in early March 2015.

3.1 Introduction

Council and Management are committed to responding to government's requirement to improving and refining all governance procedures. This has resulted in a more professional and compliant operating environment, aligned with all of our Executive Authority's mandates, and which supports excellent corporate governance and optimal delivery of strategic outputs. The improved procedures also guide ethical behaviour more effectively.

3.2 Risk Management

Senior Managers annually identify risks that have been managed effectively, resulting in a reduced residual risk. Where possible, these risks are removed from the Risk Register.

After every incident, relevant procedures and resources are reviewed.

In early March 2015, fires in the Groot Constantia area threatened the Groot Constantia Museum Complex. On Tuesday, 3 March sprinkler systems on the roof of the farmhouse and the area around the Cloete Cellar were utilised to damp down areas at risk from the nearby blaze as a precautionary measure. Iziko arranged for a security guard be placed on the premises to monitor wind direction. Early on Wednesday morning Customer Services Management (CSM) Management was alerted that the fire was moving towards the Estate. Teams from

the CSM, Social History and Art Collections departments were sent to prepare the collections for removal in the event of evacuation.

The threat was continuously assessed and later that morning, a decision was made to start evacuating the collection housed in the farmhouse using Iziko staff and vehicles. Volunteers also made available additional vehicles and assistance. The Metro Police were requested to escort the convoy to Iziko Rust en Vreugd, in Cape Town. By the afternoon, the last museum objects were packed into the removal truck and a guard was again placed on duty that evening to monitor the fire and wind conditions. The next day, the fire continued to smoulder, and firefighters worked to prevent further spread, while Iziko staff ensured that the areas around the historical buildings were kept wet to prevent any spread of fire.

The support we received from the Metro Police, the Groot Constantia and High Constantia Neighbourhood Watch, and goodwill towards Iziko and our precious collection, from all manner of volunteers in the area, is gratefully acknowledged.

The fire threat has subsequently been reviewed and additional items purchased for Iziko's disaster bins at sites. The likelihood of a fire risk at Groot Constantia has been re-assessed.



Collections staff, Nolwandle Matitibala and Fatima February unpack ceramic artefacts from the Social History Collections.



The Iziko Finance and Administration team, which incorporates Finance, Supply Chain Management, and Information and Communication Technology.

3.3 Compliance with Laws and Regulations

There is a culture of compliance within Iziko in terms of the South African Constitution, legislation, regulations, as well as internal policies and procedures. The four main categories of legislation that apply to Iziko are related to heritage, finance, employment and risk management.

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. Stipulations in legislation are communicated through the development of policies related to Iziko's areas of responsibility, such as collections management, exhibitions, acquisitions, human remains and education.

Finance

Policies and procedures reflect finance-related legislation and regulations, and where Generally Recognised Accounting Principles (GRAP), such as GRAP 103 relating to heritage assets are implemented, a strategy is developed to ensure compliance.

Employment

Iziko Human Resources (HR) policies are in the process of being updated to incorporate the recent changes to employment legislation. Staff members

will be consulted about the revised HR policies via staff representatives elected by departments.

Risk Management

The Public Finance Management Act (PFMA) requires Iziko to implement and maintain effective, efficient and transparent systems of risk management. As such, a Risk Register has been developed and is revised annually to assess the effectiveness of the risk mitigation programme included in the Register, and the need to include risks that have been identified since the last review of the Risk Register.

All Senior Managers are members of the Risk Management Committee as well as the Disaster Management Committee. These committees are guided by legislation such as the Public Finance Management Act, 1999 (Act No. 1 of 1999, as amended by Act No. 29 of 1999), the Risk Management Policy, Disaster Management Policy and Disaster Management Plan approved by Council. The performance of Senior Managers is measured in terms of the management of risks and disasters related to their areas of responsibility. The ability to manage risks is assessed during the performance appraisal process.

The Chief Risk Officer, Denise Crous, gave a presentation on Risk and Disaster Management to Senior Managers and Iziko staff members on 14 November 2014.

3.4 Minimising Conflict of Interest

Procurement

Supply Chain Management (SCM) Officials, to the extent required by their position, should declare any business, commercial and financial interest or activities undertaken for financial gain that may raise a possible conflict of interest.

SCM Officials should not place themselves under any financial or other obligations to outside individuals or organisations that may seek to influence them in the performance of their official duties. A Code of Conduct and Terms of Reference for SCM Officials are in place and signed accordingly.

In terms of National Treasury Regulation, the mandatory document SBD 4 “Declaration of Interest” must be completed by each service provider that submits a price quotation and tender proposal. In terms of SCM procedures, panel members of the Tender Evaluation and Bid Adjudication Committees are required to complete a Declaration of Interest form, indicating whether they are connected in any way with the Bidder or Service Provider, and specifically if they have any business interest with the Bidder or Service Provider. Where a panel member declares such a connection or business interest, the panel member must recuse him-/ herself from the process.

Recruitment

Staff members are informed in their letter of appointment/ fixed-term contract that they may not directly or indirectly engage in business activity, undertaking or part-time employment other than that of Iziko, unless the written consent of the CEO has been obtained before embarking on such activity/ interest. Staff members are also cautioned that the contravention of this procedure could lead to dismissal. When Iziko becomes aware of a conflict of interest, an investigation is conducted in terms of Iziko employment policies and procedures, and disciplinary action is taken, where necessary. Iziko has a zero tolerance for dishonesty.

3.5 Code of Conduct

When the Iziko Code of Conduct was developed, staff members were consulted extensively. The booklet, *Iziko Core Values and Best Practices*, developed by staff in 2001, also informed the contents of the Code

of Conduct. The Iziko core values and best practices are based on the following principles:

- Open and honest in all dealings and disclosures;
- Non-sectarian and apolitical;
- Socially and environmentally responsible;
- 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.

Common law principles related to the following duties of employees were also incorporated in the Code of Conduct:

- 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.

Any breach of the Code of Conduct is dealt with in terms of the Iziko Workplace Relations policies.

3.6 Health and Safety Issues

Iziko has a dedicated Health, Safety and Security Officer who has an international qualification in health and safety. He is registered with the South African Institute of Health and Safety as an Occupational Health and Safety (OHS) Practitioner, and continuously receives training to stay abreast of new research and methodologies.

Staff training related to health and safety is regarded as Priority 1 and is included annually in the Learning and Development Programme. During the reporting period, 30 staff members attended a First Aid Course and 37 attended a Firefighting Course, which remain valid for three and two years respectively. It is a requirement for Museum Attendants to be trained at Security Grade E and D levels. Once qualified, Museum Attendants must be registered at the Private Security Industry Regulatory Authority (PSIRA). During this



Young and old enjoyed the meaningful and educational public programmes, events and activities on offer during Heritage Day 2014 at Iziko Museums of South Africa.

reporting period, three new staff members completed Grade E & D Security Training.

Although it is not a required qualification for a Cleaner, Iziko also offers training at Security Grade E and D levels to Cleaners. This competency investment ensures that Cleaners are more vigilant when cleaning public spaces, and it also provides them with an advantage should they apply for a Museum Attendant position.

Iziko continuously implements measures to improve safety at all its sites, and during this reporting period, safety measures such as the installation of alarms on fire exits to alert staff when the doors are opened were implemented with the assistance of the Department of Public Works.

3.7 Social Responsibility

3.7.1 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 effectively 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 (22-28 September 2014), incorporating Heritage Day - 24 September
- National Aids Awareness Day/ Emancipation Day - 1 December
- Reconciliation Day - 16 December

During the reporting period, 41,104 people took advantage of this Iziko's commemorative day concession, including 14,467 children. The equivalent Rand value of concessions granted via Iziko's free commemorative days in 2014/15 is estimated to be R915,820.

In addition to the concessions noted above, Iziko approves concessions for free entry on request, where appropriate. In 2014/15, a total of 1,203 additional concessions for free entry to our museums (excluding

concessions to the Castle of Good Hope approved by the Castle Control Board); 1,353 concessions for adults to the Planetarium; and a further 984 concessions for children to visit the Planetarium, were granted. The equivalent Rand value of these additional concessions for free entry is estimated to be R109,359.

Due to the negative impact on visitor experience at the Iziko South African Museum (ISAM) due to the 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 for the period January to March 2015. The total concession of 1,540 adults and 393 children issued to-date is valued at R54,060.

On 26 February 2015, Museum Night took place at Iziko for the first time. Inspired by similar events that run successfully in over 120 cities around the world, museums in and around the Company's Gardens stayed open after dark. As this was an inaugural event, free entry was granted to the museums from 17h00 until closing at 21h00. The turnout on the evening exceeded expectation, with a total of 12,884 visitors visiting the four Iziko museums that were open i.e, the ISAM, ISANG, Slave Lodge and Old Town House. The value of the concessions granted on Museum Night totals R370,850.

The total value of entrance fee concessions for the reporting period is estimated to be R1,450,089.

3.7.2 Educational Concessions

The Education and Public Programmes (EPP) department of Iziko offers financial and logistical support to schools and organisations that request assistance to facilitate visits to our museums.

During the reporting period, concessions were offered to a total of 2,515 people, the majority being learners, from the following schools and institutions:

Albow Gardens Clinic; Amstelhof Primary; Bridgetown Care Centre; Central Library; Chaeli Campaign; CPUT; Edgar Mathee Group; Elkana Childcare; English School; Fathu Monono Branch; Frank Joubert Art Centre;

Freedom Park Primary; Greener Generation; Hillsong Africa; Home of Hope; Kayamandi High; Kronendal Primary; Melinda Norjie Group; Michaelis School of Fine Art; New Apostolic Church; Nolungile Pre-primary; Ons Plek Project; Ort/SA Robotic Club; Red River Primary; Saxonsea; South African Association for the Conference Industry (SAACI); South African Police Services (SAPS); St Theresa Primary; The Academy Leadership; Tlholo Primary; Usiko - Diverting Youth; UWC Cultural; Vanguard Community; Voorberg; West Bank Primary; Willows Primary

During the reporting period, a total of eight schools and youth organisations received free transportation valued at R15,540 from Iziko budgets.

Sponsorship of R85,000 from the HCI Foundation and R4,400 from Peninsula Beverages (PenBev) allowed us to provide additional assistance toward transport and refreshment for disadvantaged groups.

Iziko provides free educational resources to learners, teachers and members of the public attending educational programmes. The resources were well received by the recipients, who commented that the resources not only offered added knowledge, but that they were aligned to the Department of Education's curriculum. During the reporting period, the value of educational resources developed and Planetarium information brochures disseminated amounted to R163,995.

As part of our ongoing efforts to increase access to heritage resources for all South Africans, Iziko conducts outreach using the Iziko Mobile Museum. The Mobile Museum travels to schools, community centres, libraries, shopping malls and festivals across the Western Cape and also further afield. During the reporting period, 52 outreach activities were conducted, reaching 17,532 people, many of them youth, located in disadvantaged communities. The acquisition of the Mobile Museum in 2002 was funded by the National Lotteries Distribution Trust Fund (NLDTF). However, Iziko currently funds all costs related to its operation as part of our social responsibility contribution. This is estimated to amount to R52,761 in 2014/15.

It is noted that during the reporting period, Iziko's contribution to education via these concessions, resources and logistical support increased considerably. The educational concessions facilitated an increase in the number of historically disadvantaged schools and communities accessing the resources of Iziko, and in turn added value to their lives. This was made possible through the generous support received from organisations such as the HCI Foundation, PenBev, National Lotteries Distribution Trust Fund (NLDTF), Rockefeller Foundation, Andrew W. Mellon Foundation, the DAC, Community Chest, and the Western Cape Government; Cultural Affairs & Sport (DCAS).

The diverse public programmes offered by Iziko encourage debate, discussion and inter-generational dialogue, allowing our public to interact and participate in events and activities that are meaningful and educational. A key focus is creating conversations linked to our free commemorative days. These free days provide an opportunity to reflect on our history and heritage, and to create a space of engagement. 4,396 people, young and old, participated in Iziko's public programme activities - this figure excludes those who visited us on International Museum Day and Heritage Day. Iziko is fully vested in continuing to realise these programmes and growing these visitor figures in future.

The value of social responsibility linked to education for the reporting period totalled R232,296. (Excludes the equivalent Rand value of Iziko's public programme offering - a methodology to accurately estimate this will be developed in 2015/16.)

3.7.3 Internships, WILS, PhD Students, Post-doctoral Researchers and Volunteers

Wherever possible, Iziko facilitates internships across various departments and areas of expertise. Many of these diverse intern programmes are part of ongoing

institutional relationships with academic institutions. The students placed at Iziko gain valuable work-based experience. In addition, Iziko accommodates other students and post-doctoral researchers, enabling research based on our collections, and the use of our facilities. We also encourage voluntarism at Iziko.

Internships/ WILS 2014-2015

Iziko offered a total of 60 internships/ work integrated students (WILS) and practicums during the reporting period.

PhD Students 2014/15

Iziko hosted a total of four PhD students during the reporting period.

Post-doctoral Research Associate 2014/15

During the reporting period, Iziko hosted four post-doctoral research associates.

Volunteers 2014/15

In the reporting period, Iziko hosted 30 volunteers.

3.7.4 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 high-level guests and decision-makers.

Iziko balances these commercial hires by extending limited concessions, 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 2014/15 was R33,833.



4 | HUMAN RESOURCE MANAGEMENT

Iziko's Education and Public Programmes department hosted a fun public participation project to create a Heritage Day mural last year.
Watermark: Detail of collage of *Fragile Histories/ Fugitive Lives*, exhibited at the Slave Lodge.



CONTENTS

4	Human Resource Management	52
4.1	Introduction	54
4.2	Human Resource Oversight Statistics	54
4.3	Expenditure	55
4.4	Employment and Vacancies	58
4.5	Job Evaluation	58
4.6	Employment Changes	59
4.7	Promotions	60
4.8	Employment Equity	60
4.9	Foreign Workers	61
4.10	Leave Utilisation	61
4.11	Health Promotion Programmes	62
4.12	Labour Relations	62
4.13	Skills Development	62
4.14	Injury on Duty	63
4.15	Utilisation of Consultants	63



Natural History Collections Fossil Preparators offered visitors a chance to try their hand at this scarce skill during International Museum Day 2014. L to R: Sibusiso Mtungata, Zaituna Erasmus and Nolusindiso Mtalana.

4.1 Introduction

4.1.1 The Value of Human Resources

Iziko strives to be 'Museums of Excellence', so the success of Iziko is directly linked to the effective management and development of our staff.

4.1.2 Human Resource Priorities for the Year Under Review and the Impact of these Priorities

The Human Resources-related strategic priorities for the reporting period are related to learning and development, an improvement in customer care provided by front-of-house staff, and the improvement of the organisational climate and culture.

4.1.3 Workforce Planning Framework and Key Strategies to Attract and Recruit a Skilled and Capable Workforce

Compliance requirements, such as GRAP 103, have placed the focus on collections management. This has increased the requirement for collections staff, so discussions have been taking place around how the organisational structure could more effectively support the achievement of strategic objectives and compliance in general. The Senior Management Team (SMT) had preliminary discussions, but no decisions were taken, and further consultations will take place in the next reporting period.

A notification that vacant positions are advertised on the Iziko website is advertised in a local and national

newspaper with a high Black readership in an attempt to recruit skilled Black applicants. The detailed advertisement is also distributed to interest groups and networks. Short-listed applicants are invited to a competency-based interview and, where appropriate, the applicant is required to do a practical test.

4.1.4 Employee Performance Management Framework

Employee performance is assessed every six months by way of a formal performance appraisal system based on the 'performance by objectives' principle. The assessment informs the employee of his/ her level of performance and further provides valuable information on development requirements and possible career advancement.

Subject to funding, employees are rewarded by way of a performance bonus for 'excellent' or 'above average' performance in their respective groups, in line with the performance reward system.

4.2 Human Resource Oversight Statistics

On 31 March 2015, there were 241 staff members in the employ of Iziko, comprising 188 staff members appointed indefinitely, 13 on long-term contracts with benefits, and 40 appointed on fixed-term contracts without benefits. Of the 40 staff members appointed on short fixed-term contracts, the salaries of 12 were funded externally.

4.3 Expenditure

TABLE 1. PERSONNEL COSTS FOR 2014/15

TOTAL EXPENDITURE	PERSONNEL EXPENDITURE	TRAINING EXPENDITURE	CONSULTANCY SERVICES	PERSONNEL COSTS AS % OF TOTAL EXPENDITURE	AVERAGE PERSONNEL COST PER EMPLOYEE
R85,571,374	R56,640,665	R301,840	R486,875	66,19%	R242,054

4.3.1 Average Personnel Cost per Employee

The cost per employee increased marginally compared to the previous financial year, primarily as a result of the annual salary increase of 6,2% awarded in August 2014, and performance awards. Performance awards were awarded to 68 employees for the 2012/2013 period, whilst 9 members of the SMT were rewarded for the periods 2012/2013, and 8 in the period 2013/2014. This was in line with Iziko's performance management reward system, recognising 'above average' and 'excellent' performance.

4.3.2 Training Expenditure

Annually, Iziko allocates 1% of the annual salary budget towards learning and development. The percentage of the salary budget is calculated in terms of the Skills Development Levies Act 1999, Act No. 9 of 1999, and not on the total personnel expenditure. Training expenditure is therefore less than 1% of the total personnel expenditure. See 4.13 for more detailed information regarding skills development during the reporting period.

TABLE 2. DETAILS OF THE 2014/15 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
R36,818,158	65,00%	R1,233,026	2,18%	R392,717	0,69%

MEDICAL AID CONTRIBUTIONS (STAFF)		MEDICAL AID CONTRIBUTIONS (PENSIONERS)		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
R2,821,274	4,98%	R2,091,340	3,69%	R6,516,154	11,50%

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
R1,003,786	1,77%	R256,237	0,45%	R21,700	0,04%
ANNUAL BONUSES*		ONCE-OFF PERFORMANCE 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
R3,065,112	5,41%	R1,210,184	2,14%	R94,181	0,17%

Continues on next page ...

Continued from previous page ...

STATUTORY LEVIES (UIF & WCA)		LEAVE GRATUITIES ON TERMINATION*		ARBITRATION AWARD	
Amount	Statutory Levies as a % of personnel cost	Amount	Leave Gratuities as a % of personnel cost	Amount	Arbitration Award as a % of personnel cost
R371,683	0,66%	R487,436	0,86%	R257,674	0,45%

- * The above figures reflect details of the actual salary expenditure that accrued to the 2014/15 salaries budget, and may differ from the financial statements. The following example may account for differences between the salary expenditure and the financial statements:
- The leave gratuity and bonus figures reflect actual payments made in 2014/15, and exclude adjustments in terms of leave and bonus liability figures as at 31 March 2015.

4.3.3 Salaries

Council approved a salary increase of 6,2% for staff, which is equal to the annual increase in the grant received from the DAC. Salary expenditure increased from R34,705,544 to R36,818,158 due to salary increases and the appointment of staff members to positions that were vacant in the previous reporting period.

4.3.4 Overtime

A very small percentage of the overtime cost is actually spent on employees having to work overtime in order to meet deadlines. Iziko sites remain open to the public on weekends and public holidays, so front-of-house employees are required to work overtime over these periods. Also, income is generated from venue hire, which requires front-of-house staff to be on duty after hours.

The overtime expenditure increased slightly from R1,226,478 to R1,233,026 since the last reporting period. Overtime cost calculated as a percentage of personnel cost reduced from 2,35% to 2,18% compared to the previous period. The percentage spent on overtime remains rather small, as overtime is only approved when required, or due to unforeseen circumstances.

4.3.5 Housing Subsidies

The amount spent on housing subsidies decreased from R419,481 to R392,717. The amount has decreased due to some employees having cleared their bonds and therefore no longer being eligible for a housing subsidy.

4.3.6 Employer Medical Aid Contributions (Staff)

Medical aid contributions increased from R2,753,171 to R2,821,274, largely due to the annual increase in medical aid fees, and additional employees having joined the medical aid scheme.

4.3.7 Employer Medical Aid Contributions (Pensioners)

Medical aid contributions for pensioners increased from R1,826,030 to R2,091,340 due to the annual increase in medical aid fees and three employees having retired and becoming eligible for post-retirement medical aid benefits. In an attempt to contain the post-retirement medical aid liability, a Council decision was taken in 2004 that employees appointed after 1 October 2004 do not qualify for the post-retirement medical aid benefits.

4.3.8 Employer Pension Contributions

Employer pension contributions increased from R6,221,880 to R6,516,154. Pension contributions are based on pensionable salary, so when salaries increase, the pension contributions also increase.

4.3.9 Fixed Allowances

The amount spent on fixed allowances decreased from R1,052,405 to R1,003,786, a decrease of 4,62%. This was due to fewer car and cellphone allowances being paid as a result of vacancies in the SMT.



Fraserburg 2014: Iziko's Sibusu Mtungata, and French intern Guillaume Louchard help Roger Smith to lift a newly-plastered *Pterosaur* skeleton from the rock in which it has been entombed for the last 255 million years.



Social History Collections Conservator Janene van Wyk demonstrates ceramic restoration at the Slave Lodge during Museum Night on 26 February 2015.

4.3.10 Other Allowances for Additional Work

Once-off allowances are paid to employees who take on additional duties, or where more senior positions are vacant and filled on secondment. This expenditure increased from R234,825 to R256,237 mainly due to senior positions being vacant.

4.3.11 Lecture Fees

Lecture fees for presenting Planetarium shows decreased from R25,000 to R21,700 as a result of a greater proportion of shows being presented by independent contractors; their data is not reflected in the payroll.

4.3.12 Annual Bonuses

This expenditure increased from R2,863,399 to R3,065,112. The increase is as a result of the salary increases, which have the effect of also increasing bonuses paid to staff; as well as staff who left Iziko and were paid *pro rata*.

4.3.13 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). Staff received once-off performance bonuses for the 2012/13 period, whilst Senior Managers received once-off bonuses for the 2012/13 and the 2013/14 reporting periods. Staff bonuses for 2013/14 are still to be paid.

4.3.14 Subsistence and Travel

The expenditure in these categories increased from R74,328 to R94,181. The figure includes subsistence and travel funded by Iziko for staff who travelled on Iziko business. Subsistence and travel funded externally, e.g. National Research Foundation, are allocated to the relevant funding account, and are not reflected as part of personnel costs.

4.3.15 Statutory Levies

Unemployment Insurance Fund (UIF) and Workmen's Compensation Assurance (WCA) levies are directly related to salaries, as the employer is legally required to contribute 1% of salary for UIF as well as 0,19% for WCA. This accounts for the increase from R354,556 to R371,683 during this reporting period.

4.3.16 Leave Gratuities

The value of leave is based on the salary package of the staff member. Leave gratuities paid to staff whose services terminated in the reporting period increased from R187,198 to R487,436 as a result of resignations and long-standing staff members who retired in this period.

4.3.17 Arbitration Award

An arbitration award was paid, as per instruction by the Commission for Conciliation, Mediation and Arbitration (CCMA), for the reinstatement of a senior staff member for the period May 2014 to 30 September 2014.

4.4 Employment and Vacancies

4.4.1 Appointments and Vacancies

In this reporting period, 30 posts were filled. These comprised 13 indefinite posts, two long-term contracts with benefits, and 15 contracts without benefits.

Since then, 15 vacancies were advertised in December 2014, and also three senior management positions in February 2015. These comprised nine indefinite positions and nine long-term contracts with benefits, with the appointments due to take place early in the new financial year.

4.4.2 Terminations

In the current reporting period, a total of 33 employees left the institution. Of these, 19 were indefinite/ long-term contract staff, and 15 were short-term contract staff. The reasons for their leaving Iziko are provided in Table 3.

TABLE 3. REASONS WHY STAFF MEMBERS ARE LEAVING THE INSTITUTION

	INDEFINITE STAFF	CONTRACT STAFF	TOTAL TERMINATIONS	% OF TOTAL
Death	0	0	0	0,00%
Resignations	8	4	12	35,29%
Expiry of contract	0	11	11	33,33%
Dismissal - Operational changes	0	0	0	0,00%
Dismissal - Misconduct	4	0	4	12,12%
Discharge due to ill health	0	0	0	0,00%
Retirement	7	0	7	21,21%
Other (abscondment)	0	0	0	0,00%
TOTAL	19	15	34	
Total number of employees who left as a % of the total employment at 31 March 2015				14,11%

4.5 Job Evaluation

Only one position was graded during the reporting period.



4.6 Employment Changes

TABLE 4. ANNUAL TURNOVER RATE BY SALARY LEVELS FOR THE PERIOD 1 APRIL 2014 TO 31 MARCH 2015

OCCUPATIONAL LEVELS	NO. OF EMPLOYEES ON 31 MARCH 2014	NO. OF EMPLOYEES ON 1 APRIL 2014	APPOINTMENTS & TRANSFERS INTO THE INSTITUTION	TERMINATIONS & TRANSFERS OUT OF THE INSTITUTION	TURNOVER RATE	TRANSFERS INTO LEVEL	TRANSFER FROM LEVEL	NO. OF EMPLOYEES ON 31 MARCH 2015	NO. OF EMPLOYEES ON 1 APRIL 2015
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	8	8	0	2	25,00%	0	0	6	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	102	101	7	10	9,80%	0	0	98	96
Semi-skilled and discretionary decision-making	73	73	6	0	0,00%	0	0	79	78
Unskilled and defined decision-making	15	15	2	2	13,33%	0	0	15	15
TOTAL INDEFINITE STAFF	201	200	15	14	6,97%	0	0	201	196
CONTRACT STAFF	39	34	15	9	23,08%	0	0	40	34
TOTAL STAFF	240	234	30	23	9,58%	0	0	241	230

4.7 Promotions

Four indefinite employees were promoted in the reporting period.

