



IZIKO MUSEUMS
OF CAPE TOWN
Annual Report
2007/2008



iziko

museums of cape town

IZIKO MUSEUMS OF CAPE TOWN **Annual Report**

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

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COVER PHOTOGRAPHS

Front cover:

Remix Dance Company performs in *Dancing with Shadows* in response to an exhibition by Santu Mofokeng, Iziko South African National Gallery, April 2007. Photograph: Pam Warne

Back cover:

Top left: Beaded plate by Karen Kotzé, 2007.

Top right: Ceramic vessel by Euriel Damman, Rorke's Drift, 1997.

Below: A 253-million-year-old fossil of two adult Diictodon mammal-like reptiles curled up together, the Stone Bones exhibition at Iziko South African Museum.

Below right: 'Africasso' vase by Majolandile Dyalvane, 2007.

Below left: Tuareg lock.

Below: A installation at the Iziko Slave Lodge by Roderick Sauls entitled *Almal moet wiet van osse verdriet* (Everybody must know about our sorrow), 2005.

Bottom: Marlene Dumas, *The Next Generation*, 1994-5 (section of a larger work).

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General Information



1.1 Submission of the Annual Report to the Executive Authority

The year under review has, once again, been a successful one for Iziko Museums of Cape Town. Having started the year with a brand-new Council, (everyone, except the Chairperson of the previous Council, was replaced), continuity was soon established with the new Council members.

The new Council brought enthusiasm and provided a whole new set of skills and experiences. Whereas the previous Council had set itself the task of getting governance and organisational management of business in line with key objectives, the new Council has made its mark in concentrating more on the core business of Iziko and its implementation.

During the past year, Iziko has established itself even more visibly in the areas of innovative research and world-class exhibitions, as well as the upgrading of its heritage sites in collaboration with our Executive Authority and the Department of Public Works – the CEO, Professor Bredekamp, refers to these milestones in his report. The enlargement of the Iziko footprint, nationally and internationally, was a primary goal of the past year. With the number of initiatives in this regard, the CEO and management team have brought Iziko the recognition it deserves in the wider museum fraternity. The CEO played a leadership role in reinforcing the contribution that South Africa and Africa can, and should, play in the international arena.

Council would like to express appreciation to Management for directing the activities of Iziko so effectively. The staff contributed to the achievement of record attendance to an ever-improving set of exhibitions in all fields that the museums cover. Both the Ministry and Department of Arts and Culture have been extremely supportive of the activities of the institution. For this we thank the Minister and particularly the new Director-General in the Department.

Professor Eltie Links
Chairperson of Council



Chairperson of Iziko Council, Professor Eltie Links

1.2 Applicable Acts and other information

This report is submitted in compliance with the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996); the Public Finance Management Act, 1999 (Act 1 of 1999 as amended by Act 29 of 1999); Treasury Regulations, 2001; and other applicable Acts and Regulations.

1.2.1 Foundation

In terms of the Cultural Institutions Act, 1998 (Act 119 of 1998), five State-funded 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). In July 2001, the SFI was officially renamed Iziko Museums of Cape Town (Iziko). The name 'Iziko', which means a 'hearth' in isiXhosa, symbolically positions our museums as centres of cultural activity.

Iziko operates the following museums, each with its own history and character:

- South African Museum
- South African National Gallery
- South African Maritime Centre
- Slave Lodge Museum
- William Fehr Collection (at the Castle of Good Hope)
- Michaelis Collection (The Old Town House, on Green Market Square)

- Rust en Vreugd Museum
- Bertram House Museum
- Koopmans-De Wet House Museum
- Groot Constantia Museum
- Planetarium at the South African Museum
- Bo-Kaap Museum
- SAS Somerset (a museum ship at the V & A Waterfront)

1.2.2 Vision

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

1.2.3 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.

1.2.4 Corporate Governance

Iziko is governed by a Council appointed for three years by the Minister of Arts and Culture.

Members of the third Council of Iziko are: Dr Elias Links (Chairperson) Adv. Dave Mitchell (Deputy Chairperson), Prof. Roy du Pré, Dr. Shamil Jeppie, Mr. Moleleki Frank Ledimo, Ms. Pumla Madiba, Prof. Pragashan Nayagar, Ms. Sandra Prosalendis, Prof. Ciraj Rassool, Prof. Henry C (Jatti) Bredekamp (*Ex Officio*)

The duties of Council, as described in the Cultural Institutions Act, (Act 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 institution;
- submit to the Director-General any returns required by him or her in regard thereto and 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 objectives of the declared institution.

In addition the Council:

- appoints, in consultation with the Minister, the Chief Executive Officer (CEO);
- determines the public operating hours of the institution;
- determines the conditions under which the public may visit the institution; and,
- determines the admission charges that may be paid.

1.2.5 Management

1.2.5.1 Executive Management Committee

The Executive Management 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 of Institutional Advancement in the Office of the CEO playing supporting roles.

1.2.5.2 Senior Management Team

Iziko has three operational units, namely the Core Functions and Operations units, and the Department of Institutional Advancement in the office of the CEO.

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

The Operations unit includes the departments of Finance & Administration, Customer Services Management, Facilities Management and Human Resources.

The heads of these departments - along with the Chief Financial Officer, the Director of Institutional Advancement and the members of the Executive Management Committee - constitute the Senior Management Team of Iziko, under the leadership of the CEO.

1.3 Introduction by Professor H. C. Bredekamp, Chief Executive Officer of Iziko

For Iziko Museums of Cape Town, the fiscal year started with the inauguration of its third Council by the Minister of Arts and Culture, Dr Z Pallo Jordan MP, at the Castle of Good Hope on 4 April 2007, along with other new councils set up in terms of the Cultural Institutions Act of 1998. All members of the Council were new, with the exception of the chairperson, Professor Eltie Links, and had already held their first meeting with the approval of the Executive Authority. At that meeting of 23 March 2007 the new Council noted with appreciation the time and energy that the previous Council had devoted to operational matters to ensure the effectiveness of the institution. Guided by the vision of the chairperson, the new Council decided that its transformation focus over the next three years should be on the core functions of Iziko and positioning the institution as a public entity of national importance in the heritage sector.

Since April 2007, Iziko has made significant strides towards good governance, extension of partnerships, wider interpretation of collections, increasing access, developing people, upgrading of sites and ensuring sustainability.

In the sphere of good governance, Council ratified a number of Iziko policies, including the consolidated Art Collections policy, the Social History Conservation policy, Associates of Iziko policy, and Investment and Fraud Prevention policies. Members of the Arts and Culture Portfolio Committee of Parliament who visited Iziko in August 2007 were impressed by the plans to make Iziko museums more accessible to people with disabilities. At executive and senior management levels a significant achievement was the extension of partnerships, nationally and internationally. The CEO's positioning of Iziko internationally contributed to his nomination by the Executive Council of the International Council of Museums (ICOM) as representative of all national committees on the ICOM 2008–2010 Strategic Plan Working Group. And at the UNESCO-affiliated organisation's General Assembly in Vienna in August 2007, he was elected to serve on the Resolutions Committee of the Triennial General Conference Vienna 2007. After this conference he was elected unopposed for three years as president/chairperson of the re-established ICOM-SA in recognition of his tireless efforts to get South Africa back into the international museum fold. Also, as a result of Iziko's prospective partnership agreement with the Barbados Museum and Historical Society, the CEO was invited as the only non-governmental delegate from South Africa to attend the Bicentennial Global Dialogue Conference of the African Union with Caribbean leaders



Professor H. C. Jatti Bredekamp, CEO of Iziko Museums of Cape Town

of the African Diaspora in Bridgetown, Barbados, on 27 and 28 August 2007. Furthermore, in accordance with Iziko's partnership with the Sweden-African Museum Programme Network, the institution hosted, in February 2008, a week-long international course in Network Management at Iziko's various heritage sites. Iziko was honoured when the Minister of Arts and Culture called upon the CEO to assist the Ministry and Department with the implementation of some aspects of the cultural agreement between South Africa and The Netherlands after a visit of the Dutch Minister of European Affairs in early February 2008.

Iziko hosted a total of 26 art, natural history and social history exhibitions in the year under review. Among these, the Marlene Dumas exhibition at Iziko SA National Gallery, Afro-Brazil at the Iziko Slave Lodge and African Dinosaurs at Iziko SA Museum deserve special mention. A full list of exhibitions is given in Appendix 4.2 of this report. We also added substantially to our collection holdings in the fields of natural history, social history and art as detailed in Appendix 4.3. In addition, Iziko curators and scientists generated new knowledge through research, which resulted in an impressive number of publications, including the 23 scientific articles listed in Appendix 4.5. A highlight in the interpretation of Iziko collections abroad was a loan of 26 works from our art collections for the exhibition *APARTHEID: The South African Mirror* in Barcelona, Spain.

The Iziko Planetarium, which offered a range of shows for learners and the general public, including shows in Afrikaans, English and isiXhosa, was often filled to capacity. Over 65 000 people attended Planetarium shows, while Iziko education

programmes attracted over 51 000 learners. Collectively, Iziko museums received over 500 000 visitors during this year. A noteworthy highlight of the public programmes was Iziko's commemoration of the parliamentary abolition of the slave trade in the British Empire in 1807. Not only was the historic event marked by a Department of Arts and Culture sponsored Ceremony of Commemoration in St George's Cathedral in May 2007, but also by the launch of the national Department of Education's bicentenary programme at the Iziko Slave Lodge by Minister Naledi Pandor MP in July 2007 and the handing over of a replica of the Buxton-Wilberforce table by the British High Commissioner, Paul Boateng, to the CEO of Iziko at the Slave Lodge in November 2007.

With regards to increasing accessibility to our collections and sites, it is noteworthy that the Iziko website occupied the first position in search engine rankings, which reflects the popularity of our museums. The new Biodiversity Explorer website (<http://www.biodiversityexplorer.org>), which was uploaded at the end of March 2008, provides a valuable resource and is currently averaging 927 page downloads per day.

In its objective of developing people, Iziko offered 304 training opportunities to employees from all tiers of management. This included opportunities in areas such as business administration and management, exhibition and conservation skills, tourism, risk management and leadership. In the same period three interns from the Department of Arts and Culture commenced with their training programmes at Iziko. It is also noteworthy that our workforce has improved significantly with the recruitment of staff from the designated groups, thus enabling

the institution to achieve its Employment Equity numerical goals. However, it was evident from our recruitment processes that there is a national shortage of skills in heritage-related fields among people of colour.

A notable highlight in Iziko's capital works programme was the 'roof-wetting' ceremony in December 2007 of the former National Mutual Building on Church Square in the centre of Cape Town, which has been refurbished to accommodate the Iziko Social History Centre. A programme to ensure readiness for the 2010 FIFA World Cup and beyond started in 2007 with the repair and renovation of two Iziko sites, namely the Iziko SA Museum and the Iziko National Gallery Annexe.

With regard to the key objective of ensuring financial sustainability, Iziko performed well in the year under review, as reflected in the Financial Statements in this report. We were proud to attain an unqualified audit report, with no emphasis of matter, for the third consecutive year.

In December 2007 Dr Michael Cluver retired from his position as Director of Facilities Management and was recognised for the important contribution that he had made to Iziko and, before that, to the South African Museum in over 40 years of service. At the same time, Iziko welcomed a new Director of Institutional Advancement in the Office of the CEO, Susan Glanville-Zini.

In conclusion, I would like to thank the staff of Iziko for their excellent work over the past year. All that remains is for the new Council, CEO and staff to serve the nation in the spirit of the motto inscribed on our national Coat of Arms, *!ke e: /xarra //ke* (people who are different joining together).



Educator, Deidre Rhodes, conducting a workshop on Maritime Archaeology at the Iziko Slave Lodge, October 2007.

1.4 Performance Information

The report below summarizes the progress made in 2007-08 towards achieving the six strategic objectives described in the Iziko Strategic Plan. Each section is headed by the relevant strategic objective followed by a short description of the key issues addressed in this year, and includes a summary in table format of the main actions undertaken.

1.4.1 Drive the transformation process according to national guidelines

Iziko focused on the core business of the institution and the building of partnerships that strengthened its position nationally and internationally. We remained committed to becoming a demographically diverse organisation that uses its resources in the service of society, promoting education, tolerance of cultural diversity and social cohesion.

PROGRAMME/ ACTIVITY/KEY OBJECTIVE	STRATEGY	OUTPUTS	SERVICE DELIVERY INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET
Manage the transformation process according to national guidelines as laid out in the CIA (1998), NACA (1997), NRFA (1998), NHRA (1999), NHCA (1999), BCEA (1998), PAIA (2000) and EEO legislation	Address the current under-funding of Iziko by Government	Council and CEO to lobby DAC for increased funding, noting the progressive funding deficit for Iziko since 1999	Government subsidy increased	No increase to subsidy in addition to cost-of-living adjustments.
	Develop relevant policies in compliance with legislation	Relevant policies drafted for approval of Council	Approved policies in place; Iziko fully compliant with legislation	An Investment Policy was approved by Council in March 2008.
	Identify and acquire the necessary resources to place Iziko in a position to implement transformation processes	Application for Transformation funding from DAC, and the National Lotteries Board	Applications submitted and funding received	NRF grants were awarded to scientists for a range of research projects. See Appendix 4.1.4 Funding was received from DAC for the Timbuktu exhibition and from DoE for related learner resources.
	Develop and implement an Employment Equity Plan	Consult with EE Forum, management and Council to develop EE Plan	Meet the objectives and proposed actions of the EE Plan	An Employment Equity Report was submitted to the Department of Labour in line with the requirements of the Employment Equity Act 55 of 1998 as amended. A process of electing a new Employment Equity Consultative Forum was initiated. A draft EE plan for the next three-year cycle was developed.

PROGRAMME/ ACTIVITY/KEY OBJECTIVE	STRATEGY	OUTPUTS	SERVICE DELIVERY INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET
Ensure good governance and legal compliance in practice	Ensure compliance with the PFMA and other relevant legislation	Audit level of compliance within Iziko; monitor compliance	All areas of compliance identified; favourable reports from Auditor-General	All relevant documents were submitted to the respective authorities in compliance with the provisions of the Public Finance Management Act 1 of 1999 as amended (PFMA) and Treasury Regulations. A Fraud Prevention Committee was constituted in September 2007.
Extend Iziko's partnerships with other state departments and public entities	Develop partnerships and potential partnerships	Active participation of Government, business and NGOs in Iziko programmes as co-partners.	Increase in number and duration of official partnerships	A number of successful partnership projects were undertaken in all departments. See Appendix 4.1
Build international partnerships and networks to the benefit of Iziko	Foster international partnerships in the heritage sector	Partnership and agreements in place	Joint projects planned and implemented	See Appendices 4.1.1 and 4.1.2
Collaborate with Department of Public Works in a building programme that maintains and improves Iziko sites	All sites on regular DPW repair and renovation programme	Plan in place for all Iziko buildings to be renovated and refurbished as required	Established repair and renovation programme with DPW, funded through DAC	The repair and renovation programme for the Iziko SA National Gallery Annexe was completed in July 2007. The programme for Iziko SA Museum was completed, with the exception of some items, which had to be attended to before First Delivery was signed. See Appendix 4.1.6
	Additional area to be created in the Courtyard of Iziko SA Museum	New extensions in courtyard area of Iziko SA Museum planned with DPW	Plans and funding approved	Final drawings for this major project were approved by Iziko Senior Management and submitted to DPW. A Preliminary Sketch Plan Committee of technical consultants was set up. See Appendix 4.1.6
	Renovation and extension of National Mutual Building to house Social History Collections to best museological standards	New facility for housing Social History Collections and Library	Contract completed in first quarter of 2008	Construction progressed well. The expected completion date was set for September 2008. See Appendix 4.1.6

PROGRAMME/ ACTIVITY/KEY OBJECTIVE	STRATEGY	OUTPUTS	SERVICE DELIVERY INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET
	Provide for disabled access to Iziko museums	Plan for disabled access to Iziko sites developed with DPW	Access for the disabled in place at all Iziko museums	Plans were approved by Heritage Western Cape for seven Iziko museums. Wheelchair access to the William Fehr Collection at the Castle remains a challenge.
Build an effective telecommunications and information technology network to serve the growing administrative and communication needs of Iziko	Increase bandwidth at all sites. Restore telephone management system. Introduce radio links for WAN connectivity and wireless systems on LAN systems. Keep abreast of new communications technology and network security.	Use Transformation Funding for increased bandwidth, move server room and IT Head Office to more suitable position in Iziko SA Museum. Connect three Iziko sites through radio links. Deploy newly acquired IT equipment where most needed.	Improved online access and telephone system at all sites, wireless systems in place in selected areas. Network security systems in place.	The IT backbone at Iziko SAM was upgraded. An application was lodged with ICASA for wireless connection of all museums. The IT system was upgraded to Microsoft Exchange 2003.
Develop and implement a risk management strategy and plan	Identify risks throughout Iziko	A risk register developed	Risk management process in place	A Risk Management Committee (RMC) was established to monitor the implementation of the risk management plan. A risk management workshop was held for the RMC.
Develop and implement a disaster management plan for all Iziko sites	Draft a Disaster Management Policy for approval by Council. Set up a task team to implement procedures in terms of policy.	Draft Policy completed and procedures documented	Policy approved by Council; procedures implemented	Draft emergency procedures for the Iziko SAM and Iziko SANG were drawn up in consultation with the Health and Safety section of DPW.

School children visiting the Iziko Bo-Kaap Museum.



1.4.2 Achieve service excellence through management and development of human resources

The implementation of Human Resources systems and processes was aimed at maximising efficiency, as well as creating a climate and culture at Iziko that values integrity of purpose and service excellence.

PROGRAMME/ ACTIVITY/KEY OBJECTIVE	STRATEGY	OUTPUTS	SERVICE DELIVERY INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET
Develop, implement and regularly review the organisational structure to ensure that the structure facilitates the delivery of a professional, transformed and flexible customer-focused museum service	Align organisational structure to facilitate customer-focused service delivery	Organisational structure aligned to deliver on strategic objectives	Alignment of structure implemented	Thirty-one staff members were appointed and fourteen positions were advertised in February 2008.
		Jobs in aligned structure graded and benchmarked in the marketplace	Benchmarking complete	The grades of five positions in the structure were reviewed and four of these were improved.
		Develop and implement a remuneration strategy and policy	Strategy and policy in place	A Remuneration Committee was established by the Council in March 2008.
		Develop and review the performance management system and skills development programme	Performance management system implemented; skills development roll-out plan in place	Performance awards in the form of once-off bonuses and salary progressions were effected in October 2007.
Align HR systems and policies with best practice	Develop, implement and review HR systems to support organisational effectiveness	Conduct audit on HR policies and procedures to ensure legal compliance and good governance	Policies and procedures compliant and documented	All HR policies comply with legislation and best practice. Payroll procedures were revised in terms of risks identified.
Develop and implement an effective Learning and Development Programme	Undertake a Skills Audit and develop a Learning and Development programme	A Skills Audit undertaken in consultation with employees and management	Effective Learning and Development Programme implemented	A Learning and Development Programme was implemented. See Tables 11 and 12 in the Human Resources section of this report. Field-specific training opportunities in areas of exhibitions lighting, hinging and hanging, IFRS/GAAP, conservation, risk management, labour relations and library information were provided to staff. Four staff members were funded by SAMP to attend training in Sweden and African countries.

