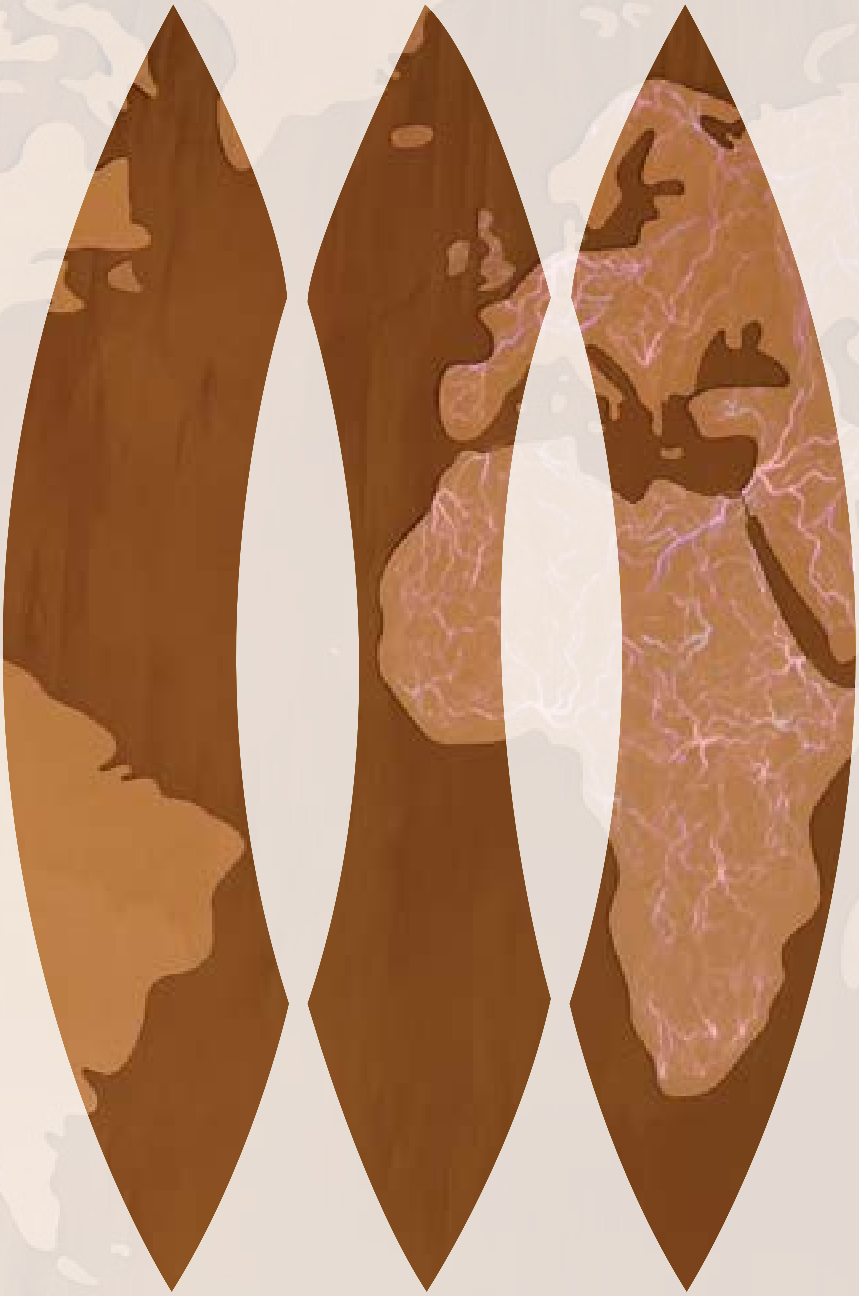
Annual Report 2024/25



sport, arts & culture

Department:
Sport, Arts and Culture
REPUBLIC OF SOUTH AFRICA

iziko museums of South Africa

an agency of the
Department of Sport, Arts and Culture

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Cover image, Installation view: Humanity, ***Reimagining the story of human evolution***, Iziko South African Museum, 2025.