TABLE 5. TOTAL NUMBER OF STAFF MEMBERS PROMOTED FROM 1 APRIL 2014 TO 31 MARCH 2015

NO.	GROUP	GENDER	FORMER POSITION	NEW POSITION
1	Coloured	Female	Communications Coordinator	Marketing and Communications Manager
2	Coloured	Female	Debtors and Creditors Controller	Bookkeeper
3	African	Male	Museum Attendant	Collections Assistant
4	White	Male	Remuneration and Benefits Coordinator	Human Resources Manager

4.8 Employment Equity

TABLE 6. TOTAL NUMBER OF STAFF MEMBERS IN EACH OF THE FOLLOWING OCCUPATIONAL LEVELS AS AT 31 MARCH 2015

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	1	1	1	0	1	0	2	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	9	22	0	12	8	31	4	11	1	0	98
Semi-skilled and discretionary decision-making	13	21	0	2	15	24	0	2	2	0	79
Unskilled and defined decision-making	4	1	0	0	5	5	0	0	0	0	15
TOTAL INDEFINITE STAFF	27	45	1	15	28	61	5	16	3	0	201
CONTRACT STAFF	9	4	0	2	5	12	0	7	0	1	40
TOTAL STAFF	36	49	1	17	33	73	5	23	3	1	241

Iziko employs the Employment Equity Strategy that, if Iziko is unable to find a suitable Black applicant and a White applicant is found to be the most suitable applicant for a position that is in an occupational level where Black males or females are under-represented, then the most suitable White applicant may be appointed, on a fixed-term contract (with benefits) for a period of no more than three years, on condition that the appointee transfers skills to a Black employee. Consideration will also be given to operational needs and the risk to Iziko if the appointment is for a position that requires specialised skills. In such instances, consideration will be given to appointing the applicant who is clearly the most suitable candidate.

All 15 indefinite appointments and three of the four promotions were from previously disadvantaged groups.

Since 2003/04, Iziko has continued to make steady progress in addressing the imbalances in its workforce profile using opportunities offered by the 229 indefinite terminations in the period 2003/04 to 2013/14. In 2006/07 reporting criteria for Employment Equity changed, so the 2003/04 profile can no longer be compared to the current profile. The table below therefore reflects the progress made towards ensuring representivity in the Iziko Workforce Profile since the 2006/07 reporting period.

TABLE 7. COMPARISON OF THE WORKFORCE PROFILES OF 2006/07 AND 2014/15

	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	M	F	
March 2007	22	54	0	22	34	52	0	36	5	3	228
Percentage	9,65%	23,68%	0,00%	9,65%	14,91%	22,81%	0,00%	15,79%	2,19%	1,32%	
March 2015	36	49	1	17	33	73	5	23	3	1	241
Percentage	14,94%	20,33%	0,41%	7,05%	13,69%	30,29%	2,07%	9,54%	1,24%	0,41%	
Difference	14	-5	1	-5	-1	21	5	-13	-2	-2	
Percentage change	5,29%	-3,35%	0,41%	-2,60%	-1,22%	7,48%	2,07%	-6,25%	-0,95%	-0,90%	

The percentages of White males and females have decreased, and the number of African males and Coloured females has shown increases. In an organisation where the only opportunity to redress the imbalances in our workforce profile is when the services of an employee has been terminated, the progress to date has been significant.

4.9 Foreign Workers

The number of foreign workers has decreased in the current reporting period from four to two. Both are nationals from other African countries.

4.10 Leave Utilisation for the Period 1 April 2014 to 31 March 2015

4.10.1 Annual Leave

Iziko annually calculates the cost of annual leave not taken as at 31 March 2015 so that this liability can be included in the annual financial statements, as required by the Financial Services Board. On 31 March 2015, the leave liability was R2,140,901 and is reflected in the provisions. This leave liability figure decreased by R62,242 compared to the figure as at 31 March 2014.

4.10.2 Sick Leave

TABLE 8. SUMMARY OF SICK LEAVE 1 APRIL 2014 TO 31 MARCH 2015

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	215	1,483	6,90	R917,336
Contract	49	211	4,31	R92,034
TOTALS	264	1,694	6,42	R1,009,371

The number of employees includes staff members whose services were terminated during the reporting period. The average number of sick leave days taken in the previous reporting period was 7,64 and this number has decreased to 6,42 in this reporting period. This was mainly due to two employees who were on extended sick leave prior to having qualified for disability pension. There have not been similar cases since then.

4.10.3 Special Leave

During the reporting period, leave was granted for maternity, paternity, family responsibility, compassionate, religious and study purposes.

4.11 Health Promotion Programmes

The health and well-being of our staff members is valued by Iziko, so it is important for us to create awareness of health issues and to promote ongoing healthy living. During this reporting period, a representative from the Drug Resistant Tuberculosis (TB) and in-patient care unit of the Provincial Department of Health presented a talk on TB. Staff members were also encouraged to go for voluntary TB and HIV/Aids screening.

Bestmed Medical Aid, as part of their service offering, presented a wellness day to its members. Bestmed members were screened for Body-Mass Index (BMI), glucose, cholesterol and blood pressure. Members were also afforded the opportunity to receive voluntary HIV/Aids counselling and testing.

Iziko assisted a staff member who had an alcohol dependency problem. The staff member was assessed and enrolled into a 16-week out-patient programme with a recognised institution.

4.12 Labour Relations

TABLE 9. DISCIPLINARY ACTION TAKEN FROM 1 APRIL 2014 TO 31 MARCH 2015

MALE				FEMALE				OUTCOME
A	C	I	W	A	C	I	W	
2	1	0	0	0	0	0	1	Dismissal
1	2	0	0	1	1	0	0	Final Written Warning
3	3	0	0	0	1	0	0	Written Warning

Four employees were dismissed during the reporting period. Only two dismissals were referred to the CCMA in the period. Both CCMA awards have been in favour of Iziko, which is an indication that Iziko employs fair labour practices and compliance with employment legislation.

4.13 Skills Development

4.13.1 Learning and Development

Emphasis was placed on training initiatives that would support the achievement of Iziko's strategic objectives. Where required, the learning and development programme was adjusted to meet organisational needs. Training in fields such as security, first aid and firefighting are aimed at being prepared for disasters, so training courses such as these are presented annually for new employees or if the certification expires.

4.13.2 Training Opportunities

Table 10 reflects the number of employees who received training in the reporting period. In some instances, employees attended more than one training course. These training opportunities are reflected in Table 11.

TABLE 10: TOTAL NUMBER OF STAFF MEMBERS IN EACH OCCUPATIONAL LEVEL WHO RECEIVED TRAINING DURING THE PERIOD 1 APRIL 2014 TO 31 MARCH 2015

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	1	1	1	0	1	0	2	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	9	15	0	7	9	23	3	8	74
Semi-skilled and discretionary decision-making	12	16	0	2	10	24	0	3	67
Unskilled and defined decision-making	1	0	0	0	4	3	0	0	8
TOTAL INDEFINITE STAFF	23	32	1	10	23	51	4	14	158
Contract Staff	0	3	0	1	1	5	0	0	10
TOTAL STAFF	23	35	1	11	24	56	4	14	168

TABLE 11: TOTAL NUMBER OF TRAINING OPPORTUNITIES PROVIDED DURING THE PERIOD 1 APRIL 2014 TO 31 MARCH 2015

MALE				FEMALE				TOTAL
A	C	I	W	A	C	I	W	
64	84	1	27	48	133	12	34	403*

*Includes six candidates enrolled for tertiary studies, as well as training attended by three interns.

Tertiary studies were approved for six staff members, five of whom come from previously disadvantaged backgrounds. These studies include one PhD in Biodiversity and Conservation, one Masters in Archaeology, two Bachelors degrees, and two Diplomas in Human Resource Management.

TABLE 12: TOTAL NUMBER OF TERTIARY TRAINING COURSES SUPPORTED BY IZIKO DURING THE PERIOD 1 APRIL 2014 TO 31 MARCH 2015

MALE				FEMALE				TOTAL
A	C	I	W	A	C	I	W	
0	1	0	1	2	2	0	0	6

In conclusion, Iziko offered 51 courses and provided a total of 403 learning opportunities for 168 participants in the reporting period.

4.14 Injury on Duty

In the reporting period, six incidents of injury on duty were reported, none of which were serious.

4.15 Utilisation of Consultants

An amount of R486,875 was spent on consultants, compared to R562,071 spent in the previous reporting period. The consultancy work included conservation services, exhibition-related work, planetarium lectures, transcription services, major works projects, chairing of disciplinary hearings, and minute taking during Council meetings.



5 | FINANCIAL INFORMATION

Members of the Sounds Fringe collective perform for visitors at the opening of *Singing Freedom* at the Slave Lodge.
Watermark: Detail of *isishweshwe* material swatches, from the *Isishweshwe: Material Women?* exhibition.



CONTENTS

5	Financial Information	64
	Statement of Responsibility	66
	Report of the Audit Committee	67
	Report of the Auditor-General	69
	Accounting Authority's Report	72
	Corporate Governance	74
	Statement of Financial Position	75
	Statement of Financial Performance	76
	Statement of Changes in Net Assets	77
	Cash Flow Statement	77
	Statement of Comparison of Budget and Actual Amounts	78
	Capital Budget	78
	Notes to the Financial Statements	79
	1. Accounting Policies	79
	2. Property, Plant and Equipment	91
	3. Intangible Assets	93
	4. Inventories	93
	5. Trade and Other Receivables	93
	6. Investments at Fair Value	94
	7. Cash and Cash Equivalents	95
	8. Trade and Other Payables	95
	9. Provisions	96
	10. Deferred Income - Unspent Conditional Grants	99
	11. Net Surplus/(Deficit) for the Year	102
	12. Cash Generated in Operations	103
	13. Financial Instruments	103
	14. Operating Leases	106
	15. Emoluments of Council, Committee Members and Senior Management	108
	16. Related Parties	110
	17. Other Employee Benefits	111
	18. Contingent Liabilities	113
	19. Prior Period Adjustments	113
	20. Change in Accounting Estimates	117
	21. Statement of Comparison of Budget and Actual Amounts	118
	22. Capital Budget	119
	23. Differences Between Current Year Budget and Actual Expenses	119
	24. Capital Budget	120
	25. Reconciliation of Budget to Cash Flow Statement	121
	26. Reconciliation of Budget and Statement of Financial Performance	121
	27. Irregular Expenditure	121
	28. Fruitless and Wasteful Expenditure	122
	29. Public Finance Management Act, 1999	122

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 69.

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 ended 31 March 2015. 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 may vary over time.

The Council has reviewed Iziko's systems of internal control and risk management for the period 1 April 2014 to 31 March 2015. The Council is of the opinion that Iziko's systems of internal control and risk management were effective for the period under review.

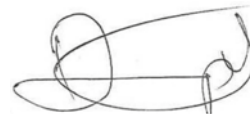
In the opinion of the Council, based on the information available to date, the AFS fairly present the financial position of Iziko at 31 March 2015, the results of its operations and cash flow information for the year, and that the Code of Corporate Practices and Conduct has been adhered to.

The annual financial statements for the year ended 31 March 2015, set out on pages 75 to 122, were submitted for auditing on 31 May 2015 and approved by the Council in terms of section 51(1)(f) of the Public Finance Management Act, 1999 (Act No. 1 of 1999), as amended, and are signed on its behalf by:



Ms R Omar
Chief Executive Officer

Date: 31 July 2015



Ambassador D Moopeloa
Chairman of Council

Date: 31 July 2015

Report of the Audit Committee for the Financial Year Ended 31 March 2015

We are pleased to present the Audit Committee Report for Iziko Museums of South Africa for the financial year ended 31 March 2015.

Audit Committee Members and Attendance

The Audit Committee of the fifth Council, appointed by the Minister of Arts and Culture in August 2013, consists of two non-executive members of Council and two independent Audit Committee members who have been reappointed by Council for a second term.

The Audit Committee met five times during the year to 31 March 2015. The attendance of the sittings of the Audit Committee for the period 1 April 2014-31 March 2015, where there were additional meetings held with Management, was as follows:

Name of member	Number of Meetings Attended April 2014 to 31 March 2015
Mr D Coovadia (Non-executive Council member and Chairman)	7
Mr MR Hassim (Reappointed Independent member)	6
Ms LAK Robinson (Reappointed Independent member)	5
Mr R Nicholls	1
Mr A Mooke	1

Representatives of the Auditor-General attended the Audit Committee meetings, as required. Mr R Nicholls attended one meeting by invitation. Mr A Mooke is a standing member of the Audit Committee.

Audit Committee Responsibility

The Audit 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 Committee further reports that it reviewed and reaffirmed the Audit 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 function 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 function, 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, during the year under review, in conjunction with Management, a tender process was implemented and concluded for the co-sourcing of the internal audit services. The company, Ernst & Young (Pty) Ltd, was appointed with effect from 22 April 2015 in this regard.

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 fulfills its mandate, in compliance with all relevant statutory and governance duties and requirements.

From the review undertaken by internal audit, the Audit 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 material misstatements on heritage assets, identified by the auditors in the submitted financial statements, which were not adequately reported and disclosed due to the impracticality to implement the accounting



Mr Dawood Coovadia,
Audit Committee Chairman

Standard of GRAP 103 on Heritage Assets. This resulted in the financial statements receiving a qualified audit opinion. 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 and resources to implement this Standard of GRAP. Management has approached National Treasury via its Executive Authority, the Department of Arts and Culture, to extend the transitional period by a further three years for all similar public entities.

The Auditor-General's observations and recommendations regarding areas for improvement in the areas of supply chain management, compliance and performance reporting were anticipated and have already been remedied. Other matters identified in the management letter of the AGSA will be monitored by the Audit Committee and internal audit during the following year.

The following are areas of concern:

- The institution's post-retirement medical aid liability
- The implementation of the Accounting Standard on Heritage Assets: GRAP 103 at the end of 31 March 2015

Donor Funding

The Audit 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 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 Report
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 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 2015.

Auditor's Report

The Audit Committee has reviewed Iziko's implementation plan for audit issues raised in the prior year, and is satisfied that the matters have been adequately resolved. The Audit Committee expressed its concerns and notes that the Accounting Standard, GRAP 103 on Heritage Assets could not be implemented timeously due to lack of adequate resources and the impracticality of its application due to vast heritage collections of Iziko, and the limited time in which to implement the Standard.

The Audit Committee accordingly 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 unit 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 on it.



Mr Dawood Coovadia
Chairman Audit Committee

Date: 31 July 2015

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

Report on the Financial Statements

Introduction

I have audited the financial statements of the Iziko Museums of South Africa set out on pages 75 to 122, which comprise the statement of financial position as at 31 March 2015, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting Authority's Responsibility for the Financial Statements

The accounting authority is responsible for the preparation and fair presentation of these financial statements 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), 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.

Auditor-General's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those Standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected

depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Basis for Qualified Opinion Heritage Assets

As described in note 1.6 to the financial statements, the entity did not recognise and measure heritage assets in accordance with GRAP 103 *Heritage assets*. As the entity did not maintain adequate records of heritage assets on which I could place reliance, I was unable to verify the information through alternative means. Consequently, I was unable to determine the full extent of the understatement of heritage assets and the impact on any other financial statement item, as it was impracticable to do so.

Qualified Opinion

In my opinion, except for the possible effects of the matter described in the basis for qualified opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Iziko Museums of South Africa as at 31 March 2015 and its financial performance and cash flows for the year then ended, in accordance with SA Standards of GRAP and the requirements of the PFMA.

Emphasis of Matters

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

Significant Uncertainties

As disclosed in note 18 to the financial statements, the entity has a contingent liability relating to staff members who qualify for post-retirement medical aid benefits to the maximum amount of R5,2 million but have not yet elected to utilise this benefit.

Restatement of Corresponding Figures

As disclosed in note 19 to the financial statements, the corresponding figures for 31 March 2014 have been restated as a result of errors discovered during the 2014-15 financial year in the financial statements of the entity at, and for the year ended, 31 March 2014.

Report on Other Legal and Regulatory Requirements

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 findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report, non-compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

Predetermined Objectives

I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected programmes presented in the annual performance report of the public entity for the year ended 31 March 2015:

- Programme 1: Administration, on pages 33 to 36
- Programme 2: Business development, on pages 37 to 40
- Programme 3: Public engagement, on pages 41 to 43

I evaluated the reported performance information against the overall criteria of usefulness and reliability.

I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual

reporting principles and whether the reported performance was consistent with the planned programmes. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's *Framework for managing programme performance information*.

I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

I did not identify any material findings on the usefulness and reliability of the reported performance information for the following programmes:

- Programme 1: Administration
- Programme 2: Business development
- Programme 3: Public engagement

Additional Matters

Although I identified no material findings on the usefulness and reliability of the reported performance information for the selected programmes, I draw attention to the following matters:

Achievement of Planned Targets

Refer to the annual performance report on pages 33 to 43 for information on the achievement of planned targets for the year.

Adjustment of material misstatements

I identified material misstatements in the annual performance report submitted for auditing on the reported performance information of programme 2: Business development and programme 3: Public engagement. As management subsequently corrected the misstatements, I did not identify any material findings on the usefulness and reliability of the reported performance information.

Compliance with Legislation

I performed procedures to obtain evidence that the entity had complied with applicable legislation regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:

Financial Statements

The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework, as required by section 55(1)(b) of the PFMA. Material misstatements in heritage assets identified by the auditors in the submitted financial statements were not adequately corrected and the supporting records could not subsequently be provided, which resulted in the financial statements receiving a qualified audit opinion.

Internal Control

I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion and the finding on non-compliance with legislation included in this report.

Leadership

Management faced challenges with the implementation of GRAP 103 and the provisional period that ended on 31 March 2015. The recognition and measurement process of heritage assets was thus not completed at year-end. These challenges included the completeness and accuracy of accession registers, limited financial and staff resources as well as the limited time in which to complete the exercise to ensure full compliance. Although processes were put in place to ensure compliance with GRAP, this could not be achieved within the required time due to the above challenges.

Other Reports

Donor Funding

As requested by the public entity, a donor funding engagement was conducted for the current year on specific procedures relating to the National Research Fund. The report covered the period 1 January 2014 to 31 December 2014. The report for the year ended 31 December 2014 was issued on 24 June 2015.

Auditor - General

Cape Town

Date: 29 July 2015



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Accounting Authority's Report for the Year Ended 31 March 2015

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 show satisfactory progress despite the adverse economic climate. Investments, cash and cash equivalents have increased by 26% from R69,573,061 to R87,757,834. This increase is due mainly to the funds received from various donors for core functions projects and the Department of Arts and Culture (DAC) for capital projects.

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 5% from R80,012,530 to R84,351,850.

The subsidy allocation from the DAC increased by 6% from R61,515,000 to R65,331,000 for the year. The subsidy represents 77% of total income, while 1% was received from Government for Capital Works Projects, 6% was derived from donor funding, and 16% was own income generated through entrance fees, venue hire, rental of premises and professional museums services.

Iziko's operating expenditure was decreased by 1% from R86,348,495 to R85,571,374. This is due to a 1% decrease in personnel costs, an increase of 3% in administrative, investment and other operating expenses, and a 9% decrease in depreciation and amortisation expenses.

As a result of the large increase of R8,583,699 in the post-retirement medical liability, Iziko has posted an operating deficit of R1,219,524 despite the increase in total revenue and decrease in total expenditure during the year under review.

Iziko's financial circumstances remain stable. While the organisation 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 (PFMA) 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 three Collections departments offer, in collaboration with the Education and Public Programmes department, exhibitions that meet the diverse needs of education and life-long learning. The selection of exhibitions gives priority to correcting the imbalances of the past in the representation of art and social history, thus contributing 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 museum services are rendered.

2.2 Tariff Policy

Tariffs are charged for entrance fees, rental of premises, venue hire, photographic services and professional museum 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 fulfil 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

Donor funds amounting to R5,886,372 were received during the year under review, from the DAC, 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, collection 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 entity.

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 entity is the national Department of Arts and Culture.

7. New/ proposed Activities

The professional staff in the Art, Natural History and Social History Collections departments 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.

Major projects for the next three to five years include: The upgrade of security systems at all Iziko museums; a capital works project to develop the courtyard at the Iziko South African Museum; development of a Maintenance and Conservation Plan for Iziko Sites; the continued development of the Iziko Slave Lodge as a museum that focuses on both slavery and human rights; and the proposed development of a Centre for Contemporary Art in Cape Town; the proposed development of the Iziko Maritime Museum; and the upgrade and maintenance of the Information and Communication Technology infrastructure, and Iziko sites.

Other projects that will continue in 2015/16 are the implementation of the Accounting Standard, GRAP 103 on Heritage Assets in compliance with Treasury Regulations; the digitisation of the heritage assets; and the completion of the network infrastructure and disaster recovery site project that will enhance the efficiency and speed of Iziko's network, as well as addressing business continuity in terms of our Disaster Management Plan.

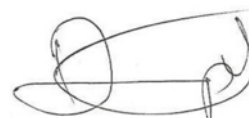
8. Approval

The annual financial statements, set out on pages 75 to 122, have been approved by the Council



Ms R Omar
Chief Executive Officer

Date: 31 July 2015



Ambassador D Moopeloa
Chairman of Council

Date: 31 July 2015

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 into all its operations going forward.

Risk Management

Senior Managers are members of the Risk Management Committee as well as 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 2014/2015 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 2015

	Notes	2015 R	Restated 2014 R
ASSETS			
Non-current Assets		10,882,058	11,619,037
Property, plant and equipment	2	9,824,468	11,143,341
Intangible assets	3	341,102	475,696
Investment	6.1	716,488	-
Current Assets		88,247,428	71,004,862
Inventories	4	81,003	108,278
Trade and other receivables from exchange transactions	5	153,164	421,454
Trade and other receivables from non-exchange transactions		971,915	902,069
Investment at fair value	6	13,912,474	13,962,574
Cash and cash equivalents	7	73,128,872	55,610,487
TOTAL ASSETS		<u>99,129,486</u>	<u>82,623,899</u>
LIABILITIES			
Non-current Liabilities		81,301,997	63,293,545
Provision: Post-retirement medical benefit	9.2	63,924,848	55,341,149
Deferred income - Unspent conditional government grants	10.1	16,656,672	6,338,647
Deferred income - Unspent conditional grants	10	720,477	1,613,749
Current Liabilities		20,234,232	20,517,573
Trade and other payables from exchange transactions	8.1	8,176,109	8,665,528
Trade and other payables from non-exchange transactions	8.2	3,800,000	60,000
Deferred income - Unspent conditional grants	10	2,071,444	2,096,400
Deferred income - Unspent conditional government grants	10.1	6,186,679	9,695,645
TOTAL LIABILITIES		<u>101,536,229</u>	<u>83,811,118</u>
NET ASSETS		(2,406,743)	(1,187,219)
Accumulated deficit		(10,492,014)	(9,653,808)
Accumulated reserve - Projects		8,085,271	8,466,589
TOTAL NET ASSETS		<u>99,129,486</u>	<u>82,623,899</u>

Statement of Financial Performance for the Year Ended 31 March 2015

	Notes	2015 R	Restated 2014 R
REVENUE		84,351,850	80,012,530
Revenue from non-exchange transactions		71,217,372	67,740,462
Government grant: Department of Arts and Culture		65,331,000	61,515,000
Government grant: Capital Works Projects		690,942	582,388
Donor funding utilised		4,875,975	5,574,586
Cash and asset donations		319,455	68,488
Revenue from exchange transactions		13,134,478	12,272,068
Interest received		4,281,365	3,249,059
Admission fees		6,370,039	6,056,413
Rental income		673,359	666,399
Fair value gain		-	9,432
Other income		1,809,715	2,290,765
EXPENSES		85,571,374	86,348,495
Personnel		64,772,282	65,726,754
Administrative		2,852,532	2,537,808
Depreciation and amortisation expenses		3,018,851	3,331,022
Fair value loss		75,019	-
Impairment loss		79,610	-
Other operating expenses		14,773,080	14,752,911
NET DEFICIT FOR THE YEAR	11	(1,219,524)	(6,335,965)
SPLIT AS FOLLOWS:			
Accumulated deficit: Projects		(381,318)	(105,809)
Accumulated (deficit)/Surplus		(838,206)	(6,230,156)
		(1,219,524)	(6,335,965)

Statement of Changes in Net Assets for the Year Ended 31 March 2015

	Accumulated reserve: Projects	Accumulated deficit	Total net assets and reserves
	R	R	R
Balance at 1 April 2013	8,572,398	(3,423,652)	5,148,746
Deficit for the year	(105,809)	(6,230,156)	(6,335,965)
Balance at 31 March 2014 restated	8,466,589	(9,653,808)	(1,187,219)
Balance at 1 April 2014	8,466,589	(9,653,808)	(1,187,219)
Deficit for the year	(381,318)	(838,206)	(1,219,524)
Balance at 31 March 2015	8,085,271	(10,492,014)	(2,406,743)

Cash Flow Statement for the Year Ended 31 March 2015

	Notes	2015 R	Restated 2014 R
Cash flows from operating activities			
Cash generated in operations	12	15,565,565	10,811,455
Cash receipts from customers and donors		86,176,926	79,548,395
Cash paid to suppliers and employees		(70,611,361)	(68,736,940)
Interest received		4,281,365	3,249,059
Net cash inflow from operating activities		19,846,930	14,060,514
Cash flows from investing activities			
Purchase of investments		(745,997)	(746,528)
Purchase of property, plant and equipment		(1,558,038)	(903,110)
Purchase of intangible assets		(24,511)	(30,738)
Prior period adjustment		-	62,944
Net cash outflows from investing activities		(2,328,546)	(1,617,432)
Net increase in cash and cash equivalents		17,518,384	12,443,082
Cash and cash equivalents at beginning of year		55,610,488	43,167,405
Cash and cash equivalents at end of year		73,128,872	55,610,487

Statement of Comparison of Budget and Actual Amounts for the Year Ended 31 March 2015

	Approved budget	Adjustments	Final budget	Notes	Actual amounts on comparable basis	Difference between final approved budget and actual	Notes
	R	R	R		R	R	
INCOME							
Government grant	65,331,000	-	65,331,000		65,331,000	-	
Own income	11,120,710	1,831,252	12,951,962	21.2	13,134,478	(182,516)	23.1
Donations/ sponsorship	7,725,062	2,049,540	9,774,602	21.3	5,886,372	3,888,230	23.2
Employment of reserves	403,000	4,937,995	5,340,995	21.4	-	5,340,995	23.3
TOTAL INCOME	84,579,772	8,818,787	93,398,559		84,351,850	9,046,709	
EXPENDITURE							
Administration	80,245,120	4,129,874	84,374,994	21.5	78,787,244	5,587,750	23.4
Business development	2,779,519	2,663,199	5,442,718	21.6	4,306,893	1,135,825	23.5
Public engagement	1,555,133	2,025,714	3,580,847	21.7	2,477,237	1,103,610	23.6
TOTAL EXPENDITURE	84,579,772	8,818,787	93,398,559		85,571,374	7,827,185	
NET DEFICIT FOR THE YEAR	-	-	-		(1,219,524)	1,219,524	

Capital Budget

	Approved budget	Adjustments	Final budget	Notes	Actual amounts on comparable basis	Difference between final approved budget and actual	Notes
	R	R	R		R	R	
CAPITAL EXPENDITURE							
Computers	108,000	1,086,650	1,194,650	22.1	68,805	1,125,845	24.1
Computer software	25,000	31,231	56,231	22.2	24,510	31,721	24.2
Equipment	250,000	766,449	1,016,449	22.3	1,124,891	(108,442)	24.3
Furniture	20,000	14,837	34,837	22.4	19,448	15,389	24.4
Improvement to leased property	-	11,673	11,673	22.5	94,894	(83,221)	24.5
Vehicles	-	-	-		250,000	(250,000)	24.6
TOTAL	403,000	1,910,840	2,313,840		1,582,548	731,292	

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 in accordance with the effective Standards of Generally Recognised Accounting Practices (GRAP), including any interpretations and directives issued by the Accounting Standards Board.