PROGRAMME/ ACTIVITY/KEY OBJECTIVE	STRATEGY	OUTPUTS	SERVICE DELIVERY INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET
Prioritise Succession Planning and career pathing	Develop and implement Succession Planning and career pathing in accordance with the Employment Equity and Learning and Development Policies	Succession Policy and Plan developed	Succession Plan implemented	Senior Managers were consulted on succession planning in their respective departments.
Develop, implement and regularly review a Communication Plan	Develop and implement a Communication Plan that would empower employees and assist in the management process	Consult with management and employees in order to establish their requirements	Increased employee involvement in management processes. Feedback from management, staff and Council	The 58th edition of the Iziko e-Newsletter was published on 28 March 2008 (24 issues produced in the reporting period).
Transform Iziko's climate and culture	Develop and implement a strategy for building and sustaining a healthy organisational culture, and ensuring that the values are lived	Conduct a culture and climate survey in terms of current values, vision, leadership style and workplace relations	Outcomes of survey presented to Exco and analysed/interpreted	A snapshot assessment of the current position of Iziko and future directions was conducted and the outcomes reported to Council. A service provider was selected to conduct a Culture and Climate study of Iziko.
Develop and implement a trainee and internship programme	Apply to DAC for funding through its internship programme and the DPW Expanded Public Works Programme	Increase in number of trainee positions in collections divisions	Trainee programmes implemented	Through the DAC internship programme, three interns were placed at Iziko for a year, starting in November 2007. They are being trained in collections management, librarianship and marketing.

Professor H. C. Bredekamp addressing the forum on the future of the diorama at Iziko South African Museum, June 2007.



1.4.3 Build, care for and interpret the collections and sites of Iziko

Iziko holds in trust for the nation Art, Social History and Natural History collections that comprise some 1.3 million items. This year Iziko fulfilled its public mandate through effective management of collections, as well as research, publication, exhibition, education and public programming that promoted respect for the cultural and natural heritage of South Africa.

PROGRAMME/ ACTIVITY/KEY OBJECTIVE	STRATEGY	OUTPUTS	SERVICE DELIVERY INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET
Manage collections and sites to the highest international standards	Develop and implement a Collections Policy	Collections Policy for all divisions approved and implemented	Policies reviewed annually	The Social History Conservation Policy and the consolidated Art Collections Policy, including conservation and loans, were ratified by Council in March 2008.
		Curatorial and conservation procedures manuals for each collection developed	Curatorial manuals in place and updated as required	Social History (SH) collections manual and curatorial manuals for all Natural History (NH) collections were completed.
	Provide adequate space and controlled conditions for the storage of all collections	All needs for collections storage assessed and documented	Motivations for new facilities submitted to DPW through DAC	Motivations were submitted to DPW and Iziko facilities upgraded. See Appendix 4.1.6
	Develop and extend computerised collections databases and make them available on the Internet	Databases for Art, NH and SH collections developed and updated on regular basis	Databases developed and maintained. Each Division to set targets for completion	Number of works on databases: Art Collections: 9 151; SH Collections: 32 503; NH Collections: 37 734 new records added to the large NH databases.
		Digitisation of collections images in Art, NH and SH	Bank of images developed in accordance with targets set by Departments	SH: 2298 digital images on record NH: 90 477 digital images on record – 15 015 added this year.
		Databases and images accessible in electronic form	Increase in accessible databases and image resources in accordance with targets set by Departments	Images of 100 highlights from the Social History Collections were added to the Iziko website. Some marine biology databases are accessible on OBIS website.
Develop a knowledge and records management strategy	Develop and implement an Archive Policy and knowledge management system for Iziko	Archive Policy drafted for Council approval	Archive Policy completed and approved	Scoping report on Iziko's archival records was undertaken. First draft of a Policy on Archival Records was developed.

PROGRAMME/ ACTIVITY/KEY OBJECTIVE	STRATEGY	OUTPUTS	SERVICE DELIVERY INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET
Build national collections of which all South Africans can be proud	Regular review of Collections Policy in line with national priorities and transformation objectives	Collections Policy reviewed	Acquisition procedures guided by Collections and Acquisition Policies	Collections were developed in line with policy. See Appendix 4.3
	Correct and redress imbalances created by the colonial and apartheid past	Acquisition and exhibition policies address the historical imbalances	Iziko collections reflect significant trends in contemporary developments in heritage, arts and culture	Appendices 4.2 and 4.3 provide detail on how these objectives were met in terms of Exhibitions and Acquisitions.
	Maintain and develop relationships with potential donors to the collections	Donors and benefactors are kept informed of developments and activities of Iziko	Relationships developed and sustained. Collections enhanced by donations	Ongoing relationships were developed during this period.
		Liaison and cooperation with Friends of museums associations sustained	Collections enhanced through donations from the Friends	Support of the Friends of the SA National Gallery continued. See Appendix 4.3.1 for purchases made by the Friends of SANG
Generate new knowledge about our collections and the heritage they represent.	Create the right museum offering – focus on strategic priorities. Support research that is collection-based and aligned with key themes that have been prioritised	Align research with strategic priorities; identify key themes for research	New knowledge generated in key areas and make this accessible	New knowledge was generated through research and shared with the public through exhibitions, texts, and related programmes, as well as walkabouts of exhibitions, public lectures and publications.
		Scientists encouraged to achieve successful rating by the NRF	Increase in number of NRF-rated researchers	NRF rating of NH scientists remained unchanged.
	Produce relevant publications, exhibitions, and educational resources as outcomes of research. Targets to be set by Departments	Relevant publications, exhibitions and educational resources in line with strategic objectives and targets set.	Increased number of publications about Iziko collections by Iziko staff in line with targets set. Publications by external researchers	See Appendix 4.5
		Production of Social History / Art research journal	Volume 1 published.	Publication was deferred to later in 2008.

PROGRAMME/ ACTIVITY/KEY OBJECTIVE	STRATEGY	OUTPUTS	SERVICE DELIVERY INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET
		Production of new Natural History research journal	Volume 3 published	Volume 3 was published in December 2007.
		Scientific publications in refereed journals	Increase in number of journal publications	NH published 22 scientific publications See Appendix 4.5.4
		Website content deepened in line with targets	Website content reflects new knowledge; increase in number of hits on websites	A new version of Biodiversity Explorer was uploaded and has over 900 downloads per day. (http://www.biodiversityexplorer.org)
	Provide adequate resources to the libraries to support research	Well-resourced research libraries, with greater public access.	Increased use of libraries	Use of Iziko libraries was as follows: Art: public – 688; staff – 2 157 SH: public – 866; staff – 1 712 NH: public – 121; staff – 575
		Production of catalogues and research journals that can be used for library exchanges	Sufficient publication rate to sustain exchanges	Received through exchange programme: Art Library: 81 publications NH Library: 93 publications
	Promote study of our collections by external researchers	Develop mutually beneficial relationships with researchers	Increased research output	SH research visitors: 79 NH research visitors: 103
Maintain an active loan system to promote the use and knowledge of the collections; manage the loan system effectively	Loan agreements negotiated and effectively managed	Loan system in place and good relationships established with institutions in the heritage sector	Loans from all collections were regularly sent to heritage and scientific institutions. See Appendix 4.4	
Develop and implement a strategy and master plan for site presentation, interpretation and development	Identify key visitor attractions of each site and develop a thematic master plan for presentation and programmes	Presentation plan aligned with master plan of key themes and focus areas for next 3-5 years	Implementation of site presentation strategy and roll-out of master plan for site interpretation	A discussion document was written for presentation to Council in October 2007. Draft proposals for 2010 projects were included.
Develop an integrated roll-out plan for a dynamic programme of temporary and long-term exhibitions	Roll-out plan for exhibitions at Iziko sites over the next three years; diversify programme to attract new audiences; link programmes to national and international events	Plan developed for approval by Programmes Planning Committee and Exco	Integrated plan implemented; visitor responses evaluated	Exhibition year plan was developed for Art, SH and NH. Iziko Programmes Planning Committee met bi-monthly to review proposed projects.

PROGRAMME/ ACTIVITY/KEY OBJECTIVE	STRATEGY	OUTPUTS	SERVICE DELIVERY INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET
		Programme for Commemorative Days implemented	Increased public profile and visitor numbers	Public programmes were held to mark relevant Commemorative Days. In March 2008 Council approved free entrance in future on these days. A marketing campaign in support of this was initiated.
Ensure that Iziko sites are sustainable entities	Assess the viability of sites within the context of Iziko's capacity and strategic priorities	Feasibility studies completed and results evaluated	Strategy implemented for cost- effective sustainability	The tug Alwyn Vincent, which was de-accessioned with permission of DAC, and faced being scraped, will be moved to Australia to be restored by a shipping enthusiast Gordon Bashford.
	Assess feasibility of sites with low visitor numbers	Evaluate results of feasibility studies and develop strategies for action	Strategy implemented and visitor numbers increased	A strategy was developed to attract people to Koopmans de Wet House through lunch-time concerts and upgraded labelling. Bertram House remains a challenge - a strategy has not yet been developed to revitalise this museum.

1.4.4 Improve and broaden accessibility to Iziko sites and collections

We aim to make Iziko conceptually and physically accessible to all people and to provide experiences that visitors can relate to and enjoy. This year special attention was given to making our museums more accessible to visitors with special needs.

PROGRAMME/ ACTIVITY/KEY OBJECTIVE	STRATEGY	OUTPUTS	SERVICE DELIVERY INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET
Marketing and Communications strategy to increase Iziko's public profile and create a positive perception of Iziko across all sectors of the community	Establish and implement an integrated marketing and communications plan	Undertake market research and analysis	Report on market research	Analysis of data from visitor surveys was collated into a tactical marketing plan with strategic indicators.
		Develop marketing communications strategy	Approved strategy in place	A communications strategy was developed to promote the Iziko brand.
	Develop and implement corporate branding strategy	Develop policy and branding manual	Branding Policy and manual in place. Increase in extent of media coverage.	A Brand Workshop was held with a view to updating the brand manual. Media briefings were initiated to coincide with the quarterly <i>What's On at Iziko</i> brochure.

PROGRAMME/ ACTIVITY/KEY OBJECTIVE	STRATEGY	OUTPUTS	SERVICE DELIVERY INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET
	Survey and analyse audiences and potential audiences	Audience surveys implemented and analysed; visitor complaints addressed	Improved satisfaction scores. Minimal complaints from visitors	Monthly evaluation of visitor figures took place. All complaints in visitor books were addressed.
		Surveys to gauge why people don't visit Iziko museums implemented and analysed	Report on survey and strategy in place to attract new audiences	To be addressed more specifically in 2008/2009.
Increase visitor satisfaction	Build a team of motivated, friendly, welcoming and helpful front-of-house staff	Implement training programme for frontline staff	Team of trained and motivated staff in place; positive feedback from visitors, staff and Friends	Staff motivation was enhanced through upgrading of staff rooms and the procurement of designer clothing to profile the Iziko brand.
	Improve signage to make people feel welcome and inform them of available facilities	Improved signage systems developed for all sites; improved visitor flow in museums	Improved signage in place externally and internally at Iziko sites	This will be undertaken as part of the upgrade of Iziko sites planned to be implemented before 2010.
	Implement access and security system	Roll-out plan for upgrade of security system in place	Improved security across Iziko sites; regular reports on status of security	Tighter access controls for visitors and staff were implemented at Iziko SAM, SANG and SL.
	Ensure that all public facilities at Iziko sites are clean and well maintained	System for checking public facilities introduced	System implemented to ensure positive visitor experience; evaluation of visitor feedback	Daily roster checklists were installed in public facilities. An improved outsourced cleaning service was implemented at Iziko SAM.
Increase accessibility to Iziko collections and sites	Showcase Iziko collections nationally and internationally	An extensive programme of temporary exhibitions in place	Increased visibility of Iziko collections	A full programme of exhibitions showcased Iziko collections. See Appendix 4.2
		Develop partnerships and exchange programmes	International exchanges and partnerships in place	See Appendix 4.1.1
	Improve the Iziko website and use it to market Iziko	Wide selection of Iziko virtual collections and exhibitions on the website	Increase in exposure of Iziko collections and sites; positive user response	New information on exhibitions and public programmes, as well as collections and sites, was added to the Iziko website. A consultant was commissioned in March 2008 to recommend further improvements.

PROGRAMME/ ACTIVITY/KEY OBJECTIVE	STRATEGY	OUTPUTS	SERVICE DELIVERY INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET
	Develop curriculum-linked educational web content	Accessible education content for the Iziko website developed	Increase in number of hits to the sites	Tracking device to monitor hits on Iziko website to be implemented next year.
	Increase access through developing behind-the-scenes tours	Implement programme of behind-the-scenes tours of collections and activities	Programme of behind-the-scenes tours in place	Several behind-the-scenes tours were offered to promote public awareness of Iziko's collections.
Build partnerships and foster community ownership of Iziko Broaden our audience profile	Develop and implement a partnership and stakeholder management strategy	Stakeholder strategy developed and approved	Strategy implemented	Stakeholder views were elicited to inform strategy.
		Create a database of potential local, national and international partners	Database established and updated regularly	A centralised database was set up for Iziko customers, stakeholders and donors.
		Maintain sound relationships with Friends organisations	Increased membership of Friends and support for Iziko	Friends of SANG and the Michaelis Collection gave excellent support to Iziko, arranging guided tours and adding to the art collections.
		Lobby and engage with political principals	Official visits by politicians and people of influence to Iziko sites	VIP database was added to Iziko address list. Arts & Culture Portfolio Committee of Parliament visited Iziko in August 2007 as part of their oversight role.
		Develop new alliances with stakeholders in the city and wider communities	Stakeholder alliances strengthened; increased participation of previously marginalised communities	Existing partnerships were strengthened and new alliances developed. See Appendix 4.1
Improve multilingualism	Develop Iziko Policy on multilingualism	Policy developed	Policy implemented	Planned for implementation in 2008/ 2009 as part of Iziko's Access Policy.
Cater for people with special needs	Increase enjoyment of exhibitions (e.g. audio tours, touch exhibits)	Audio tours initiated	Increased number of audio tours	Limited audio tour of the Slave Lodge was available; to be reviewed and upgraded by 2010.
		Braille labels and touch exhibits introduced	Increased number of Braille labels and touch exhibits	Braille labels available for selected works at Iziko SANG
		Special needs programmes developed for all major exhibitions	Special needs programmes implemented	Programmes for people with special needs formed part of all major exhibitions at Iziko SANG and Michaelis Collection.

1.4.5 Unlock the educational potential of Iziko and promote and innovatively showcase our arts, culture and natural history

Iziko's unique heritage resources were used creatively in a range of educational programmes for young learners, students and adults. The Planetarium brought the science of astronomy into the public domain, and the Mobile Museum extended the reach of Iziko into communities.

PROGRAMME/ ACTIVITY/KEY OBJECTIVE	STRATEGY	OUTPUTS	SERVICE DELIVERY INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET
Increase access to and use of Iziko educational resources	Conduct surveys on what potential users, e.g. teachers, scholars and others expect	Regular surveys conducted on expectations of potential users of Iziko education resources	Analysis of user experiences informs service improvement. Increased number of users of Iziko educational resources	Iziko education services reached over 50 000 learners and the Planetarium hosted some 66 000 people. In addition, there were active public programmes.
		A structured WCED-Iziko partnership through further joint planning of workshops and training programmes	Effective utilisation of WCED-Iziko resources in programmes	Joint programmes took place. Learning resources were developed for educator workshops and classroom use.
	Maximise the educational value of exhibitions and collections in line with strategic objectives and curriculum	Collection-related, user-friendly, educational resources developed	Learning and Teaching Support Material (LTSM) developed	Learning support material and worksheets related to slavery, Timbuktu, and natural history were produced. Ten slavery classroom posters and a further series of five Timbuktu posters were distributed widely.
Develop a strategy and programme for the 2010 World Cup	Use the opportunity provided by 2010 to develop Iziko sites and showcase our heritage to international audiences; link planning with other heritage stakeholders	Plan developed for exhibitions and public programmes at Iziko sites that will draw audiences and promote heritage during the 2010 World Cup	A strategy for 2010 developed and a roll-out plan in place	A Working Group was initiated to develop a strategy and programme for 2010; finalisation of the programme is underway.
Produce relevant exhibition- and collection-related educational materials	Develop learning support material that caters for a range of audiences	Diverse support material produced	Increase in demand and distribution of materials	An audit of educational resources was initiated. New and revised lesson plans were developed.
Produce Iziko-branded research, exhibition-related, and popular publications	Include a publications component in funding proposals for major exhibitions; build alliances with publishers	Publications funded and produced to accompany major exhibitions; relationships with publishers formed	An increased Iziko publication profile; plan in place to promote Iziko publications	Four editions of the quarterly education newsletter <i>Edundaba</i> were produced. Publications were promoted on Iziko website.
	Effective marketing of Iziko publications	Marketing plan for publications developed	Increased visibility and usage of Iziko publications	All educational programmes and resources were publicised in brochures, posters and the media.

PROGRAMME/ ACTIVITY/KEY OBJECTIVE	STRATEGY	OUTPUTS	SERVICE DELIVERY INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET
Develop a relevant educator development programme Promote education beyond Iziko sites	Develop capacity-building programmes for educators	Training programmes for educators developed	Effective programmes for educators in place	Iziko educators continued to be part of an ongoing skills-development programme.
	Formalise agreements with WCED and DoE in terms of joint ventures	Iziko educators attend in-service WCED-facilitated training workshops	Iziko educators have unrestricted access to the training available to school educators	Material related to Slavery and Timbuktu projects was produced for DoE; ongoing planning of joint activities with WCED
	Negotiate ETDP SETA-Iziko partnerships in professional development programme in heritage education	ETDP SETA and Iziko partnership consolidated	ETDP SETA short courses identified for certification as professional development option for educators	Exploratory meetings were held with the DoE; to be taken further in 2008/2009
	Develop a dynamic off-site education programme to build new audiences for Iziko	Off-site education programmes developed, including use of Iziko Mobile Museum	Measurable increase in reach of education programmes	The Mobile Museum visited outlying schools, reaching some 17 000 learners and also raised awareness of Iziko at the SABC Careers Fair and the UCT Science Expo.
		Education and tourism programmes linked	Programme developed to cater for both tourism and education sectors	A programme of slavery-related walking tours was introduced this year.
Increase participation in annual school-focused marketing events	Iziko brand promoted at school-focused marketing events	Feedback from education sector, the public and volunteers	Iziko educators participated in the SABC Funda Nathi Expo and hosted the Youth Environmental School programme in June 2007.	
Promote family group learning	Develop family-oriented museum programmes	Family programmes developed	Increased number of family visitors to museums	New holiday programmes focusing on family participation were developed.
Provide learning programmes for tour guides	Develop ongoing learning programmes for tour guides	Implement programme for tour guides	Increased network of trained tour guides and operators	Iziko Museum Ambassador Programme for youth guides was launched at the Slave Lodge.
Provide a sustainable and dynamic volunteer programme	Recruit and train volunteers	Volunteers recruited and training programme sustained	Increased number of volunteers	Volunteers and interns continued to assist at Iziko SA National Gallery. During this year one intern and 47 volunteers assisted the EPP department.

1.4.6 Ensure financial viability for Iziko

As a public institution, Iziko is committed to good governance and sound financial management. A larger percentage of the state subsidy than is optimum was required to cover the cost of salaries. However, income generated by Iziko and grants received for specific projects allowed Iziko to achieve many of its project-related goals and to increase its public profile.

PROGRAMME/ ACTIVITY/KEY OBJECTIVE	STRATEGY	OUTPUTS	SERVICE DELIVERY INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET
Develop and implement a diversified funding and investment strategy	Develop a fundraising policy and plan and implement a medium to long-term fundraising plan	Fundraising Policy and Plan drafted	Fundraising Policy and Plan approved by Council	Work on Fundraising Policy and Plan was commenced and delivery is anticipated by June 2008. A donor database was established.
		Develop a Relationship Management Strategy (RMS)	RMS implemented and strengthened	Director of Institutional Advancement was appointed in November 2007 and will be responsible for RMS.
		Review fundraising plan	Report on review	Plan to be developed in 2008/2009
	Create a Membership Organisation for Iziko	Set up a planning committee for establishing a Membership Organisation	Membership Organisation launched	Strategy for corporate Membership Organisation and/or Iziko Foundation was taken forward by IA Director.
	Develop a medium-to long-term investment strategy	Develop Investment Policy to maximise revenue; scan investment market to obtain highest interest rates	Implement Investment Policy; increase in interest received	Actual interest received was 5,2% more than anticipated for the period April 2007 to March 2008.
Reduce operational costs	Outsource operations where appropriate	Review operational activities and related costs across Iziko	Comparative reduction in costs per operation	An 'in-house' comparative study on the cost of cleaning services was conducted and an outside cleaning service provider was subsequently appointed in March 2008.
	Implement and review the Supply Chain Management Policy	Policy implemented and reviewed annually	Procurement informed by the policy	Tender processes for 11 service areas were implemented in line with the provisions of the Supply Chain Management Policy.