African Museums of Excellence

In this Annual Report

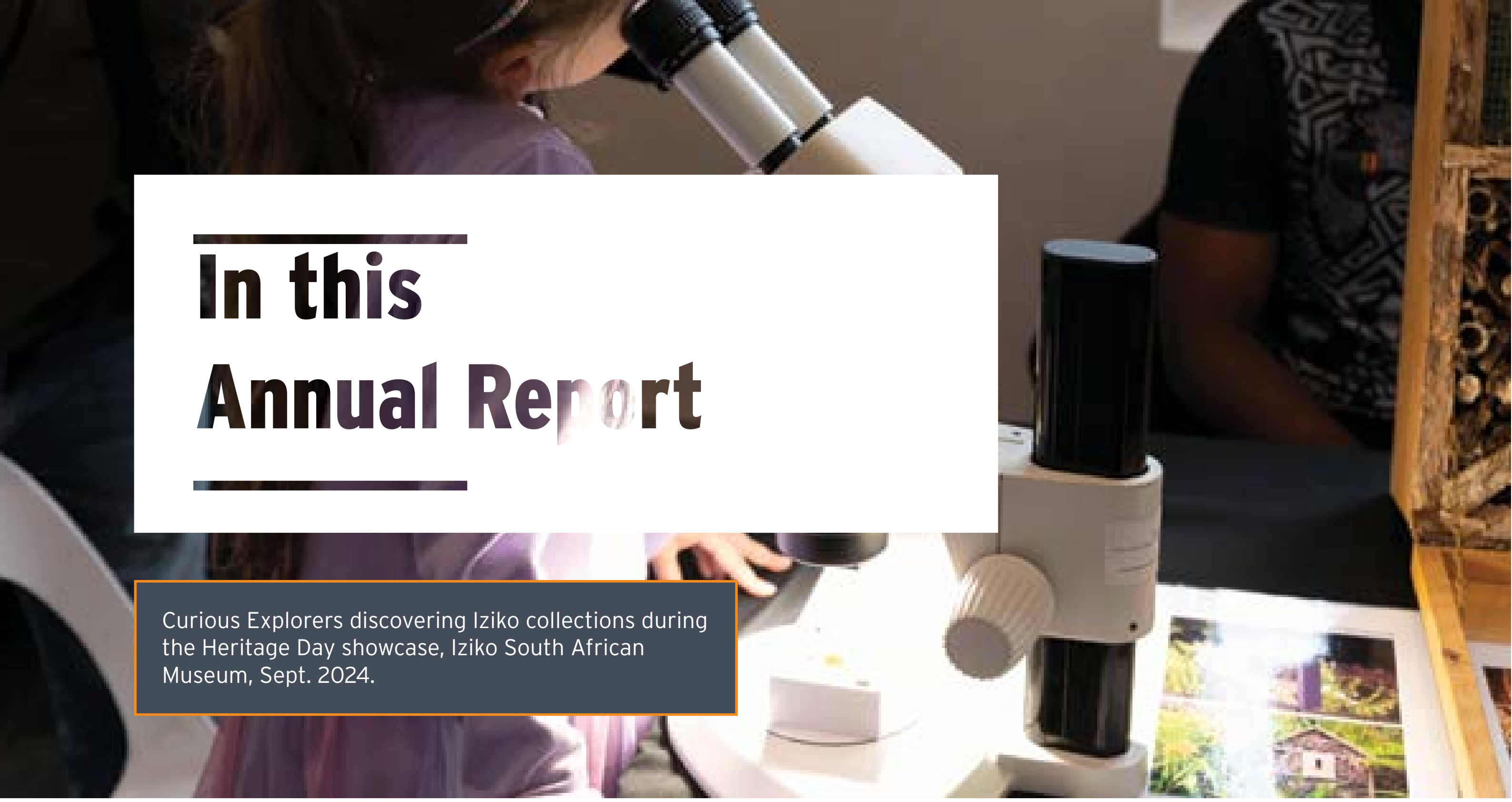
Mrs Farhnaaz Johadien, Executive Director: Operations welcome guests at the launch of Ancient Art Modern Modes Art Showcase, Rock Art Gallery, Iziko South African Museum, April 2024.

Part A | General Information

Heritage Day visitors exploring the Whale Well, Iziko South African Museum, Sept 2024.

Part B | Performance Information

Part C | Governance



In this Annual Report

Curious Explorers discovering Iziko collections during the Heritage Day showcase, Iziko South African Museum, Sept. 2024.

Part D | Human Resources

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Visitors at the Iziko Slave Lodge, Heritage Day, 2024.

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Part A | General Information

1.1. Public Entity's General Information

Registered Name:	Iziko Museums of South Africa
Public Benefit Organisation Number:	18/11/7/0133
Registered Office Address:	25 Queen Victoria Street Cape Town 8001
Postal Address:	Po Box 61 Cape Town 8000
Telephone Number/s:	+27 (0)21 481 3800
Fax Number:	+27 (0)21 481 3994
Email Address:	info@Iziko.org.za
Website Address:	www.iziko.org.za
External Auditors:	Auditor-General of South Africa
Bankers:	Standard Bank
Address of Bank:	Thibault Square, Cape Town

The new Iziko Mobile Museum, public unveiling, International Museum Day, Iziko South African Museum, May 2024.