The following Standards and pronouncements were applied in the preparation of the AFS:

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 9	Revenue from exchange transactions
GRAP 12	Inventories
GRAP 13	Leases
GRAP 14	Events after the reporting date
GRAP 16	Investment property
GRAP 17	Property, plant and equipment
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 31	Intangible assets
GRAP 103	Heritage assets
GRAP 104	Financial instruments
IPSAS 20	Related party disclosures

At the date of authorisation of the financial statements, the following Standards of GRAP are issued but have no effective date.

REFERENCE	TOPIC
GRAP 20	Related party disclosures
GRAP 32	Standard of GRAP on Service Concession Arrangements: Grantor
GRAP 108	Statutory receivables

In terms of Directive 2 “Transitional Provision for the Adoption of Standards of GRAP by Public Entities, Municipal Entities and Constitutional Institutions” issued by the Accounting Standards Board, the entity has formulated an accounting policy following the principles of GRAP 20.

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

REFERENCE	TOPIC	EFFECTIVE DATE
GRAP 18	Segment reporting	1 April 2015
GRAP 105	Transfer of functions between entities under common control	1 April 2015
GRAP 106	Transfer of functions between entities not under common control	1 April 2015
GRAP 107	Mergers	1 April 2015

The adoption of the above Standards is not expected to have a significant impact on the financial statements of the entity.

Changes in accounting policies are only effected if a standard of GRAP requires a change in the current accounting policy that 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

On debtors, an impairment loss is recognised in surplus and deficit when there is objective evidence that it is 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 and payables, 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 2016. 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 is located, is also included in the cost of property, plant and equipment, where the entity is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for 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 impairment losses, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

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	1-19 years
Vehicles	1-13 years
Equipment	1-19 years
Computers	1-11 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 there are no further benefits or service potential 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 usefulness 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	1-11 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 to 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 to allocate 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 a cultural, environmental, historical, natural, scientific, technological or artistic significance, and are held indefinitely for the benefit of present and future generations. In line with similar organisations, the value of collections (heritage assets) has not been recognised in the statement of financial position.

When heritage assets are recognised as assets in terms of GRAP 103:

- they shall be measured at cost; or
- where a heritage asset is acquired at no or nominal consideration, its cost shall be measured at its fair value as at the date of acquisition.

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.

A heritage asset shall not be depreciated, but the entity shall assess at each reporting date whether there is an indication that it may be impaired.

Heritage assets shall be derecognised when the asset is retired or disposed of, or when there are no further economic benefits or service potential expected from the use of the asset. The gain or loss arising from the disposal of a heritage asset is determined as the difference between the sales proceeds and the carrying value, and recognised in the statement of financial performance.

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.

Iziko has, however, not applied the measurement requirements of the Standard, or any associated presentation and disclosure requirements to be complied with in accordance with the GRAP 103 Standards.

The classes of heritage assets that have been identified for measurement are as follows:

- Natural history collections
- Social history collections
- Art collections
- Education collections; and
- Reference books

Despite the challenges faced by Iziko in terms of financial and resource constraints with the implementation of the Standard, the entity has made the following progress towards measuring the assets in accordance with the requirements of the Standard:

- An assessment of Iziko's readiness to implement the Standard has been conducted.
- The current status of the collections and existing processes that are in place have been documented.
- Collection accession registers and databases of the heritage assets are being updated.
- A heritage asset register in the accounting system is being developed.
- A Steering Committee has been established.
- Presentation has been made to the DAC regarding the challenges faced by Iziko and similar entities to implement GRAP 103.
- Presentation has been made to the National Treasury via the DAC for an exemption from GRAP 103, and to extend the transitional period for a further three (3) years.

The entity expects to comply with GRAP 103 by the end of the extended transitional period if granted by National Treasury.

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 each end of the 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 has been impaired.

For amounts due to the entity, significant financial difficulties of the debtor and 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

Trade receivables are measured at initial recognition 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 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 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, and 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 by independent actuaries every three (3) years for the museums pension fund, and on an annual basis for the medical aid benefit fund, 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 in note 15. 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.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 18.

1.12 Revenue from Exchange Transactions

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.

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.

Measurement

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

Sale of Goods

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

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

Rendering of Services

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

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

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

Interest and Rental Income

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

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

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

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

Concessions

As part of Iziko's strategic objectives of allowing access and enhancing the museum experience to the broader community, Iziko offers free entry to all its museums to members of the public on certain holidays and on certain commemorative days. In addition, concessionary rates are granted to scholars, 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 11.1 to the financial statements.

1.13 Revenue from Non-exchange Transactions

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.

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.

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.

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

Recognition

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

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

Measurement

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

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

1.14 Comparative Figures

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

1.15 Irregular, Fruitless and Wasteful Expenditure

Irregular expenditure is expenditure other than unauthorised expenditure, incurred in contravention of, or that is not in accordance with, a requirement of any applicable legislation, including the Public Finance Management Act No. 1 of 1999 (as amended by Act No. 29 of 1999), or any regulations made in terms of this Act.

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.

1.16 Budget Information

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

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

The budget is approved on a cash basis by functional classification. The approved budget covers the period from 1 April 2014 to 31 March 2015. The budget is approved by functional or programme classification in line with Iziko's strategic objectives. The financial statements and budget documents are prepared for the same period.

The budget and accounting bases differ. The financial statements differ from the budget, which is approved on the cash basis. The financial statements are prepared on the accrual basis using a classification on the nature of expenses in the statement of financial performance. The amounts in the financial statements were recast from the accrual basis to the cash basis, and reclassified by functional classification to be on the same basis as the final approved budget.

The annual financial statements and the budget are not on the same basis of accounting, therefore, a reconciliation between the statement of financial performance and the budget have been included in the annual financial statements. Refer to note 26.

1.17 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.

1.18 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 the Iziko museums. 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.

2. Property, Plant and Equipment

2015

	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	2,248,918	232,555	9,028,350	5,350,384	4,990,321	3,055,555	24,906,083
Accumulated depreciation at beginning of year	(1,794,904)	(169,534)	(6,430,144)	(3,951,191)	(935,686)	(481,283)	(13,762,742)
Net carrying amount at beginning of year - restated	454,014	63,021	2,598,206	1,399,193	4,054,635	2,574,272	11,143,341
Movement during the year	-	-	-	-	-	-	-
Acquisitions	19,448	250,000	1,124,891	68,805	-	94,894	1,558,038
Disposals	(21,588)	-	(150,913)	(456,770)	-	-	(629,271)
Accumulated depreciation on disposals	21,588	-	144,484	446,034	-	-	612,106
Depreciation expense for the year	(280,441)	(31,761)	(1,239,917)	(776,476)	(249,516)	(281,635)	(2,859,746)
Net carrying amount at end of year	193,021	281,260	2,476,751	680,786	3,805,119	2,387,531	9,824,468
Gross carrying amount at end of year	2,246,778	482,555	10,002,328	4,962,419	4,990,321	3,150,449	25,834,850
Accumulated depreciation at end of year	(2,053,757)	(201,295)	(7,525,577)	(4,281,633)	(1,185,202)	(762,918)	(16,010,382)

Property, plant and equipment includes historical assets acquired prior to 1999, to the amount of R3,204, with nil and R1 take-on values, which are fully depreciated but still in use. Included in the amount at the end of the year are assets identified to be written off which have a historical cost value of R61,913, with a net book value of R14,305 due to obsolescence during the year. At the time of reporting, Council had not yet approved the disposal of this equipment.

Restated
2014

	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	2,239,866	232,555	8,544,993	6,831,853	4,990,321	3,118,500	25,958,088
Accumulated depreciation at beginning of year	(1,519,390)	(150,154)	(5,254,263)	(4,802,295)	(686,170)	(200,778)	(12,613,050)
Net carrying amount at beginning of year	720,476	82,401	3,290,730	2,029,558	4,304,151	2,917,722	13,345,038
Movement during the year							
Acquisitions	68,014	-	753,812	81,284	-	-	903,110
Transfer of assets	3,276	-	9,046	226,080	-	(62,945)	175,457
Disposals	(62,238)	-	(279,501)	(1,788,833)	-	-	(2,130,572)
Accumulated depreciation on disposals	61,157	-	259,640	1,770,189	-	-	2,090,986
Accumulated depreciation on assets transferred	(3,276)	-	(9,046)	(99,733)	-	87	(111,968)
Depreciation expense for the year	(333,395)	(19,380)	(1,426,475)	(819,352)	(249,516)	(280,592)	(3,128,710)
Net carrying amount at end of year	454,014	63,021	2,598,206	1,399,193	4,054,635	2,574,272	11,143,341
Gross carrying amount at end of year	2,248,918	232,555	9,028,350	5,350,384	4,990,321	3,055,555	24,906,083
Accumulated depreciation at end of year	(1,794,904)	(169,534)	(6,430,144)	(3,951,191)	(935,686)	(481,283)	(13,762,742)

Property, plant and equipment includes historical assets acquired prior to 1999, to the amount of R3,236, with nil and R1 take-on values, which are fully depreciated but still in use.

Included in the amount at the end of the year are assets identified to be written off, which have a historical cost value of R571,736 with a net book value of R24,774 due to obsolescence during the year. At the time of reporting, Council had not yet approved the disposal of this equipment.

3. Intangible Assets

Intangible assets comprise of computer software purchased.

	2015	2014
	R	R
Carrying amount at beginning of year	475,696	773,615
Cost	1,241,246	1,399,253
Accumulated amortisation	(765,550)	(625,638)
Current year movement		-
Additions	24,511	30,738
Transfer of assets	(9,283)	(188,744)
Amortisation expense for the year	(159,105)	(202,312)
Accumulated amortisation on disposals	(9,283)	62,400
Carrying amount at end of year	341,102	475,696
Cost	1,256,474	1,241,246
Accumulated amortisation	(915,372)	(765,550)

Items of software that did not meet the definition of intangible assets have been derecognised during the prior year and reclassified as property, plant and equipment. The net book value of these assets at the time of derecognition was R99,209.

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

4. Inventories

	2015	2014
	R	R
Consumables	58,606	85,273
Finished goods	22,397	23,005
	<u>81,003</u>	<u>108,278</u>

5. Trade and Other Receivables

	2015	Restated 2014
	R	R
Gross carrying amount	1,231,985	1,344,317
Provision for impairment	(106,905)	(20,794)
	<u>1,125,079</u>	<u>1,323,523</u>
Receivables from exchange transactions	153,164	421,454
Receivables from non-exchange transactions	971,915	902,069
	<u>1,125,079</u>	<u>1,323,523</u>

Reconciliation of the provision for impairment of trade and other receivables

	2015	2014
	R	R
Opening balance	20,794	4,969
Bad debts written off	-	(2,225)
Provision raised	86,111	18,050
Closing balance	<u>106,905</u>	<u>20,794</u>

6. Investments at Fair Value

	2015	2015	Restated
	Credit ratings	R	2014
			R
Stanlib-Enhanced Yield Fund (Cash Plus Fund)	AAA-		
Stanlib enhanced yield account		<u>13,912,474</u>	<u>13,962,574</u>

Investment at Fair Value

The Stanlib-Enhanced Yield Fund (Cash Plus Fund) is a product, whilst it falls under the unit trust act, has a fixed base price and earns interest on a monthly basis in the same way 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.

6.1 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, and which created unforeseen losses to investors with holdings in ABIL. The value of the fixed interest instrument on 8 August 2014, exposure before write-down, was 6,06% and post write-down on 11 August 2014 was 5,54%. Therefore, the impact on the value of the fund effective on 11 August 2014 was 0,61%.

To ensure that the investment is protected and to avoid further losses to investors, a Retention Fund to segregate illiquid ABIL debt asset in a side pocket was created 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; the account remains in the name of Iziko under the retention account; and no redemptions will be allowed from this account until the Reserve Bank releases the curatorship.

As a result of the switch out and side pocket, the investment of Iziko as at 31 March 2015 is as follows:

	2015	2014
	R	R
Gross carrying amount (Stanlib Enhanced Yield ABIL Retention Fund)	796,098	-
Provision for impairment	<u>(79,610)</u>	
Stanlib Enhanced Yield ABIL Retention Fund	<u>716,488</u>	<u>-</u>

6.2 Impairment of Investment

When African Bank was placed under curatorship, the South African Reserve Bank announced that senior fixed interest investment holders would take a 10% “haircut”. So for instance, if your fund had R100 invested in a senior fixed interest instrument, it was written down to R90 and transferred into a “side pocket” or retention fund.

On 28 May 2015, African Bank’s curator announcement confirmed that senior fixed interest investors are on track to get 90% of their investment back in due course. STANLIB continues to hold the senior fixed interest instruments in the retention fund, as these instruments still cannot be traded. The curator has not given a clear timeline on when the instruments will become tradable. There is uncertainty on when any interest will accrue to the investment.

Reconciliation of the provision for impairment

	2015	2014
	R	R
Opening balance	-	-
Provision raised	79,610	-
Closing balance	79,610	-

7. Cash and Cash Equivalents

		2015	Restated 2014
		R	R
ABSA – 90-day fixed deposit	F1	8,862,834	8,371,501
Investec – Private money fund	F1	20,216,722	18,996,404
Standard Bank – Call deposit	F1	31,556,498	27,216,306
Standard Bank – Current account	F1	12,479,468	1,012,426
Cash on hand		13,350	13,850
		73,128,872	55,610,487

8. Trade and Other Payables

8.1 Payables From Exchange Transactions

		2015	Restated 2014
		R	R
Deferred lease liability		52,767	76,074
Rent deposits		115,353	95,810
Leave pay		2,140,901	2,203,143
Annual bonus		1,758,296	2,059,785
Trade creditors and accruals		4,108,792	4,230,716
		8,176,109	8,665,528

8.2 Payables From Non-exchange Transactions

	2015	Restated 2014
	R	R
Grant deposit	<u>3,800,000</u>	<u>60,000</u>

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

9. Provisions

Employee Benefits

9.1 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 April 2012 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.

9.2 Post-retirement Medical Benefit

	2015	2014
	R	R
Balance at beginning of year	55,341,149	42,228,872
Increase in provision	<u>8,583,699</u>	<u>13,112,277</u>
Balance at end of year	<u>63,924,848</u>	<u>55,341,149</u>

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 2015, and it 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 fifty-eight (58) retirees and forty-seven (47) employees participating as at 31 March 2015. The liability and future increases are charged to income.

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

	2015 R	2014 R	2013 R	2012 R	2011 R
Opening balance	55,341,149	42,228,872	39,256,500	36,293,586	32,041,366
Current service cost	1,214,360	998,919	832,574	737,967	702,091
Interest cost	4,989,709	3,596,117	3,210,591	3,238,565	2,939,423
Expected return on plan assets	-	-	-	-	-
Liability recognised	-	-	-	-	-
Actuarial (gain)/loss	4,612,346	10,343,271	442,266	343,412	1,840,447
Past service cost	-	-	-	-	-
Expected employer benefit payments	(2,232,716)	(1,826,030)	(1,513,059)	(1,357,030)	(1,229,741)
	63,924,848	55,341,149	42,228,872	39,256,500	36,293,586

Actuarial Loss

An actuarial loss of R4,612,346 has arisen over the past year.

This loss has arisen due to the following reasons:

- Medical scheme contributions for 2015, and hence the subsidies payable by the employer, increased on average by 10,3% compared to the increase of 6,5% that was assumed in the previous valuation. This resulted in an actuarial loss of R2,239,496.
- Changes made to the assumptions, specifically the reduction of the net discount rate from 0,1% to negative 0,6% per annum resulted in a further actuarial loss of R3,663,227.

The difference between actual demographic experience (resignation, retirement, mortality, etc.) and that assumed in the previous valuation, gave rise to an actuarial gain of R1,290,377.

During the year under review, an additional provision of R8,583,699 (2014: R13,112,277) was raised in the financial statements to increase Iziko's future liability towards the post-retirement employee medical benefit scheme to R63,924,848 (2014: R55,341,149).

Total expense recognised in the statement of financial performance

	2015 R	2014 R
Service costs	1,214,360	998,919
Interest costs	4,989,709	3,596,117
Actuarial (gain)/loss	4,612,346	10,343,271
Personnel costs	10,816,415	14,938,307

Key Assumptions Used

The changes from the previous valuation include:

- A decrease in the discount rate used, from 9,1% to 8,7% per annum.
- The discount rate of 8,7% was used for the valuation. This yield is derived from the JSE zero bond curve (as at 31 March 2015), applied to the projected cashflows from the previous valuation, which results in a duration of 15,4 years. An increase in the long-term medical cost inflation assumption from 9,0% to 9,4% per annum.
- The two changes above result in a decrease in the net discount rate from 0,1% to a negative 0,6% per annum.

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

	2015/2016	2016/2017	2015/2018	Thereafter
Medical inflation	6,3%	7,0%	7,4%	9,4%

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 - F2015 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 2014	55,341,149	55,341,149	55,341,149	55,341,149	55,341,149
Settlements	(2,232,716)	(2,232,716)	(2,232,716)	(2,232,716)	(2,232,716)
Service cost	1,214,360	1,214,360	1,214,360	1,214,360	1,214,360
Interest cost	4,989,709	4,989,709	4,989,709	4,989,709	4,989,709
Actuarial (gain)/loss	4,612,346	14,054,784	9,103,859	(3,187,327)	529,998
Liability as at 31 March 2015	63,924,848	73,367,286	68,416,361	56,125,175	59,842,500

Sensitivity Analysis - F2016 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 2015	63,924,848	73,367,286	68,416,361	56,125,175	59,842,500
Settlements	(2,534,131)	(2,534,131)	(2,534,131)	(2,534,131)	(2,534,131)
Service cost	1,306,343	1,570,464	1,430,922	1,095,088	1,194,921
Interest cost	5,508,053	6,341,034	5,904,234	4,820,292	5,148,042
Actuarial (gain)/loss	-	-	-	-	-
Liability as at 31 March 2016	68,205,113	78,744,653	73,217,386	59,506,424	63,651,332

Discount Rate - Sensitivity Analysis

	Base	Discount rate plus 1,0%	Discount rate minus 1,0%
	R	R	R
Liability as at 31 March 2015	63,924,848	56,074,567	73,623,399

10. 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.

2015

R

Projects per department	Number of projects	Total deferred income	To be utilised within one year	To be utilised in year 2 and thereafter
		R	R	R
Natural History Collections	12	624,486	624,486	-
Social History Collections	3	481,605	481,605	-
Art Collections	8	1,618,627	898,150	720,477
Education and Public Programmes	3	67,204	67,204	-
TOTAL	26	2,791,922	2,071,444	720,477

2014

R

Projects per department	Number of projects	Total deferred income	To be utilised within one year	To be utilised in year 2 and thereafter
		R	R	R
Natural History Collections	6	729,632	486,507	243,125
Social History Collections	5	2,409,897	1,039,273	1,370,624
Art Collections	6	498,247	498,247	-
Education and Public Programmes	2	68,363	68,363	-
Institutional Advancement	1	4,010	4,010	-
TOTAL	20	3,710,149	2,096,400	1,613,749

10.1 Deferred Government Grant

Funding received from the DAC in respect of capital works for the Courtyard Project at the Iziko South African Museum:

	2015	2014
	R	R
Carrying amount at beginning of year	6,149,521	6,680,290
Amount received during current year	-	-
Amount utilised during the year	(517,281)	(530,769)
Carrying amount at end of year	<u>5,632,240</u>	<u>6,149,521</u>

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

	2015	2014
	R	R
Carrying amount at beginning of year	9,507,971	9,510,000
Amount received during current year	-	-
Amount utilised during the year	(173,660)	(2,029)
Carrying amount at end of year	<u>9,334,311</u>	<u>9,507,971</u>

Funding received from the DAC in respect of the Climate Control Project at the Iziko South African Museum:

	2015	2014
	R	R
Carrying amount at beginning of year	376,800	309,390
Amount received during current year	-	-
Amount utilised during the year	-	67,410
Carrying amount at end of year	<u>376,800</u>	<u>376,800</u>

Funding received during the current year from the DAC in respect of the halon gas and fire suppression system at the Iziko South African Museum:

	2015	2014
	R	R
Carrying amount at beginning of year	7,500,000	-
Amount received during current year	-	-
Amount utilised during the year	-	-
Carrying amount at end of year	<u>7,500,000</u>	<u>-</u>
TOTAL	<u><u>22,843,351</u></u>	<u><u>16,034,292</u></u>

			2015 R
Project	Total deferred income	To be utilised within one year	To be utilised in year 2 and thereafter
Courtyard Project	5,632,240	1,126,448	4,505,792
Maintenance and conservation	9,334,311	933,431	8,400,880
Climate Control Project	376,800	376,800	-
Halon gas and fire suppression system	7,500,000	3,750,000	3,750,000
TOTAL	22,843,351	6,186,679	16,656,672

			2014 R
Project	Total deferred income	To be utilised within one year	To be utilised in year 2 and thereafter
Courtyard Project	6,149,521	6,149,521	-
Maintenance and conservation	9,507,971	3,169,324	6,338,647
Climate Control Project	376,800	376,800	-
TOTAL	16,034,292	9,695,645	6,338,647

11. Net Surplus/ (Deficit) for the Year

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

		2015	Restated 2014
	Notes	R	R
Personnel expenses		64,772,282	65,726,754
Salaries and benefits		56,188,583	52,614,477
Provision for post-retirement benefits	9.2	8,583,699	13,112,277
Audit fees		1,183,559	1,449,433
Bank and legal costs		494,985	258,907
Consultants		491,621	572,322
		3,018,851	3,331,022
Depreciation		2,859,746	3,128,710
Amortisation: intangible assets		159,105	202,312
Loss on disposal of assets		17,166	39,496
Fair value loss		75,019	-
Impairment loss		79,610	-
Operating leases		1,555,892	1,504,502
Insurance		240,121	243,077
Provision for doubtful debts		86,112	18,050
Licenses and networking fees		365,591	247,313
Library costs		36,695	24,298
Museum core function activities		6,136,244	6,521,947
Other operating expenses		7,092,646	6,411,374
		<u>85,571,374</u>	<u>86,348,495</u>

11.1 Concessions

As part of Iziko's strategic objectives to allow access and enhance the museum experience to the broader community, Iziko offers free entry to all its museums to members of the public on certain holidays and commemorative days. In addition, Iziko grants concessionary rates to scholars, 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 R1,716,218 (2014: R1,107,531) during the year under review.



12. Cash Generated in Operations

	2015	Restated 2014
	R	R
Net deficit for the year	(1,219,524)	(6,335,965)
Adjustments for non-cash items:		
Depreciation on property, plant and equipment	2,859,746	3,128,710
Amortisation on intangible assets	159,105	202,312
Increase in post-employment obligation	8,583,699	13,112,277
Impairment of investment	79,610	-
Loss on disposal of assets	17,166	39,496
	10,479,802	10,146,830
Interest received	(4,281,365)	(3,249,059)
Operating deficit before working capital changes	6,198,437	6,897,771
Working capital changes	9,367,128	3,913,684
Decrease in trade and other receivables	198,443	335,629
Decrease in inventories	27,276	56,495
(Decrease)/increase in deferred income	(918,228)	2,875,187
Increase/(decrease) in government grant	6,809,058	(465,388)
Increase in trade and other payables	3,250,579	1,111,761
Prior period adjustment		
Cash generated/(utilised) in operations	15,565,565	10,811,455

13. 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.

13.1 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 the net carrying value of the financial instruments approximate their fair value and 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.

2015

	Less than 12 months	Over 12 months
Trade payables	1,421,975	-
Accruals	1,101,668	-
Other payables	7,258,797	-
	<u>9,782,440</u>	<u>-</u>

2014

	Less than 12 months	Over 12 Months
Trade payables	1,267,620	-
Accruals	809,563	-
Other payables	4,369,128	-
	<u>6,446,311</u>	<u>-</u>

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.