PROGRAMME/ ACTIVITY/KEY OBJECTIVE	STRATEGY	OUTPUTS	SERVICE DELIVERY INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET
	Develop cash management procedures	Cash management procedures developed and approved	Cash management procedures implemented and monitored	Cash-handling procedures for receipting and banking of monies were revised and implemented. Tamper-proof electronic cash registers were installed at four main Iziko museums. Five Iziko-branded tamper-proof donations boxes were installed at the following museums: R&V, BH, Bo-Kaap, SANG and KdW.
	Draw up guidelines for financial manual	A financial manual developed	A financial manual in place	Progress continued with the development of the financial manual.
	Review costing of professional services, merchandise and venue hire on an annual basis	Standardised fee structure for professional services	Increase in income from professional services	Entrance fee strategy was reviewed and a fee increase for adults approved by Council in March 2008.
Venue hire fees reviewed and related to market trends		Increase income from venue hire	Venue hire targets were exceeded during this year.	
Iziko-branded merchandise developed		Increase income from merchandise	Iziko shops are outsourced. The lease agreements came under review.	
Maximise revenue	Develop new sources of income	Utilise intellectual capital, specialist skills, knowledge and experience of employees	Increased range of consultancy services	A 10% increase on commercial parking tariffs was implemented. A new monthly parking agreement was entered into with the CT Hollow Hotel.



Dr Michael Cluver's farewell and celebration of 20 years of the Whale Well, December 2007.



Members of the Arts and Culture Portfolio Committee visited Iziko in August 2007.

Human Resource Management



3.1 Expenditure

As at 1 April 2008 there were 239 staff members in the employ of Iziko, comprising 199 staff members appointed indefinitely and 40 appointed on fixed-term contracts. The latter comprised 6 staff members whose salaries were funded externally, 12 staff members employed by Iziko to work on projects, and 22 appointed to relieve Museum Attendants during their weekly rest periods on Mondays or Saturdays.

TABLE 1. PERSONNEL COST 2007-2008

TOTAL EXPENDITURE	PERSONNEL EXPENDITURE	LECTURE FEES	TRAINING EXPENDITURE	CONSULTANCY SERVICES	PERSONNEL COSTS AS % OF TOTAL EXPENDITURE	AVERAGE PERSONNEL COST PER EMPLOYEE
R50,150,820	R35,034,951*	R47,320	R248,036	R403,511	69.9%	R145,373

Average Personnel cost Per Employee

The average cost per employee is based on 241 staff members employed in Iziko as at 31 March 2008.

The cost per employee has increased since the previous financial year due to vacant positions being filled with employees appointed indefinitely and thus receiving benefits. In addition, after a review process the job grades of six positions changed to higher grades. Also, the Performance Management Policy was fully implemented resulting in salary progressions and once-off performance bonuses being awarded to staff.

Training Expenditure

Iziko spends 1% of the salary budget per annum on learning and development. The 1% budget figure is calculated in terms of the stipulations in the Skills Development Levies Act 9 of 1999, as amended, and not based on the total personnel expenditure. Expenditure on training is therefore less than 1% of the overall personnel expenditure.

TABLE 2. DETAILS OF THE 2007-2008 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
R22,062,001	62.97%	R825,698	2.36%	R684,247	1.95%

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
R1,757,660	5.02%	R726,713	2.07%	R4,302,612	12.28%

* The amount differs from the figure for personnel expenses in the financial statements (see page 47) as it represents the actual amount paid to employees as against the amount in the financial statements which includes provisions and excludes costs for WCFP and Special Projects contract employees.

FIXED ALLOWANCES		OTHER ALLOWANCES AND ONCE-OFF BONUSES FOR ADDITIONAL WORK		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
R700,696	2.00%	R313,735	0.90%	R16,170	0.05%

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
R1,634,537	4.67%	R108,011	0.31%	R157,613	0.45%

STATUTORY LEVIES (UIF & WCA)		PLACEMENT FEES		LEAVE GRATUITIES ON TERMINATION	
Amount	Statutory Levies as a % of personnel cost	Amount	Placement Fees as a % of personnel cost	Amount	Gratuities on Termination as a % of personnel cost
R253,064	0.72%	R28,762	0.08%	R92,511	0.26%

PAYMENT OF ACCUMULATED LEAVE		TOTAL PERSONNEL EXPENDITURE	
Amount	Payment of Accumulated Leave as a % of personnel cost	Amount	Percentage
R1,298,577	3.68%	R35,034,951	100.00%

Overtime

The expense to keep our museums open to the public on weekends and most public holidays accounts for a greater part of the overtime expenditure.

Further, to comply with the weekly rest periods stipulated in the Basic Conditions of Employment Act 75 of 1997 as amended (BCEA), Museum Attendants work a staggered work week which enables the implementation of a rest period of at least 60 hours over one weekend. A "pool" of 22 persons was therefore employed to relieve staff for the legislated rest periods.

Iziko also generates a substantial income from venue hire. Staff are deployed to perform security duties during these venue hire functions and the cost thereof is reflected in the overtime expenditure.

Benefits

The effects of the revised benefit structure applicable to new employees can be seen in the medical aid contributions and pension contributions. As new staff members are appointed and the longer-serving staff members retire or resign, the percentages spent on these benefits are being contained.

Since the Museums Pension Fund has been declared fully funded through an actuarial evaluation, the employer contribution for the defined benefit members of the fund was reduced from 24.6% to 20%.

3.2 Employment and vacancies

A salary increase of 6 percent was implemented in August 2007. The remaining 0.7percent increase that had been provided for in the budget was ring-fenced and used for salary progression and performance bonuses. Salary progressions were awarded to 41 staff members and performance bonuses to 8.

During the period under review, a total of 31 positions were filled. An advertisement for 14 positions was placed in the media in February 2008. No appointments to these vacant positions had been made by 31 March 2008.

3.3 Job Evaluation

Iziko's jobs in the organisational structure are evaluated using the Peromnes Grading System. During the period under review, the grades of seven positions were re-evaluated based on changes to job functions. Of the seven positions, six were graded higher and one lower than the previous grade.

3.4 Employment Changes

TABLE 3. ANNUAL TURNOVER RATE BY SALARY LEVELS FOR THE PERIOD 1 APRIL 2007 TO 31 MARCH 2008

OCCUPATIONAL LEVELS	NUMBER OF EMPLOYEES ON 01 APRIL 07	APPOINTMENTS AND TRANSFERS INTO THE INSTITUTION	TERMINATIONS AND TRANSFERS OUT OF THE INSTITUTION	TURNOVER RATE	TRANSFERS INTO LEVEL	TRANSFERS FROM LEVEL	NUMBER OF EMPLOYEES ON 01 APRIL 08
Senior Management	2	0	0	0.00%	1	0	3
Professionally qualified and experienced specialists and mid-management	8	1	1	12.50%	1	1	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	95	24	10	9.52%	0	1	105
Semi-skilled and discretionary decision making	83	6	9	11.25%	0	0	80
Unskilled and defined decision making	4	0	1	33.33%	0	0	3
Total Indefinite Employees	192	31	21	10.55%	2	2	199
Contract Employees	36	56	41	102.50%	0	0	40
Total	228	87	62	25.94%	2	2	239

Note: The difference between the total number of staff on 31 March 2007 as reported in the Annual Report 2006-2007 and on 1 April 2007 as per Table 3 is explained in Table 4 on the following page.

There were three promotions in the reporting period. A Collections Manager was appointed as a Curator and moved from the Occupational Level *Skilled Technical and Academically Qualified Workers* to the level *Professionally Qualified and Experienced Specialists*.

A trainee Collections Manager was promoted to the Assistant Collections Manager position and a Museum Attendant to that of a Switchboard Operator. However these staff members remained in the same Occupational Level.

Of the six positions whose grades were reviewed, five remained in the same Occupational Level while one moved from the Occupational Level *Professionally Qualified and Experienced Specialists* to the *Senior Management* level as reflected in Table 3.

Staff Numbers in 2006–2007 and 2007–2008

TABLE 4. STAFF MOVEMENT BETWEEN 31 MARCH 2007 AND 01 APRIL 2008

STATUS	TOTAL EMPLOYEES ON 31 MARCH 07	TERMINATIONS ON 31 MARCH 07	TOTAL EMPLOYEES ON 01 APRIL 07	WCFP EMPLOYEES (NO LONGER MANAGED BY IZIKO)	APPOINTMENTS	TERMINATIONS	TOTAL EMPLOYEES ON 31 MARCH 08	TERMINATIONS ON 31 MARCH 08	TOTAL EMPLOYEES ON 01 APRIL 08
Indefinite	192	-3	189	0	31	-20	200	-1	199
Contract	36	-2	34	-9	56	-40	41	-1	40
Total	228	-5	223	-9	87	-60	241	-2	239

TABLE 5. REASONS WHY STAFF MEMBERS ARE LEAVING THE INSTITUTION

TERMINATION TYPE	NUMBER	% OF TOTAL
Death	2	0.83%
Resignations	11	4.56%
Expiry of contract	39	16.18%
Dismissal - operational changes	0	0%
Dismissal - misconduct	6	2.49%
Dismissal - inefficiency	0	0%
Discharges due to ill-health	0	0%
Retirement	4	1.66%
Other: Absconded	0	0%
Total	62	
Total number of employees who left as % of the total employment at 31 March 2008		25.73%

It must be noted that the high turnover in terms of expired contracts is a result of 17 staff members receiving multiple fixed-term contracts in different departments within the organisation.

3.5 Employment Equity

TABLE 6. TOTAL NUMBER OF EMPLOYEES IN EACH OF THE FOLLOWING POST LEVELS ON 31 MARCH 2008

POST LEVEL	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	1	0	0	1	0	0	1	0	0	3
Professionally qualified and experienced specialists and mid-management	0	0	0	1	0	2	0	5	0	0	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	6	20	1	17	7	22	1	27	3	2	106
Semi-skilled and discretionary decision making	14	23	0	2	16	22	0	1	2	0	80
Unskilled and defined decision making	0	2	0	0	0	1	0	0	0	0	3
Total Indefinite Staff	20	46	1	20	24	47	1	34	5	2	200
Contract Staff	5	8	0	1	12	12	0	2	1	0	41
GRAND TOTAL	25	54	1	21	36	59	1	36	6	2	241

TABLE 7. TOTAL NUMBER OF EMPLOYEES IN EACH OF THE FOLLOWING OCCUPATIONAL CATEGORIES ON 31 MARCH 2008

OCCUPATIONAL CATEGORIES	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
Legislators, Senior Officials and Managers	0	1	0	1	1	2	0	6	0	0	11
Professionals	0	3	0	10	0	2	0	5	2	1	23
Technicians and Associate Professionals	6	12	1	7	5	9	1	18	1	1	61
Clerks	0	2	0	0	4	10	0	3	0	0	19
Service and Sales Workers	12	14	0	1	13	22	0	1	0	0	63
Skilled Agriculture and Fishery Workers	0	0	0	0	0	0	0	1	0	0	1
Craft and Related Trades Workers	2	8	0	1	1	1	0	0	2	0	15
Plant and Machine Operators and Assemblers	0	4	0	0	0	0	0	0	0	0	4
Elementary Occupations	0	2	0	0	0	1	0	0	0	0	3
Total Indefinite Staff	20	46	1	20	24	47	1	34	5	2	200
Contract Staff	5	8	0	1	12	12	0	2	1	0	41
GRAND TOTAL	25	54	1	21	36	59	1	36	6	2	241

In this reporting period Iziko employed a person who is deaf as an Assistant Curator.

It must be noted that appointments to positions that were advertised in February 2008 have not yet been made. It is therefore anticipated that the appointment of black staff to the vacant positions would further improve the organization's workforce profile.

3.6 Foreign Workers

During the reporting period, two foreign staff members were appointed indefinitely while one foreign staff member was appointed on a fixed-term contract.

3.7 Leave Utilisation for the Period 1 April 2007 to 31 March 2008

3.7.1 Annual Leave

The matter of capped (accumulated) leave was again addressed. Although this liability had been reduced to some degree the rate of reduction was insufficient. The decision was therefore made to reduce the liability further by paying out staff for most of their accumulated leave. In July 2007 an amount of R1,287,843 was paid to staff members with accumulated leave.

3.7.2 Sick Leave

TABLE 9. SUMMARY OF SICK LEAVE 1 APRIL 2007 TO 31 MARCH 2008

STATUS	NUMBER OF STAFF MEMBERS	TOTAL DAYS TAKEN PER YEAR	AVERAGE DAYS DUE PER PERSON PER YEAR	AVERAGE DAYS TAKEN PER PERSON PER YEAR	COST OF SICK LEAVE TAKEN THIS YEAR
Indefinite	220	1,744	10.57	7.93	R530,548
Contract	81	127	2.64	1.57	R28,603
Totals	301	1,871	8.44	6.22	R559,151

The number of staff members in the table above includes staff members whose services were terminated during the reporting period.

3.7.3 Special Leave

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

3.8 HIV/Aids and Health Promotion Programmes

On World Aids Day a workshop was held and staff members who had not attended an HIV/Aids workshop in previous years were encouraged to attend. All staff members were again invited to be tested for HIV/Aids. The testing included pre- and post-counseling.

Staff members were also invited to an information session on Diabetes where they were tested for diabetes.

3.9 Labour Relations

TABLE 10. DISCIPLINARY ACTION TAKEN FROM 1 APRIL 2007 TO 31 MARCH 2008

MALES				FEMALES				OUTCOME
AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE	
0	1	0	0	3	2	0	0	Dismissal
0	3	0	0	3	2	0	0	Final Written Warning
1	0	0	0	4	7	0	0	Written Warning

Dismissals

Of the six staff members dismissed, five were dismissed for misconduct related to dishonesty and in two of those cases fraudulent medical certificates had been submitted.

A dispute was referred to the CCMA in this reporting period where the ex-employee withdrew the case at the conciliation hearing.

In another CCMA case that commenced in 2005, an award was made on 10 December 2007 resulting in an amount of R196,677 being paid to the staff member involved.

3.10 Skills Development

TABLE 11. TRAINING: THE TOTAL NUMBER OF PEOPLE WHO RECEIVED TRAINING IN EACH OCCUPATIONAL CATEGORY DURING THE TWELVE MONTHS FROM 1 APRIL 2007 TO 31 MARCH 2008

OCCUPATIONAL CATEGORIES	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
Legislators, Managers	0	2	0	2	1	2	0	5	0	0	12
Professionals	0	3	0	8	0	1	0	5	1	1	19
Technicians/ Associate Professionals	4	8	1	6	4	7	1	12	1	1	45
Clerks	0	2	0	0	3	6	0	2	0	0	13
Service & Sales Workers	5	6	0	0	10	14	0	1	0	0	36
Skilled Agriculture & Fishery Workers	0	0	0	0	0	0	0	0	0	0	0
Craft & Related Trades Workers	2	8	0	0	1	1	0	0	2	0	14
Plant & Machine Operators	0	0	0	0	0	0	0	0	0	0	0
Elementary Occupations	0	0	0	0	0	1	0	0	0	0	1
Total Indefinite Staff	11	29	1	16	19	32	1	25	4	2	140
Contract Staff	4	7	0	1	6	9	0	1	1	0	29
TOTAL	15	36	1	17	25	41	1	26	5	2	169

Training Opportunities

Table 11 reflects the number of staff members who received training. In some instances staff members attend more than one training course in a reporting period. Therefore the total number of training opportunities is more than double the total number of staff members who attended training courses as can be seen in Table 12.

TABLE 12. TRAINING: TOTAL NUMBER OF TRAINING OPPORTUNITIES PROVIDED IN EACH OCCUPATIONAL CATEGORY FROM 1 APRIL 2007 TO 31 MARCH 2008

OCCUPATIONAL CATEGORIES	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
Legislators, Managers	0	5	0	8	6	11	0	22	0	0	52
Professionals	0	7	0	17	0	1	0	13	3	1	42
Technicians/ Associate Professionals	11	19	4	16	8	28	3	35	4	1	129
Clerks	1	3	0	0	2	19	0	3	0	0	28
Service & Sales Workers	6	8	0	0	7	21	0	4	0	0	46
Skilled Agriculture & Fishery Workers	0	0	0	0	0	0	0	0	0	0	0
Craft & Related Trades Workers	5	21	0	0	1	1	0	0	2	0	30
Plant & Machine Operators	0	0	0	0	0	0	0	0	0	0	0
Elementary Occupations	0	0	0	0	0	2	0	0	0	0	2
Total Indefinite Staff	23	63	4	41	24	83	3	77	9	2	329
Contract Staff	12	14	1	1	13	18	0	2	2	0	63
TOTAL	35	77	5	42	37	101	3	79	11	2	392

3.11 Injury on Duty

During the period, eight incidents were reported none of which resulted in serious injuries.

3.12 Utilisation of Consultants

Iziko has been successful in fundraising millions of rands for projects. In submitted funding proposals, provisions were made for the appointment of consultants with specific expertise to assist with delivery on the funded projects.

Also, where there is a lack of specialized skills within the organisation, consultants were appointed to deliver services on the identified area such as, for example Painting Conservation.

Appendices



4.1 Projects & Partnerships

4.1.1 Office of the CEO

- The SAMP Joint Project on slavery and human rights was led by the CEO.
- A partnership was established with Museums in Docklands, London, and the local UK Consulate General and British Council re the bicentenary of the abolition of the slave trade in the British Empire.
- A Ceremony of Remembrance was held at St George's Cathedral on 6 May 2007 to mark the bicentenary of the Act that abolished the British slave trade. The CEO, with support of the Department of Arts and Culture and St George's Cathedral, organised the ceremony at which Dr Allan Boesak was the key speaker.
- A DAC/Iziko mission on collaboration and cooperation with the heritage sector of the Netherlands was led by the CEO.
- The Memorandum of Understanding signed with Freedom Park in 2006 was consolidated in relation to planning and development of the museum at Freedom Park.

Institutional Advancement in Office of the CEO

- Agreement was reached between the Two Oceans Aquarium, MTN ScienCentre and Table Mountain Cableway on cross-marketing events and distributing promotional material.
- Footsteps to Freedom and Iziko developed a winter tour guides programme, with the aim of increasing knowledge of the museum among tour guides.

4.1.2 Art Collections Department

- In accordance with the bilateral agreement between South Africa and India, a grant from the Department of Arts and Culture (DAC) and support from the government of India resulted in the exhibition *Scratches on the Face: Antiquity and Contemporaneity in South African Art* being shown at the National Gallery of Modern Art in New Delhi and Mumbai. Allocation: R214 000.00.
- A Transformation grant from DAC enabled the appointment of a trainee curator in contemporary art. Loyiso Qanya was appointed in October 2006 and completed his training in October 2007. Allocation: R114 000.00.
- The exhibition *Marlene Dumas: Intimate Relations* was made possible by funding from Standard Bank, the Mondriaan Foundation, the Embassy of The Netherlands and KLM.
- *Singing the Real*, an exhibition of contemporary Irish art,

was organised by the Royal Hibernian Academy and funded by Culture Ireland.