1.2. List of Abbreviations/ Acronyms

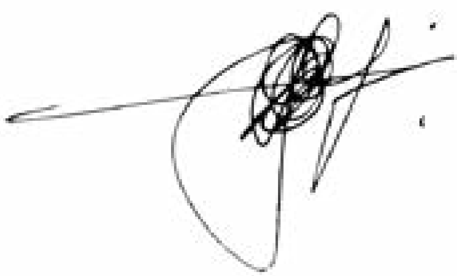
AAB	Approved Annual Budget
AC	Art Collections
AFS	Audited Financial Statements
AOP	African Origins Programme
APP	Annual Performance Plan
ASP	Approved Strategic Plan
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CCTV	Closed-Circuit Television
CSD	Central Supplier Database
CSI	Corporate Social Investment
DSAC	Department of Sport, Arts and Culture
DoE	Department of Education
DPWI	Department of Public Works & Infrastructure
DST	Department of Science and Technology
EBCR	Existing Building Condition Report
ENE	Estimates of National Expenditure
GRAP	Generally Recognised Accounting Practice
HR	Human Resources Department
IWFC	Iziko William Fehr Collection (at the Castle of Good Hope)
IBH	Iziko Bertram House Museum
IBK	Iziko Bo-Kaap Museum
ICT	Information and Communication Technology
IGC	Iziko Groot Constantia Museum
IKDW	Iziko Koopmans-de Wet House Museum
IKS	Indigenous Knowledge Systems
IMD	International Museum Day
IOTH	Iziko Michaelis Collection (at the Old Town House)
IP	Iziko Planetarium and Digital Dome
IR&V	Iziko Rust en Vreugd Museum
ISAM	Iziko South African Museum
ISANG	Iziko South African National Gallery

IOTH	Iziko Michaelis Collection (at the Old Town House)
IP	Iziko Planetarium and Digital Dome
IR&V	Iziko Rust en Vreugd Museum
ISAM	Iziko South African Museum
ISANG	Iziko South African National Gallery
ISHC	Iziko Social History Centre
ISL	Iziko Slave Lodge Museum
IT	Information Technology
M&E	Monitoring and Evaluation
MAP	Meaningful Access Programmes
MGE	Mzansi's Golden Economy
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NH	Natural History Collections
NLDTF	National Lotteries Distribution Trust Fund
NRF	National Research Foundation
POS	Point-of-Sale
PDP	Professional Development Programme
PFMA	Public Finance Management Act
R&R	Repair and Renovation
SH	Social History Collections
SFI	Southern Flagship Institution
SP	Strategic Plan
SS	Support Services
TSDP	Technical Support and Dialogue Platform
UNESCO	United Nations Educational, Scientific and Cultural Organisation
WILS	Work Integrated Learning Students

Reflections From the Chairperson

Mr. Jabulani Sithole

Chairperson of the
Iziko Museums Council



The strategic alignment of Iziko Museums' work with broader national goals-social cohesion, inclusive economic participation, and heritage preservation - remains our guiding imperative.

1.3 Foreword by the Chairperson

As the Chairperson of the Eighth Council of Iziko Museums of South Africa, I am pleased to present this Annual Report for the 2024–2025 financial year.

This report outlines our performance and achievements over the past year, reflecting our enduring commitment to establishing Iziko Museums as a museum of excellence on the African continent.

Strategic Overview

This past financial year has been both defining and demanding, as we navigated the institution through a complex landscape marked by internal constraints and sector-wide transformation imperatives. Iziko Museums made significant progress in aligning its programming and operations with national priorities and global heritage sector trends.

Through strategic collaborations with sister organisations, partnerships with academic institutions, and engagement with international networks, Iziko continues to explore innovative ways to reinforce its relevance in the evolving 21st-century museum landscape.

Our strategic focus remains centred on broadening access to heritage, deepening youth engagement, and unlocking the potential of our collections through research, digitisation, and innovation. The Council has upheld its commitment to oversight and guidance, addressing institutional and sectoral challenges while reinforcing the values of accountability, inclusion, and impact.

Key Milestones

This year, we celebrated one of the most significant milestones in our history: the launch of ISAM 200, commemorating two centuries since the establishment of South Africa's oldest museum – the Iziko South African Museum. This moment not only honoured our legacy but also encouraged us to envision a future rooted in relevance and responsiveness to emerging trends. We also advanced the sensitive and long-overdue process of repatriating unethically collected human remains to their rightful communities. A multi-stakeholder task team has been established, and we have begun implementing a roadmap towards ethical redress and restitution. This work is central to our commitment to healing, dignity, and transformation within the heritage sector.

Despite ongoing constraints, Iziko Museums exceeded key performance targets in strategic areas. A total of 191 new objects were acquired for the Art and Social History collections. We published 44 peer-reviewed and 16 popular publications and welcomed over 459,000 physical visitors, in addition to nearly 360,000 online engagements. These results reaffirm Iziko Museums' national relevance and reach.