13.2 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

	2015	Restated 2014
	R	R
Investments	716,488	-
Investments at fair value	13,912,474	13,962,574
Cash and cash equivalents	<u>73,128,872</u>	<u>56,610,487</u>
	<u>87,757,834</u>	<u>69,573,061</u>

Interest received

Interest earned – Investments	4,281,365	3,249,059
Interest rate	5%	5%

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

Effect of change in interest rate	1% decrease	(771,051)	(466,137)
Effect of change in interest rate	1% increase	984,131	925,325

13.3 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, as well as trade and other receivables. Iziko's exposure to credit risk is insignificant. Credit risk is mitigated by the fact that Iziko only deposits and invests funds with registered banking institutions.

Investments (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, and which created unforeseen losses to investors with holdings in ABIL. The value of the fixed interest instrument on 8 August 2014, exposure before write-down, was 6,06% and post write-down on 11 August 2014 was 5,54%. Therefore, the impact on the value of the fund effective on 11 August 2014 was 0,61%.

To ensure that the investment is protected and to avoid further losses to investors, a Retention Fund to segregate illiquid ABIL debt asset in a side pocket was created, and funds with exposure to ABIL were switched out to a Stanlib Enhanced Yield ABIL Retention Fund. The investment has not been withdrawn, and the account remains in the name of Iziko under the retention account. No redemptions will be allowed from this account until the Reserve Bank releases the curatorship.

Iziko exposure as at 31 March 2015 (2014: Nil) is as follows:

Gross carrying amount	<u>796,098</u>
-----------------------	----------------

African Bank has been removed from Stanlib's investment platform and no further funds are placed with them, hence all deposits after 18 August 2014 have not been affected.

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 5. 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.

13.4 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 item below:

	2015	Restated 2014
	R	R
Investments	716,488	-
Investment at fair value	13,912,474	13,962,574
Cash and cash equivalents	73,128,872	55,610,487
Loans and other receivables	1,125,079	1,323,523
	<u>88,882,913</u>	<u>70,896,584</u>

Trade Receivables Past Due But Not Impaired

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

	2015	Restated 2014
	R	R
Current	139,326	104,674
1 month past due	21,630	23,679
2 months past due	91,176	1,559
3 months past due	34,189	52,562
	<u>286,321</u>	<u>182,474</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

	2015	Restated 2014
	R	R
Trade payables at amortised cost	1,421,975	1,267,620
Accruals at amortised cost	1,101,668	809,563
Other payables at amortised cost	7,258,797	4,369,128
	<u>9,782,440</u>	<u>6,446,311</u>

14. 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 R673,359 (2014: R666,399).

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:

	2015	2014
	R	R
Up to 1 year	487,976	629,551
2 to 5 years	-	434,838
	<u>487,976</u>	<u>1,064,389</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. The 2014 figures have been restated to reflect the actual amounts receivable under operating leases in the current year, including rentals based on turnover amounts received, not previously disclosed.

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 an option 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 R1,555,892 (2014: R1,504,503).

Amounts Payable Under Operating Leases

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

	2015	2014
	R	R
Up to 1 year	366,372	869,792
2 to 5 years	-	366,372
	<u>366,372</u>	<u>1,236,164</u>

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.

15. Emoluments of Council, Committee Members and Senior Management

15.1 Honorarium of Council Members

	2015	Restated 2014
	R	R
D Moopeloa (Chairperson)	31,080	10,176
S Perumal	10,248	5,120
N Nicholls	9,061	5,248
D Coovadia	4,320	4,096
T Wakashe	8,776	5,120
B Muthien	30,488	6,528
R Dehal	13,464	5,107
A Mooke	2,160	1,024

The following Council members' terms of office expired during the prior year:

MB Madumise (Chairperson)	-	-
S Fikeni	-	-
A Wakaba	-	1,024
C Rassool	-	5,088
O Badsha	-	3,072
M Martin	-	3,072
P Sithole	-	2,296
	<u>109,597</u>	<u>56,971</u>

15.2 Honorarium of Audit Committee Members

	2015	Restated 2014
	R	R
D Coovadia (Chairperson)	22,208	3,392
L Robinson (Re-appointed)	12,816	8,224
M Hassim (Re-appointed)	17,168	15,728
A Mooke	2,176	-
N Nicholls	3,264	-

The following Audit Committee member's term of office expired during the prior year:

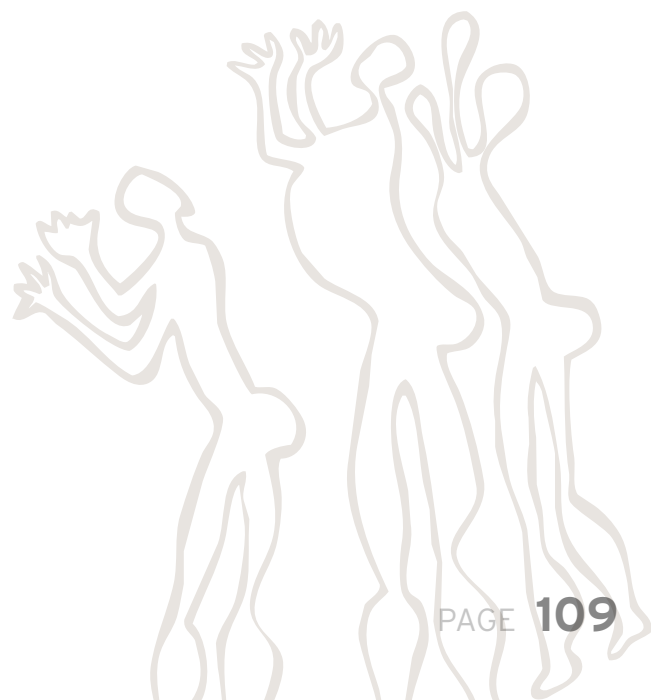
A Wakaba (Chairperson)	-	3,392
	<u>57,632</u>	<u>30,736</u>

15.3 Remuneration of Senior Management

2015
R

Name	Job function	Salary	Bonus	Allowances	Employer contributions	*Other	Total cost to company
Ms RH Omar	Chief Executive Officer	986,608	202,003	183,923	160,324	33,080	1,565,938
Mr BC Ndhlovu	Executive Director Core Functions	831,512	173,576	115,212	194,561	24,197	1,339,058
Ms D Crous	Executive Director Operations	831,512	173,576	121,212	274,946	2,419	1,403,665
Dr WD Alexander	Director Education & Public Programmes	510,312	106,526	92,806	97,326	2,754	809,724
Ms F Allie (to 31 March 2015)	Chief Financial Officer	494,780	141,216	86,806	180,082	45,755	948,639
Ms SL Glanville-Zini	Director Institutional Advancement	494,780	103,284	99,054	94,802	7,109	799,029
Ms SA Manley (to 31 May 2014)	Director Customer Services Management	58,530	17,071	13,893	10,711	29,487	129,692
Mr JP Matthews (to 31 October 2014)	Director Human Resources	284,530	42,050	53,419	53,436	69,366	502,801
Ms JL Meltzer (to 31 March 2015)	Director Social History Collections	586,864	152,972	44,722	183,588	115,434	1,083,580
Mr R Naidoo	Director Art Collections	301,058	66,607	69,166	91,312	276,880	805,023
Dr HG Robertson	Director Natural History Collections	586,864	122,506	98,806	212,572	3,759	1,024,507
TOTAL		5,967,350	1,301,387	979,019	1,553,660	610,240	10,411,656

**Included under the category "Other" are payments for subsistence and travel and 3G card costs. In addition, an amount of R257,673.75 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.*



2014

R

Name	Job function	Salary	Bonus	Allowances	Employer contributions	*Other	Total cost to company
Ms RH Omar	Chief Executive Officer	916,547	171,155	170,932	151,306	32,074	1,442,014
Mr BC Ndhlovu	Executive Director Core Functions	781,860	112,313	107,667	186,170	14,820	1,202,830
Ms D Crous	Executive Director Operations	744,432	105,448	113,666	250,053	-	1,213,599
Dr WD Alexander	Director Education & Public Programmes	479,840	68,928	87,623	94,741	9,799	740,931
Ms F Allie	Chief Financial Officer	465,236	66,831	81,623	126,677	-	740,367
Ms SL Glanville-Zini	Director Institutional Advancement	465,236	39,595	93,623	92,368	1,914	692,736
Ms SA Manley (from 1 October 2013)	Director Customer Services Management	175,590	2,438	41,680	35,723	-	255,431
Mr JP Matthews	Director Human Resources	465,236	39,595	87,623	92,368	774	685,596
Ms JL Meltzer	Director Social History Collections	528,848	75,055	19,420	168,492	-	791,815
Mr R Naidoo	Director Art Collections	479,840	40,838	112,403	93,853	14,092	741,026
Dr HG Robertson	Director Natural History Collections	551,820	46,964	93,623	198,588	1,595	892,590
TOTAL		6,054,485	769,160	1,009,883	1,490,339	75,068	9,398,935

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

Remuneration is shown at cost to company package, based on basic salary, bonuses, allowances and employee benefit contributions, as well as other re-imbursive costs by Iziko up to the statement of financial position date. Employee benefit contributions consist of pension, medical aid and other regulatory contributions. Remuneration costs are charged to the statement of financial performance in the year to which it relates.

16. 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 are a related party to Iziko. During the year under review, Iziko did not enter into any transaction 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:

	2015	2014
	R	R
Grant received - Subsidy	65,331,000	61,515,000
Expenses recovered	7,855	-
Income received - Hire of equipment	-	1,000
Grant received - Halon Gas & Fire Suppression System	7,500,000	-
Grant received - Courtyard Project	-	-
Grant received - Climate Control Project	-	-
Balance due to Iziko at year-end	7,855	-

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

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.

	2015	2014
	R	R
Admission fees	986,755	974,860
Balance due to Iziko at year-end	1,150	

17. 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 No. 24 of 1956, as amended, while the Associated Institutions Pension Fund Act, 1963 (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 actuarial valuation is done for the plan in its entirety and does not specify, as a separate entity, Iziko's obligation, plan assets or liability in terms of the fund.

The Museums Pension Fund requires an actuarial valuation every three years. The defined benefit plan fund was actuarially valued, using the projected unit credit method at 1 April 2012, and it revealed that the assets of the fund represented a funding position of 100% for the Museums Pension Fund.

According to the actuaries of the Museums Pension Fund, the Iziko Museums of South Africa's updated liability as at 1 April 2015 was nil.

The financial position of the fund as at 1 April 2012, compared to the financial position as at the previous valuation dates, is listed in the table below.

Museums Pension Fund	1 Apr 12	1 Apr 09	1 Apr 06	1 Apr 05
Liabilities in respect of:				
Defined contribution members	37,755,000	13,805,000	3,057,000	1,737,000
Defined benefit members	180,340,000	134,139,000	107,681,000	98,959,000
Current pensioners	107,880,000	65,946,000	38,229,000	28,125,000
Risk reserve account		-	-	130,000
Employer surplus account	26,907,000	21,669,000	14,280,000	-
Surplus apportionment cost reserve	-	-	39,000	36,000
Total liability	352,882,000	235,559,000	163,286,000	128,987,000
Less value placed on assets	352,882,000	235,559,000	163,286,000	122,340,000
Shortfall in respect of accrued liabilities	-	-	-	(6,647,000)
Funding level	100,0%	100,0%	100,0%	94,8%

The rules of the Museums Pension Fund were amended to include a defined contribution category, and state 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.

Assumptions

The assumptions used for the valuation at 1 April 2012 have remained unchanged from those used in the previous valuation, with one exception. Members who were in service prior to 1 January 1995 can retire from age 60 without an early reduction penalty applying.

Mortality

The published SA 56-62 (ultimate) mortality rates have been used in respect of the period before retirement. In the case of female lives, their age has been reduced by 3 years to allow for their higher life expectancy. In respect of the period after retirement, the published PA90 tables, rated down 1 year, have been used. Provision for future improvement in mortality is also provided for at a rate of 1% per annum from 1 April 2004.

Valuation Rate of Interest and General Inflation

A valuation rate of interest of 8,5% per annum (8,5% per annum at the previous actuarial valuation of the Fund) has been used in respect of the period before retirement, and 6,5% per annum in respect of the period after retirement of each member. The expected long-term general rate of inflation was assumed to be 5,5% (2009 valuation: 4,5%) per annum.

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%.

18. Contingent Liabilities

18.1 Post-retirement Medical Benefits

Eight (8) 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 R5,220,970 (2014: R4,607,204).

18.2 Labour Dispute

A labour case has been brought before the CCMA by a Director at Iziko, which may result in a liability for the entity. At the date of this report, the outcome of the matter was unknown and as a result no provision was made in the financial statements. The legal costs associated with the matter have been estimated at R200,000.

19. Prior Period Adjustments

19.1 Sponsorship Income

Income accrued for a project in the previous year was not due to Iziko, which resulted in the sponsorship income and accounts receivable being overstated. The prior year figures have been restated and the effect on the financial statements is as follows:

	2014 R
Net effect on the statement of financial performance	
<i>Increase in operating deficit</i>	16,743
Decrease in sponsorship income	16,743
Net effect on the statement of financial position	
<i>Decrease in trade and other receivables</i>	
Accrued income	(16,743)
<i>Decrease in net assets</i>	
Accumulated funds	(16,743)

19.2 Other Income

In the prior year, credit notes were raised in error for professional services rendered, resulting in the revenue and the accounts receivable being understated. The prior year figures have been restated and the effect on the financial statements is as follows:

2014
R

Net effect on the statement of financial performance

Increase in operating deficit 7,191

Decrease in other income 7,191

Net effect on the statement of financial position

Decrease in trade and other receivables

Debtors control (7,191)

Decrease in net assets

Accumulated funds (7,191)

19.3 Administrative Expenses

In the previous financial year, an expense relating to staff training and development was conducted before year-end, but the expense was not accrued. The prior year's figures have been restated to reflect the adjustment as follows:

2014
R

Net effect on the statement of financial performance

Increase in operating deficit 13,149

Increase in administrative expenses - Learning and development 13,149

Net effect on the statement of financial position

Increase in current liabilities

Sundry creditors (13,149)

Decrease in net assets

Accumulated funds 13,149

After the previous year-end, it was discovered that advertising expenses that related to the prior year had not been accrued for even though the service had been delivered. The prior year's figures have been restated and the effect on the financial statements is as follows:

2014
R

Net effect on the statement of financial performance

Increase in operating deficit 41,799

Increase in administrative expenses 41,799

Net effect on the statement of financial position

Increase in current liabilities

Sundry creditors (41,799)

Decrease in net assets

Accumulated funds 41,799

After the previous year-end it was discovered that payments to certain Council and Audit Committee members in respect of honorariums had not been made or accrued for, resulting in the accrued expenses as well as the honorarium expenses being understated. The prior year's figures have been restated, and the effect on the financial statements is as follows:

	2014 R
Net effect on the statement of financial performance	
<i>Increase in operating deficit</i>	8,720
Increase in administrative expenses	8,720
Net effect on the statement of financial position	
<i>Increase in current liabilities</i>	
Sundry creditors	(8,720)
<i>Decrease in net assets</i>	
Accumulated funds	8,720

An amount for reimbursement of study fees by a staff member relating to a prior year must be recovered. The debtor was not raised and the omission resulted in the receivables being understated and the learning and development expense being overstated. The prior year's figures have been restated, and the effect on the financial statements is as follows:

	2014 R
Net effect on the statement of financial performance	
<i>Decrease in operating deficit</i>	(2,220)
Decrease in administrative expenses	(2,220)
Net effect on the statement of financial position	
<i>Increase in current assets</i>	
Accounts receivable	2,220
<i>Increase in net assets</i>	
Accumulated funds	(2,220)

19.4 Other Operating Expenses

During the previous year, an accrual was overstated for a security upgrade project, resulting in the expense and the liability being overstated. The 2014 figures were restated to reflect the actual expense amount, and the effect on the financial statements is as follows:

2014
R

Net effect on the statement of financial performance

Decrease in operating deficit (8,230)

Decrease in operating expenses - Security upgrade (8,230)

Net effect on the statement of financial position

Decrease in current liabilities

Sundry creditors 8,230

Increase in net assets

Accumulated funds (8,230)

In the previous financial year, an expense relating to catering for a function was not accrued for even though the service had been delivered. The prior year's figures have been restated and the effect of the financial statements is as follows:

2014
R

Net effect on the statement of financial performance

Increase in operating deficit 27,160

Increase in operating expenses 27,160

Net effect on the statement of financial position

Increase in current liabilities

Sundry creditors (27,160)

Decrease in net assets

Accumulated funds 27,160

During the previous financial year, a conference was cancelled resulting in the accrued amount for the expense being incorrect. The adjustment has been made and the prior year's figures have been restated to reflect the adjustment. The effect of the adjustment is outlined below:

2014
R

Net effect on the statement of financial performance

Decrease in operating deficit (2,723)

Decrease in operating expenses (2,723)

Net effect on the statement of financial position

Decrease in trade and other payables

Sundry creditors 2,723

Increase in net assets

Accumulated funds (2,723)

19.5 Depreciation and Amortisation Expenses

During the prior year, the depreciation accounts for the asset re-estimation were incorrectly credited when they should have been debited, resulting in incorrect value for property, plant and equipment. The error has been corrected and the prior year's figures have been restated to reflect the adjustment. The effect of the error is outlined below:

	2014 R
Net effect on statement of financial performance	
<i>Increase in operating deficit</i>	179,381
Increase in depreciation	169,793
Increase in amortisation	9,588
Net effect on statement of financial position	
<i>Decrease in property, plant and equipment</i>	(169,793)
<i>Decrease in intangible assets</i>	(9,588)
<i>Decrease in net assets</i>	
Accumulated funds	(179,381)

19.6 Reclassification of Investment

During the prior year, an investment was classified as cash and cash equivalents. It has been restated in the current year to investments at fair value, as this was considered more appropriate for nature of the investment. The restatement had no effect on the statement of financial performance, and the effect of the restatement on the statement of financial position is as follows:

	2014 R
Net effect on statement of financial position	
<i>Decrease in cash and cash equivalents</i>	(13,962,575)
<i>Increase in the investments at fair value</i>	13,962,575

20. 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 R11,550 during this period.

	2015 R
Net effect on the statement of financial performance	
<i>Decrease in operating deficit</i>	(11,550)
Decrease in amortisation	(11,550)
Net effect on the statement of financial position	
<i>Increase in intangible assets</i>	
Intangible assets	11,550
<i>Increase in net assets</i>	
Accumulated funds	11,550

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 R169,791 during this period.

	2015 R
Net effect on statement of financial performance	
<i>Decrease in operating deficit</i>	(169,791)
Decrease in depreciation	(169,791)
Net effect on statement of financial position	
<i>Increase in property, plant and equipment</i>	169,791
<i>Increase in net assets</i>	
Accumulated funds	169,791

21. Statement of Comparison of Budget and Actual Amounts

Iziko presents its approved budget on a cash basis, and the financial statements on the accrual basis.

The approved budget covers the period from 1 April 2014 to 31 March 2015. The budget is approved by functional or programme classification in line with Iziko's strategic objectives and the Annual Performance Plan approved by its Council. The financial statements are prepared on the accrual basis using a classification on the nature of expenses in the statement of financial performance. The amounts in the financial statements were reclassified by functional classification to be on the same basis as the final approved budget.

21.1 Budget Adjustments: The approved budget is the anticipated revenues and expenditure expected to occur in the period under review, based on the current plans, as approved by the Council of Iziko.

The final budget is the approved budget, adjusted for reallocation of funds, unavoidable expenditures, increases in revenue collected and revenue recognised matching the expense for externally funded museum core function projects, as well as external funding received, earmarked for specific projects which were not yet known at the time of the initial budgeting process.

The approved budget was revised, based on the actual income and expenditure up to 30 August 2014, and projections were made for the period 1 September 2014 to 31 March 2015. The final budget adjustments were approved by the Council of Iziko.

21.2 Own Income: The approved budget was reviewed and increased by 16% to include anticipated increase in revenue from admission fees, reproduction fees, and interest earned on investments as a result of short-term investment management of funds.

21.3 Donations/ Sponsorship: Projection for grants received from the Department of Arts and Culture, National Research Foundation, National Lottery fund, funding agencies and other private sponsors was increased by 27%, as these became known to Iziko. These funds are earmarked for specific projects; in some cases to be completed during the current year, whereas other projects have a life cycle of at least two years and more.

21.4 Employment of Reserves: Employment of reserves is for special projects, which are once-off expenses. For budgeting and cash flow purposes, the estimated costs for such expenditure are reflected in the budget to indicate the outflow of income from the government grant and own income generated.

21.5 Administration: The budget was increased by 5% to accommodate the increased costs for Council, professional services required, accounting and co-sourcing of internal audit functions, and the provision for post-employment medical benefit liability, as well as specific projects that were funded externally.

21.6 Business Development: The budget was increased by 96% for the museum core function activities due to notification from external funding agencies on sponsorship/ donations earmarked for specific projects, such as collections management and research.

21.7 Public Engagement: The budget was increased by 130% for the museum core function activities due to notification from external funding agencies on sponsorship/ donations earmarked for specific projects such as exhibitions, education and public programmes, trainee and internship programmes.

22. Capital Budget

The approved budget was reviewed and increased by 474%, mainly due to research and conservation equipment for the management of collections, shelving and storage cabinets for collections, security, media and display equipment for exhibitions, office furniture, as well as upgrade of ICT hardware. Funding was received from the DAC, funding agencies and private donors, earmarked specifically for collections equipment.

22.1 Computers: The budget was reviewed to include the replacement of obsolete ICT hardware equipment required to upgrade the operating systems.

22.2 Computer Software: The budget was reviewed to purchase software required for the exhibitions design.

22.3 Equipment: The budget was reviewed to include media and display equipment for exhibitions, research and conservation equipment that is externally funded.

22.4 Furniture: The budget was increased for shelving, storage and office furniture for a training facility.

22.5 Improvement to leased property: The budget was increased to accommodate the alarm system installed at the Bo-Kaap Museum.

23. Differences Between Current Year Budget and Actual Expenses

23.1 Own Income is 7% more than that budgeted for the year. This is due to more own income generation such as gate revenue, planetarium fees, interest earned, reproduction fees and sales of publications in comparison to the budget for the period under review. However, less income through educational programmes, parking fees, professional fees and venue hire was received than anticipated.

23.2 Donations/ Sponsorship: Only 53% of projected income was received. Donations/ sponsorship received are funds earmarked for specific projects. Not all income (such as deferred income earmarked for specific projects included in the budget) was utilised during this period. Some projects have a lifespan of more than one (1) year, and funds are ring-fenced and are deferred until the completion of the project.

23.3 Employment of Reserves: Due to the additional own income generated and savings of operating expenditure budgets, reserves were not employed as anticipated.

23.4 Administration: Includes personnel, administration and operational costs. The actual expenditure was 93% of the budget allocation. A major expenditure component of this programme is the compensation of salaries and benefits to staff, and includes the expenditure related to the increase in the provision for the post-retirement

medical liability. Not all expenses, as per the budget allocation, were incurred. Underspending is due to savings on daily running expenses and delays with certain special projects such as the Courtyard Project, Conservation Centre, and the development of the building Conservation and Maintenance Plan for all sites. These special projects were implemented during the period under review and will be completed in 2015/16.

23.5 Business Development: Actual expenditure is 79% of budget allocation. Not all expenses, as per the budget allocation, were incurred. Included in the budget are special projects for acquisitions, research, conservation, exhibitions, and education and public programmes that are funded externally. Some projects have a lifespan of more than one year, and expenses are incurred as and when required. Projects were implemented during the year under review and are set to be completed during 2015/16. Furthermore, as a result of the delays with finding alternative accommodation for staff due to the Courtyard Project, projected expenditure was not incurred as planned.

23.6 Public Engagement: This function includes education and public programmes, exhibitions and human capital development. The actual expenditure is 69% of budget allocation. Included in the budget are special projects that are funded externally. Most of the special projects are funded externally and expenses are incurred as and when required. These special projects have a lifespan of at least two (2) years and more, and activities will continue during the next year.

24. Capital Budget

24.1 Computers: Expenditure on computers was 6% of the budget. The underspending is due to the tender for ICT hardware not yet being concluded at year-end. This project will be completed in 2015/16, when Iziko will take delivery of these assets.

24.2 Computer Software: Only 44% of the budget was utilised during the period under review. This is due to savings on software acquired and software not purchased being deferred.

24.3 Equipment: Expenditure on equipment was 11% more than budget. This is due to externally generated funding received, which was earmarked for specific projects that required equipment to be purchased for research and conservation purposes. The income and expenditure for these projects were included in the operational budget. The additional capital expenditure was determined and approved subsequent to the approval of the budget.

24.4 Furniture: The underspending is due to furniture no longer being required as anticipated.

24.5 Improvement to Leased Property: Expenditure was 713% more than budget. This is due to surveillance cameras being required in terms of disaster management.

24.6 Vehicles: The University of the Western Cape donated an Alley Cat boat with trailer, valued at R250,000, to Iziko for research purposes.

25. Reconciliation of Budget to Cash Flow Statement

	Operating	Financing	Investing	Total
Actual amount on comparable basis as presented in the budget and actual comparative statement	(1,219,524)	-	-	(1,219,524)
Basis differences	21,066,454	-	(2,328,546)	18,737,908
Timing differences	-	-	-	-
Entity differences	-	-	-	-
Actual amount in the cash flow statement	19,846,930	-	(2,328,546)	17,518,384

26. Reconciliation of Budget and Statement of Financial Performance

	2015	Restated 2014
	R	R
Net surplus/(deficit) per the statement of financial performance	(1,219,524)	(6,335,965)
Adjusted for:		
Fair value adjustments	-	-
Impairments recognised/reversed	-	-
Surplus/deficit on the sale of assets	-	-
Increases/(decreases) in provisions	-	-
Increase in government grant	-	-
(Decrease)/increase in own income generated	3,705,713	(688,700)
(Decrease)/increase in reserves employed	5,340,995	-
Increase/(decrease) in expenditure	(7,827,184)	7,024,665
Net surplus/deficit per approved budget	-	-

27. Irregular Expenditure

	2015	2014
	R	R
Opening balance	-	3,851,080
Less: Irregular expenditure written off relating to prior year		(3,851,080)
	<u>-</u>	<u>-</u>

During 2012/13, representations were made to National Treasury for condonation of expenditure incurred without applying the preference point system to all procurement of goods and services above R30,000, as required by section 2(a) of the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000) amounting to R3,851,080 in prior years. National Treasury did not condone the expenditure as it was in non-compliance to the regulations. The Accounting Authority approved the irregular expenditure because no amounts have to be recovered from any official not liable in law and the amount remains as a debit against the relevant programme/ expenditure item.