- The exhibition *Cyprian Mpho Shilakoe Revisited* was funded by MTN.
- The exhibition of the *Sasol Wax Art Award 2007* was sponsored by Sasol.
- The *DaimlerChrysler Award for South African Architecture* exhibition was sponsored by DaimlerChrysler.
- *Dungamanzi – Tsonga & Shangaan Art from southern Africa* was supported by the City of Johannesburg, Johannesburg Art Gallery, National Heritage Council, National Arts Council, Arts and Culture Trust, Wits University Press, Natalie Knight Gallery, Ove Arup, CD Shipping, the Consulate-General of Switzerland and kulula.com
- *Reality Check: Contemporary South African Photography* was funded by the Neuer Berliner Kunstverein and their museum partners in Germany.
- *Messina/Musina: Standard Bank Young Artist for Visual Art 2007: Pieter Hugo* was funded by Standard Bank.
- The exhibition *Is there Still Life?* was supported by Sanlam, the Goodman Gallery, Sasol, the Joan St Leger-Lindbergh Trust, the Cape Tercentenary Trust and the Friends of the Michaelis Collection.
- The Sir Abe Bailey Trust continued to fund the conservation and other costs related to the Sir Abe Bailey bequest: R40 000 in 2007–2008.
- The Friends of Iziko SA National Gallery continued to make significant contributions to acquisitions and projects; the Friends of the Michaelis Collection also contributed substantially to education and other activities.

4.1.3 Social History Collections Department

Iziko Social History Centre

- The major project to refurbish the National Mutual Building on Church Square to become the Iziko Social History Centre made substantial progress. Social History curator Esther Esmiol ensured that special requirements for housing the diverse Social History collections were met.

Precolonial Archaeology

- Dr Sarah Wurz was awarded a grant for just under R1 million from the National Research Foundation, African Origins Platform, over three years, for a project titled 'Middle Stone Age Behaviour through a comparative technological and functions study of stone tools and land use patterns'.
- In the second part of the year Dr Wurz visited China as part of a delegation of South African palaeoscientists and representatives

of the South African Department of Science and Technology. External research on collections remained very active.

Iziko Slave Lodge

- The redevelopment of the Iziko Slave Lodge continued. The range of exhibitions presented provided an interesting visitor experience and a base for innovative education programmes. Increased visitor numbers reflected the success of this long-term project.
- A programme to mark the bicentenary of the abolition of the slave trade in the British Empire (1807–2007) was undertaken in collaboration with the British High Commission and British Council. This included the presentation to Iziko of a replica of the Buxton-Wilberforce table on which the Abolition Act was signed.
- A long-term archaeological research project to locate the wreck of the slave ship, the *Meermin*, continued; funded by the National Lotteries Distribution Trust Fund.

Timbuktu manuscript exhibition

- A further grant of R1 million was received from DAC for Iziko to produce an exhibition in 2007–8 that will travel to museums in major centres in South Africa.

Joint project with the University of Cape Town

- The fragile Stow rock art reproductions were prepared for conservation by Johan Maree as part of a joint project between Iziko and Professor Pippa Skotnes of the Michaelis School of Fine Art.

4.1.4 Natural History Collections Department

National Research Foundation

- Systematics and evolution of fig wasps (SA Biosystematics Initiative) (R14 7000 to S van Noort)
- Cretaceous faunas from KwaZulu-Natal (R37 500 to H Klinger)
- Systematics and biogeography of arid-adapted ants (R49 000 to H Robertson)
- Palaeoecology of Gondwana (R78 000 to R Smith)
- Evolution of West Coast Ecosystems (R27 000 to R Smith)
- Post-doctoral Fellowship to T Mathews (R120 000; supervisor R. Smith)
- Southern African Bryozoans (R68 200 to W Florence)
- NRF African Origins Platform award of R2 700 000 over three years for the project: 'Maximising the research, educational and tourism potential of the West Coast Fossil Park'. In this financial year, R332 708.26 was received (project leader: R Smith).

National Science Foundation Planetary Biodiversity Inventory

NSF PBI Platygastroidea project (R108 328.30 to S van Noort).

Palaeo-Anthropology Scientific Trust (PAST)

Tracking Gondwanan dinosaurs (R50 000 to R Smith).

Research into Human Origins Initiative (RHOI)

Development of a computerised database for the Langebaanweg fossil collection. Funding from 2006–2007 continued to cover staff until December 2007 (R30 000 to DM Avery).



Ant collecting field trip, December 2007 Northern Cape. From left – Evans Baloyi (Intern), Dr Hamish Robertson (Director Natural History Collections), Nokuthula Mbamyana (Assistant Curator) and Tlamele Phatudi (Intern).

Save Our Seas Foundation (SOS)

White Shark behavioural ecology in False Bay (R201 239.25 to PhD student A Kock; supervisor LJV Compagno)

National Lottery Distribution Trust Fund

The final tranche of R1 866 000 was received for Phase 2 of the African Dinosaur Gallery at Iziko SA Museum.

4.1.5 Education and Public Programmes Department

Lottery-funded projects

African Roots Festival – Celebrating Heritage. Programme of activities and events was developed in partnership with Artscape; Learning Support Resources were developed and teacher training workshops held; Iziko Mobile Museum (IMM) modules were completed and the IMM was used regularly for audience development and outreach programmes.

Department of Education

A partnership with the national Department of Education was forged to produce educational posters related to the history of slavery and the heritage of Timbuktu.

Iziko Winter Public Programme (7–30 July 2007)

The programme included excursions, workshops, guided tours by curators, lectures and film-screenings, and attracted diverse audiences.

SABC Careers Fair (25–27 July 2007)

Iziko educators participated in the SABC Careers Fair for FET learners, held at the Castle.

Heritage Month Programme (4–28 September 2007)

A collaborative programme formed part of the national commemoration of South Africa's heritage and a celebration of poetry.

Summer School 2008

Summer School programme on *Museums, Climate Change and Africa's Indigenous Heritage* opened on 31 January 2008 and ran through February.

4.1.6 Facilities Management Department

Renovation and extension of the Social History Centre

This R64-million contract managed by the Department of Public Works (DPW) is due for completion in September 2008.

Courtyard Project at Iziko SA Museum for new storage and office accommodation

Approved plans were submitted to the DPW and consultants were appointed. Preliminary funding for the project was made available in the DPW budget.

Renovation and repair of Iziko SA Museum Building

This project was near completion but a number of outstanding items were pointed out to the Principal Agent and the contractor for completion before First Delivery is signed.



Ukhamba by Jabu Nala, 2007.



Vessel by Euriel Damman, Rorke's Drift, 1994.

Renovation and repair of the Iziko SA National Gallery Annexe Building

The project was completed in July 2007 as planned. Iziko Art Collections Library is now housed in this building.

CCTV cameras at four Iziko Sites

Consultants for this project were appointed and tenders invited from prospective service providers. The estimated cost of the project is R6 million.

Provision for disabled access to Iziko Museums

Plans for access for people with disabilities at seven Iziko museums were approved by Heritage Western Cape. At the earliest, the completion date for this project is expected in October 2008.

4.2 Exhibitions

4.2.1 Art Collections Department

Presented at Iziko South African National Gallery

- *Romantic Childhood: Thomas Gainsborough's Lavinia in the Sir Abe Bailey Bequest* continued into 2008.
- *Fabrications. Drapery and Dress in Paintings from the Iziko Permanent Collection* continued into 2008.
- *Invoice: photographs by Santu Mofokeng*, a survey show of one of South Africa's foremost photographers closed on 2 May 2007 to commence a national tour.
- *Why collect? New Acquisitions Made by the Iziko Art*

Department 2005–2006 ran from March 2007 to March 2008.

- *Churchill Madikida: Standard Bank Young Artist for Visual Art 2006*, from 24 March to 2 May 2007.
- *Trans Cape*, the contemporary art event, presented new media works from 24 March to May 2007.
- *Cyprian Mpho Shilakoe Revisited*, curated by Jill Addleson, opened on 15 May and closed on 24 June 2007. It provided an opportunity to revisit Shilakoe's (1946–1972) prints, paintings and sculptures and view works never seen before.
- *Imbacu – Art from the Inside/Outside* ran from 16 May to 21 October 2007 and was a mentorship project for the DAC-funded Trainee Curator, Loyiso Qanya.
- *Art from Rorke's Drift*, from 6 May to 21 October 2007, comprised works from the permanent collection, which was significantly augmented by funding from the National Lotteries Board.
- *sneeze 80x80*, an international new media exhibition, opened with a talk by artist/curator Peter Lloyd Lewis on 26 June; it closed on 28 October 2007.
- *Singing the Real*, an exhibition of contemporary Irish art, was organised by the Royal Hibernian Academy, Dublin, and curated by the Director, Patrick Murphy, and ran from 18 July to 18 November 2007.
- *Ernest Cole* opened on 4 September 2007 and continued into 2008.
- *Marlene Dumas: Intimate Relations* was opened by David Goldblatt on 5 November 2007 in the presence of the artist and more than 700 guests.



Guests at the opening of the Dungamanzhi exhibition at Iziko South African National Gallery, February 2008.



Marlene Dumas speaking at the opening of her first solo exhibition in South Africa, November 2007.

- 'Work by Willie Bester' opened on 5 December 2007 and was the result of a collaborative project with the Montagu Museum.
- *Sasol Wax Art Award 2007* opened on 5 December 2007.
- *DaimlerChrysler Award for South African Architecture*, 26 January to 30 March 2008, was opened by Laura Robinson, President of the Cape Institute for Architecture.
- *Dungamanzi – Tsonga & Shangaan Art from southern Africa*, curated by Nessa Leibhammer, Natalie Knight and Billy Makhubele, opened on 14 February and closed on 8 June 2008.
- *Reality Check: Contemporary South African Photography*, 11 March to 25 May 2008, was exhibited after returning from its tour of Germany.
- *Messina/Musina: Standard Bank Young Artist for Visual Art 2007: Pieter Hugo* was open from 22 March until 4 May 2008.

Presented at The Old Town House

- A selection from the permanent collection, featuring well-loved works by Frans Hals, Van Ruisdael, Steen and Snijders, was installed in July 2007.
- *Is there Still Life?*, 7 November 2007 to 31 March 2008, was curated by Professor Michael Godby from UCT and was accompanied by an excellent catalogue.

External and travelling exhibitions organised by Iziko Art Collections

- *Gerard Sekoto – Repatriated Works*, a selection of works from the permanent collection, and works acquired by DAC in London, opened at Parliament on 8 June 2007 on the occasion of the budget vote of the Minister of Arts and Culture.
- *Invoice: Photographs by Santu Mofokeng* travelled to the William Humphreys Art Gallery in Kimberley and to the Durban Art Gallery.
- *Scratches on the Face: Antiquity and Contemporaneity in South African Art* was opened at the National Gallery of Modern Art in New Delhi on 8 December 2007 by Minister Z Pallo Jordan. Early in February it moved to Mumbai, where it ran until 20 February 2008. The exhibition was accompanied by a 64-page full-colour catalogue.
- *Gerard Sekoto: From the Paris Studio* completed its national tour at the Durban Art Gallery. In response to a request from the South African High Commission in Namibia, it was installed at the National Gallery of Namibia in Windhoek in March 2008.
- *Zeitgenössische Fotokunst aus Südafrika* (Contemporary South African Art Photography) travelled to Sindelfingen, Bochum and Chemnitz in 2007–2008.

- Iziko showcases at the Cape Town International Convention Centre were refreshed and maintained on a regular basis.

4.2.2 Social History Collections Department

Presented at Iziko Galleries at the Castle of Good Hope

- *Woven into Life* basketry exhibition was reinstalled at the Castle in the Iziko Grain Cellar, May to Dec 2007.
- Duggan-Cronin photographs: *Thandabantu* at the Good Hope Gallery, April to June 2007.
- *Making Waves*, an exhibition of the SABC's art collection, ran in the Good Hope Gallery at the Castle from September to October 2007.

Presented at Iziko Slave Lodge

- *Cultural Echoes*, a new long-term display on the cultural origins of slaves at the Cape- was completed in October 2007.
- The Slave Lodge Entrance Hall display panels and text was completed in March 2008.
- *Afro-Brazil*, photographs relating to slavery in Brazil, ran from 8 November to February 2008.

Presented at the Iziko Maritime Centre

- An exhibition on the tragedy of the *SS Mendi* and the SA Native Labour Contingent was installed in October 2007.
- Maritime-related research, texts and pictures were also installed in one of the Iziko showcases at the Cape Town International Convention Centre.



Panel in the exhibition, *Beads: Ritual and Adornment* at Iziko SA Museum.

Presented at Iziko South African Museum

Beads: Ritual and Adornment opened on 9 August 2007, showing beads from precolonial excavations to imported beads used by rural South Africans today.

Presented at Iziko Koopmans-de Wet House

New panels covering the life and times of Marie Koopmans de Wet, including the South African War, were completed in March 2008.

4.2.3 Natural History Collections Department

Presented at Iziko South African Museum

- *African Dinosaurs – Phase 1* was launched on 24 November 2007 with a public lecture by Dr Paul Sereno, the scientist who organised the expeditions to Niger and Morocco that resulted in discovery of the African dinosaur *Jobaria*.
- *2007 Wildlife Photographer of the Year Exhibition* was launched on 13 December 2007 in the newly refurbished spaces created from the deinstallation of the Printing Gallery and *History of SA Museum* exhibition. The exhibition was a collaborative venture with NHU Africa and attracted large numbers of visitors.

4.3 Acquisitions

4.3.1 Art Collections Department

DAC Transformation Budget 2004–2006

- Willie Bester, *The Missing Ones* (2007), metal, R50 000.00, from the artist

Work purchased from the DAC budget for the repatriation of South African art

- Artist unknown, A pair of scrimshaw decorated powder horns, one depicting a plan of Fort Cox and a mother and child, the other a two-storey house, c. 1846; hammer price £500, total charges £117.50, total £617.50, on auction from Bonhams, London.

Works Purchased from the Iziko Art Collections Department Budget

- Kurt Campbell, selection of works, *Fever Sleep, The Colonial Pillow Series* (2007), archival pigment print, edition of 7, R2 900.00 each, from worldart gallery; the artist offered the whole series of 7 to the Gallery for R10 000.00.
- Sue Meyer, *Dancing Headrest* (2007), lead crystal kiln-infused glass, R7 500.00, from The Edge Glass Gallery
- Michael Zondi, *Untitled* (undated), wood, R5 000.00, from Professor G Fouché
- Rose Shakinovsky in collaboration with Sanna Mkgaha, Cate Paputla, Ashnath Makubila and Lisbeth Nkwadi, *Speculum Veritatis after Duchamp* (2005), bicycle wheel, stool, stick, seed beads, R26 000.00, from Mogalakwena (with a discount of R6 000.00)



Santu Mofokeng. Photograph, Sacral beasts, Clarens, 2004.

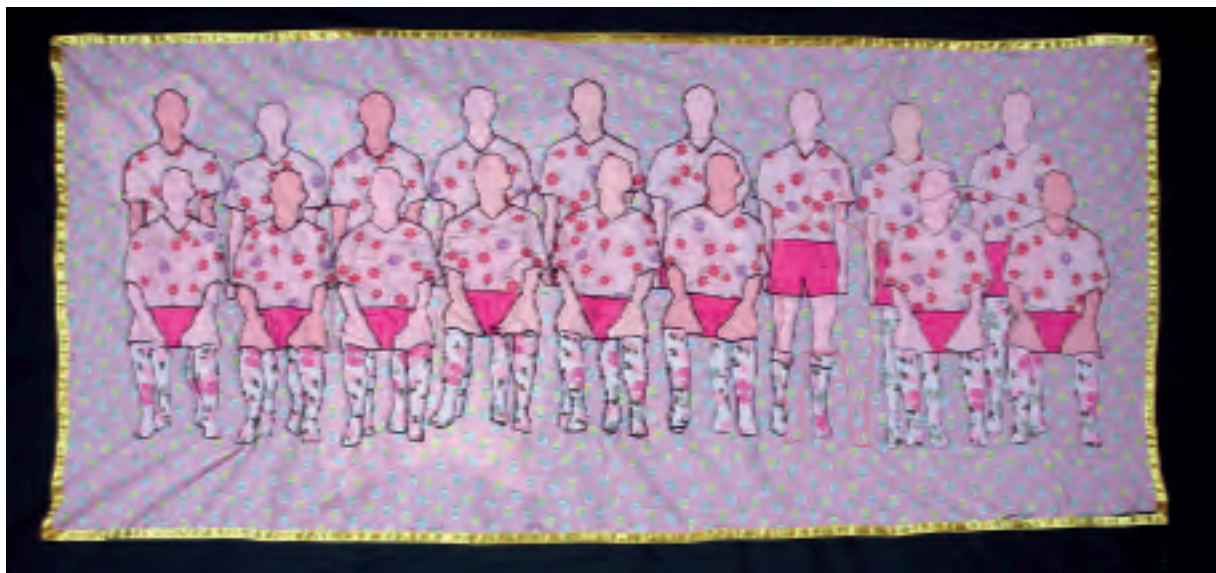
- Johannes Segogela, *Aids Patient (4 Figures)* (2004), oil on carved wood, R18 000.00 less R1 800.00, plus VAT, R18 468.00, from Goodman Gallery Cape
- Pieter Hugo, *Tem Vleksi, Cape Town* (2002), Lambda print, AP, R20 000.00, from Erdmann Contemporary
- Madi Phala, *No. 17* (2007), mixed media, R7 500.00
- Artist Unknown, *Mfengu courting apron (iphoco)* (c. late 19th century), glass beads, sinew, hide (straps), R4 800.00, from Hans Niehaus
- Julius Mfete, *Old Man with Stick* (2007), indigenous woods, R3 420.00
- Julius Mfete, *Pipe with Monkey* (2007), indigenous woods, horn, metal R3 420.00
- Julius Mfete, *Pipe with Monkey* (2007), indigenous woods, horn, metal R3 420.00
- Julius Mfete, *Jockey on Horse* (2007), indigenous woods, R8 460.00, all the above from the Association for Visual Arts; 10% discount would apply
- Andrew Putter, *Secretly I will love you more* (2007), DVD projection and installation, edition of 5, R55 000.00, from the artist
- Adriaan van Zyl (1959–2006), *Hospitaal Diptiek 3* (2004), oil on canvas, R30 000.00, from the family through Amanda Botha
- Joe Dolby, *Morning* (November 2006), *Afternoon* (October 2006), *Dusk* (September 2006), R21 000.00, minus 10% discount, R18 900.00, from the Association for Visual Arts
- Jenny Gordon, *Olga Labuschagne, her grandson Quinton and his friend Peter in their council flat, Wentworth, Durban, September 2003*, Lambda print, R10 000.00, from the artist
- Artist Unknown, Southern/Northern Nguni, *Tobacco pipe embellished with wire-work* (c. late 19th century), wood, copper wire, tin, acquired on auction from Rudd's Auctioneers
- Artist Unknown, Southern Nguni, Eastern Cape, *Tobacco pipe with lead inlay* (c. late 19th century), wood, lead, tin, bamboo mouthpiece, acquired on auction from Rudd's Auctioneers, both pipes for R7 470.00
- Laurence Lemaana, *The Discussion (green figures)* (2006), fabric collage, Shangaan textile, edition 1 of 2, R9 000.00 + VAT, minus 10%, R9 234.00, from Art Extra, Johannesburg
- Laurence Lemaana, *Players of colour* (2006), fabric collage, embroidered team, edition 1 of 2, R9 000.00 + VAT, minus 10%, R9 234.00, from Art Extra, Johannesburg
- Brendhan Dickersen, *Cannon Fodder* (2007), carved Jacaranda wood and wrought stainless steel, R48 000.00, no VAT, minus 10%, R43 200.00, from the artist
- Zanele Muholi, *Sokka Plight at the Chicago Gay Games* (2006), Lambda print, edition of 8, R6 000.00, with 10% discount + VAT, R6 156.00
- Jane Makhubele, *Nceka – Mandela's 85th birthday celebration outfit in 2003* (c. 2006), textile, brass safety pins, glass beads, thread, R4 900.00, from Natalie Knight

Commissioned Work from Iziko Budget

- Titus Thabiso Matiyane, *Panorama of Cape Town*, mixed media on Aquarelle Arches watercolour paper, R54 000.00

Works Purchased by the Friends of the Iziko South African National Gallery

- Stuart Bird, *Zuma biscuits* (2007), 4 biscuits, painted wood, R23 000.00, from the artist



Laurence Lemaana, *Players of Colour* (2006), fabric collage, edition 1 of 2.