28. Fruitless and Wasteful Expenditure

	2015	2014
	R	R
Opening balance	-	-
Fruitless and wasteful expenditure relating to prior year	-	-
Fruitless and wasteful expenditure relating to current year	4,421	7,778
Less amount condoned by the Accounting Authority	(4,421)	(7,778)
	<u>-</u>	<u>-</u>

During the year under review, expenditure in respect of interest on late payments, travel fee cancellations and staff overtime costs amounting to R4,421 (2014: R7,778) could have been avoided had sufficient care been taken, and is therefore regarded as fruitless and wasteful expenditure as defined by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA). The Accounting Authority condoned the expenditure 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 amount remains as a debit against the relevant programme/ expenditure item.

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

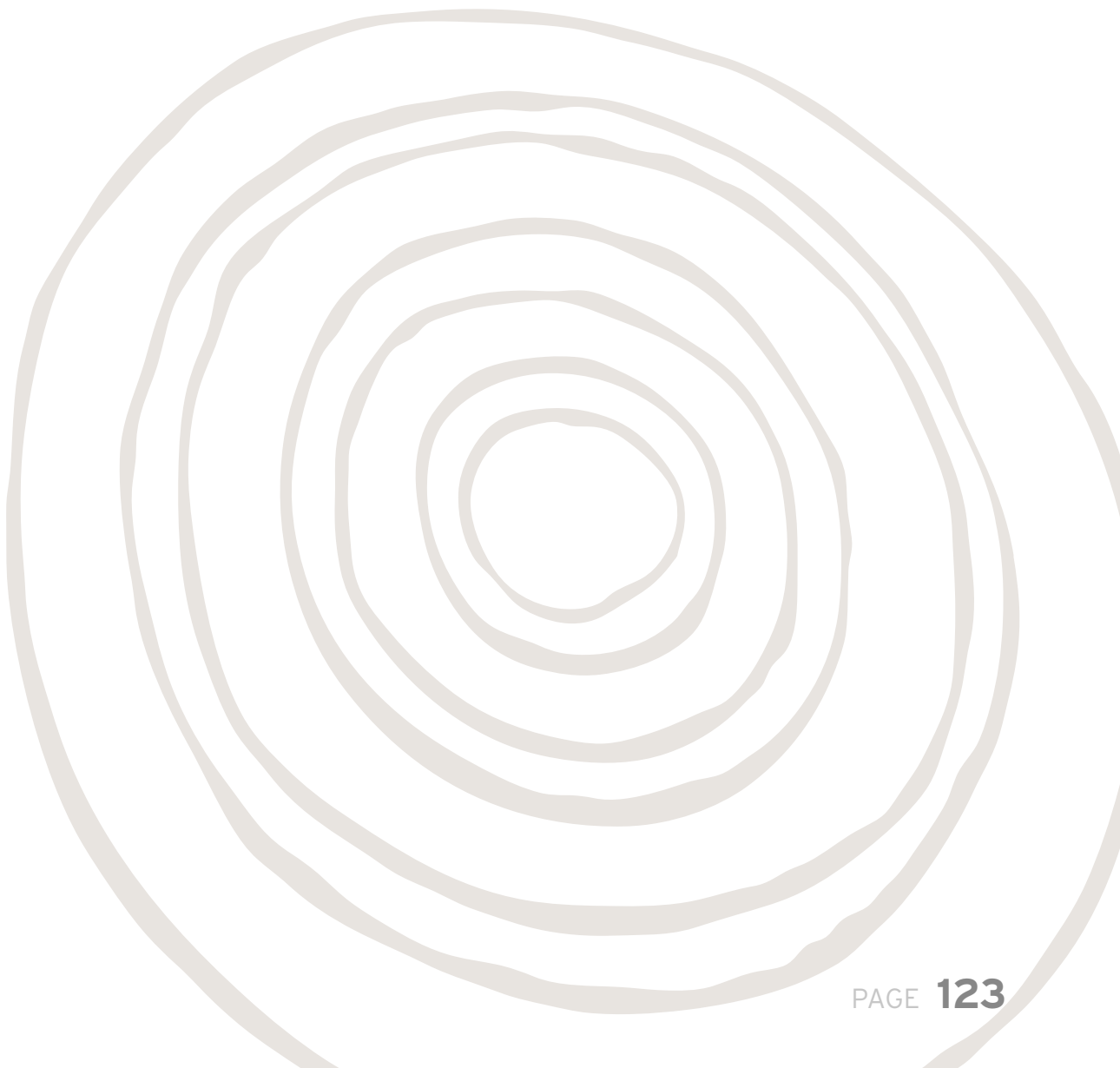
No material losses through criminal conduct were incurred during the year. Irregular, fruitless or wasteful expenditure have been disclosed in notes 27 and 28.

Section 53 (3)

The Council may not accumulate surpluses unless prior written approval of 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 deficit, and approval was therefore not required.

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

Dada Masilo performs in William Kentridge's installation, *The Refusal of Time* (in collaboration with Philip Miller, Catherine Meyburgh and Peter Galison). Reproduced courtesy of the Goodman Gallery.
Watermark: Detail of vessel painted by Esther Mahlangu (2002).



CONTENTS

6	Appendices	124
6.1	Facilities Management	126
6.2	Donors	126
6.3	Partners	128
6.4	Exhibitions	135
6.5	Workshops and Conferences	138
6.6	Acquisitions	142
6.7	Peer-reviewed Publications	149
6.8	Other Research Publications, Brochures	151
6.9	Education and Public Programmes	153
6.10	Visitor Statistics	154
6.11	Materiality and Significance Framework	156
	Acknowledgements	158
	Abbreviations/ Acronyms	160

6.1 Facilities Management

6.1.1 Conservation and Maintenance Plan

The Department of Public Works (DPW) is responsible for major repairs and renovations of the buildings managed by Iziko, however, the last time that funding was allocated was in 2005, when funding was allocated for major repairs and renovations of the Iziko South African Museum (ISAM). This has resulted in some heritage buildings being in a poor state of repair. Where windows could have been restored, these must now be replaced.

A request was submitted to the Department of Arts and Culture (DAC) to fund the development and implementation of a five-year Conservation and Maintenance Plan (Plan) for the nine sites managed by Iziko.

The DAC allocated R9,5 million for professional fees and the implementation of the Plan. A specialist consultant was appointed to develop a 'scope of work' for an architect, in order to guide the architect in developing the Plan. Architects were invited to tender, and on 24 March 2015, architects attended the compulsory briefing session at the ISAM.

6.1.2 Capital Projects

The DAC funded the following capital projects that are in the process of being implemented:

6.1.2.1 Courtyard Project

Five storeys are being built within the courtyard of the ISAM to house collections, offices and laboratories. It will also give access to the public to view collections in storage, as well as specimen preparators working on fossils and other specimen.

The DPW commenced a procurement process for temporary accommodation to house Natural History Collections staff and collections while construction is taking place, but due to delays, construction had to take place amidst collections and staff working on site. In order to prevent more construction delays resulting in penalties being paid, the contractor prepared the first and second floors to permit collections to be housed in those areas. Staff members were relocated to other Iziko sites. Despite the delays, the contractor has made substantial progress with the construction.

6.1.2.2 Signage and Wayfinding Project

Architects were appointed to manufacture and implement signage. Iziko held discussions with the curators responsible for the relevant museums, and an audit of the wayfinding signage of each museum was completed and reports compiled.

DPW must appoint a designer to provide a signage solution for all sites.

6.2 Donors

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

Donor income of R12,248,827 was banked in 2014/15, an increase of 41,79% from R8,638,560 over donor income banked in 2013/14. This funding was received from the following donors, whose contribution to the successful delivery of exhibitions, education programmes, audience development projects, conservation and research is gratefully acknowledged.

- Andrew W. Mellon Foundation
- Community Chest Trust of the Western Cape - Youth Day/ Women's Day programming
- Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) - Graduate Programme
- Department of Arts and Culture (DAC)
- Friends of the Iziko South African National Gallery
- George Washington University - Slave Wrecks Project
- HCI Foundation - Community Transport Programme; educational programming for *There's something I must tell you* exhibition; Museum Night Cape Town
- Lidderdale Trust
- Metropolitan Health Corporate - Museum Night Cape Town
- National Arts Council of South Africa (NAC)
- National Geographic
- National Research Foundation (NRF)**
- Palaeontological Scientific Trust (Past)
- Remgro Limited - Rembrandt Exchange Funding
- Rockefeller Foundation - *There's something I must tell you* exhibition
- Rowland & Leta Hill Trust
- Sir Abe Bailey Trust
- Smithsonian: National Museum of African American Culture and History - Slave Wrecks Project
- South African National Biodiversity Institute (SANBI) - Foundational Biodiversity Knowledge and Information (FBKI) Programme: *SeaKeys*
- University of Cape Town (UCT) - Centre for Curating the Archive
- University of the Western Cape (UWC)
- University of Witwatersrand - Centre for Excellence in the Palaeosciences
- Western Cape Government; Cultural Affairs & Sport (DCAS)

**The NRF contributes to Iziko research in a significant and ongoing way, using funding channelled from the Department of Science and Technology (DST). During 2014/15, their contribution towards the following projects is gratefully acknowledged:

- Research on *Archaeologies of the Antarctic* by Jaco Boshoff, regarding shipwreck survivors on Marion Island
- NRF Professional Development Programme (PDP) - PhD grant: Terry Reynolds (Entomology); PhD grant: Melissa Boonzaaier (Marine Biology, supervisor Simon van Noort); Post-doctoral grant: Thalassa Matthews (Cenozoic Palaeontology, supervisor Roger Smith)
- Thuthuka Programme: PhD research on South African polychaete worm diversity and biogeography (supervisor Dylan Clarke); research on South African bryozoa diversity and biogeography (supervisor Wayne Florence)
- Integrated Biodiversity Information Programme (IBIP) for research on the systematics of ichneumonid wasps
- DST/ NRF incentive funding for research on the systematics of the Hymenoptera (ants, bees and wasps); and research on Karoo palaeoenvironments and palaeoclimates
- African Origins Platform (AOP) for research by Roger Smith on the palaeoecology of Western Gondwana, and employment of fossil preparator and fossil sorters
- Natural History Collections funding instrument for upgrading and digitisation of Natural History collections, in particular photographing of specimens, to be incorporated into Specify database

In addition, significant commitments of funding for 2015/16 and beyond were secured during 2014/15. These include: R1,166,282 from the Smithsonian National Museum of African American History and Culture towards the Slave Wrecks Project; R10 million from the DST; and R2,5 million from UCT towards the digital upgrade of the Iziko Planetarium.



Installation view, *Shared Sky*, a collaborative exhibition between Australian artists from the Yamaji Art Centre, Australia and South African artists from the First People Centre at the Bethesda Arts Centre, at the ISANG.

Scientists and academic stakeholders met to discuss plans to implement the digital upgrade of the Iziko Planetarium. L to R: Amelia Rorwana, Research Finance Coordinator and Dr Abeda Dawood, Research Manager, both CPUT; and Dr Thandi Mgwebi, Executive Director, Department: Research Chairs and Centres of Excellence, NRF.

6.3 Partners

During 2014/15, various ongoing partnerships continued to contribute in diverse ways to the successful delivery of our strategic objectives.

These include:

- British Council | South Africa
- Business and Arts South Africa (BASA)
- Cape Craft and Design Institute (CCDI)
- Cape Peninsula University of Technology (CPUT)
- Cape Town Tourism
- Castle Control Board
- Ceramics Southern Africa (Western Cape)
- Creative Cape Town
- Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA)
- Department of Public Works (DPW)
- Dutch Consulate
- Freedom Park
- French Consulate
- Friends of the Iziko Michaelis Collection
- Friends of the Iziko South African Museum
- Friends of the Iziko South African National Gallery
- George Washington University
- Global Biodiversity Information Facility (GBIF)
- Golden Arrow Bus Services
- Groot Constantia Trust
- HCI Foundation
- International Committee of Museums (ICOM)
- National Heritage Council of South Africa (NHC)
- National Lotteries Distribution Trust Fund (NLDTF)
- National Research Foundation (NRF)
- Old Mutual Properties
- Palaeontological Scientific Trust (PAST)
- Rhodes University (RU)
- Sir Abe Bailey Trust
- South African Institute of Aquatic Biodiversity (SAIAB)
- South African National Biodiversity Institute (SANBI)
- University of Cape Town (UCT)
- University of Stellenbosch (SUN)
- University of the Western Cape (UWC)
- University of the Witwatersrand (Wits)
- West Coast Fossil Park Trust
- Western Cape Government; Cultural Affairs & Sport (DCAS)
- Western Cape Government; Education Department (WCED)



Performers demonstrate capoeira at a panel discussion entitled, 'Slavery and Race: Brazil and South Africa' at the Slave Lodge on 18 September 2014.



Graffiti artist Craig Cupido, known as Falko, paints a wall at the Iziko South African National Gallery Annexe in an art project partnership entitled 'Project Falko'.

Strategic Partnerships 2014/15

During 2014/15, a number of strategic partnerships were forged in support of specific exhibitions, education and research projects. Over and above the donor income banked, the estimated Rand value equivalent of these partnerships is R7,704,064.

Strategic partners supported the following projects and programmes:

- BirdLife South Africa: An ongoing annual photographic exhibition partnership with BirdLife South Africa to present *Save our Seabirds*, a festival and exhibition organised annually to promote an appreciation of marine biodiversity and support the drive to conserve our seabirds.
- Cape Craft and Design Institute: An exhibition partnership in association with Iziko's Social History Collections department titled, *Design & Making [the story of food]*, an official World Design Capital Cape Town 2014 project.
- Cape Legends: Wine provided for the exhibition opening of, *From African Earth: Celebrating our African Vessel Heritage* at the Iziko Slave Lodge (ISL), 13 November 2014.
- Capital Outsourcing Group: Provided snack packs for youth as part of the July holiday programme.
- Ceramics Southern Africa (Western Cape): An exhibition partnership in association with Iziko's Social History Collections department titled, *From African Earth: Celebrating our African Vessel Heritage*, an official World Design Capital Cape Town 2014 project.
- Consul-General of the Federative Republic of Brazil and the A Gentil Carioca Gallery: An Iziko Education and Public Programmes (EPP) and Art Collections exhibition partnership presented by A Gentil Carioca Gallery titled, *Tinnda Tin DÉ DÉ*, in association with the Brazillian Embassy Cape Town.
- Consul-General of the Federative Republic of Brazil: Partnership with Iziko linked to the visit of Katia Costas and Cristiane Sobral of the Palmares Foundation, Brasil. This enabled their participation in a panel discussion on 18 September 2014 entitled, 'Slavery and Race: Brazil and South Africa' at the ISL; as well as a lecture for history students at UWC; and a lecture on samba at UCT Music School.
- Craig Cupido: An Art Collections, graffiti art project partnership entitled 'Project Falko' that involved new graffiti art being painted on a number of walls located in the vicinity of the Iziko South African National Gallery (ISANG). The artist, Falko, creates colourful, imaginative and politically inspired street art that adorns sidewalks and buildings, and echoes South African politics and history.
- Distell Foundation: Provided wine for the exhibition opening of, *There's something I must tell you*, hosted at the ISL, 26 June 2014.



A partnership with Kansia Plascon provided wall paint for a public participation project to create a Heritage Day mural last year.

Photographs from the *Block A, Thokoza Women's Hostel* by Angela Buckland, part of Month of Photography, at the ISANG Annexe.

- Distell Foundation: Provided wine for the exhibition opening of, *Time and Again: A Retrospective Exhibition by Penny Siopis*, at the ISANG, 16 December 2014.
- Friends of the Iziko Michaelis Collection: Covered framing expenses for, *Rembrandt in South Africa: Pioneer Printmaker of Humanity and Modernity*.
- Goodman Gallery: An exhibition partnership for *William Kentridge: The Refusal of Time* (in collaboration with Philip Miller, Catherine Meyburgh and Peter Galison), a multi-media installation, which went on display at the ISANG on 20 February 2015. This partnership made it possible for a local public to view this work by this internationally renowned South African artist.
- Groot Constantia: Provided wine for the launch of a new planetarium show entitled *Full Circle - Star lore comes back to Africa* at the Iziko South African Museum (ISAM), 10 December 2014.
- Groot Constantia: Provided wine for the Planetarium digital upgrade meeting with strategic stakeholders at the Castle of Good Hope, 11 November 2014.
- HCI Foundation: An EPP partnership, which assisted with hiring of buses to transport rural communities to Iziko on Heritage Day 2014.
- Humanitec: A research partnership hosted by UCT, in association with Iziko's Social History Collections department. This digitising project provided access to scanning equipment and staff to digitise a portion of the Archaeology Data Recording Centre material, related to rock art sites in the Western Cape.
- Kansia Plascon: Provided wall paint for a public participation project to create a Heritage Day mural.
- Kizo Art Collections: An exhibition partnership presented by the Kizo Art Consultants in association with Iziko's Art Collections department titled, *Impressions of Rorke's Drift: The Jumuna Collection*, an exhibition featuring a huge body of mostly never-before-seen hand-made prints from the heyday of the Rorke's Drift Arts and Craft Centre, held in a private collection.
- La Motte Wine Estate: Provided wine for the opening of *Rembrandt in South Africa: Pioneer Printmaker of Humanity and Modernity* at the Iziko Old Town House (IOTH), 2 October 2014.
- M&C Saatchi Abel (PTY) Limited: An EPP partnership linked to palaeontology educational programmes. The initiative involved hosting young learners from various schools across the Western Cape. Participating schools included St Paul's Primary, St Mary's Primary and Chapel Street Primary.
- MOP6 - Cape Town Month of Photography: An EPP partnership to presented an MOP6 exhibition titled, *Block A, Thokoza Women's Hostel* by Angela Buckland.
- Muratie Wine Estate: Provided wine for the opening of '*Brave New World*' ... *20 Years of Democracy*, hosted at the ISANG, 3 July 2014.



Visitors at the opening of Standard Bank Young Artists 2014: Hasan and Husain Essop's exhibition *Unrest*. The exhibition celebrates these artists from the local Muslim community.



Minister of Science and Technology Naledi Pandor; Rooksana Omar, Iziko CEO; and Dr Thomas Auf der Heyde, DDG at DST listen to the spellbinding sounds of traditional musician, Latozi (Madosini) Mpahleni at the opening of *Shared Sky*.

- Muratie Wine Estate: Provided wine for the panel discussion on 'Slavery and Race' at the ISL, 18 September 2014.
- National Research Foundation (NRF): An exhibition partnership, *Shared Sky*, brings together Australian and South African artists in a collaborative exhibition celebrating humanity's ancient cultural wisdom, alongside one of the world's greatest scientific and engineering endeavours, the Square Kilometre Array radio telescope project, at the ISANG.
- Natural History Unit (NHU) Africa: An exhibition partnership to present *Wildlife Photographer of the Year 2014* at the ISAM. This exhibition and competition is run annually by the Natural History Museum in London and BBC Wildlife.
- Nina Liebenberg: An EPP exhibition partnership for *Suspicious Minds* with UCT's Michaelis Gallery, coinciding with the international Neuropsychanalysis Conference held on Hiddingh campus, UCT. The show explored issues pertaining to mind and matter in various artworks looking at the brain, the mind, and the interface between them.
- Peninsula Beverage Co.: An EPP partnership with Peninsula Beverage Co. who donated 18 cases of juice boxes to EPP so that learners whose visits are subsidised could be provided with refreshments.
- Ship Society of South Africa: An exhibition partnership for *Gateway to Antarctica* - consisting of 12 paintings by the South African maritime artist Peter Bilas of historical ships that have sailed the Southern Ocean to Antarctica.
- Solms-Delta Wine Estate: Provided wine for the exhibition opening of *Symbols of South African Cultures*, hosted at the ISANG, 23 September 2014.
- South African Post Office Society Limited: An exhibition partnership presented by the South African Post Office in association with Iziko Art Collections titled, *Symbols of South African Cultures*, an official World Design Capital Cape Town 2014 project.
- South African Visual Art Historians: An EPP partnership presenting a panel discussion on the work of Rotimi Fani-Kayode, hosted at the ISANG, 12 April 2014.
- Standard Bank: An ongoing annual exhibition partnership to present an exhibition of the 2014 Standard Bank Young Artist award winners, Hasan and Husain Essop, entitled, *Unrest*, that highlights a multi-cultural clash between religion and popular culture. The exhibition was also an official Art Week Cape Town 2014 event.
- Stevenson Gallery: An exhibition partnership with artist Penny Siopis in association with Stevenson Gallery to present *Time and Again*, a retrospective exhibition of Siopis's work.

- Sue Williamson: An exhibition partnership with artist Sue Williamson where two series of her earlier works entitled, "All our Mothers" and "A Few South Africans" were presented along with a third work, a multi-media installation whose acquisition was funded in part by the Rockefeller Foundation entitled, *There's something I must tell you*, at the ISL.
- The Thursdays (a cooperative that develops and promotes cultural events such as First Thursdays): Iziko and The Thursdays collaborated on a pilot project to present the inaugural edition of Museum Night on 26 February 2015. The event attracted 12,884 visitors to the ISAM, Planetarium, ISANG, ISL and Old Town House. Museum Night is based on similar projects in cities around the world where museums and cultural institutions cooperate to remain open late into the night to introduce themselves to new audiences.
- University of Stellenbosch (SUN): An exhibition partnership with the artist Prof. Keith Dietrich in association with Iziko's Social History Collections department entitled, *Fragile Histories/ Fugitive Lives*, at the ISL.
- Western Cape Government; Cultural Affairs & Sport (DCAS): An EPP partnership collaborating on Iziko's In-Herit Festival and the Heritage Day 2014 programme.
- Zonnebloem Wine Estate: Provided wine for the opening of, *Impressions of Rorke's Drift: The Jumuna Collection*, hosted at the ISANG, 22 July 2014.

In addition to the strategic partnerships noted above, our EPP department and Planetarium benefit from the following, often ongoing, relationships that enhance our sustained delivery in this high priority focus area:

- Battswood Art Centre
- Cape Argus
- Cape Peninsula University of Technology (CPUT) - Interns, student development and public events
- Cape Town Festival - Human rights programme
- Cape Town Science Centre
- Children's Art Centre - Artmaking programme
- City of Cape Town - Public programmes
- Community Chest - Public programmes
- Desmond Tutu HIV Foundation - Awareness programme
- District Six Museum - Education and public programmes
- EPP Advisory Committee
- Golden Arrow Bus Services - Community Transport Programme
- Gordon Institute for Performing and Creative Arts (GIPCA)
- HCI Foundation - Community Transport Programme
- Ibhathane
- Infecting The City - Public programmes
- Johannesburg Planetarium
- Khayelitsha Museum
- Kirstenbosch Botanical Gardens - Outreach and environmental activities
- Lalela Project - Art and exhibition making project
- M&C Saatchi Abel
- Mary Harding - Special needs projects
- Meaningful Access Project (MAP) (special needs) - Artmaking project
- Ort SA Tech - Science and technology activities
- PASCAP - Partners with after-school care projects
- Peninsula Beverage Co.
- Planetarium Lobby Group

- Shikaya – History project
- South African Astronomical Observatory (SAAO) – Planetarium project
- South African National Biodiversity Institute (SANBI) – Biodiversity project
- St Mary's Primary – After-school art club
- Tiervlei Arts & Development
- University of Cape Town (UCT) – Practicum project
- University of the Western Cape (UWC) – Planetarium project
- Western Cape Government; DCAS – Public programmes; inHerit programme partner
- Western Cape Government; WECD – Curriculum development project
- Western Cape Museum Education Forum – Museum education development
- Women of Strength
- Zonnebloem Art School

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 marked 47 years of service during the reporting period. Around 632 members and 64 life members are represented by the outgoing Chairperson, Robert Mulders, as well as an elected Council comprising Clare Graaff, Ann Palmer, Jilly Cohen, Sandy Prosalendis, Winnie Sze, Bianca Packham, Andrew Lamprecht, Ian Hunter, Hoosein Mahomed, Annicia Manyapelo and Barbaro Martinez-Ruiz. The Friends continued to play a proactive role in supporting and promoting the Iziko South African National Gallery (ISANG) at a local and national level, as well as fostering interest and a sense of added value for members. Andrew Lamprecht is the newly appointed Chair, supported by two Vice Chairpersons: Hoosein Mahomed and Winnie Sze.

The ongoing involvement and commitment of individual members, including top lecturers, artists, studios and collectors, as well as corporate members, is essential, and their financial support most necessary to the Friends' continued contribution to the ISANG. Contact in various forms is vital for the best possible understanding between the Friends and Iziko Museums of South Africa, as the organisations work to achieve shared goals. While the central relationship is with the ISANG, the Friends of the ISANG have also fostered interaction with the broader organisation of Iziko and the current CEO, Ms Rooksana Omar. In addition, the contact between the Friends, particularly the Friends Council, and the Director of Art Collections at Iziko, is a core relationship, fostered over many years. Riason Naidoo, Director since 2009, has continued this tradition of regular liaison with the Friends Council as an Ex Officio member. The benefit of this strong and ongoing relationship is most evident in the assistance the Friends provide with acquisitions, that has resulted in significant artworks being added to the Iziko art collections.

A primary concern of the Friends of the ISANG at present is to increase the number and diversity of our membership. This is ongoing, with a focused drive linked to our presence at both the Johannesburg and Cape Town Art Fairs. The Friends are committed to broadening our base and appeal, while maintaining a central purpose and serving existing members.



The Friends of the Iziko South African Museum fieldtrip to Robben Island offered participants a chance to explore the history and geology of the island with Dr John Rogers.



Dr Roger Smith's guidebook, fossil hunting expedition in the Karoo with the Friends of the Iziko South African Museum.

Friends of the Iziko Michaelis Collection

The Friends of the Iziko Michaelis Collection and its Council are now chaired by Barnaba Golek. Thanks are extended to the outgoing Chair, Michael Godby. The Friends of the Iziko Michaelis Collection seeks to promote the wonderful collection of Dutch and Flemish Masters at the Iziko Old Town House (IOTH), and the building that houses it, and bring these national treasures into the lives of all South Africans.

2014 was a very important year for the Friends of the Iziko Michaelis Collection, as it marked the centenary of the collection's donation by Sir Max Michaelis to the people of South Africa. To celebrate this, the Friends embarked on a full programme of events, including regular concerts, talks and walkabouts. In October, the highlight of the centenary year took place, with the opening of the largest showing of Rembrandt van Rijn's etchings in South Africa at the IOTH. The Friends hosted five walkabouts of the exhibition and also organised talks by Tia Hugo and Friends' committee member, Nomusa Makubu on the exhibition. This acclaimed exhibition assisted to increase the annual visitor numbers by 59%.

Other notable events in 2014 included a sold-out concert by Paulina Malefane in June, and another by Antoinette Lohman and Andrew Cruickshank in August; a dynamic walkabout by honorary patron, Johannes Phokela in October, offering new perspectives from a successful contemporary artist, detailing the inspiration he draws from the collection. The past year also saw the retirement of long-time committee member and former curator, Hans Fransen, in whose name the Friends donated a painting to the collection.

During the reporting period, the ongoing primary and secondary school education programme, run jointly with the Ibhathathane project and the Frank Joubert Art Centre, continued to provide educational outreach.

Successful participation in First Thursdays initiatives in February 2014 and 2015, attracted 150 and 500 visitors respectively. In addition, Museum Night attracted a further 744 visitors. The Friends committee was on hand on these evenings to introduce the collection to new visitors who were mainly youth, and to recruit members. This membership drive is part of an ongoing and focused initiative to grow a diverse membership and to further revitalise the Friends of the Iziko Michaelis Collection.

Education
THAT ELEVATES
**IGNITING
CONNECTIONS**

#WDC255

WORLD DESIGN
CAPITAL
CAPE TOWN 2014

SMS **WDC255** to **44754** or
visit **WDC14.com/255** for
more info on this project
(Std sms rates apply).



The World Design Capital Cape Town 2014 helped highlight the role of museums in influencing design.

The Iziko Old Town House, home to the Michaelis Collection, and which celebrated its centenary in 2014, also hosted Museum Night on 26 February 2015.

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, Dr Nicola Pallitt, Prof. JP Van Niekerk, Dr CP Van der Merwe, and Maxine Davies. The committee is dedicated to promoting the Iziko South African Museum (ISAM), especially the research and work of its internationally rated scientists. This is achieved through a programme of monthly lectures, fieldtrips and day outings, reflecting the culture of the ISAM. The Friends of ISAM has earmarked further funds to go towards the continuing upgrade of the Discovery Room.

Regular popular fieldtrips included fossil hunting in the Karoo with Dr Roger Smith, and an overnight stay on Robben Island focusing on the history and geology of the island with Dr John Rogers. Other outings included exploring four Cape passes with geologist Dr Coenie de Beer; a visit to Mossel Bay with the focus on the important Pinnacle Point archaeological site with Prof. Curtis Marean; and a walk through the Company's Gardens with manager Rory Phelen, followed by a guided tour of the South African National Library. The monthly lecture programme offered by specialists and experts in different fields, such as astronomers, botanists, palaeontologists, entomologists, historians and zoologists always attracts large audiences.

The Friends of ISAM is open to people of all ages who are interested in learning and exploring the natural and social history of our country. Membership currently stands at 404 people of all ages. With the increased use and spread of social media, the Friends of ISAM was able in 2014/15 to attract a wider and more diverse audience to lectures and activities such as behind-the-scenes tours of Iziko collections; guided tours of Iziko's historic sites; and walkabouts of current exhibitions.

6.4 Exhibitions

Social History Collections

Temporary exhibitions

- *Fragile Histories/ Fugitive Lives*, artworks by Prof. Keith Dietrich of Stellenbosch University, photography and collage on the tensions and textures of early colonial encounters at the Cape. Project manager, curator Paul Tichmann. Iziko Slave Lodge (ISL), 16 April to 31 August 2014.
- *Design & Making [the story of food]*, a partnership exhibition created with the Cape Craft and Design Institute, celebrating Cape Town as World Design Capital 2014. Curatorial panel members, Wieke van Delen and Esther Esmiol. Iziko Good Hope Gallery, Castle of Good Hope, 14 May to 2 November 2014.



UK based ceramicist Professor Magdalene Odundo (OBE) gives a workshop on ceramic hand building techniques, 15 November 2014, at the Groote Schuur High School in Claremont. Odundo was invited to South Africa as the guest of Ceramics Southern Africa (Western Cape), with whom Iziko partnered in the exhibition *From African Earth: Celebrating our African Vessel Heritage*.

- *There's something I must tell you*, artworks by Sue Williamson. Bodies of work that artistically celebrate South African women activists and, in the case of the artist's most recent work, contain recorded conversations between the older women and the younger generation of family members and friends on the meanings of the South African struggle. Project manager, curator Shanaaz Galant. ISL, 26 June 2014 (extended into 2015).
- *From African Earth: Celebrating our African Vessel Heritage*. In partnership with Ceramics Southern Africa (Western Cape) and forming part of an extensive South African ceramics programme. Curated by Esther Esmyol. ISL, 13 November 2014 to 28 February 2015 (extended by popular demand).
- *Bo-Kaap in Conversation*, a video and text on the area's residents' stories, curated by Shanaaz Galant, Iziko Bo-Kaap Museum, from 28 February 2015.
- *Gateway to Antarctica*, an exhibition of 11 paintings of historic Antarctic ships by Peter Bilas. A project initiated by the Ship Society of South Africa with the support of Stellenbosch University, hosted by Iziko and project managed by Curator, Thijs van der Merwe. Iziko Maritime Centre, 25 March to 8 April 2015.

Touring exhibitions

- Pre-existing travelling exhibitions made their way variously to institutions, on loan: An exhibition on Afrikaans went to the Afrikaans Taal (Language) Museum in Paarl; and
- an exhibition on the history of South African music went on loan to Parliament.
- Social History Collections produced a travelling exhibition on the *isishweshwe* story for the Western Cape Government, Museum Services, based on research undertaken for Iziko's own exhibition on this fascinating textile the previous year.

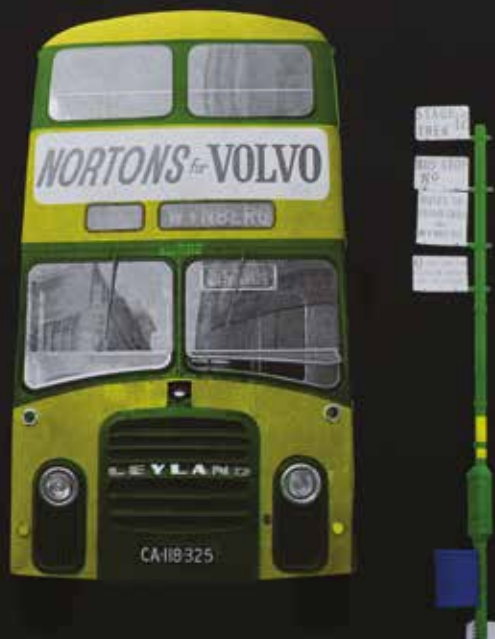
Natural History Collections

Temporary exhibitions

- *Oceans of Life Photographic Exhibition*, ISAM, 6 October to 20 November 2014.
- *Wildlife Photographer of the Year 2014* (50th anniversary), ISAM, 4 December 2014 to 4 March 2015.
- *The Buzz about Pollination*, ISAM, 29 January 2015 to 31 January 2016.

Travelling exhibition

- Karoo fossil display in Natural History Museum, Livingstone, Zambia. (Large *Odontocyclops* skull collected in Zambia by Roger Smith and team, prepared at Iziko, and transported back to Zambia to be put on display from July 2014).



Gerrit Hilhorst. *Adderley Street with Buses*. From the *On Black and White* series (1972). On display in the *Ink, Paper, Politics - The Agency of Print as Social Critique* exhibition at the South African National Gallery.



Fossilised skull of a small dinocephalian mammal-like reptile found by Roger Smith during a palaeontological expedition to find Middle Permian tetrapods in southern Zambia.

Art Collections

Two new exhibitions were curated from the permanent collection:

- *'Brave New World' ... 20 Years of Democracy*, ISANG, 3 July to 26 November 2014.
- *Ink, Paper, Politics - The Agency of Print as Social Critique*, ISANG, 18 November 2014 to 10 February 2015.
- *Landscapes Framed and Reframed: Works from the Permanent Collection*, ISANG, 18 November 2014 to 31 May 2015.

Temporary exhibitions

- *'Brave New World'... 20 Years of Democracy*, ISANG, 3 July to 26 November 2014.
- *Impressions of Rorke's Drift: The Jumuna Collection*, ISANG, 23 July to 2 November 2014.
- Falko Art Project, ISANG, 18 July 2014.
- *Patterns of Contact*, ISANG, 19 August to 27 November 2014.
- *Symbols of South African Culture*, ISANG, 23 September to 31 March 2014.
- *Rembrandt in South Africa: Pioneer Printmaker of Humanity and Modernity*, IOTH, 3 October 2014 to 28 March 2015.
- *Ink, Paper, Politics - The Agency of Print as Social Critique*, ISANG, 18 November 2014 to 10 February 2015.
- *Standard Bank Young Artist 2014: Hasan and Husain Essop, Unrest*, ISANG, 27 November 2014 to 21 January 2015.
- *Time and Again: A retrospective exhibition by Penny Siopis*, ISANG, 17 December 2014 to 23 March 2015.
- *Landscapes Framed and Reframed: Works from the Permanent Collection*, ISANG, 18 November 2014 to 31 May 2015.
- *Shared Sky*, ISANG, 13 February to 31 May 2015.
- *William Kentridge: The Refusal of Time* (in collaboration with Philip Miller, Catherine Meyburgh and Peter Galison), ISANG, 19 February to 21 June 2015.

Travelling exhibitions

- None. Attempts for the George Hallett exhibition shown at the ISANG in 2014 entitled, *A Nomad's Harvest*, curated by Joe Dolby, to tour Ditsong were unsuccessful due to insufficient funds on the part of Ditsong.

Education and Public Programmes

Temporary exhibitions

- *Suspicious Minds*, ISANG Annexe, 5 May 2014 to 31 May 2015.
- *Tinnda Tin DÉ DÉ*, ISANG Annexe, 26 August to 17 September 2014.
- *Block A, Thokoza Women's Hostel* by Angela Buckland, MOP, ISANG Annexe, 1 October to 31 October 2014.
- *Art Making, Curating and Commemorating our Democracy*, ISANG Annexe, 9 February to 27 April 2015.

6.5 Workshops and Conferences

Social History Collections

- Lalou Meltzer, 'Memory and the Museum Body'. Panel contribution to a District Six Museum workshop entitled 'Memory and the Body' dealing with issues around human remains, 1 April 2014.
- Paul Tichmann, 'June 16: Soweto uprising', 'Remembering Soweto Uprising'. Programme organised by the Western Cape Government, Social Committee, 20 June 2014.
- Jaco Boshoff, 'Archaeological Adventures in the Subantarctic', 22nd Biennial Meeting of the Society of Africanist Archaeologies, 14-18 July 2014.
- Wendy Black, 'Dental Anthropology as a means of investigating population relationships between Khoesan and Iron Age agriculturalists'. 22nd Biennial Meeting of the Society of Africanist Archaeologies, 14-18 July 2014.
- Jaco Boshoff, 'Historical archaeological research in South African museums: Challenges and opportunities', ICOM-SA Conference, 26-27 August 2014.
- Wendy Black, 'The legacy of unethical research: Dealing with human remains', ICOM-SA Conference, 26-27 August 2014.
- Panel discussion, 'Slavery and Race: Brazil and South Africa', a partnership discussion between Iziko, the Consulate of Brazil, and the Palmares Foundation, ISL, 18 September 2014.
- Paul Tichmann participated in the Oral History Association of South Africa (OHASA) Conference, presenting a paper entitled, 'The *Singing Freedom* Exhibition: Oral history and the challenges of researching traumatic histories, reconciliation and freedom', Johannesburg, 14-15 October 2014.
- Wendy Black and Wilhelmina Seconna attended and presented at the ASAPA Student Development Workshop, Clanwilliam, 1-7 December 2014.

Natural History Collections

- Norman Larsen presented a public lecture on arachnids, focusing on biology of spiders, to 75 Friends of Tygerberg Nature Reserve members, Tygerberg Nature Reserve, 1 April 2014.
- Terry Reynolds gave a presentation on systematics of wasps in the subfamily Banchinae (Ichneumonidae) at the Conference of the Southern African Society for Systematic Biology (SASSB), Hogsback, 6-10 April 2014.
- Prof. Lee Berger handed over a reconstruction of *Australopithecus sediba*, donated to Iziko by The Evolutionary Studies Institute, ISAM. Prof. Berger also gave a lecture entitled 'The origins of our species - *Australopithecus sediba* and our changing understanding of human origins', 15 May 2014.
- Simon van Noort presented a public lecture to 20 members of Friends of Tygerberg Nature Reserve on Hymenoptera diversity, biology and research, as part of the International Museum Day programme, ISAM, 17 May 2014.
- Simon van Noort presented a public lecture on Hymenoptera diversity, biology and research at SANParks Cape Research Centre, Tokai Forest, to 30 members of SANParks and interested public, 20 May 2014.
- Romala Govender lectured to UCT Biological Sciences (Zoology) honours students on Langebaanweg fossils; they were also taken on a tour of the museum palaeontology exhibits, 26 and 30 May 2014.
- Roger Smith gave a public lecture on 'Dawn of the Age of Dinosaurs in Antarctica' to 50 Friends of Simon's Town Museum, 28 May 2014.
- Roger Smith gave a lecture at an Evolution Workshop for 60 learners and 5 teachers from Cafda High School, ISAM, 28 May 2014.
- Denise Hamerton gave a talk at 'Take a Girl Child to Work Day' as part of a Department of Public Works programme linked to the Courtyard Project, ISAM, 30 May 2014.
- Romala Govender presented a talk to the teacher's forum about fossils and how we use them to interpret past environments, at the Cape Town Science Centre, 7 June 2014.
- Dr H Bunn gave a talk on 'Early Pleistocene *Homo* as ambush hunter at Olduvai: The unthinkable, the unknowable, the unavoidable?' as part of the Natural History seminar series, ISAM, 24 June 2014.

- Graham Avery gave a talk on black-backed jackals as taphonomic agents at a conference entitled, 'From Past to Present Changing Climates, Ecosystems and Environments of Arid Southern Africa: A Tribute to Louis Scott', University of the Free State, Bloemfontein, 7-11 July 2014.
- Thalassa Matthews gave a lecture on 'The micromammalian evidence for palaeoenvironmental change at the Pinnacle Point sites' at the Paleoscape Workshop for the SACP4 research initiative, NMMU Campus, George, 8-10 July 2014.
- Roger Smith presented two talks and Thalassa Matthews one talk at the 18th Biennial Conference of the Palaeontological Society of Southern Africa, Evolutionary Studies Institute, Wits University, Johannesburg, 11-14 July 2014.
- Terry Reynolds gave an oral presentation on the systematics of banchine parasitoid wasps (Ichneumonidae) in the Afrotropical region at the 8th Conference of the International Society of Hymenopterists, Cusco, Peru, 20-25 July 2014.
- Simon van Noort gave a lecture to 36 University of Stellenbosch third year BSc Conservation and Ecological Assessment students on Hymenoptera diversity, biology and research, 31 July 2014.
- Graham Avery co-led an excursion for the Royal Society of South Africa on 'Palaeontological and archaeological sites in the Saldanha area', 3 August 2014.
- Eugene Bergh conducted an Evolution and Fossil Workshop for Abbots College, ISAM, 8 August 2014.
- Roger Smith and Thalassa Matthews conducted a Continental Drift and Evolution Workshop for Islamia College learners (2 groups of 48 and 42), ISAM, 13 August 2014.
- Eugene Bergh delivered a Geology first year course on Palaeontology at UCT, 18-22 August 2014.
- Roger Smith gave a lecture on continental drift and evolution to 65 Grade 12 learners, 22 August 2014.
- Graham Avery co-led an excursion for the Cape Natural History Club on 'Palaeontological and archaeological sites in the Saldanha area', 24 August 2014.
- Roger Smith gave a talk on 'Your Inner Fish' and showed an accompanying video, as part of the Natural History seminar programme, 26 August 2014.
- Simon van Noort gave a lecture at the Buffelsfontein Visitor Centre, Cape of Good Hope section of Table Mountain National Park, to 45 SANParks junior rangers on Hymenoptera diversity, biology and research, 30 August 2014.
- Eugene Bergh conducted a Fossil Workshop for Hoër Meisieskool Bloemhof, ISAM, 9 September 2014.
- Eugene Bergh gave a course on Palaeontology to first year Geology students at UCT, 16-19 September 2014.
- Roger Smith gave a public lecture to the Historical Society Western Cape at ISAM, 18 September 2014.
- Eugene Bergh conducted a Fossil Workshop for CPUT students at ISAM, 18 September 2014.
- Simon van Noort gave a public lecture to 30 SANParks honorary rangers on Hymenoptera diversity, biology and research, at SANParks Signal Hill Visitors Centre, 22 September 2014.
- Simon van Noort gave a lecture on the ecology of the fig - fig wasp mutualism, to 29 UCT third year BSc Ecology students, 23 September 2014.
- Simon van Noort led an afternoon practical on the ecology of the fig - fig wasp mutualism for 29 UCT third year BSc Ecology students, 23 September 2014.
- Roger Smith gave a public lecture on dinosaur hunting, as part of Heritage Day activities, ISAM, 24 September 2014.
- Roger Smith gave two oral presentations at the 4th Int. Palaeontological Congress, Mendoza, Argentina. 'Patagonian dinosaurs' and 'Permo-Triassic Boundary', 26 September to 5 October 2014.
- Roger Smith gave a lecture to 40 Woolhope High School Grade 12 learners, as part of an Evolution Workshop, 7 October 2014.
- Dylan Clarke gave a public lecture as part of Marine Week activities, 10 October 2014.
- Roger Smith gave a public lecture on Antarctica to the UCT Adult Education Unit, 13 October 2014.
- Roger Smith gave a lecture to more than 120 Fish Hoek High Grade 10 learners, as part of an Evolution Workshop, ISAM, 22 October 2014.



Youth Day 2014. Museums provide knowledge seekers with spaces for exploration.



Iziko's inaugural Museum Night on 26 February 2015 attracted 12,884 visitors to the South African National Gallery, Slave Lodge, Old Town House and South African Museum. Visitors to the South African National Gallery.

- Romala Govender gave a lecture on evolution to a school group, ISAM, 29 October 2014.
- Roger Smith gave a lecture to more than 120 Grade 10 and 12 learners, as part of an Evolution Workshop, ISAM, 6 November 2014.
- Thalassa Matthews gave an oral presentation on fossil frogs from Langebaanweg at the Herpetological Society of Africa Conference in Namibia, 19-22 November 2014.
- Roger Smith gave a lecture to about 150 Friends of the Iziko South African Museum, 25 November 2014.
- Graham Avery co-led a West Coast Excursion to Yzerfontein, Saldanha, Langebaan Lagoon and Elandsfontein, 1 January 2015.
- Roger Smith gave a lecture on Patagonian dinosaur breeding grounds to 60 members of the University of the Third Age, at Meadowridge Library, 9 February 2015.
- Wayne Florence gave a talk at the induction of DST/NRF interns, at CPUT, Bellville, 13 March 2015.

Art Collections

- Hayden Proud, '100 years of the Michaelis gift of Dutch and Flemish paintings: Colonial irrelevance or cornucopia', part of Iziko's International Museum Day (IMD) events and talks, ISAM, 17 May 2014.
- Andrea Lewis, A WIMP (wood, ink, metal and paper) workshop for Stellenbosch University students, ISANG, 6 May 2014.
- Angela Zehnder, assisted by Hayden Proud, organised a Conservation for Curators Workshop, funded by the Andrew W. Mellon Foundation, ISANG, 26-30 May 2014.
- Andrea Lewis assisted in organising a panel discussion for *Impressions of Rorke's Drift: The Jumuna Collection* held as part of Heritage Week, ISANG, 20 September 2014.
- Hayden Proud gave a presentation on the Sir Abe Bailey Collection at a meeting between Iziko Senior Management and members of the Sir Abe Bailey Trust, 26 September 2014.
- Hayden Proud presented a lecture on the sources of post-1945 abstraction in a lecture series on contemporary art convened by the Friends of the ISANG, ISAM, 2 August 2014.
- Ernestine White participated in the Tierney Fellowship critiques to provide vital feedback on the works of three recent graduates from universities across the country - Thandiwe Msebenzi (Michaelis), Matt Kay (Market Photo Workshop) and Melissa Bennett (Wits), 5 February 2015.
- Riason Naidoo participated in a panel discussion with Shado Twala, Andile Magengelele, Bongani Mkhonza and Portia Malatjie, organised by the Black Collectors Forum as part of the Cape Town Art Fair talks, 27 February 2015.



One of the key functions of museums is to protect and care for its collections. Iziko proactively develops skills and trains people in conservation, an increasingly scarce skill, to ensure adequate conservation services for the heritage sector.

- Ernestine White participated in a panel discussion titled, 'The rise of interest in contemporary art from Africa and its diaspora' as part of the Cape Town Art fair series of public events. The other panelists included artists Senzeni Marasela, Kurt Campbell and curator and lecturer Nontobeko Ntombela, 27 February 2015.
- Hayden Proud continued teaching on the third year of the Honours in Curatorship programme at the Centre for Curating the Archive (CCA) at UCT, giving a course entitled 'Practical Communication for Curators'. The teaching involves weekly formal lectures on Fridays and the marking of assignments and projects.
- Hayden Proud attended a special consultative workshop at the University of Pretoria on the possibility of establishing a degree programme in conservation at the same institution, sponsored by the Andrew W. Mellon Foundation, 28 February and 3 March 2015.
- Hayden Proud attended a pre-exhibition convening meeting for the forthcoming exhibition *Trefpunt and Continental Exchange: The Art of Clarke, Driskell and Middleton* at the University of Delaware, Newark, USA, 25-27 March 2015.

Education and Public Programmes

- Lungile Gadezweni attended two workshops at the Holocaust Centre titled, 'What Use is Empathy?' and The Dark Heritage Workshop, 1 April 2015.
- Daksha Naran attended the Urban Design - Planning as if Nature Matters Workshop in Kirstenbosch, 13 June 2014.
- Wayne Alexander attended a CATHSSETA Workshop, Newlands, 18 July 2014.
- Wayne Alexander attended an ABSA Conference, Durbanville, 5 August 2014.
- Wayne Alexander attended the DAC Policy Workshop, Cape Town, 15 August 2014.
- Wayne Alexander attended the Albert Luthuli Conference, Cape Town, 23 August 2014.
- Wayne Alexander attended the Arts Advocacy Workshop, Cape Town, 10-11 September 2014.
- Wayne Alexander attended the Peace and Justice Conference, Cape Town, 19 September 2014.
- Lindinxiwa Mahlasela attended a presentation called 'Youth Heritage: What is culture and why is it important?', at the Western Cape Education Department (WCED), 18 October 2014.
- Lindinxiwa Mahlasela attended a workshop called 'Marketing Opportunities' at the Western Cape Museum Educators (WCME) Forum, 21 October 2014.
- Wandile Kasibe, Sthembele Harmans, Daksha Naran, Temba Matomela, Ntsikelelo Kilimani and Lindinxiwa Mahlasela attended the SAMA Conference, 'Museum Collections Make Connections', East London Museum, 4-6 November 2014.

- Wandile Kasibe, Sthembele Harmans and Ondela Manjezi attended the Artisanal Summit - 'It's Cool to be an Artisan' at the False Bay College in Khayelitsha, 14 November 2014.
- Wayne Alexander attended a Language Policy Workshop, Pretoria, 24 February 2015.
- Anton van Wyk attended a Biodiversity at Museums Workshop, ISAM, 25 February 2015.
- Laetitia Swanepoel attended a lecture called 'Family History Research' at Jan van Riebeeck High School, 12 March 2015.
- Laetitia Swanepoel attended a historical walk called 'Architecture of Old Stellenbosch' at the Woordfees, Stellenbosch, 12 March 2015.
- Daksha Naran and Sthembele Harmans attended the Science Festival, Grahamstown, 18-24 March 2015.
- Wayne Alexander attended a *Trefpunt and Continental Exchange: The Art of Clarke, Driskell and Middleton* Workshop at Delaware University, Newark, USA, 25-28 March 2015.