- Diane Victor, *Disasters of Peace*, portfolio of 30 etchings (2001–2008), R51 300.00, from Goodman Cape

Presentations

- From Michael Stevenson Contemporary:
Pieter Hugo, *The Bereaved* (2005), four Lambda photographic prints laid on aluminium
- From Mr P Topzand:
Frans Oerder, *Untitled* (undated), pencil
- From Cindy Tyrell:
two ceramic pots (the provenance and identity of the artists require further research)
- From Jack Shopley:
George Pemba, *Portrait of a Young Girl* (c. 1935/36), watercolour
- Bequest from the Estate of the late Gretchen Schmolder:
T Sutherland, *Filho da Puta* (1815), colour etching, aquatint

T Sutherland, *Memno* (1825), colour etching, aquatint
T Lupton, *J. Warde* (no date), colour etching, aquatint

- From Ian van Coller:
Ian van Coller, *Zanele Ndlovu* (from the series *Interior Relations*) (2007), digital C-print, edition of 3 plus 1AP, from the artist
Ian van Coller, *Chazile Encelly Twala* (from the series *Interior Relations*) (2007), digital C-print, edition of 3 plus 1AP, from the artist
- From Herman Kotzè:
Colbert Mashile, *Sehlabelo* (2007), oil on canvas (value R13 300.00)
Colbert Mashile, *Motho-Le-Mmagwe* (2007), oil on canvas (value R13 000.00)
Clare Menck, *Ingrid Winterbach* (2008), oil on canvas (value R12 000.00)
Clare Menck, *Victor Honey* (2008), oil on canvas (value R12 000.00), all from IArt
- From Amanda Younge Hayes:
Gavin Younge, *Façade* (c. 1973/74), silkscreen on cotton, with sewn objects

Permanent loan:

DAC acquired works by Gerard Sekoto on auction in London, and they were presented to Iziko on permanent loan: *The Sharpeville Massacre* (1960), a series of nine watercolours; *The Round-up* (1938), watercolour

4.3.2 Social History Collections Department

Purchases

For the exhibition *Timbuktu Script & Scholarship*:

- Two wooden writing boards with pens and ink, decorated wooden window, Tuareg tobacco pipe, two armbands, a ring, decorated leather cushion, a bead necklace, teapot with two tea glasses, a slab of salt, two hand-carved wooden spoons and a metal ladle, a woman's outfit and outfits for a man and a boy, R5 222, purchased in Timbuktu
 - Weight for a Tuareg woman's headscarf, R3 000; Tuareg lock, R6 000; Tuareg talisman, R3000, from The Collector, Cape Town
 - Tuareg carved wooden tent pole, R1 600, from Zulu Azania, Cape Town
 - Tuareg items from Agadez, Niger, comprising camel saddle cloth, R4 000 Tuareg camel bowl with leather decoration, R3 500; camel decoration, R5 500; sword, R5 000; two small locks, R1 500 and R2 500, from Mr M de Combes, Cape Town
- Contemporary South African studio ceramics
- 'Africasso' vase and six pinch bowls, R2 180, from Imiso Ceramics, Cape Town



Stuart Bird, *Zuma biscuits* (2007), painted wood.



Andrew Putter, *Secretly I will love you more* (2007), DVD projection and installation.

- Four plates and three pinch cups by Clementina van der Walt, R3 710, from Durbanville Cultural Society, Rust en Vrede Gallery, Cape Town
- Five vessels from Rorke's Drift Art and Craft Centre, KwaZulu-Natal, R6 000, from Rose Korber Art Consultancy, Cape Town
- Vessel by Ian Garrett, R8 000, from Rose Korber Art Consultancy, Cape Town
- A selection of South African contemporary ceramic works by John Newdigate, Karen Kotze, Sue van Rensburg, Katherine Glenday, Christo Giles, Hennie Meyer; and tableware by Clementina van der Walt (Africa Café Ceramics); also ceramics in traditional Zulu forms, *ukhamba* and *uphiso*, by Thembi Nala, and a vessel by Joel Langa, total cost R15 570, from Clementina van der Walt Ceramic Studio and Craft Gallery, Cape Town
- Vessels by Jabu Nala, R2 850, Ian Garrett, R8 500 and Louise Gelderblom, R8 900, from Africa Nova, Cape Town
- German Mahlase vessel, R2 450; Wiebke von Bismarck vessel, R700, from The Cape Gallery, Cape Town
- Two insalata black-and-white narrative bowls, R1 180; three headrests, R1 770; corset torso, R900; two floral vessels, R1 880; oil lamp, R590; two jewellery boxes, R940; two torsos, R980, from Light from Africa Foundation, Cape Town

Other Southern African material

- Basket from Cathkin Peak area, KwaZulu-Natal, R50, from Mrs Masthabe
- Southern Nguni woman's beadwork collar, *ithumbi*, R177; Southern Nguni tobacco pipe, *inqawa*, R42; Southern Nguni musical bow, *umrubhe*, R206; beaded bodice from Mai Mai market, Gauteng, R228, from Mr S Long, Cape Town
- Three bead-and-wire figures depicting a soccer player, boxer and miner, R2 027, from Iziko Museum Shop, Cape Town
- Notice of a sale in Caledon, 1832, of various properties, including a male slave, R5 750, from Shipwreck Shop, Mariner's Wharf, Cape Town

African Contemporary Clothing

- Length of printed cloth commemorating 50 years of Ghanaian independence, R300, from Ms D Thaw, Durban
- Four dress lengths of printed cloth from the DRC, R1 200, two of which have been made up into Congolaise style women's outfits from Ms F Massamba, Cape Town

Stamps

- United Kingdom stamp issue commemorating the abolition of the slave trade, in a presentation pack issued by Royal Mail on 22 March 2007, R88, purchased through Wembley Philatelic, Cape Town

Donations

- Early 20th-century Dutch bible and Griqua newspaper, 1925, donated by Professor HC Bredekamp
- A hand-stitched 1940s' Italian nightgown, donated by Ms J Saxon
- A collection of documents relating to the wreck of the 19th-century ship *Athens*, donated by Dr JC Smith
- Two T-shirts commemorating Sharpeville, donated by Mr J Khumalo
- Forty-five boat-builders' tools, donated by Mr J Treasure
- SARETH 'Slegs Blankes' station bench, donated by Mr OJ Dare and the late Mr D Lock.
- Tuareg leather purse and well ropes, donated by Mr M de Combes.

Subscriptions

- Philatelic Services: RSA commemorative envelope: 'Wilderness Heavyweights'

4.3.3 Natural History Collections Department

Marine Biology: Dr Terry Gosliner and Dr Catherine McFadden donated voucher specimens of nudibranch molluscs and soft corals. Professor Charles Griffiths and Dr Rob Leslie continued to donate specimens collected during their ongoing field trips; 48 marine invertebrate samples and 338 fish samples were accessioned.

Terrestrial Vertebrates: A total of 60 specimens was received from Cape Nature Conservation, the SA National Biodiversity Institute, Tygerberg Zoo, the public and local veterinary practices.

Terrestrial Invertebrates: Donations – six dryinid wasps (M Olmi); three coliadine butterflies (L McCleod); two



Writing board used in Qur'anic school, Timbuktu, 2007.

spirostreptid millipedes (D van den Spiegel); 12 insects from Tristan da Cunha (C Hänel). Field material: c. 10 000 specimens from field trip to Kwazulu-Natal (S van Noort); c. 5000 specimens from inventory survey conducted in Nieuwoudtville National Botanical Garden (S van Noort); c. 177 ant samples from Northern Cape (N Mbanyana and H Robertson). New accessions arising from specimens extracted from mixed field samples: 141 Opiliones and Pseudoscorpiones samples accessioned from Winkler leaf litter samples.

Invertebrate Palaeontology: 359 previously collected Upper Albian and 65 newly collected Zululand ammonites were accessioned. About 3 849 minerals were labelled, of which 1 080 have been accessioned.

Karoo Palaeontology: Nine specimens were added to the collection. One was a cast of the holotype of *Saharastiga moradiensis* (original collected in Niger). Two were unnumbered trace fossils that came off display. The rest were specimens that were renumbered because of identification changes. Specimens collected in 2007 by Dr Roger Smith and his team have not yet been accessioned because they need preparation first.

Cenozoic Palaeontology: Received 16 boxes of bones from excavation of a Pleistocene hyaena den at House Martin, Yzerfontein (research by G Avery).

4.4 Loans

4.4.1 Art Collections Department

National – long-term loans

- Tuynhuys, Cape Town: 9 works
- Supreme Court, Cape Town: 11 works
- Constitutional Court, Johannesburg: 7 works
- Anglo American Farms, Vergelegen, Somerset West: 58 works
- Office of the CEO, Iziko Museums: 11 works
- Cape Town International Convention Centre: 13 works

National – short-term loans

- Durban Art Gallery: *Cyprian Shilakoe Revisited*: 5 works
- Durban Art Gallery, National Gallery of Namibia, *Sekoto: from the Paris Studio*: 44 works
- Oliewenhuis Art Museum, Bloemfontein, *Johann Louw Retrospective*: 1 work
- US Museum, Stellenbosch, *Rene le Roux: Retrospective*: 2 works
- US Museum, Stellenbosch, Hardy Botha: 2 works
- Sanlam Art Gallery, *Is There Still Life?:* 19 works
- SA Jewish Museum, Joe Wolpe: 19 works

- Standard Bank, *Marlene Dumas: Intimate Relations*: 1 work
- Standard Bank Gallery, *Skin to Skin*: 2 works
- Cape Town International Convention Centre, Iziko display cabinets: 13 works

International

- Neuer Berliner Kunstverein, Berlin, Germany, *Zeitgenössische Fotokunst Aus Südafrika* ('Contemporary Art Photography from South Africa'): 7 works
- Museum Fridericianum, Kassel, Documenta 12: 1 work
- National Gallery of Modern Art, New Delhi, *Scratches on the Face*: 65 works
- Centre de Cultura Contemporània de Barcelona, Spain, *Apartheid. The South African Mirror*: 26 works
- National Gallery of Namibia, *Gerard Sekoto: From the Paris Studio*: 44 works
- Danubiana Museum, Slovenia, SA Art Exhibition: 2 works
- Fowler Museum at UCLA, USA, *Make Art/Stop Aids*: 1 work

4.4.2 Social History Collections Department

National – long-term loans

- Sappi Headquarters and Technology Centre, Gauteng: 21 items of printing equipment

National – short-term loans

- Castle Military Museum, Cape Town: 1 item, model of ship, *Africa*, for a display on the VOC at the Castle

International

- National Gallery of Modern Art in New Delhi and Mumbai: *Scratches on the Face* (per Iziko Art Collections), 3 rock engravings, 3 headrests, 1 engraved OES flask, 1 replica of the Blombos engraved ochre and a photograph of the Linton rock panel

4.4.3 Natural History Collections Department

National and international loans

- **Marine Invertebrates:** six loans: three within South Africa, one to the Spain, one to the UK and one to New Zealand
- **Marine Vertebrates:** two loans: one to USA and one to Canada. Seven outstanding loans returned
- **Terrestrial Vertebrates:** 10 loans: all within South Africa
- **Terrestrial Invertebrates:** 29 loans: 13 within South Africa, one to Finland, one to Germany, 13 to the USA, and one to the UK. Twenty-six loans returned
- **Karoo Palaeontology:** four loans: all within South Africa
- **Cenozoic Palaeontology:** one loan: France

4.5 Publications

4.5.1 Office of the CEO

Bredenkamp, HC. 2007. 'The cultural heritage of democratic South Africa: An overview.' In Bothma, T, Underwood, P and Ngulube, P (eds). *Libraries for the Future: Progress and Development of South African Libraries*: 1–12. Library and Information Association of South Africa: Pretoria.

4.5.2 Art Collections Department

- Daehnke, N. 2008. 'A response to John Sampson's Review of Gerard Sekoto: From the Paris Studio, *The Namibian Weekender*: 4.
- Dolby, J, Hadland, A and Prosalendis, S. 2007 'Artists' signatures on prints: Origins, uses and abuses with reference to South African examples', *de arte* 75:15–24.
- Martin, M. 2007. 'Reflections on the history and role of the national art museum in South Africa', *The South African Art Times*, No. 2, Vol 4.
- Martin, M. 2007. 'Réflexion sur l'histoire et le rôle du musée national d'art en Afrique du Sud', [dossier] Réinventer les musées, *Africultures* [70]: 59–64.
- Martin, M. 2007. 'The collections and role of the Iziko South African National Gallery', [dossier] Oggetti d'Arte nei musei e nelle collezioni nell'Africa contemporanea: le poste in gioco, *Africa e Mediterraneo* 11: 60–64.
- Martin, M. 2007/08. 'Curating HIV/Aids at the Iziko South African National Gallery', *Kiosk*, published by the Faculty of Art, Design and Architecture, Kingston University, Kingston-upon-Thames, *Issue 01*: 57–64.
- Proud, H. 2007. (ed) *Scratches on the Face: Antiquity and Contemporaneity in South African Art*.
- Proud, H. 2007. 'The Magic Flute', a review of the opera by Wolfgang Amadeus Mozart, directed by William Kentridge, *Art South Africa*, Vol. 6, *Issue 2*: 91–92.
- Proud, H. 2008. *Revisions+: Expanding the Narrative of South African Art*. Stellenbosch Modern and Contemporary Gallery (SMAC), Stellenbosch/UNISA Press, Pretoria.
- Proud, H. 2008. 'Spier Contemporary 2007', a review of the exhibition on the Spier estate, *Art South Africa*, Vol. 6, *Issue 3*: 88–89.

4.5.3 Social History Collections Department

Wurz, S and Lombard, M. 2007. '70 000-year-old geometric backed tools from Howiesons Poort at Klasies River, South Africa: were they used for hunting?' *Southern African Humanities* 19: 1–16.

4.5.4 Natural History Collections Department

- Botha J, Modesto SP, Smith RMH. 2007. Extended procolophonoid reptile survivorship after the end-Permian extinction. *South African Journal of Science* 103: 54–56.
- Botha J, Smith RMH. 2007. *Lystrosaurus* species composition across the Permo-Triassic boundary in the Karoo Basin of South Africa. *Lethaia* 40: 125–137.
- Butler RJ, Smith RMH, Norman DB. 2007. A primitive ornithischian dinosaur from the Late Triassic of South Africa, and the early evolution and diversification of Ornithischia. *Proceedings of the Royal Society B* 274: 2041–2046.
- Compagno LJV. 2008. Chapter 2. Pelagic Elasmobranch Diversity In M Camhi, EK Pikitch, & EA Babcock, eds. *Sharks of the Open Ocean*. Blackwell Publishers, Oxford, pp: 14–23.
- Compagno, LJV, Ebert DA. 2007. Southern African skate biodiversity. *Environmental Biology of Fishes* 80: 125–145.
- Compagno, LJV, Heemstra PC. 2007. *Electrolux addisoni*, a new genus and species of electric ray from the East Coast of South Africa (Rajiformes: Torpedinoidei: Narkidae), with a review of torpedinoid taxonomy. *Smithiana* 7: 15–49.
- Dulvy NK, Baum JK, Clarke S, Compagno LJV, Cortés E, Domingo A, Fordham S, Fowler S, Francis MP, Gibson C, Martínez J, Musick JA, Soldo A, Stevens JD, Valenti S. 2007. Global status of oceanic pelagic sharks and rays. *Lenfest Oceanic Programs, Research Series*, Dec. 2007, 6 pp.
- Ebert, DA, Compagno LJV. 2007. Biodiversity and systematics of skates (Chondrichthyes: Rajiformes: Rajoidei). *Environmental Biology of Fishes* 80: 111–124.
- Ebert DA, Compagno LJV, Cowley PD. 2008. Aspects of the reproductive biology of skates (Chondrichthyes: Rajiformes: Rajoidei) from Southern African waters. *ICES Journal of Marine Science*, 65: 81–102.
- Fergusson IK, Graham KJ, Compagno LJV. 2007. Distribution, abundance and biology of the smalltooth sandtiger shark *Odontaspis ferox* (Risso, 1810) (Lamniformes: Odontaspidae). *Environmental Biology of Fishes* 81: 207–228.
- Florence W, Hayward PJ, Gibbons MJ. 2007. Taxonomy of shallow-water Bryozoa from the west coast of South Africa. *African Natural History* 3: 1–58.
- Gifford, A, Compagno LJV, Levine M. 2007. Aerial Surveys of Whale Sharks (*Rhincodon typus*) off the East Coast of Southern Africa. In TR Irvine & JK Keesing, eds. *The First International Whale Shark Conference: Promoting International Collaboration in Whale Shark Conservation, Science and Management. Conference Overview, Abstracts and Supplementary Proceedings. International Whale Shark Conference, 9–12 May 2005, CSIRO Australia* pp. 53–57.

Gifford, A, Compagno LJV, Levine M, Antoniou A. 2007. Satellite tracking of whale sharks using tethered tags. In TR Irvine and JK Keesing (Eds.) *Whale Sharks: Science, Conservation and Management. Fisheries Research* 84: 17-24.

Grundlingh ML, von St Ange UB, Bolton JJ, Burse M, Compagno L, Cooper R, Drapeau L, Griffiths CL, bel Hassen M, Herbert DG, Kirkman S, Ohland D, Robertson HG, Trinder-Smith T, van der Westhuysen J, Verheye HM, Coetzer W, Wilke C. 2007. AfroOBIS: a marine biogeographic information system for sub-Saharan Africa. *South African Journal of Science* 103: 91-93.

Klinger HC, Kennedy WJ 2007. Additions to the upper Maastrichtian ammonite faunas from Richards Bay, KwaZulu-Natal, South Africa. *African Natural History* 3: 117-121.

Klinger HC, Kennedy WJ, Grulke WE 2007. New and little-known Nostoceratidae and Diplomoceratidae (Cephalopoda: Ammonoidea) from Madagascar. *African Natural History* 3: 89-115.

Lee JE, Slabber S, Jansen van Vuuren B, van Noort S, Chown SL. 2007. Colonisation of sub-Antarctic Marion Island by a non-indigenous aphid parasitoid *Aphidius matricariae* (Hymenoptera, Braconidae). *Polar Biology* 30: 1195-1201.

Moore ABM, Compagno LJV, Fergusson IK. 2007. The Persian/Arabian Gulf's sole great white shark *Carcharodon carcharias* (Lamniformes: Lamnidae) record from Kuwait: misidentification of a sandtiger shark *Carcharias taurus*

(Lamniformes: Odontaspidae). *Zootaxa* 1591: 67-68.

Sidor CA, Smith RMH 2007. A second burnetiamorph from the upper Permian Teekloof Formation of South Africa. *Journal of Vertebrate Palaeontology* 27: 420-430.

Turpie JK, O'Connor T, Mills A, Robertson H. 2007. The ecological and economic consequences of changing land use in the southern Drakensberg grasslands, South Africa. *South African Journal of Economic and Management Sciences* 10: 423-441.

Van Noort S, Gardiner AJ, Tolley KA. 2007. New records of *Ficus* (Moraceae) species emphasize the conservation significance of inselbergs in Mozambique. *South African Journal of Botany* 73: 642-649.

Yano, K, Stevens JD, Compagno LJV. 2007. Distribution, reproduction and feeding of the Greenland shark *Somniosus (Somniosus) microcephalus*, with notes on two other sleeper sharks, *S. (S.) pacificus* and *S. (S.) antarcticus*. *Journal of Fish Biology* 70: 1-17.