6.6 Acquisitions (Key presentations/ donations/ bequests and purchases)

Social History Collections

- Firearms used by the ISAM's Natural History Collections department were obtained and used for the collection of natural history specimens, with most of them dating back to the 20th century (5). Now accessioned as objects in the Social History Accessions Register.
- Election material. South African National and Provincial Elections, 2014. ANC posters, pamphlets, mini-flag, t-shirt and badges were donated by: Ruwayda Mohamed, ANC Western Cape Provincial Office. DA posters, t-shirt and pamphlets were donated by Councillor David D'Alton. ANC, DA, Freedom Front Plus and Patriotic Alliance pamphlets, as well as an ANC t-shirt, donated collectively by Rooksana Omar, Janene van Wyk, Lalou Meltzer and other Iziko staff members.
- Selection of t-shirts made for various political campaigns, organisations and conferences. Donated by Jeremy Cronin, Deputy General Secretary of the SA Communist Party and Deputy Minister of the Department of Public Works.
- Textiles: A selection of hand-painted textiles, community project, Khayelitsha, Cape Town (possibly Philani), on the themes of health and Aids. Donated by Michael Stevenson.
- Collection of 11 porcelain items made by Cape Town ceramic artist John Bauer, dating from 2002 to 2013 and comprising a small vase with figure of a doll attached on its side; 8 intricately decorated bowls from the artist's signature bowl series (each bowl is individually numbered and signed by the artist); and 2 teddy bears made of porcelain. John Bauer is one of South Africa's most creative and prolific contemporary ceramic artists. Donated by Lloyd Pollack.
- 2 decorative corsets for external wear designed by Chris Levin. An example in pink georgette with hand-embroidered beadwork, early 1990s, and a black velvet example with black satin ribbon ruching around the edges, late 1990s. Donated by Chris Levin.
- Stainless steel electric kettle with detachable cord. Purchased by donor's parents and used by his family since the 1970s. Still in working order, 3 pints, made in England. Donated by Robert Mulders.
- Bronze commemorative medal, 150 years commemoration of landing of British Settlers in the Eastern Cape, SA Mint, 1970. In original box. Donated by Denise Hamerton.
- 2 ceramic plates by artist Ian Pels, Cape Town. Decorated with imprints of crochet work. 2013. Donated by artist.
- Grey cotton t-shirt, 'Less skin we win' - HIV/Aids and medical circumcision awareness. Donated by Robert Mulders.
- 6 t-shirts, topics - anti-fracking, Sesonke Gender Justice and the UN Refugee Agency (UNHCR). Donated by Robert Mulders.
- Red two-piece skirt and shirt made in 2013 and donated by Adriaan Kuiters for the *isishweshwe* collection. Fabric supplied by Da Gama Textiles.

- 2 pieces of red *isishweshwe* fabric with an image of Madiba. Donated by an anonymous donor for the *isishweshwe* collection in 2013.
- 2 sample books of *isishweshwe* material, made and donated by Da Gama Textiles for the *isishweshwe* collection.
- Stoneware vase of asymmetrical ovoid form with olive-coloured glaze by Alice Heystek (1925-2004). Donated by the Rowland and Leta Hill Trust for Social History Collections.
- Pair of large floor jars, celadon-glazed, with lugs below the rim made by Digby Hoets (b. 1949). Donated by the Rowland and Leta Hill Trust for Social History Collections.

Bequest

- Webley MARK V .455 Revolver – fitted with a .22 Morris Aiming Tube. The revolver belonged to the father of Mr AS Jones, possibly used during World War 1. Bequeathed to Iziko by Mr AS Jones.

Purchases above R20,000

- *There's something I must tell you*, a multi-media interactive artwork by Sue Williamson. Purchased from the artist, partly sponsored by the Rockefeller Foundation.
- Set of ceramic sculptures, 'Monkey Band', by artist Nico Masemolo. 9 band members.

Purchases below R20,000

- Orlando Pirates soccer team, red beret. Purchased from Alina Madondolo who acquired it in 2013.
- A selection of African costumes: Dress and jacket (women's) made of Vlisco material; dress of commemorative cloth, Commission of African Affairs; Zimbabwe commemorative cloth wrap (3) and painted screen of a man in Ghanaian dress, purchased from Mogalakwena.
- R500 subscription for philatelic material, Philatelic Bureau – South African Post Office.
- Nelson Mandela memorabilia, mainly badges but also a medal, medallions, and key rings. Relating to South Africa and a few Namibian interest items, majority ANC. Undated, but mainly 1980s to 1990s.
- Jacket by MaXhosa by South African fashion designer Laduma, based in Cape Town. His latest winter range of knitwear, inspired by the designer's vision to create a modern Xhosa-inspired knitwear collection which according to him, "would be suitable for Xhosa initiates, who are prescribed by tradition to dress up in new dignified formal clothing for six months after initiation". 'Amakrwala Collection'.
- Gillet/ waistcoat by South African fashion designer, Thabo Makhetha, based in Port Elizabeth, made of traditional blanket material. Makhetha founded her fashion company in 2009, at the age of 21. In 2013, she showcased her Kobo Ea Bohali blankets collection at the Design Indaba Expo in Cape Town under the Emerging Creative Initiative. The Basotho blanket-inspired coats were met with widespread critical acclaim and Makhetha featured as one of the top 10 designers at the expo.
- Ceramics by Lisa Ringwood. Large round footed bowl decorated with a blue and white Chinese jar holding a single branch of flowering aloe; 4 medium-sized plates decorated with birds (a harrier-hawk, stork, hoopoe and wagtail). Ringwood works from her studio in Kommetjie and made these works in 2014 for a special women's month exhibition at the Irma Stern Museum.
- Clementina van der Walt. 2 small wall plates with portrait drawings, one depicting novelist and academic Prof. Njabulo S Ndebele, the other poet James Matthews. One of South Africa's most celebrated ceramic artists, she made the 'Africanus' wall plate series to pay homage to important literary figures in South African society.
- Ceramics and glass object. Small selection of 'Made in China' ware/ contemporary export Chinese ware comprising a set of 4 porcelain plates decorated with a wave pattern; and a glass plate decorated with a flowering prunus blossom design. Examples of contemporary mass produced imported ware that link with historical wares in the collection.



Vessel painted by Esther Mahlangu (2002), new acquisition, Iziko Social History Collections.



Fossilised skull of an infant *Diictodon*, a type of herbivorous mammal-like reptile that lived in the Karoo 255 million years ago, found by Cindi Matalana near Fraserburg in the Northern Cape. Natural History acquisitions arise mainly through the process of research.

- Small selection of ceramics made by South Africa's foremost studio potters who worked or are still working in the Anglo-Oriental style. Lot 31, vase by Time Morris (1941-1990); lot 32, 2 bottle-shaped vases by Andrew Walford (b. 1942-); lot 37, lidded bowl by Hyme Rabinowitz (1920-2009) (according to note - from the estate of Jan Rabie and Marjorie Wallace); lot 38, lidded jar by Andrew Walford (b. 1942-).
- Baseball cap, *isishweshwe* with black cotton peak.
- Baseball cap, *isishweshwe* with design of Nelson Mandela's face.
- Ceramic plate with portrait of South African poet and author Gabeba Baderoon by Clementina van der Walt. Purchased from the artist.
- T-shirt, South African Clothing and Textile Workers Union (SACTWU), 25th anniversary (established 1989).
- Dress, girl-child, with bodice of orange *isishweshwe* depicting Nelson Mandela's face.
- Small blue-glazed ceramic bowl in the shape of a reclining rhino figure, sculpted by Jabulane Mkwena. Ardmore Ceramic Studio, KZN, 2014.
- Ceramic vessel by Mathiba Molefe-Simelane. Purchased at the Ceramics Southern Africa exhibition.
- Ceramic vessel by Frank Nthunya, 2014. Purchased at the Ceramics Southern Africa exhibition.
- Ceramic tureen with lid in the shape of a fish, Ardmore Ceramic Studio, KZN, sculptor Elizabeth Ngubeni (b. 1956) and painted by Bonnie Ntshalintshali (1967-1999).
- Vessel painted by Esther Mahlangu (2002).
- South African documents: Tax receipts, cattle removal permit, and pass showing the increasing official control measures imposed by the Union government on the rural African population after 1910. The metal armband for a mine team leader and the inter-tribal mining dance programme also purchased illustrate the systems of control used by mining companies over workers in their operational activities and in their leisure time. Also poster of the International Socialists of South Africa (ISSA).

Natural History Collections

Natural History acquisitions arise mainly through the process of research, starting with fieldwork and followed by preparation, identification, accessioning and digitisation. This process can take a number of years to complete. Of the collection objects collected through fieldwork in the past five years (1 April 2009 onwards), 2,173 were accessioned in the 2014/15 financial year.



Three Iznik enamel on copper jugs. Purchased for the Iziko Art Collections with funding presented by the Rowland and Leta Hill Trust.



Tamlin Blake. *Standardized Mail, Nguni Bull 1997, (2004)*. Woven glass seed beads, thread, fabric backing. Purchased with funding presented to the Iziko Art Collections by the Rowland and Leta Hill Trust.

Art Collections

- Athi-Patra Ruga. *Night of the Long Knives*, (2013). Digital inkjet print. Printed using pigment inks on Baryta coated cotton paper. Edition 4/5. 90 cm x 115,3 cm. From the Whatiftheworld Gallery.
- Gerald Machona. *Uri Afronaut*, (2012). Decommissioned Zimbabwean Dollar, old South African Rand, foam padding, fabric, wood, Perspex, rubber, plastic tubing, nylon thread. 181 cm x 53 cm x 38 cm x 30 cm. From the Goodman Gallery.
- Khaya Witbooi. *Common Ground II (opposites attract)*, (2014). Oil and spraypaint on canvas. From the Worldart Gallery.
- Constance Stuart Larrabee. *Ndebele woman painting homestead murals* (Ndebele Pretoria District, 1947). Printed in 1988. Silver gelatin print, signed in the margin, inscribed with the title and date on the reverse, photographer's copyright stamp on the reverse. The plate 31 cm x 30 cm. Unframed. From Stephan Welz and Co.
- Constance Stuart Larrabee. *Ndebele woman laughing*, (circa 1940s). Printed in 1988. Silver gelatin print. 31 cm x 29,5 cm. Photographer's copyright stamp in the reverse. Framed. From Stephan Welz and Co.
- 3 Iznik enamel on copper jugs. Purchased with funding presented by the Rowland and Leta Hill Trust.
- Tamlin Blake. *Standardized Mail, Nguni Bull 1997, (2004)*. Woven glass seed beads, thread, fabric backing. Purchased with funding presented by the Rowland and Leta Hill Trust.
- Jane Heath. *Wooded Valley, Natal Midlands*, (1970). Watercolour on paper. 39 cm x 57 cm.
- Vuyile Voyiya. *Rhythm in ¾ Time III; Rhythm in ¾ Time IV; Rhythm in ¾ Time V; Rhythm in ¾ Time VI*, (1988). Linocut on paper. Paper Size: 500 mm x 650 mm. Image size: 415 mm x 585 mm. All 4 from the artist.
- Anton Kannemeyer. *F is for Footwashing*, (2008). From the Alphabet of Democracy series. Lithographic print. Paper size 57 cm x 76 cm, edition AP 1/3. From the Stevenson Gallery.
- Khaya Witbooi. *Eliot Moleba who was killed at Marikana in 2012*, (2015). Stencil print on paper. From the Worldart Gallery.

Donations

- Nandipha Mntambo. *Praça de Touros V*, (2008) (printed 2013). Archival pigment ink on cotton rag paper. Donated by Mark Coetzee.
- Khanyisile Mbongwa. *If you take a picture of my lips I would have to kill myself 1-8*, (2010). C-print (Diassec), 8 panels, edition 1 of 3 + AP. Donated by Mark Coetzee.

- Victor Gordon. *Azikwele - Fare Raize*, (1983). Oil on canvas. 86 cm x 61.5 cm. Presented by the artist.
- Victor Gordon. *Amandla* ('Power'), (1989). Mixed media: car tyre fragment, aluminum checker plate, painted plastic-handled comb, 21,6 cm x 35,3 cm. Presented by the artist.
- Alfred Kumalo. *Activist Choking in Anger*, 1976. Digital print. Image size 23,8 cm x 30 cm; framed size: 470 mm x 505 mm. Donation from Georgina Jaffee.
- Katherine Bull. *Milnerton*, (1999). Hand-engraved acrylic on Fabriano Rosapina Bianco paper. 40,1 cm x 2,65 cm. Presented by Glen Thompson.
- Gary Schneider. 2 handprint portraits of (a) *Adrian Kohler* and of (b) *Basil Jones*, (2011). Pigmented ink on canvas. Presented by Basil Jones and Adrian Kohler.
- Gerald Machona. *Vabvakure (People from Far Away)*, (2012) (final edit completed in 2014). Video edition of 5 + 2 AP (12:57 mins.). Purchased by the Friends of the ISANG for the ISANG from the Goodman Gallery.
- Jack Heath. *Thornveld Purple*, (1961). Mixed media, 39 cm x 48 cm. Donation by Jinny Heath.
- Clare Menck. *Young woman in a Dutch interior*, (2014). Oil on board. 50 cm x 40 cm. Acquired by the Friends of the Iziko Michaelis Collection and presented to the ISANG in honour of Dr Hans Franssen. (Hans was a former Deputy Director of the ISANG, and for many years was Director of the Michaelis Collection until the formation of Iziko. Having founded the Friends in 1993 and after many years of service to them, he decided to stand down from the Committee as of the end of September 2014.)
- Jan-Henri Booyens. *Measuring Myth*, (2012.) Oil on canvas, 210 cm x 260 cm. Purchased by Friends of the ISANG for the ISANG from blank projects.
- Unknown BaKuba maker. Mukenga Dance mask from the Democratic Republic of Congo. Mixed media, circa first half of the 20th century. Presented by Alison Riley on behalf of the Elizabeth Newby-Fraser Family Collection (Durban).
- Unknown southeast African maker (possibly San). Tobacco pipe with bowl carved in the form of a man's face and stem supported by two carved game fish, 19th century. Wood, poker work, glass beads, tin lining. Presented by Alison Riley on behalf of the Elizabeth Newby-Fraser Family Collection (Durban).
- Unknown maker (possibly Chokwe/Kavango). Dagger in a wooden sheath, late 19th century. Wood, metal. Presented by Alison Riley on behalf of the Elizabeth Newby-Fraser Family Collection (Durban).
- Unknown Ghanaian maker. Dagger in embossed leather casing, 19th-20th century. Wood, metal, leather. Presented by Alison Riley on behalf of the Elizabeth Newby-Fraser Family Collection (Durban).
- Unknown maker, Sudan. Ceremonial sword and scabbard with small sheath knife attached, early 20th century. Antler horn, camel's teeth, beads, leather fringes, pyro gravure, metal (blades). Presented by Alison Riley on behalf of the Elizabeth Newby-Fraser Family Collection (Durban).

Donations from Warren Editions

- Sanell Aggenbach. *Atlantis*, (2009). Hard ground etching, spitbite aquatint, aquatint and airbrush aquatint on Hahnemühle Copperplate 350 gsm. Paper: 74,5 cm x 85 cm. Image: 60 cm x 70,4 cm.
- Hanneke Benadé. *Profiel*, (2012). Soft ground etching on Zerkall Intaglio 250 gsm. Edition of 30. Paper: 52 cm x 38 cm. Image: 30 cm x 20 cm.
- Tom Cullberg. *Tent*, (2008). Soft ground etching, spitbite aquatint, wash resist aquatint on Somerset Satin 300 gsm. Edition of 20. Paper: 37,8 cm x 44,6 cm. Image: 23,4 cm x 29,5cm.
- Tom Cullberg. *The Look*, (2008). Soft ground etching, spitbite aquatint and aquatint on Somerset Satin 300 gsm. Edition of 20. Paper: 37,8 cm x 43,6 cm. Image: 23,8 cm x 29,4 cm.
- Tom Cullberg. *Stripes*, (2009). Soft ground etching, spit bite aquatint, wash resist aquatint, aquatint and burnishing on Zerkall Intaglio 250 gsm. Edition of 20. Paper: 49 cm x 38 cm. Image: 29,5 cm x 23,5 cm.
- Tom Cullberg. *In the New World*, (2009). Soft ground etching, spit bite aquatint, aquatint on Zerkall Intaglio 250 gsm. Edition of 2. Paper: 49 cm x 38 cm. Image: 29,5 cm x 23,5 cm.
- Tom Cullberg. *The Emperor*, (2009). Soft ground etching, spit bite aquatint, lift ground aquatint, aquatint and burnishing on Zerkall Intaglio 250 gsm. Edition of 20. Paper: 49 cm x 38 cm. Image: 29,5 cm x 23,5 cm.

- Jean de Wet. *Archaic Machine*, (2011). Photo polymer on Zerkall Intaglio 250 gsm. Edition of 15. Paper: 72 cm x 53,5 cm. Image: 60,7 cm x 44 cm.
- Justin Fiske. *Hoop*, (2008). Hard ground etching with molekine chine collé on Zerkall Intaglio 250 gsm. Paper: 38 cm x 53,5 cm. Image: 25,5 cm x 43 cm.
- Georgina Gratrix. *Bling Boy*, (2013). Hard ground etching on Zerkall Intaglio 250 gsm. Edition of 15. Paper: 38 cm x 27 cm. Image: 19,6 cm x 13,9 cm.
- Georgina Gratrix. *OOOO Flowers*, (2013). Hard-ground etching on Zerkall Intaglio 250 gsm. Edition of 15. Paper: 38 cm x 27 cm. Image: 19,6 cm x 13,9 cm.
- Georgina Gratrix. *The Tinder Date*, (2014). Soft ground etching on Zerkall Intaglio 250 gsm. Edition of 15. Paper: 38 cm x 27 cm. Image: 19,6 cm x 13,9 cm.
- Ruan Hoffmann. *The Legs of your Tears*, (2008). Soft ground etching, hard ground etching and lift ground aquatint on Zerkall Intaglio 250 gsm. Edition of 17. Paper: 76 cm x 63,5 cm. Image: 48 cm x 39,3 cm.
- Anton Kannemeyer. *Z is for Zuma*, (2008). Hard ground etching and aquatint on Zerkall Intaglio 250 gsm. Edition of 25. Paper: 60,6 cm x 53,6 cm. Image: 41 cm x 30,5 cm.
- Anton Kannemeyer. *h is vir Hansie*, (2008). Hard ground etching and aquatint on Zerkall Intaglio 250 gsm. Edition of 25. Paper: 60,6 cm x 53,6 cm. Image: 41,3 cm x 36,5 cm.
- Anton Kannemeyer. *The five-headed monster of my youth*, (2008). Hard ground etching and aquatint on Zerkall Intaglio 250 gsm. Edition of 20. Paper: 60,6 cm x 53,6 cm. Image: 41 cm x 33,5 cm.
- Anton Kannemeyer. *G is for God*, (2008). Hard ground etching and Aquatint on Zerkall Intaglio 250 gsm. Edition of 10. Paper: 60,6 cm x 53,6 cm. Image: 41 cm x 30,5 cm.
- Anton Kannemeyer. *My DH*, (2008). Hard ground etching on Zerkall Intaglio 250 gsm. Edition of 15. Paper: 35,7 cm x 40,8 cm. Image: 23,4 cm x 29,4 cm.
- Christian Nerf. *...working with Barend...*, (2012). Soft ground etching and aquatint on Zerkall Intaglio 250 gsm. Edition of 18. Paper: 52,5 cm x 38,3 cm. Image: 33,2 cm x 23,5 cm.
- Christian Nerf. *Überrest (88.3)*, (2014). Soft ground etching on Zerkall Intaglio 250 gsm. Edition of 3. Paper: 89,5 cm x 65,2 cm. Image: 59,3 cm x 53,5 cm.
- Michael Taylor. *Dreamer*, (2012). Soft ground etching, spit bite aquatint, lift ground aquatint on Zerkall Intaglio 250 gsm. Edition of 30. Paper: 38,5 cm x 31,5 cm. Image: 19 cm x 19 cm.
- Michael Taylor. *Saturday with his mother*, (2009). Aquatint mezzotint on Zerkall Intaglio 250 gsm. Edition of 20. Paper: 39 cm x 29,4 cm. Image: 20,3 cm x 14,3 cm.
- Michael Taylor. *Insomniac Rendezvous*, (2009). Aquatint mezzotint on Zerkall Intaglio 250 gsm. Edition of 20. Paper: 53,5 cm x 43,5 cm. Image: 39,2 cm x 29 cm.
- Michael Taylor. *Drifter*, (2012). Hard ground etching, soft ground etching and spit bite aquatint on Zerkall Intaglio 250 gsm. Edition of 30. Paper: 38,5 cm x 31,5 cm. Image: 19,5 cm x 17,5 cm.
- Michael Taylor. *Neighbour*, (2013). Soft ground etching, lift ground aquatint and aquatint on Zerkall Intaglio 250 gsm. Edition of 20. Paper: 77 cm x 62,5 cm. Image: 49,5 cm x 40 cm.
- Michael Taylor. *Handyman*, (2013). Soft ground etching, lift ground aquatint and aquatint on Zerkall Intaglio 250 gsm. Edition of 20. Paper: 77 cm x 62,5 cm. Image: 49,2 cm x 39,5 cm.
- Michael Taylor. *Agent*, (2013). Softground etching, spitbite aquatint, lift ground aquatint and aquatint on Zerkall Intaglio 250 gsm. Edition of 20. Paper: 77 cm x 62,5 cm. Image 49,2 cm x 39,5 cm.
- Hentie van der Merwe. *Beekeeper I*, (2009). Soft ground etching, aquatint, spitbite aquatint, lift ground aquatint and burnishing on Zerkall Intaglio 250 gsm. Edition of 20. Paper: 59,5 cm x 44 cm. Image: 40,2 cm x 29,5 cm.
- Hentie van der Merwe. *Beekeeper II*, (2009). Soft ground etching, aquatint, spitbite aquatint, lift ground aquatint and burnishing on Zerkall Intaglio 250 gsm. Edition of 20. Paper: 59,5 cm x 44 cm. Image: 40,2 cm x 29,5 cm.
- Hentie van der Merwe. *Messenger I*, (2008). Soft ground etching, aquatint, spitbite aquatint and lift ground aquatint on Somerset Satin 300 gsm. Edition of 10. Image: 60 cm x 49 cm.



Athi-Patra Ruga. *Night of the Long Knives*, (2013). Digital inkjet print. Purchased for Iziko Art Collections, from the Whatiftheworld Gallery.



Kuba Mukenga Mask. Ceremonial mask associated with royalty and ancestors. African Art Collection. Donated by Elizabeth Newby-Fraser Collection.



- Hentie van der Merwe. *Messenger II*, (2008). Soft ground etching, aquatint, spitbite aquatint and lift ground aquatint on Somerset Satin 300 gsm. Edition of 10. Image: 60 cm x 49 cm.
- Elise Wessels. *Amasidia's Dream*, (2011). Soft ground etching and aquatint on Zerkall Intaglio 250 gsm. Edition of 10. Paper: 47,5 cm x 38 cm. Image: 24,7 cm x 22,4 cm.
- Elise Wessels. *Cold Stone Fear*, (2011). Soft ground etching and aquatint on Zerkall Intaglio 250 gsm. Edition of 10. Paper: 47,5 cm x 38 cm. Image: 24,7 cm x 22,4 cm.
- Elise Wessels. *Ontvlugting*, (2011). Soft ground etching and aquatint on Zerkall Intaglio 250 gsm. Edition of 10. Paper: 47,5 cm x 38 cm. Image: 24,7 cm x 22,4 cm.

Loans

Social History Collections

Outgoing

- Standard Bank Gallery. Attributed to John Thomas Baines, self-portrait. Oil on canvas.
- Franschhoek Motor Museum. Mercedes Benz 600 Laundalette.
- Standard Bank Gallery. 4 18th century folios of plants from the 'Codex Witsenii' by Hendrick Claudius.
- UCT, Archaeology Department. Selection of archaeological finds from 3 sites as part of a phased loan of Iziko collections.
- UCT, Archaeology Department. Selection of archaeological material relevant to current research requirements. These include lithics, fauna, select material culture remains from the following sites: Byneskranskop, Hailstone, De Kelders, Elandsfontein, Elandsbaai Cave, Kasteelberg, Klasies River and Montagu Cave.
- Dr Kristian J Carlson, Evolutionary Studies Institute, University of the Witwatersrand. Klasies River archaeological sample.

Incoming

- Goodman Gallery, Cape Town. Selection of works by Sue Williamson from the 'All our Mothers' series.
- For the exhibition *From African Earth*. 48 ceramic works loaned from 34 different artists.
- For the exhibition *From African Earth*. 9 objects loaned from ISANG.
- Selection of ceramic fragments excavated at the Granary (Castle of Good Hope) on loan from UCT's Archaeology Department for the *From African Earth* exhibition.



Jan-Henri Booyens. *Measuring Myth*. Oil on canvas. Purchased by Friends of the Iziko South African National Gallery from blank projects.



Victor Gordon. *Amandla ('Power')*, (1989). Mixed media: car tyre fragment, aluminium checker plate, painted plastic-handled comb. Presented to Iziko Art Collections by the artist.



Hand-painted textiles, community project, Khayelitsha, Cape Town, on the themes of health and Aids. Donated to Iziko Social History Collections by Michael Stevenson.

Natural History Collections

Outgoing

- 52 loans were issued: 32 from Entomology; 13 from Marine Biology; 7 from Karoo Palaeontology.

Incoming

- 5 loans were received, all linked to research projects.

Art Collections

Outgoing

- 129 items were issued. In addition to requests for loans from the permanent collection, this includes loans for external exhibitions.

Incoming

- 351 items were received. These included items on a number of external exhibitions at ISANG and IOTH during this period (*Impressions of Rorke's Drift: The Jumuna Collection*; *Rembrandt in South Africa: Pioneer Printmaker of Humanity and Modernity*; *Shared Sky*; *Time and Again: A retrospective exhibition by Penny Siopis*; *William Kentridge: The Refusal of Time*; etc. that included artworks as part of the exhibitions.