Popular publications

Avery, G. 2008. They walk along sandy shores – Brown hyaenas modern and ancient. *ToGoTo* 21(February/March): 42-44.

4.5.5 Education and Public Programmes Department

Education publications included the following:

- Four editions of the *Edu'ndaba* newsletter
- Updated education pages on the Iziko website
- Classroom posters for the forthcoming Timbuktu exhibition
- Classroom posters on the history of slavery

4.5.6 Department of Institutional Advancement

Four issues of *What's On at Iziko* events guide brochure were produced.



John Muafangejo, *The Pregnant Maria, linocut, Rorke's Drift exhibition, May 2007.*

4.6 Materiality and Significance Framework for the 2007/2008 Financial Year

1. Definitions and standards

- Audited financial statements: 2006/2007 (AFS)
- Approved annual budget: 2007/2008 (AAB)
- Approved strategic plan: 2007/2008 to 2009/2010 (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

2. Applicable sections of the PFMA

- Section 50(1)
- Section 55(2)
- Section 54(2)
- Section 66(1)

3. Treasury regulation

- 28.1.5

4. 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)
<p>(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:</p> <p>(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement</p> <p>(c) acquisition or disposal of a significant shareholding in a company</p> <p>(d) acquisition or disposal of a significant asset</p> <p>(e) commencement or cessation of a significant business activity</p>	<p>N/a</p> <p>N/a</p> <p>Any transaction of which the amount exceeds 1% of the total value of assets per AFS</p> <p>Any transaction of which the amount exceeds 1% of the total value of assets per AFS</p>	<p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity</p> <p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity</p> <p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity</p> <p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity</p>
4.3 Section 55: Annual Report and Annual Financial Statements	Value(Quantitative)	Nature of event (Qualitative)
<p>(1) the annual report and financial statements must:</p> <p>(b) include particulars of:</p> <p>(i) any material losses through criminal conduct and,</p> <p>any irregular expenditure and fruitless and wasteful expenditure that occurred during the year</p> <p>(iii) any losses recovered or written off</p>	<p>(a) Any loss of which the amount exceeds 1% of the total value of assets per AFS</p> <p>(b) Any loss of a National Estate as defined in section 3 of the National Heritage Resources Act , 1999 (Act no 25 of 1999)</p> <p>All</p> <p>All</p>	<p>Any unplanned loss per the ASP that may affect the core purpose or mandate of the entity</p> <p>All</p> <p>All</p>
4.4 Section 66: Restrictions on borrowing, guarantees and other commitments	Value(Quantitative)	Nature of event (Qualitative)
<p>Iziko Museums may not enter into any financial commitment beyond its approved budgets and its accumulated reserves</p>	<p>N/a</p>	<p>N/a</p>



Annual Financial Statements

REPORT OF THE AUDIT COMMITTEE FOR THE FINANCIAL YEAR ENDED 31 MARCH 2008

The Iziko Audit Committee is pleased to present its report for the financial year ended 31 March 2008.

Audit Committee members and attendance

The Audit Committee consists of three non-executive members of Council and it met three times during the year in accordance with its approved terms of reference.

Name of member	Number of meetings attended
Adv. D. J. Mitchell (Chairperson)	3
Prof. R. H. Du Pré	3
Prof. R. Nayagar	3

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 also reports that it has adopted appropriate formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter, and has discharged its responsibilities as contained therein.

The Audit Committee Charter was reviewed during the year and was confirmed with Council on 8 May 2007.

Internal audit

The Internal Audit Function has substantially fulfilled its responsibilities as set out in an Internal Audit Charter that was formally agreed with Audit Committee and endorsed by Council on 8 May 2007. Drafts for a three-year and rolling one-year internal audit plan were tabled with Audit Committee – although these were not formally adopted in the manner envisaged in Treasury Regulation 27.2.7, they served as a guideline for internal audit activity during the year after adaptation for the five key risk areas highlighted in the course of the 2006/07 external audit.

The internal audit focus has included:

- assistance with the development of greater risk awareness throughout the organisation and the pursuit of more effective risk management practices

- a review of the telephone management system and the strengthening of controls over unauthorised or excessive telephone usage,
- the introduction of more secure cash donation boxes at key sites,
- the development and implementation of improved controls and procedures regarding the prevention of damage or loss to natural history specimens on loan or in transit,
- the development of a manual as required under the Public Access to Information Act and
- an internal audit exercise is currently in progress to assess the adequacy and availability of learning materials about exhibitions and collections, as may be provided for Iziko's main visitors and users.

Risk management

The Audit Committee has noted the progress made in developing a culture of higher risk awareness and greater anticipatory prevention throughout the organisation, with the establishment of a Risk Management Committee and the appointment of a dedicated security, health and safety officer. Considerable progress has been made towards the development of a workable disaster management plan for all key sites.

Internal control

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

The Audit Committee notes from the Audit Report on the Annual Financial Statements and the Management Report of the Auditor-General that no significant or material non-compliance with prescribed policies and procedures has been reported, and is accordingly able to report that the system of internal control for the year under review was efficient and effective.

Control over artefacts and display items

The Audit Committee has specifically considered two instances where the control over artefacts and display items may have appeared inadequate.

A provision has been raised in respect of the loss or misappropriation of a painting that had been donated as part of the Natale Labia Museum Collection, which ought now to be returned to the donor. The Audit Committee is satisfied that this incident occurred some twenty years ago, was investigated and dealt with at the time by the S. A. National Gallery (as it then was) and that controls over Iziko's collections and other artefacts are, and remain, satisfactory.

In an incident of syndicated crime, a historic rhinoceros display at the Iziko S. A. Museum was vandalised and two rhino horns were stolen. Management has taken further steps to enhance access control and security, and remains vigilant to the risks pertaining to artefacts and displays. A project to upgrade access and egress points is well underway with the support of the Department of Public Works. The contrary demands of the need to protect and safeguard special artefacts and collections, but yet also to allow at least certain of them to be on display for public enjoyment and educational purposes, are noted, and Audit Committee supports management's endeavours to achieve an appropriate balance between these two key business objectives.

Operating leases

The Audit Committee has reviewed several operating leases in respect of sub-contracted retail businesses or customer support services as conducted at various Iziko sites, and fully supports Management's moves to assume closer responsibility for controlling and directing the performance of these activities, even where they may be outsourced.

The quality of management reporting and control

The Audit Committee is satisfied with the content and quality of the monthly and quarterly reports prepared and issued by

Management during the year under review and as submitted to Council, and is comfortable that these provide a reasonable basis for the organisation's management and control.

Revaluation of fixed assets

The Audit Committee has noted with appreciation the assistance given to Iziko by an independent firm of practising chartered accountants, in an exercise to ensure that the fixed asset register was updated and fully compliant with all accounting policy requirements.

Evaluation of Financial Statements

The Audit Committee has:

- reviewed and discussed the audited annual financial statements to be included in the annual report, with the Auditor-General and with Iziko's Council as the Accounting Authority,
- reviewed the Auditor-General's management report and Management's response thereto,
- reviewed changes in accounting policies and practices, as applicable, and
- reviewed and endorsed the accounting policy adjustments that resulted from the audit.

The Audit Committee accordingly concurs with and supports the Auditor-General's conclusion on the annual financial statements, and is of the opinion that the audited annual financial statements can be accepted and read together with the Auditor-General's report.



Adv. D. J. Mitchell, C.A. (S.A.)

Chairperson of the Audit Committee

Date 31 July 2008

REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE FINANCIAL STATEMENTS AND PERFORMANCE INFORMATION OF IZIKO MUSEUMS OF CAPE TOWN FOR THE YEAR ENDED 31 MARCH 2008

Report on the Financial Statements

Introduction

1. I have audited the accompanying financial statements of Iziko Museums of Cape Town which comprise the statement of financial position as at 31 March 2008, statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 35 to 59.

Responsibility of the accounting authority for the Financial Statements

2. The accounting authority is responsible for the preparation and fair presentation of these financial statements in accordance with the basis of accounting determined by the National Treasury, as set out in note 1 to the financial statements and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA) and the Cultural Institutions Act, 1998 (Act No. 119 of 1998). This responsibility includes:

- designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error
- selecting and applying appropriate accounting policies
- making accounting estimates that are reasonable in the circumstances.

Responsibility of the Auditor-General

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 read with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA) and section 11 of the Cultural Institutions Act, 1998 (Act No. 119 of 1998), my responsibility is to express an opinion on these financial statements based on my audit.

4. I conducted my audit in accordance with the International

Standards on Auditing and *General Notice 616 of 2008*, issued in *Government Gazette No. 31057 of 15 May 2008*. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance on whether the financial statements are free from material misstatement.

5. 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.
6. An audit also includes evaluating the:
- appropriateness of accounting policies used
 - reasonableness of accounting estimates made by management
 - overall presentation of the financial statements.
7. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Basis of accounting

8. The public entity's policy is to prepare financial statements on the basis of accounting determined by the National Treasury, as set out in note 1 to the financial statements.

Opinion

9. In my opinion the financial statements present fairly, in all material respects, the financial position of Iziko Museums of Cape Town as at 31 March 2008 and its financial performance and cash flows for the year then ended, in accordance with the basis of accounting determined by the National Treasury, as set out in note 1 to the financial statements, and in the manner required by the PFMA.

Other Matters

10. Without qualifying my audit opinion, I draw attention to the following matters that relate to my responsibilities in the audit of the financial statements:

Non-compliance with applicable legislation

11. Treasury Regulations
- The supply chain management system documentation does not provide for risk management, as required by Treasury Regulation 16A3.2(d).

Matters of governance

12. The PFMA tasks the accounting authority with a number of responsibilities concerning financial and risk management and internal control. Fundamental to achieving this is the implementation of certain key governance responsibilities, which I have assessed as follows:

MATTER OF GOVERNANCE	YES	NO
Audit committee		
<ul style="list-style-type: none"> The public entity had an audit committee in operation throughout the financial year. 	■	
<ul style="list-style-type: none"> The audit committee operates in accordance with approved, written terms of reference. 	■	
<ul style="list-style-type: none"> The audit committee substantially fulfilled its responsibilities for the year, as set out in section 77 of the PFMA and Treasury Regulation 27.1.8. 	■	
Internal audit		
<ul style="list-style-type: none"> The public entity had an internal audit function in operation throughout the financial year. 	■	
<ul style="list-style-type: none"> The internal audit function operates in terms of an approved internal audit plan. 		■
<ul style="list-style-type: none"> The internal audit function substantially fulfilled its responsibilities for the year, as set out in Treasury Regulation 27.2. 	■	
Other matters of governance		
<ul style="list-style-type: none"> The annual financial statements were submitted for audit as per the legislated deadlines (section 55 of the PFMA for public entities). 	■	
<ul style="list-style-type: none"> The financial statements submitted for audit were not subject to any material amendments resulting from the audit. 		■
<ul style="list-style-type: none"> No significant difficulties were experienced during the audit concerning delays or the unavailability of expected information and/or the unavailability of senior management. 	■	
<ul style="list-style-type: none"> The prior year's external audit recommendations have been substantially implemented. 	■	

Other Reporting Responsibilities

Report On Performance Information

13. I have reviewed the performance information as set out on pages 9 to 23.

Responsibility of the accounting authority for the performance information

14. The accounting authority has additional responsibilities as required by section 55(2)(a) of the PFMA to ensure that the annual report and audited financial statements fairly present the performance against predetermined objectives of the public entity.

Responsibility of the Auditor-General

15. I conducted my engagement in accordance with section 13 of the PAA read with *General Notice 616 of 2008*, issued in *Government Gazette No. 31057 of 15 May 2008*.
16. In terms of the foregoing my engagement included performing procedures of an audit nature to obtain sufficient appropriate evidence about the performance information and related systems, processes and procedures. The procedures selected depend on the auditor's judgement.
17. I believe that the evidence I have obtained is sufficient and appropriate to report that no significant findings have been identified as a result of my review.

Appreciation

17. The assistance rendered by the staff of Iziko Museums of Cape Town during the audit is sincerely appreciated.

Auditor-General

Cape Town
31 July 2008



ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2008

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STATEMENT OF RESPONSIBILITY

The Public Finance Management Act, 1999 (Act No. 1 of 1999), as amended, requires the Council to ensure that Iziko Museums of Cape Town (Iziko) keeps full and proper records of its financial affairs. The annual financial statements 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 Generally Accepted Accounting Practice (GAAP) and the prescribed Standards of Generally Recognised Accounting Practices (GRAP).

The annual financial statements are the responsibility of the Council. The Auditor-General is responsible for independently auditing and reporting on the financial statements. The Auditor-General has audited Iziko's financial statements and the Auditor-General's report appears on page 28.

The financial statements have been prepared in accordance with the South African Statements of Generally Accepted Accounting Practices (GAAP) including any interpretation of such Statements issued by the Accounting Practices Board, with the prescribed Standards of Generally Recognised Accounting Practices (GRAP) issued by the Accounting Standards Board. These annual financial statements are based on appropriate accounting policies, supported by reasonable and prudent judgments and estimates.

The Council has reviewed Iziko's budgets and cash flow forecasts for the year ended 31 March 2008. 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
- 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 from 1 April 2007 to 31 March 2008. 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 annual financial statements fairly present the financial position of Iziko at 31 March 2008 and the results of its operations and cash flow information for the year, and that the Code of Corporate Practices and Conduct has been adhered to.

The annual financial statements for the year ended 31 March 2008, set out on pages 35 to 59, were submitted for auditing on 31 May 2008 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:



Professor H C Bredekamp
Chief Executive Officer



Professor E Links
Chairperson of Council
Date 31 May 2008

ACCOUNTING AUTHORITY'S REPORT FOR THE YEAR ENDED 31 MARCH 2008

Report by the Council to the Executive Authority, Minister of Art 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 good progress towards a steady growth of reserves. There was a significant increase of 23% in cash and cash equivalents from R29, 047,661 to R35,892,842. This growth is due to external funding, which is earmarked for specific projects that have a lifespan of two to three years and management's commitment to maximise revenue and reduce operational costs.

Iziko received most of its funding, through a subsidy allocation from the government, i.e. the National Department of Arts and Culture (DAC). During the year under review Iziko's revenue increased by 8.6% from R49, 781,237 to R54, 100,633. Subsidy allocation from DAC was 75% of total revenue while 10% was through donor funding and 15% was own income generated through entrance fees, venue hire, rental of premises and professional museums services.

Iziko's operating expenditure for 2007/2008 was R50,150,820. Operating expenditure includes 70% (R35,102,702) fixed costs on personnel, 18% (R8,825,885) on administration and operational costs and 12% (R6,222,233) core function activities and special projects. Of the 12% core function activities and special projects, 9% was fully funded externally. Iziko is dependent on external funding for its core function programmes. External funding was received from national government agencies, research foundations, corporate business, and private individual donors.

Iziko's financial circumstances are stable with a minimum net surplus of 7%, an increase from R2,649,557 to R3,949,813. While Iziko has received limited funding for its operations over the last few years, it practised good governance with regard to the managing of its funds, as well as compliance, where possible, with the Public Finance Management Act and observing the requirements of donor funding.

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 their 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, Collection Loans and Conservation, Research, Curatorial Services and Publication

The three Collections Departments offer, in collaboration with the Education and Public Programmes Department, exhibitions that meet the needs of education and life-long learning. Their themes are directed at giving priority to addressing the need to correct the imbalances of the past in the representation of art and history, thus contributing to nation building and transformation.

In addition to Iziko's core business, services such as venue hire, outsourcing of coffee shops, museum retail 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 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. As an outcome of the workflow analysis process, Executive Management filled relevant posts in line with the re-aligned structure.

4. Utilisation of donor funds

Iziko received income of R5,233,300 through donor funding during the year under review. Funds were received from national government agencies, research foundations, corporate business, and private individual donors. The funds were earmarked and utilised for specific projects, such as acquisitions, exhibitions, conservation, research and education that have a lifespan of two to three years. 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 1 of 1999 as amended by Act 29 of 1999) and is governed by the Cultural Institutions Act, 1998 (Act 119 of 1998). Iziko operates under the jurisdiction of the Council. The national Department of Arts & Culture is the controlling entity.

Business address:

25 Queen Victoria Street
Cape Town
8001

Postal address:

P O Box 61
Cape Town
8000

6. Jurisdiction

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

7. New/proposed activities

The professional staff in the Art, Natural History and Social History Collections are skilled in museum practice and in specialized areas of historical and scientific knowledge. They are well

placed to pass on their skills but Iziko needs funding to support trainee positions (especially from previously disadvantaged communities).

Completion of the major DPW refurbishment of the former National Mutual Building on Church Square to house the Iziko Social History Centre is scheduled for the last quarter of 2008 - this will become an important resource for the heritage sector and the public.

Major projects for the next three to five years include the upgrade of security systems at all Iziko museums, development of the courtyard at Iziko: SA Museum, the redevelopment of the Slave Lodge as a Museum of Slavery, which will require substantial fundraising, and the development of a Centre for Contemporary Art in Cape Town. All Iziko museums are preparing for the influx of visitors expected during the 2010 World Cup.

8. Approval

The annual financial statements set out on pages 35 to 59 have been approved by the Council.



Professor H C Bredekamp
Chief Executive Officer



Professor E Links
Chairperson of Council
Date 31 May 2008

CORPORATE GOVERNANCE

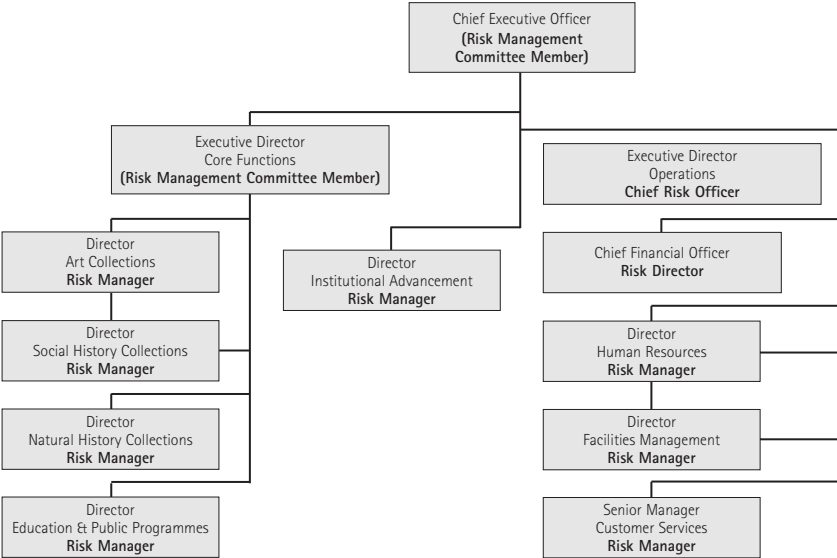
Governance of the institution was streamlined through the introduction of a system of subcommittees of Council corresponding to three main functional areas: Core Functions, Marketing and Fundraising and Operations. In addition an independent Audit Committee that has been able to offer professional advice on financial matters was constituted.

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 development and sustaining of the museum and is committed to instilling good governance and compliance processes into all its operations going forward.

Risk management

A risk management structure (see diagram below) that is tasked with the responsibility of ensuring that there is an ongoing process of identifying and evaluating the actual and potential areas of risk and thereafter activate what is necessary to proactively manage the risks is in place.



To inform and guide the operational processes in addressing risks across the organization, a Risk Management Manual incorporating critical issues such as the Risk Management Strategy and Procedures as well as the Risk Management Committee Charter was developed.

During the year under review, the risk management process was reviewed and measures put in place to address the five identified priority risks. Potential risks were continuously monitored by, among others, engaging in active risk management procedures. A risk management workshop was held to capacitate the Risk Management Committee even further in executing its mandate.

Materiality and significance framework for 2007/2008 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 PERFORMANCE FOR THE YEAR ENDED 31 MARCH 2008

	Notes	2008 R	2007 R
REVENUE		54,100,633	49,781,237
Government Grant: Department of Arts & Culture		40,883,000	38,310,000
Sponsorship		5,233,300	4,379,031
Cash Donations		106,431	115,660
Interest Received		3,102,341	2,009,052
Admission Fees		2,540,060	2,862,573
Rental and other income		2,235,501	2,104,921
Operating expenses		(50,150,820)	(47,131,680)
NET SURPLUS/(DEFICIT) FOR THE YEAR	9	3,949,813	2,649,557

STATEMENT OF FINANCIAL POSITION

AT 31 MARCH 2008

	Notes	2008 R	2007 R
ASSETS			
Non-current assets			
Property, Plant and Equipment	2	4,163,951	3,218,611
Current assets			
Inventories	3	12,857	41,018
Trade and other receivables	4	1,365,654	334,517
Cash and cash equivalents	5	35,892,842	29,047,661
Total assets		41,435,304	32,641,807
EQUITY AND LIABILITIES			
Funds and reserves			
Accumulated reserves		(1,072,335)	(5,118,065)
Trust funds		2,196	2,196
Non-current liabilities			
Deferred income	8	1,888,421	1,245,842
Provision: Post-employment Medical Benefit	7	24,822,345	22,755,813
Current liabilities			
Trade and other payables	6	3,354,472	1,312,705
Provisions	7	2,790,207	3,563,490
Deferred income	8	9,649,998	8,879,827
Total equity and liabilities		41,435,304	32,641,807

STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 31 MARCH 2008

	2008 R	2007 R
Accumulated Reserves		
Balance at beginning of the year	(5,022,148)	(7,767,622)
Balance as previously stated	(5,118,065)	(10,036,942)
Adjustments	95,917	2,269,320
Change in accounting policy	-	-
Surplus/(Deficit) for the year	3,949,813	2,649,557
Balance at end of the year	(1,072,335)	(5,118,065)

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2008

	Notes	2008 R	2007 R
Net cash inflow from operating activities		8,558,301	7,829,049
Cash generated from operations	10	5,455,960	5,819,997
Cash receipts from customers and donors		50,063,072	50,327,423
Cash paid to suppliers and employees		(44,607,112)	(44,507,426)
Interest received		3,102,341	2,009,052
Net cash outflow from investing activities		(1,713,120)	(1,388,842)
Purchase of fixed assets		(1,713,120)	(1,388,842)
Proceeds from sale of fixed assets		-	-
Net increase in cash and cash equivalents		6,845,181	6,440,207
Cash and cash equivalents at beginning of the year		29,047,661	22,607,454
Cash and cash equivalents at end of the year		35,892,842	29,047,661

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2008

1. Accounting Policies

The financial statements have been prepared in accordance with the South African Statements of Generally Accepted Accounting Practices (GAAP), including any interpretations of such Statements issued by the Accounting Practices Board, with the effective Standards of Generally Recognised Accounting Practices (GRAP) issued by the Accounting Standards Board replacing the equivalent GAAP Statement as follows:

Standard of GRAP	Replaced Statement of GAAP
GRAP 1: Presentation of financial statements	AC101: Presentation of financial statements
GRAP 2: Cash flow statements	AC118: Cash flow statements
GRAP 3: Accounting policies, changes in accounting estimates and errors	AC103: Accounting policies, changes in accounting estimates and errors

Currently, the recognition and measurement principles in the above GRAP and GAAP Statements do not differ or result in material differences in items presented and disclosed in the financial statements. The implementation of GRAP 1, 2 and 3 has resulted in the following changes in the presentation of the financial statements:

- Terminology differences:

Standard of GRAP	Replaced Statement of GAAP
Statement of financial performance	Income statement
Statement of financial position	Balance sheet
Statement of changes in net assets	Statement of changes in equity
Net assets	Equity
Surplus/deficit	Profit/loss
Accumulated surplus/deficit	Retained earnings
Contributions from owners	Share capital
Distributions to owners	Dividends

- The cash flow statement can only be prepared in accordance with the direct method.
- Specific information has been presented separately on the Statement of Financial Position, such as:
 - receivables from non-exchange transactions, including taxes and transfers;
 - taxes and transfers payable;
 - trade and other payables from non-exchange transactions.
- Amount and nature of any restrictions on cash balances is required.

Paragraph 11 – 15 of GRAP 1 has not been implemented due to the fact that the local and international budget reporting standard is not effective for this financial year. Although the inclusion of budget information would enhance the usefulness of the financial statements, non-disclosure will not affect the objective of the financial statements.

The following are the principal accounting policies of Iziko Museums of Cape Town (Iziko), which are consistent, in all material respects, with those applied in the previous year, except as otherwise indicated.

1.1 Basis of Preparation

The financial statements have been prepared on the historical cost basis. The Council has reviewed Iziko's budgets and cash flow forecasts for the year ended 31 March 2008. 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.

1.2 Property, Plant and Equipment

1.2.1 Land and Buildings

Land and buildings are registered in the name of the Department of Public Works and are made available to Iziko on a permanent basis.

1.2.2 Vehicles, Furniture and Equipment

Assets comprising vehicles, computer equipment and peripherals, furniture and equipment are stated at historical cost less

accumulated depreciation. Assets are depreciated over a period of between five to eight years on a straight-line basis over the estimated useful lives of the assets to the current value of their expected residual values. The assets' residual values and useful lives are reviewed annually. Motor vehicle residual value is based on estimated recovery for similar vehicles.

1.2.3 Acquisitions of Collections (Heritage Assets)

In line with similar organisations, the value of collections (heritage assets) are not capitalised in the financial statements because it cannot be reliably measured. Acquisition of collections, including library books, is recognised as an expense in the period in which it is incurred.

1.3 Leases

1.3.1 Finance Leases

No finance lease agreements are in place.

1.3.1 Operating Leases

Operating leases are leases where the lessor retains the risk and reward of ownership of the underlying asset. Payments made under operating leases are charged to the income statement over the period of the lease.

1.4 Inventories

Inventories are carried at the lower of cost or net realisable value. Merchandise is valued at invoice cost on a first-in first-out basis.

1.5 Deferred Income

Deferred income is income received for special projects that have a life cycle of at least two years and more. The income is recognised on a systematic basis over the periods necessary to match the income received with the related costs.

1.6 Financial Instruments

Financial assets and financial liabilities are recognized on Iziko's statement of financial position when Iziko becomes a party to the contractual provision of the instrument

The carrying amounts of the financial assets and liabilities with a maturity of less than one year are assumed to approximate their fair value due to the short term trading cycle of these items.

Financial instruments carried on the statements of financial position include cash and cash equivalents, trade and other

receivables and trade and other payables. These instruments are initially measured at cost. Subsequent to initial recognition, these instruments are measured as set out below:

1.6.1 Trade and Other Receivables

Trade and other receivables are stated at cost less provision for doubtful debts. A provision for doubtful debts is recognised by taking into account debts that had been outstanding for a period exceeding 90 days.

1.6.2 Cash and Cash Equivalents

Cash and cash equivalents are stated at cost, which equates their fair value. Interest on cash in bank, call and notice deposits are accrued for on a day-to-day basis.

1.6.3 Trade and Other Payables

Trade and other payables are recognised at cost.

1.7 Provisions

Provisions are recognised for a present legal obligation as a result of past events, for which it is probable that an outflow of economic benefits will be required to settle the obligation, and a reliable estimate can be made of the obligation.

1.8 Post-employment Benefit Costs

Iziko offers post-employment benefits, comprising retirement benefits and post-retirement medical aid plans to their employees.

1.8.1 Pension Fund

Iziko operates both defined contribution and defined benefit plans. The assets are generally held in three separate trustee-administered funds: Iziko Retirement Fund (a defined contribution fund) and two defined benefit funds, the Museums Pension Fund and the Associated Institutions Pension Fund. The pension plans are generally funded by payments from Iziko and the employees, taking account of the recommendations of independent, qualified actuaries in the case of the defined benefit plan. For defined benefit plans, the defined obligation, the related current service cost and, where applicable, past service costs are determined by using the projected unit credit method.

The rules of the Museums Pension Fund were amended to include a defined contribution category and that no new members would join the defined benefit category with effect from 1 April 2003.

All new employees appointed from 1 April 2003 joined the

defined contribution category, while the existing participating employees remained members of the defined benefit category of the Museums Pension Fund at the existing contribution rate.

Payments to the defined contribution pension benefit plans are charged to the income statement in the year to which they relate.

1.8.2 Post-employment Medical Benefit

Iziko provides post-employment healthcare benefits to its retirees based on the following subsidy policy:

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

The expected costs of these benefits are accrued over the period of employment, using the projected unit credit method. Valuation of these obligations is carried out by independent, qualified actuaries.

The assets are generally held in separate trustee-administered medical aid funds, namely, Fedhealth and BESTmed Medical Scheme.

Key assumptions concerning the future and other key sources of estimation uncertainty at the Statement of Financial Position date are used for the post-employment benefits liability as per the actuarial valuation is disclosed in note 14.

1.9 Cash and Cash Equivalents

For the purpose of the cash flow statement, cash and cash equivalents comprise cash on hand and at bank, as well as notice deposits held on call with banks.

1.10 Revenue Recognition

Revenue is recognised on the accrual basis.

Government grants are the subsidy allocation paid by the Department of Arts and Culture on a monthly basis. Government grants and donations received are accrued during the period in which Iziko became entitled to receive them.

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

Interest income is accrued on a time proportion basis, taking account of the principal outstanding and the effective rate over the period of maturity.

1.11 Taxation

Iziko is exempt from taxation in terms of the provision of Section 10(1)(cA)(i) of the Income Tax Act as amended.

1.12 Comparative Figures

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

2. Property, Plant and Equipment

2007

	R	R	R	R	R
	Furniture	Vehicles	Equipment	Computers and Peripherals	Total
Gross carrying amount at beginning of year	563,270	700,128	2,745,824	2,895,737	6,904,959
Accumulated depreciation at beginning of year	(323,601)	(411,355)	(1,335,829)	(2,074,516)	(4,145,300)
Net carrying amount at beginning of year	239,669	288,773	1,409,995	821,222	2,759,659

Movements during the year

Acquisitions	82,746	105,000	291,528	871,453	1,350,727
Additions	2,544	1	65,637	181	68,363
Disposals	(3,493)	-	(93,727)	-	(97,220)
Accumulated depreciation on additions	(2,544)	(1)	(27,522)	(181)	(30,248)
Accumulated depreciation on disposals	23	-	90,612	-	90,635
Depreciation expensed for the year	(89,142)	(82,190)	(457,881)	(294,092)	(923,305)
Net carrying amount at end of year	229,803	311,583	1,278,642	1,398,583	3,218,611

Gross carrying amount at end of year	645,067	805,128	3,009,262	3,767,371	8,226,828
Accumulated depreciation at end of year	(415,264)	(493,545)	(1,730,620)	(2,368,788)	(5,008,217)

During the previous financial year all old assets were brought onto the asset register, at a cost of R1,00.

2008

	R	R	R	R	R
	Furniture	Vehicles	Equipment	Computers and Peripherals	Total
Gross carrying amount at beginning of year	645,067	805,128	3,009,262	3,767,371	8,226,828
Accumulated depreciation at beginning of year	(415,264)	(493,545)	(1,730,620)	(2,368,788)	(5,008,217)
Net carrying amount at beginning of year	229,803	311,583	1,278,642	1,398,583	3,218,611

Movements during the year

Acquisitions	64,815	-	626,919	1,023,232	1,714,966
Additions	-	-	-	-	-
Disposals	-	-	(1,900)	-	(1,900)
Re-estimation	-	4,800	-	-	4,800
Accumulated depreciation on additions	-	-	-	-	-
Accumulated depreciation on disposals	-	-	54	-	54
Accumulated depreciation on re-estimated assets	-	(4,800)	-	-	(4,800)
Depreciation expensed for the year	(60,313)	(12,600)	(355,906)	(338,961)	(767,780)
Net carrying amount at end of year	234,305	298,983	1,547,809	2,082,854	4,163,951

Gross carrying amount at end of year	709,882	809,928	3,634,281	4,790,603	9,944,694
Accumulated depreciation at end of year	(475,577)	(510,945)	(2,086,472)	(2,707,749)	(5,780,743)

3. Inventories

	2008	2007
	R	R
Stationery and consumables	12,857	41,018
	<u>12,857</u>	<u>41,018</u>

4. Trade and Other Receivables

	2008	2007
	R	R
Loans	573,747	3,037
Accrued Interest	208,131	-
Accounts receivable	598,736	386,564
	<u>1,380,614</u>	<u>389,601</u>
Provision for doubtful debts	(14,960)	(55,084)
	<u>1,365,654</u>	<u>334,517</u>

5. Cash and Cash Equivalents

	2008	2007
	R	R
Call and notice deposit accounts	25,898,303	23,780,481
Cash at bank and on hand	9,994,539	5,267,180
	<u>35,892,842</u>	<u>29,047,661</u>

Call and notice deposit accounts are short-term, highly liquid investments that are held with registered banking institutions with maturities of three months or less and that are subject to insignificant interest rate risk.

6. Trade and Other Payables

	2008	2007
	R	R
Rent deposits	43,585	43,348
Trade creditors and accruals	3,310,887	1,269,357
	<u>3,354,472</u>	<u>1,312,705</u>

7. Provisions

7.1 Leave Pay

The provision for leave pay represents Iziko's obligation to pay as a result of employees' services provided up to the date of the Statement of Financial Position. The provision is measured as the additional amount that is expected to be paid as a result of unused leave entitlement that has accumulated as at the Statement of Financial Position date, taking into account the undiscounted amount of current cost to employer per employee.

	2008	2007
	R	R
Gross carrying amount at beginning of year	2,913,718	2,879,016
Utilised during the year	(1,382,088)	(287,501)
	<hr/>	<hr/>
	1,531,630	2,591,515
Increase/(decrease) in provisions	41,320	322,203
	<hr/>	<hr/>
Gross carrying amount at end of year	1,572,950	2,913,718

During the year under review employees were paid up to a maximum of 15 days accumulated capped leave.

7.2 Annual Bonus

The provision for annual bonus represents Iziko's obligation to pay as a result of pro-rata annual bonus for the period November 2007 up to the Statement of Financial Position date of 31 March 2008 due to employees. The provision is measured at the additional amount that is expected to be paid as a result of bonuses payable annually in November, retrospective for the period November to October of each year.

	2008	2007
	R	R
Gross carrying amount at beginning of year	622,621	563,889
Utilised during the year	(62,788)	(22,423)
	<hr/>	<hr/>
	559,833	541,466
Increase in provisions	175,149	81,155
	<hr/>	<hr/>
Gross carrying amount at end of year	734,982	622,621

7.3 Post-employment Pension Benefit

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

The valuation results as at 1 April 2007 show that no shortfall exists in respect of accrued liabilities and a funding level of 100.0% certifies that the Museums Pension Fund is currently in a financially sound position.

The valuation results for the Museums Provident Fund as at 1 April 2007 shows that a shortfall of approximately R278,000 exists in respect of accrued liabilities and a funding level of 93,3% certifies that the Museums Provident Fund is currently not in a financially sound position.

The provision was raised for Iziko's liability towards the defined provident fund benefits covering all participating employees.

	2008	2007
	R	R
Gross carrying amount at beginning of year	-	2,233,237
Utilised during the year	-	-
	<hr/>	<hr/>
	-	2,233,237
Increase/decrease in provision	155,124	2,233,237
Gross carrying amount at end of year	<hr/>	<hr/>
	155,124	-

7.4 Post-employment Medical Benefit

The provision was raised for Iziko's liability towards future post-employment medical benefits covering all participating employees and retirees.

	2008	2007
	R	R
Gross carrying amount at beginning of year	22,755,813	20,272,107
Utilised during the year	-	-
	<hr/>	<hr/>
	22,755,813	20,272,107
Increase in provision	2,066,532	2,483,706
Gross carrying amount at end of year	<hr/>	<hr/>
	24,822,345	22,755,813

7.5 Housing Guarantees (100%)

The provision was raised for Iziko's liability relating to first mortgage bonds in respect of 100% housing loan guarantees on behalf of employees who are members of the Iziko Retirement Fund. Fifty one (51) employees participate in this pension fund and, therefore, it is probable that this liability could increase.

	2008	2007
	R	R
Gross carrying amount at beginning of year	27,151	53,051
Utilised during the year	-	-
	<hr/>	<hr/>
	27,151	53,051
Decrease in provision	-	(25,900)
Gross carrying amount at end of year	<hr/>	<hr/>
	27,151	27,151

7.6 Litigation

Iziko is party to litigation in the Cape High Court in respect of an artwork that was donated to the S. A. National Gallery in 1985 as part of the former Natale Labia Museum display, and which cannot now be returned to the donor as it was lost, stolen or mislaid at the Natale Labia Museum sometime between 14 October and 14 November 1988. The parties are in dispute as to the current equivalent market value of this item. Provision has been raised for a settlement amount of R300,000 although Iziko is of the opinion that a much lower amount would constitute fair and reasonable compensation.

	2008	2007
	R	R
Gross carrying amount at beginning of year	-	-
Utilised during the year	-	-
	<hr/>	<hr/>
	-	-
Increase in provision	300,000	-
	<hr/>	<hr/>
Gross carrying amount at end of year	300,000	-
	<hr/>	<hr/>

8. Deferred Income

Funds earmarked for specific projects are recorded as deferred income when they become receivable and are then recognised as income on a systematic basis over the periods necessary to match the funds with the related costs that they are intended to compensate.

Projects per division	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	27	2,749,612	1,865,714	883,898
Social History Collections	22	2,660,767	2,603,326	57,441
Art Collections	26	1,325,069	1,325,069	-
Education and Public Programmes	14	679,159	618,752	60,407
Human Resources	1	81	81	-
Facilities Management	1	3,386,675	2,500,000	886,675
Institutional Advancement	3	635,020	635,020	-
Internal audit Function		102,036	102,036	-
Total		11,538,419	9,649,998	1,888,421

9. Net Surplus for the Year

Net surplus has been arrived at after charging:

	2008	2007
	R	R
Personnel expenses	35,102,702	32,716,002
Audit fees	603,680	421,024
Bank and legal costs	418,899	530,683
Consultants	403,511	311,604
Depreciation	767,780	923,305
Operating leases	350,114	533,695
Insurance	422,878	451,499
Provision for doubtful debts	15,112	1,000
Provision for litigation	300,000	-
Licenses and networking fees	237,608	247,129
Computers and printers	25,129	33,821
Furniture and equipment	87,014	53,052
Library costs	396,253	326,162
Museum core function activities	6,222,233	6,257,134
Other operating expenses	4,797,907	4,325,570
	<u>50,150,820</u>	<u>47,131,680</u>

10. Cash Flow Statement

10.1 Reconciliation of Cash Generated in Operations

	2008	2007
	R	R
Net surplus for the year	3,949,813	2,649,557
Depreciation	767,780	923,305
Profit on disposal of fixed assets and adjustments	-	6,585
Interest received	(3,102,341)	(2,009,052)
Operating surplus/(deficit) before working capital changes	<u>1,615,252</u>	<u>1,570,395</u>
Working capital changes	3,744,791	1,980,282
(Increase)/decrease in trade and other receivables	(1,031,137)	279,333
(Increase)/decrease in inventories	28,162	99,173
Increase/(decrease) in trade and other payables	4,747,766	1,601,776
Adjustments	95,917	2,269,320
Cash generated in operations	<u>5,455,960</u>	<u>5,819,997</u>

11. Financial Instruments

11.1 Credit Risk

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. The amount presented in the statement of financial position is net of provision for doubtful debts, estimated on prior experience and the current economic environment. Iziko's exposure to credit risk is insignificant.

The age analysis of trade and other receivables that are past due but not impaired at 31 March 2008 is as follows:

Current	1,315,557
30 days	15,741
60 days	4,000
90 days	30,356

11.2 Interest Rate Risk

The Council is not locked into long-term interest rates because cash and cash equivalents are call and notice deposit funds held at registered banks with high credit ratings.