6.7 Peer-reviewed Publications

Social History Collections

- Irish JD, Black W, Ackermann RR, Sealy J 2014. 'Questions of Khoesan continuity: Dental affinities among the indigenous Holocene peoples of South Africa'. *American Journal of Physical Anthropology* 155 (1): 33-44.

Natural History Collections

- Angielczyk KD, Huertas S, **Smith RMH**, Tabor NJ, Sidor CA, Steyer J-S, Tsuji LA, Gostling NJ. 2014. New dicynodonts (Therapsida, Anomodontia) and updated tetrapod stratigraphy of the Permian Ruhuhu Formation (Songea Group, Ruhuhu Basin) of southern Tanzania. *Journal of Vertebrate Paleontology* 34(6): 1408-1426. doi: 10.1080/02724634.2014.880448.
- Armstrong A, **Avery G**. 2014. Taphonomy of Verreaux's Eagle (*Aquila verreauxii*) prey accumulations from the Cape Floral Region, South Africa: Implications for archaeological interpretations. *Journal of Archaeological Science* 52(0): 163-183. doi: 10.1016/j.jas.2014.08.024
- Azevedo CO, Garcia R, Gobbi FT, **Van Noort S**. 2015. Insecta, Hymenoptera, Bethyridae: Range extension and filling gaps in Central African Republic. *Checklist* 11(2), 4 pp. doi: 10.15560/11.2.1606.
- **Bergh EW**, Compton JS. 2015. A one-year post-fire record of macronutrient cycling in a mountain sandstone fynbos ecosystem, South Africa. *South African Journal of Botany* 97: 48-58. doi: 10.1016/j.sajb.2014.11.010.
- **Boonzaaij MK**, **Florence WK**, Spencer Jones ME. 2014. Historical review of South African bryozoology: A legacy of European endeavour. In: *Annals of Bryozoology 4: Aspects of the history of research on bryozoans* (ed. Wyse Jackson PN, Spencer Jones ME). International Bryozoology Association, Dublin, 1-34.
- **Boonzaaij MK**, Neethling S, Mouton A, Simon CA. 2014. Polydorid polychaetes (Spionidae) on farmed and wild abalone (*Haliotis midae*) in South Africa: An epidemiological survey. *African Journal of Marine Science* 36(3): 369-376. doi: 10.2989/1814232X.2014.952249.
- Braet Y, **Van Noort S**, Kittel RN. 2014. New species of the 'rare' genera *Dentigaster* Zettel, 1990 and *Odontosphaeropyx* Cameron, 1910 (Hymenoptera: Braconidae: Cheloninae). *Austral Entomology* doi: 10.1111/aen.12112.
- Duhamel G, **Hulley P-A**, Causse R, Koubbi P, Vacchi M, Pruvost P, Vigetta S, Irisson J-O, Mormède S, Belchier M, Dettai A, Detrich HW, Gutt J, Jones CD, Kock K-H, Lopez Abellan LJ, Van de Putte AP. 2014. Chapter 7. Biogeographic patterns of fish. In: *Biogeographic Atlas of the Southern Ocean* (ed. De Broyer C, Koubbi P, Griffiths H, Raymond B, d'Udekem d'Acoz C, Van de Putte A, Danis B, David B, Grant S, Gutt J, Held C, Hosie G, Huettmann F, Post A, Ropert-Coudert Y). Scientific Committee on Antarctic Research, Cambridge, 328-362.
- **Govender R**. 2014. Preliminary phylogenetics and biogeographic history of the Pliocene seal, *Homiphoca capensis* from Langebaanweg, South Africa. *Transactions of the Royal Society of South Africa*: 70(1): 1-15. doi: 10.1080/0035919X.2014.984258.
- **Heath A**. 2014. Uncovering secrets of the 'cuckoo' butterfly species *Chrysoritis dicksoni* (Gabriel, 1947), a social parasite of *Crematogaster* ants: A summary to the end of the 20th century with current conclusions. *Metamorphosis* 25: 5-10.
- Kammerer CF, **Smith RMH**, Day MO, Rubidge BS. 2015. New information on the morphology and stratigraphic range of the mid-Permian gorgonopsian *Eriphostoma microdon* Broom, 1911. *Papers in Palaeontology*: n/a-n/a. doi: 10.1002/spp2.1012.
- Kennedy WJ, **Klinger HC**. 2014. Cretaceous faunas from Zululand and Natal, South Africa. *Valdedorsella*, *Pseudohaploceras*, *Puzosia*, *Bhimaites*, *Pachydesmoceras*, *Parapuzosia* (*Austiniceras*) and *P. (Parapuzosia)* of the ammonite subfamily Puzosiinae Spath, 1922. *African Natural History* 10: 1-46.
- Kennedy WJ, **Klinger HC**, Lehmann J. 2015. Cretaceous faunas from Zululand and Natal, South Africa. The ammonite subfamily Mantelliceratinae Hyatt, 1903. *African Natural History* 11: 1-42. doi: 10.17159/2305-7963/2015/v11n1a1.
- **Maquart PO**, **Rousse P**, **Van Noort S**. 2014. Revision of the Afrotropical genus *Phorotrophus* Saussure, 1892 (Hymenoptera: Ichneumonidae: Acaenitinae), with description of eight new species. *African Natural History* 10: 57-117.
- Marsicano CA, Wilson JA, **Smith RMH**. 2014. A temnospondyl trackway from the Early Mesozoic of Western Gondwana and its implications for basal tetrapod locomotion. *PloS one* 9(8): e103255. doi: 10.1371/journal.pone.0103255.
- **Matthews T**, Van Dijk E, Roberts DL, **Smith RMH**. 2015. An early Pliocene (5.1 Ma) fossil frog community from Langebaanweg, south-western Cape, South Africa. *African Journal of Herpetology* 64(1): 39-53. doi: 10.1080/21564574.2014.985261.

- Nesbitt SJ, Sidor CA, Angielczyk KD, **Smith RMH**, Tsuji LA. 2014. A new archosaur from the Manda beds (Anisian, Middle Triassic) of southern Tanzania and its implications for character state optimizations at Archosauria and Pseudosuchia. *Journal of Vertebrate Paleontology* 34(6): 1357-1382. doi: 10.1080/02724634.2014.859622.
- Owen C, Coetzee J, **Van Noort S**. 2014. Distributional range of the South African maritime spider-egg parasitoid wasp, *Echthrodesis lamoralis* (Hymenoptera: Platygasteridae: Scelioninae). *African Invertebrates* 55(2): 323-332.
- **Rousse P, Van Noort S**. 2014. Revision of the Afrotropical Lycorininae (Ichneumonidae; Hymenoptera) II. Three new Lycorina species and additional distribution records. *Zootaxa* 3884(3): 222-234. doi: 10.11646/zootaxa.3884.3.2.
- **Rousse P, Van Noort S**. 2014. *Belesica madiba* and *Cremastus tutui* (Ichneumonidae: Cremastinae), two entomological gems from South Africa. *Zootaxa* 3795(2): 161-173. doi: 10.11646/zootaxa.3795.2.5.
- **Rousse P, Van Noort S**. 2014. A review of the Afrotropical Rhyssinae (Hymenoptera: Ichneumonidae) with the descriptions of five new species. *European Journal of Taxonomy*. <http://forum.europeanjournaloftaxonomy.eu/index.php/ejt/article/view/213>.
- **Rousse P, Van Noort S**. 2014. Afrotropical Ophioninae (Hymenoptera, Ichneumonidae): An update of Gauld and Mitchell's revision, including two new species and an interactive matrix identification key. *Zookeys* 456: 59-73. doi: 10.3897/zookeys.456.8140.
- Sheldon ND, Chakrabarti R, Retallack GJ, **Smith RMH**. 2014. Contrasting geochemical signatures on land from the Middle and Late Permian extinction events. *Sedimentology* 61(6): 1812-1829. doi: 10.1111/sed.12117.
- Sidor CA, Angielczyk KD, **Smith RMH**, Goulding AK, Nesbitt SJ, Peacock BR, Steyer JS, Tolan S. 2014. Tapinocephalids (Therapsida, Dinocephalia) from the Permian Madumabisa Mudstone Formation (Lower Karoo, Mid-Zambezi Basin) of southern Zambia. *Journal of Vertebrate Paleontology* 34(4): 980-986. doi: 10.1080/02724634.2013.826669.
- Sidor CA, **Smith RMH**, Huttenlocker AK, Peacock BR. 2014. New Middle Triassic tetrapods from the upper Fremouw Formation of Antarctica and their depositional setting. *Journal of Vertebrate Paleontology* 34(4): 793-801. doi: 10.1080/02724634.2014.837472.
- **Van Noort S**, Buffington M, Forshage M. 2014. Review of Afrotropical Figitinae (Figitidae, Cynipoidea, Hymenoptera) with the first records of *Neralsia* and *Lonchidia* for the region. *Zookeys* 453: 37-69. doi: 10.3897/zookeys.453.8511.
- Wang R, Aylwin R, Barwell L, Chen X-Y, Chen Y, Chou L-S, Cobb J, Collette D, Craine L, Giblin-Davis RM, Ghana S, Harper M, Harrison RD, McPherson JR, Peng Y-Q, Pereira RAS, Reyes-Betancort A, Rodriguez LJV, Strange E, **Van Noort S**, Yang H-W, Yu H, Compton SG. 2015. The fig wasp followers and colonists of a widely introduced fig tree, *Ficus microcarpa*. *Insect Conservation and Diversity* doi: 10.1111/icad.12111.

Art Collections

- Proud H, 'Lippy Lipshitz' for the *Benezit Dictionary of Art*, Oxford University Press, New York (peer-reviewed online publication).
- Proud H, 'George Pemba' for the *Benezit Dictionary of Art*, Oxford University Press, New York (peer-reviewed online publication).

6.8 Other Research Publications, Brochures

Social History Collections

- Davison P, Meltzer L and Threlbeck A, 'Beadwork Narratives: A family collection, a journey and a gift', *Journal of Museum Ethnography*, no. 27 (2014), pp. 119-128.
- Esmyol E, 'South African ceramic vessels: A rich tradition from the earth', *South African Stamp News* (Setempe), vol. 19 no. 3.



Nkosinathi Gumede, Iziko Art Collections Manager, takes a selfie with the replicated self-portrait of renowned 17th century Dutch artist, Rembrandt van Rijn (1606-1696), as part of the *Show Rembrandt your World* campaign.



The Iziko Mobile Museum visited 52 schools and community-based organisations over the past year, taking heritage to those who are unable to visit our museums.

- Legassick M and Rassool C, *Skeletons in the cupboard: South African Museums and the trade in human remains 1907-1917*, updated edition 2015, with new postscript by the authors and new foreword by Lalou Meltzer.
- 'South African Ceramic Vessels Stamp Launch', Setempe, January to April 2015.

Natural History Collections

- **Van Noort S.** 2015. Book review of *Pollen Wasps and Flowers in Southern Africa and Wasps and Bees in Southern Africa* by SK Gess & FW Gess. *African Entomology* 23: 257.

Art Collections

- White E, in collaboration with Lewis A and Kohler Y, compiled a learner-focused publication for the 'Brave New World'... *20 Years of Democracy* exhibition.
- Proud H. 2014. 'Pam Warne: In memoriam 1953-2014', *Art South Africa*, vol. 12, no. 4, June 2014.
- Kaufmann C, compiled web publication for *Patterns of Contact - Designs from the Indian Ocean World*, uploaded on the Iziko website.
- Proud H. 2014. 'Encountering Rembrandt', *Conde Nast House and Garden*, December 2014, p. 32.
- Proud H. 2014. 'Rembrandt: Precursor of the "Selfie"', *SA Art Times*, November 2014, p. 16.
- Proud H. 2014. '#myRembrandt goes Walkabout your Exciting World', *SA Art Times*, November 2014, p. 17.
- Proud H, Pople L. 2014. 'Hy Skilder die lewe soos dit was', *Die Burger News 24* website, <https://www.netwerk24.com/vermaak/2014-11-14-hy-skilder-die-lewe-soos-dit-was> (also published as hard copy in *Die Burger*, 14 November 2014).
- White E, in collaboration with Siopis P and Kohler Y, produced a learner-focused publication for the Penny Siopis retrospective exhibition entitled, *Time and Again*. The publication was made available digitally to schools.
- Proud H. 'Observations on the paintings of John Kramer', in *John Kramer*, published by the Penny Dobbie Gallery, Cape Town, (ISBN 978-0-620-61414-6), pp. 5-8.
- Proud H. 'From Realist to Mystical Modernist: The Art of Frank Spears', in *Frank Spears the Artist*, Printmatters, Cape Town, pp. 1-13.

Education and Public Programmes

- Alexander W. 2015 "Teachers and Museums" in *The Idea of Historical Progress Journal*.



The Minolta star projector inside the Iziko Planetarium at the South African Museum, currently one of three operational planetariums in South Africa.



All our school materials are aligned to the Department of Education's curriculum, and help our young visitors address relevant topics and themes.

6.9 Education and Public Programmes

EPP Brochures/ Worksheets/ Resource Packs

EPP produced and circulated resources in the form of worksheets, lesson plans, activity sheets, and awareness material for schools and the public. Museums as sites of learning add value to classroom practice, and offer the general public heritage awareness through its art, history, science, astronomy, technology programmes and commemorative day celebrations. All our school materials are aligned to the Department of Education's curriculum, and address various topics and themes.

Art

- Abe Bailey info sheet; Art & Power worksheet; Art Making PowerPoint; *Art Making, Curating, Commemorating Democracy* catalogue; *Brave New World* in-house worksheets x 3; *Brave New World* worksheet; Gallery Hunt worksheet x 2; Gallery Visit activity sheet; Highlighting the City worksheet; *Impressions of Rorke's Drift* educational supplement; Madiba Democracy (design process) worksheet; My Stamp Collection worksheet; *Patterns of Contact* worksheet; Penny Siopis educational supplement; Penny Siopis in-house worksheets x 4; Sir Abe Bailey Workshop activity booklet; *Suspicious Minds* worksheet; Teacher Resource Pack; *Tinnda Tin DÉ DÉ* catalogue

Natural History

- Arbour Day worksheet x 2; Bee Workshop activity; Bird Beaks and Claws activity; Bird Treasure Hunt activity; Boonstra exhibit and lessons x 4; Career brochure; Career brochure: Biodiversity careers; Career slide show pamphlet; Evolution activity redeveloped for schools; Evolution lessons and activity reviewed; Fossil workbook developed for Grades 4-5; Heritage worksheet; Marine Week worksheet; Natural History questioning activity worksheet; NHC educator development pack; Pollination worksheets: Heritage Day activity; Sediba Skulls activity; Water Week lessons x 4

Social History

- Albert Luthuli Oral History worksheet; Ancient Egypt worksheet; Bo-Kaap and Religion worksheet; *Bo-Kaap in Conversation* worksheet; Contantia General History worksheet; *Ghoema and Glitter* booklet; Groot Contantia Educators Research Pack; Koopmans-De Wet worksheet x 3; Michaelis worksheet x 2; Oral History worksheet; Overview of Slavery worksheet; Reworked Manor House catalogue; *Singing Freedom* worksheet; *Story of Food* worksheet

Planetarium

- Monthly Sky Map: April 2014; May 2014; June 2014; July 2014; August 2014; September 2014; October 2014; November 2014; December 2014; January 2015; February 2015; March 2015; Work sheet Davy Dragon and the Star City; New show script: Full Circle - Star lore comes back to Africa; Starfinder Astronomy course notes

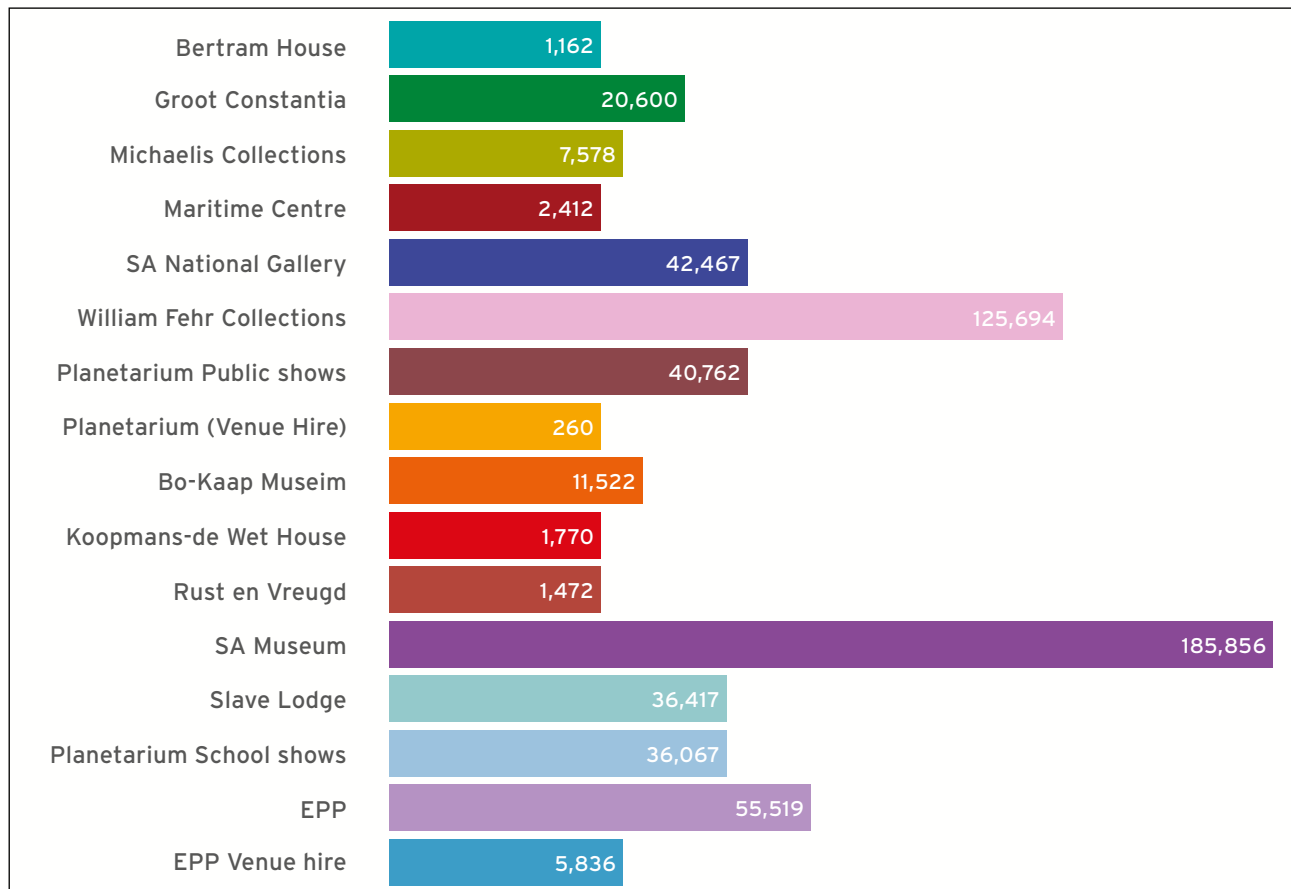
Public Programmes Resources

- 20th Anniversary of the Release of Madiba booklet, 2014; Mobile Museum booklet, 2014

Public Programmes

- Freedom Day: 20 Years of Freedom Festival - Mobile Museum Outreach, Castle of Good Hope, 26 April 2014.
- Africa Day programme for invited youth from Baphumelele Children's Home, ISAM and ISANG, 24 May 2014.
- Youth Day Programme, ISAM, 16 June 2014.
- International Mandela Day programme, Bonteheuwel, 18 July 2014.
- National Women's Day programme, IOTH, 9 August 2014.
- Heritage Week programme, various Iziko museums, 22-28 September 2014.
- Marine Week programme, ISAM, 6-11 October 2014.
- World Aids Day event in collaboration with Desmond Tutu Foundation, outreach in Philippi Plaza, Philippi, 25 November 2014.
- Reconciliation Day outreach at Gugulethu Reconciliation Race NY 49 Gugulethu Stadium, 16 December 2014.
- Human Rights Day, in collaboration with Cape Town Festival, ISAM, 21 March 2015.

6.10 Visitor Statistics



Categories	2014/15	2013/14
Paying visitors (including 20,035 booked and 1,803 unbooked school groups and 37,713 Planetarium visitors)	408,597	407,645
Free commemorative days	41,104	36,179
Concessions	8,677	4,460
Free entrance students	4,242	3,121
Free entrance pensioners	2,216	1,110
Free under 5's	11,361	11,882
*Planetarium 5 & under	0	1,443
EPP workshops, venue hire, training and conferences	61,355	2,810
*Outreach	17,532	0
Educators	2,993	1,609
ICOM/ SAMA	82	18
Friends (ISAM, ISANG and Michaelis)	735	727
Venue hire	5,231	7,196
Functions	3,889	2,631
Media	163	85
Tour guides	4,238	4,192
ISAM restaurant	2,988	1,482
Total	575,403	486,590

*category no longer used/ new category.

Online Visitors	2014/15	2013/14
Iziko website	177,581	152,353
Iziko Facebook page	4,365	3,092
Iziko Twitter handle	2,866	2,152

6.11 Materiality and Significance Framework for the 2014/2015 Financial Year

- Definitions and Standards
- Audited financial statements: 2012/2013 (AFS)
- Approved annual budget: 2013/2014 (AAB)
- Approved Strategic Plan: 2014/2015 to 2016/2017 (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 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



Cape Town Agencies



Foreign Agencies



Friends Organisations



Trusts and Foundations



Universities



Museums



Corporate



For the full list of Iziko's valued donors and partners, please see appendices 6.2 and 6.3 on pages 126 to 128.

Abbreviations/ Acronyms

ABET Adult Basic Education and Training	ISANG Iziko South African National Gallery
AC Art Collections (department)	ISHC Iziko Social History Centre
AFS Annual Financial Statements	ISL Iziko Slave Lodge
A-G Auditor-General	IWFC Iziko William Fehr Collection
AGSA Auditor-General of South Africa	KZN Kwa-Zulu Natal
ASP Approved Strategic Plan	LSEN Learners with special education needs
AVE Advertising Value Equivalent	MAP Meaningful Access Programme
CATHSSETA Culture, Arts, Tourism, Hospitality and Sport Sector Education & Training Authority	MTEF Medium-term Expenditure Framework
CCMA Commission for Conciliation, Mediation and Arbitration	NH Natural History
CCTV Closed Circuit Television	NHC National Heritage Council
CEO Chief Executive Officer	NHC Natural History Collections (department)
CFO Chief Financial Officer	NLDTF National Lotteries Distribution Trust Fund
CMS Content Management System	NRF National Research Foundation
CPI Consumer Price Index	NSF National Science Foundation
CPUT Cape Peninsula University of Technology	OBIS Ocean Biogeographic Information Systems
CSM Customer Services Management (department)	OH&S Occupational Health and Safety
DAC Department of Arts and culture	PAA Public Audit Act
DCAS Department of Cultural Affairs and Sport	PBO Public Benefit Organisation
DoE Department of Education	PFMA Public Finance Management Act
DPW Department of Public Works	PPPFA Preferential Procurement Policy Framework Act
DST Department of Science and Technology	POS Point of Sale
EECF Employment Equity Consultative Forum	REF Risk Equalisation Fund
EPP Education and Public Programmes (department)	SAAO South African Astronomical Observatory
Exco Corporate Governance and Compliance Committee	SAASTA South African Agency for Science and Technology Advancement
GAAP Generally Accepted Accounting Practice	SAASTEC South African Association of Science and Technology Centres
GIPCA Gordon Institute for Performing & Creative Arts	SAIAB South African Institute for Aquatic Biodiversity
GRAP Generally Recognised Accounting Practice	SABIF South African Biodiversity Information Facility
HTML Hypertext Markup Language	SAHRA South African Heritage Resources Agency
HR Human Resources (department)	SAMA South African Museums Association
IA Institutional Advancement (department)	SANBI South African National Biodiversity Institute
IAS International Accounting Standard	SCM Supply Chain Management
IBH Iziko Bertram House	SDA Skills Development Act
IBKM Iziko Bo-Kaap Museum	SFI Southern Flagship Institution
ICOM-SA International Council of Museums, South Africa	SH Social History
ICT Information and Communication Technology	SHC Social History Collections (department)
IKdW Iziko Koopmans-de Wet House	SITA State Information Technology Agency
IKS Indigenous Knowledge Systems	SMAC Stellenbosch Modern and Contemporary Art Gallery
IMC Iziko Maritime Centre	SMT Senior Management Team
IMM Iziko Mobile Museum	UIF Unemployment Insurance Fund
IOTH Iziko Michaelis Collection at the Old Town House	UCT University of Cape Town
IR&V Iziko Rust en Vreugd	UWC University of the Western Cape
ISAM Iziko South African Museum	VOIP Voice Over Internet Protocol
	WCA Workmen's Compensation Assurance
	WCED Western Cape Education Department
	WILS Work Integrated Learning Students

11 NATIONAL MUSEUMS IN CAPE TOWN

www.iziko.org.za
+27 (0)21 481 3800

Public Benefit Organisation (PBO) number: 18/11/7/0133

RP142/2015
ISBN: 978-0-621-43567-2

SEE THINGS DIFFERENTLY

190 years of transformation, 15 years of Iziko

The amalgamation of previously separate museums into the Southern Flagship Institution, now Iziko Museums of South Africa, took place in 1999/2000 – five years after liberation and at the dawn of a new millennium.

The South African Museum was the first museum in South Africa and on the African continent, established in 1825. Iziko is therefore deeply rooted in a long tradition of scholarship and knowledge creation.

Our 11 museums are important showcases for our nation's diverse tangible and intangible heritage. Our vast collections comprising more than 2,26 million artworks, natural and social history artefacts, are invaluable assets, and a significant component of the national estate. They not only provide a significant archive and knowledge resource, but enable the generation of new knowledge, culture and heritage.



an agency of the
Department of Arts and Culture