11.3 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 reviewing the bank balances on a daily basis.

11.4 Fair Value of Financial Instruments

At year end the carrying value of all cash and cash equivalent, trade and other receivables, other payables, deferred income and provisions approximated their fair value due to the short-term maturities of these assets and liabilities.

	2008	2007
	R	R
Financial Assets		
Cash and cash equivalents	35,892,842	29,047,661
Trade and other receivables	1,365,654	334,517
Financial Liabilities		
Trade and other payables	3,354,472	1,312,705

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.

12. Operating Leases

The operating leases comprise rentals charged for telephone, vehicles and photocopiers. The telephone lease was settled during the year under review.

The total future minimum lease payments under these leases are as follows:

	2008	2007
	R	R
Due within one year	252,667	286,643
Due between one to five years	-	229,208
	<u>252,667</u>	<u>515,851</u>

13. Emoluments of Council, Audit Committee Members and Executive

Emoluments of Council Members

	2008	2007
	R	R
Previous Council Members		
A. W. Oliphant	-	1,300
C. Soudien	-	1,950
E. Links	-	2,600
H. Deacon	-	3,900
L. Bernado	-	3,900
S. Ozinsky	-	1,300
Z. Hlatshwayo	-	1,300
New Council Members		
D. Mitchell	6,500	1,300
M. Ledimo	-	650
E. Links	2,600	1,300
R. Nayagar	3,733	650
S. Prosalendis	7,800	1,300
R. Du Pré	2,473	650
S. Jeppie	3,733	462
P. Madiba	-	-
C. Rassool	4,636	-
	<u>31,475</u>	<u>22,562</u>

The term of office for the previous Council Members expired with effect from 1 October 2006. The new Council was appointed by the Minister of Arts and Culture effective from March 2007.

Emoluments of Audit Committee Members

	2008	2007
	R	R
Previous Audit Committee Members		
R.G. Nicholls	5,625	2,375
M. Brewis	-	2,000
D. Mitchell	-	2,375
M. Fabricius	-	1,000
E. Links	-	1,250
New Audit Committee Members		
D. Mitchell	1,500	-
R. Du Pré	1,000	-
R. Nayagar	1,325	-
	<u>9,450</u>	<u>9,000</u>

The term of office for the previous Audit Committee Members expired on 28 February 2007. The term of office was extended until 31 March 2007 when the new Council was in place. The new Audit Committee was appointed by the Council effective from 1 April 2007.

Rate for Council Members are R650 per meeting attended. Rate for Audit Committee members are R1,000 per official audit committee meeting and R250 per hour up to a maximum of R1,000 for ad-hoc committee meetings attended.

Emoluments of CEO, Executive Directors, Directors and Senior Managers

2007

		Salaries	Bonus	Allowances	Employer Contributions	Total
Chief Executive Officer						
Prof H.C. Bredekamp	CEO	474,136	40,210	107,195	135,683	757,224
Executive Directors						
Dr P.J. Davison	Core Functions	399,920	33,916	60,632	123,960	618,428
Ms V. Baduza	Operations	313,616	26,597	55,716	51,902	447,831
Chief Financial Officer						
Ms F. Allie	CFO	271,148	23,742	61,118	74,208	430,216
Directors						
Ms V.C. Carelse	Education and Public Programmes	243,444	20,646	61,118	78,484	403,692
Dr M.A. Cluver	Facilities Management	279,956	23,742	61,118	104,936	469,752
Ms D. Crous	Human Resources	279,956	23,742	61,118	94,677	459,493
Ms C. Janneker	Institutional Advancement (until July 2006)	80,000	13,333	20,500	18,650	132,483
Ms M. Martin	Art Collections	332,060	28,161	61,118	105,959	527,298
Ms J.L. Meltzer	Social History Collections (since 1 January 2007)	62,445	-	4,136	23,591	90,172
Dr H.G. Robertson	Natural History Collections	245,440	20,815	61,118	87,714	415,087
Senior Managers						
Mrs M.G. van der Merwe	Customer Services Manager (since July 2006)	158,995	17,769	13,554	61,064	251,382
Mr B. Kadalie	Exhibitions Manager (since July 2006)	117,513	4,378	-	20,389	142,280
		3,258,629	277,051	628,441	981,217	5,145,338

		Salaries	Bonus	Allowances	Employer Contributions	Other	Total
Chief Executive Officer							
Prof H.C. Bredekamp	CEO (reappointed: 1 November 2007)	584,144	42,623	109,954	160,408		897,129
Executive Directors							
Dr P.J. Davison	Core Functions	461,336	42,295	63,453	124,127		691,211
Ms V. Baduza	Operations	393,996	71,902	86,073	60,242		612,214
Chief Financial Officer							
Ms F. Allie	Chief Financial Officer	296,304	25,167	63,986	68,932		454,389
Directors/Senior Managers							
Ms V.C. Carelse	Director Education and Public Programmes	255,636	21,884	63,986	76,096		417,602
Dr M.A. Cluver	Director Facilities Management (until December 2007)	220,803	29,362	47,739	75,895		373,799
Ms D. Crous	Director Human Resources	328,656	50,334	67,222	106,019	196,677 *	748,908
Ms S. Glanville-Zini	Director Institutional Advancement (since December 2007)	74,408	-	18,757	16,891		110,056
Ms M. Martin	Director Art Collections	351,452	59,702	63,986	97,943		573,083
Ms J.L. Meltzer	Director Social History Collections	259,772	22,064	16,726	87,670		386,232
Dr H.G. Robertson	Director Natural History Collections	283,130	25,957	63,986	87,798		460,871
Mrs M.G. van der Merwe	Senior Manager Customer Services	232,364	18,836	75,705	86,095		413,000
Mr B. Kadalie	Exhibitions Manager (until August 2007)	52,532	-	-	8,536		61,068
		3,794,533	410,126	741,572	1,056,653	196,677*	6,199,562

Remuneration is shown at cost to company package, based on basic salary, bonuses, allowances and employee benefit contributions 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 income statement in the year to which it relates.

* In 2005, a dispute was referred to the Commissioner for Conciliation, Mediation and Arbitration (CCMA) by the Director: Human Resources, challenging her non-appointment to the position of Executive Director: Operations. Pursuant to an award made by the CCMA on 10 December 2007, an amount of R196,677 was paid to the Director: Human Resources on 30 March 2008.

14. Post-employment Benefit Costs

14.1 Pension Fund

Iziko operates pension funds that provide benefits on both defined benefit and defined contribution plans for all indefinite employees. The Iziko Retirement Fund and Museums Pension Fund are administered on behalf of Iziko by pension fund administrators and are governed by the Pensions Fund Act, 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 contribution plan fund was actuarially valued, using the projected unit credit method at 1 April 2006 and it revealed that the assets of the fund represented a funding position of 100.0% for the Museums Pension Fund and 93.3% for the Museums Provident Fund. Any deficit advised by the actuaries is funded through increased contributions to ensure the ongoing soundness of the pension fund. At the time of the valuation, the actuary reported that he was satisfied that the results of the Museums Pension Fund fairly represent the current financial position of the fund. In view thereof, the result shows a funding level of 100.0% and he certified that the fund is currently in a financially sound position. The actuary also reported that he was satisfied that the current composition of the investments of the Museums Provident Fund can be considered reasonable for the purpose of matching its assets and liabilities.

The financial position of the fund as at 1 April 2006 compared to the financial position as at the previous valuation date is as follows:

Museums Pension Fund	1 April 2006	1 April 2005
	R	R
Liabilities in respect of:		
Defined contribution members	3,057,000	1,737,000
Defined benefit members		
Retirement benefits	94,782,000	86,297,000
Withdrawal benefits	5,334,000	5,500,000
Death Benefits	7,565,000	7,162,000
Current pensioners	38,229,000	28,125,000
Risk Reserve Account	-	130,000
Employer Surplus Account	14,280,000	-
Surplus Apportionment Cost Reserve	39,000	36,000
Total liability	163,286,000	128,987,000
Less value placed on assets	163,286,000	122,340,000
Shortfall in respect of accrued liabilities	-	(6,647,000)
Funding level	100.0%	94.8%
Museums Provident Fund	1 April 2006	1 April 2005
	R	R
Liabilities in respect of:		
Paid-up members	3,032,000	3,702,000
Current pensioners	1,051,000	488,000
Surplus Apportionment Cost Reserve	39,000	33,000
Total liability	4,122,000	4,223,000
Less value placed on assets	3,844,000	3,981,000
Shortfall in respect of accrued liabilities	(278,000)	(242,000)
Funding level	93.3%	94.3%

The Museums Provident Fund funding level reduced to 93.3% mainly due to higher salary increases than expected. This shortfall of R278,000 can be funded from the benefit fund assets.

During the year under review, provision of R155,124 was raised in the financial statements for Iziko's liability towards the Museums Provident Fund.

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

The following rates of contribution are applied:

Iziko Retirement Fund

Defined contribution category: Employee contribution is 7.5% of pensionable salary (basic salary plus annual bonus) and the employer contributes 20.62%. All new employees appointed with effect from 1 July 2007 joining the Iziko Retirement Funds: 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 24.6%.

Defined contribution category: Employee contribution is 7.5% of pensionable salary (basic salary plus annual bonus) and the employer contributes 15%. The employer contribution rates can fluctuate as a result of changes to the insured benefit rate.

Associated Institutions Pension Fund

Defined benefit category: Employee contribution is 7.5% of pensionable salary (basic salary only) and the employer contributes 12%.

14.2 Medical Aid

Iziko operates a post-employment medical-benefit scheme that covers all employees that were appointed prior to 1 April 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-employment medical benefits for the financial year end was performed on 31 March 2008 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 thirty nine (39) retirees and seventy six (76) employees participating as at 31 March 2008. The liability and future increases are charged to income.

	2008	2007
	R	R
Present value of funded obligations	-	-
Fair value of Plan assets	-	-
	<u>-</u>	<u>-</u>
Present value of unfunded obligations	24,822,345	22,755,813
Present value of obligations in excess of Plan assets	24,822,345	22,755,813
Unrecognised transitional liability	-	-
Unrecognised actuarial gains/(losses)	-	-
Unrecognised past service cost	-	-
Net Liability in Statement of Financial Position	<u>24,822,345</u>	<u>22,755,813</u>
Opening balance	22,755,813	20,973,000
Current service cost	583,675	663,000
Interest cost	1,816,087	1,776,464
Expected return on Plan assets	-	-
Liability recognised	-	-
Actuarial (gain)/loss	359,905	153,189
Past service cost	-	-
Expected employer benefit payments	(693,134)	(809,840)
	<u>24,822,345</u>	<u>22,755,813</u>

During the year under review, provision of R24,822,345 is made for future liability in the financial statements.

Assumptions

Changes in Valuation Basis

The methodologies and assumptions used in this valuation have remained unchanged from those used in the previous valuation prepared by the Health Monitor Company.

Net Discount Rate

It is difficult to predict future investment returns and the rate at which medical contributions and claims will escalate in the future. Generally, it is easier to predict the relationship between economic variables in the long term than the actual value of those variables in isolation.

Healthcare cost inflation has exceeded the average inflation rate over the past few years, and this is expected to continue in the near future. However, this situation implies that medical scheme contributions will constitute a growing proportion of employee remuneration packages, which is not tenable in the long term. Furthermore, the general healthcare system in South Africa is in a state of flux and future changes in legislation and the national health system will necessarily affect medical scheme contributions. Therefore, any assumption regarding future increases in medical scheme contributions is necessarily subjective.

General actuarial practice is to use a net discount rate (investment return less escalation rate of medical scheme contributions) of between 0% and 3%. We have used a net discount rate of 1.89% in this valuation. This corresponds to a combination of interest rates and inflation rates such as:

Discount rate	Inflation
10.50%	8.45%
9.50%	7.47%
8.50%	6.49%

According to the Accounting Statements, IAS19, the rate used to discount post-employment benefits should be determined by reference to market yields on high quality corporate bonds. If a deep market on such bonds does not exist in the country, then the market rates on long term government should be used. For this valuation we used an interest rate of 9.50%, being the approximate yield on the E170 bond at the date of finalising this report.

Mortality Assumptions

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) rated down by three years
Post-retirement	Male	PA90 (m)
	Female	PA90 (f)

Withdrawal and Retirement Assumptions

An assumption regarding the rates of resignation and retirement of active members is necessary. If an employee leaves the service of the company by resigning, the company is no longer liable for post-retirement healthcare costs for that member. At normal or approved early-retirement, the subsidy commences immediately.

Sample assumed independent rates of resignation of active employees are as follows:

Age	Males	Females
20	16.0%	24.0%
25	12.0%	18.0%
30	10.0%	15.0%
35	8.0%	10.0%
40	6.0%	6.0%
45	4.0%	4.0%
50	2.0%	2.0%
55+	0.0%	0.0%

The retirement age was assumed to be 62 to allow for the possibility of early retirement.

Family Statistics

The calculation of liabilities for pensioners was based on actual family statistics supplied (number of dependants and dates of birth of spouses).

The calculation of liabilities in respect of current employees was based on assumed numbers of dependants and ages of dependants at each future age. The table below shows sample proportion married, average number of dependent children and the ages of these children, at different ages. Husbands were assumed to be four years older than their wives.

Members age (male)	Proportion married	Average number of dependent children	Average age of dependent children
20	0%	-	-
25	15%	0.3	1.8
30	34%	0.8	4.0
35	53%	1.6	7.0
40	71%	2.3	10.0
45	90%	2.8	13.5
50	90%	2.2	17.0
55	90%	1.2	18.0
60	90%	0.6	19.0

Contribution Tables

The monthly medical scheme contributions used in the valuation of the contribution liability are follows:

BESTmed Medical Scheme – Monthly contributions for the year ended 31 December 2008

Option (Income band)	Main member	Adult dependant	Child dependant
Blueprint (R0–R12 000)	507	477	303
Blueprint (R12 000+)	711	543	303
Bonus Plus (R0–R33 600)	962	674	202
Bonus Plus (R33 601–R39 600)	1,081	756	228
Bonus Plus (R39 601–R45 600)	1,174	822	247
Bonus Plus (R45 601–R51 600)	1,251	876	262
Bonus Plus (R51 600+)	1,293	906	271
Millennium Basic (R0–18 000)	433	347	267
Millennium Basic (R18 001–R78 000)	570	450	213
Millennium Basic (R78 000+)	800	570	267
Millennium Comprehensive	1,789	1,448	581
Millennium Standard (R0–R54 000)	731	558	275
Millennium Standard (R54 000+)	1,055	798	402
Topcare (R0–R72 000)	1,714	1,373	319
Topcare (R72 000+)	2,058	1,646	346

Fedhealth – Monthly contributions for the year ended 31 December 2008

Option	Main member	Adult dependant	Child dependant
Maxima Plus	2,402	2,041	721
Maxima Standard	1,243	1,057	373
Maxima Basis	986	852	310
Maxima Core	792	674	277
Ultimax	3,241	2,755	973
Ultima 300	2,247	1,910	674
Ultima 200 incl OHEB	1,422	1,225	433
Ultima 200 excl OHEB	1,028	873	309

Other Assumptions

The valuation was based on the current subsidy levels specified in the data provided. We also assumed that no significant changes would occur in the structure of the medical arrangements. We have used the current subsidy scales for members as bases for the calculations and have assumed that the scales will remain unchanged (apart for adjustments for inflation). If this is not the case, the results of this valuation will be affected.

Sensitivity Analysis

The results above are particularly sensitive to changes in the assumption regarding future increases in medical scheme contributions. This is illustrated in the tables overleaf.

The following tables illustrate the impact of a 1% increase and decrease in the assumed future rate of medical inflation:

Sensitivity Analysis - F2008 Accounting Entries

	Base	Inflation + 1%	% change	Inflation -1%	% change
Liability as at 1 April 2007	22,756	22,756	0.0%	22,756	0.0%
Settlements	-693	-693	0.0%	-693	0.0%
Current service costs	584	584	0.0%	584	0.0%
Interest cost	1,816	1,816	0.0%	1,816	0.0%
Actuarial (gain)/loss	360	4,006	1013.2%	-2,620	-82
Liability as at 31 March 2008	24,822	28,469	14.7%	21,842	-12.0%

Sensitivity Analysis - F2009 Accounting Entries (projected)

	Base	Inflation + 1%	% change	Inflation -1%	% change
Liability as at 1 April 2008	24,822	28,469	14.7%	21,842	-12.0%
Settlements	-834	-836	0.2%	-832	-0.2%
Current service costs	599	728	21.6%	498	-16.9%
Interest cost	2,347	2,699	15.0%	2,059	-12.3%
Actuarial (gain)/loss	0	0	0.0%	0	0.0%
Liability as at 31 March 2009	26,934	31,060	15.3%	23,567	-12.5%

15. Change in Accounting Estimates

During the previous year the entity has revised the accounting policy with respect to the method of calculating depreciation for motor vehicles using the straight-line basis over the estimated useful lives to the current value of their expected residual values as prescribed in IAS 16. Previously depreciation was calculated on a straight-line method without taking into account residual values. The effect of this change is as follows:

	2008 R	2007 R
Net effect on Statement of Financial Performance		
<i>Increase in operating expenses</i>		
Depreciation	-	28,747
Net effect on Statement of Financial Position		
<i>Increase in assets</i>		
Property, Plant and Equipment	-	192,108
<i>Increase in equity</i>		
Accumulated reserves	-	192,108

At the end of the financial year under review, Iziko re-estimated the remaining useful lives of furniture, equipment and computers from five years to a further three years. This resulted in a depreciation surplus amounting to R327,293 written back to accumulated depreciation.

	2008 R	2007 R
Net effect on Statement of Financial Performance		
<i>Decrease in operating expenses</i>		
Depreciation	327,293	-
	<u>327,293</u>	<u>-</u>
Net effect on Statement of Financial Position		
<i>Increase in assets</i>		
Property, Plant and Equipment	327,293	-
	<u>327,293</u>	<u>-</u>
<i>Increase in equity</i>		
Accumulated reserves	327,293	-
	<u>327,293</u>	<u>-</u>

16. Related Parties

16.1 Department of Arts & Culture

The controlling entity of Iziko is the Department of Arts & Culture, which provided a subsidy grant for its operations as well as funding for special projects during the year under review. The details of the transactions are as follows:

	2008 R
Amount of transaction	
Subsidy grant	40,883,000
Special projects	1,238,300
Outstanding balance at 31 March 2008	-
Provision for doubtful debts i.r.o. outstanding balance	-
Expenses recognised i.r.o. of doubtful debts	-

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

16.2 West Coast Fossil Park Trust

Iziko accepted the donation of the West Coast Fossil Park from Samancor Limited and agreed to the formation of the West Coast Fossil Park Trust (Trust). All income and expenditure of the West Coast Fossil Park Trust are recognised in the annual financial statements of Iziko. During the year under review Iziko managed all financial transactions relating to the Trust. Consequently, the Trust owes Iziko an amount of R573, 747 for expenses incurred on its behalf.

The details of the transaction are as follows:

	2008
	R
Amount of transaction	631,683
Outstanding balance at 31 March 2008	573,747
Provision for doubtful debts i.r.o. outstanding balance	-
Expenses recognised i.r.o. of doubtful debts	-

The debt is not secured and no guarantees were given. It is expected that the outstanding amount will be settled in 2008/2009.

17. Public Finance Management Act (PFMA)

17.1 Section 55(2)

No material losses due to criminal conduct nor any unauthorised expenditure, irregular expenditure, fruitless or wasteful expenditure have occurred during the current financial year.

17.2 Section 53(3)

The Council may not accumulate surpluses unless prior written approval of the National Treasury has been obtained. Approval was obtained from National Treasury that all schedule 3A Public Entities are exempted from investing their surplus funds with the Corporation for Public Deposits as prescribed in Treasury Regulation 31.

17.3 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.



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