Challenges Faced by the Accounting Authority

While we take pride in our achievements, the Council also confronted several critical challenges. Chief among these was the recurrence of qualified audit opinions, primarily due to weaknesses in heritage asset management. Although 86% of prior audit findings were resolved by year-end, this remains a significant compliance and reputational risk requiring urgent and sustained attention.

Our vacancy rate, which stood at 41.79% as of 31 March 2025, placed considerable strain on the institution's operational capacity and affected delivery across multiple areas. The Council is confident in the Executive's efforts to stabilise operations and rebuild capacity in the foreseeable future.

There was also a slight change in the composition of the Council, with two members tendering their resignations during the year. While this affected the distribution of oversight responsibilities, the remaining members continued to fulfil their fiduciary duties with diligence. The Minister has since announced the appointment of Ms. Jacelyn Scott to serve the remainder of the term.

These challenges unfolded against a backdrop of economic pressures, constrained public funding, and rising public expectations, highlighting the importance of enhanced governance and strategic clarity.

The Council has also taken note of the organisation's achievement of 80% of its Annual Performance Plan (APP) commitments in 2024-25. While slightly lower than the previous year's 90%, this performance level reflects the strain of systemic pressures and signals areas requiring renewed focus.
As we transition into a new five-year strategic period, sustaining performance will be critical to maintaining stakeholder confidence and delivering on our public mandate.

Looking Ahead

As we look to the future, the Council remains steadfast in its focus on medium- to long-term priorities. These include deepening youth engagement, strengthening governance, advancing the digitisation of collections and public programmes, and enhancing the impact of our research and education portfolios. The strategic alignment of Iziko Museums' work with broader national goals—social cohesion, inclusive economic participation, and heritage preservation—remains our guiding imperative.

As we prepare to hand over to the Ninth Council in August 2025, I extend my sincere appreciation to my fellow Council members for their unwavering dedication, and to the Executive Management and staff for their resilience and perseverance during this challenging period.

I would like to extend my sincere appreciation to Dr. Bongani Ndhlovu, who served as Acting Chief Executive Officer from September 2023 to April 2025. His leadership was instrumental in ensuring institutional continuity at a critical juncture.

We are delighted to welcome Mr. Lennox Sobahle Tukwayo, who assumed the role of Chief Executive Officer in May 2025. With his wealth of experience and a clear vision for institutional revitalisation, we are confident in his ability to lead Iziko Museums into its next chapter.

Our gratitude also extends to the Department of Sport, Arts and Culture, as well as our valued partners, for their ongoing support and collaboration.

As custodians of heritage, we remain acutely aware of the legacy we shape for future generations. It is both our solemn duty and honour to ensure that Iziko Museums endures as a beacon of knowledge, transformation, and inspiration. Together, we have laid a firm foundation for Iziko Museums to thrive as a dynamic, inclusive institution—one that preserves memory and drives positive change.

MR JABULANI SITHOLE
Chair of the Iziko Museums Council

Reflections From the CEO

Mr. Lennox Sobahle Tukwayo

Chief Executive Officer

Iziko Museums launched several transformative initiatives designed to enhance public engagement, strengthen institutional relevance, and expand access to heritage resources.

1.4. Overview by the Chief Executive Officer

I am pleased to present the Annual Report of Iziko Museums of South Africa for the 2024-2025 financial year. Although my tenure as Chief Executive Officer began in May 2025 – shortly after the close of this reporting period.

I offer this overview with a thorough understanding of the institution's performance, achievements, and challenges

during the year under review.

Performance Overview

The 2024–2025 financial year was pivotal for Iziko Museums, marked by significant milestones, ongoing transformation, and complex operational constraints. Despite contending with a persistently high vacancy rate and increasing financial pressures, the institution achieved 80% of its Annual Performance Plan (APP) targets. While this demonstrates commendable resilience, the marginal decline from 90% in the previous year signals areas of concern that require targeted intervention.

Strategically, Iziko Museums advanced its commitment to inclusivity, ethical redress, and public engagement. The launch of the ISAM 200—a bicentenary celebration of South Africa's oldest museum—reignited national interest in our shared heritage. Progress on the Human Remains Repatriation Project continued, with the development of a roadmap for the ethical return of ancestral remains. These initiatives reaffirm Iziko Museums role as both a custodian of memory and a catalyst for healing and social justice.

General Financial Review

As at 31 March 2025, Iziko Museums of South Africa reported a net asset value of R2.562 billion, representing a slight 0.43% decrease from the previous year's R2.573 billion. Heritage assets continue to dominate our portfolio, constituting approximately 93% of total assets and emphasising our fundamental role in preserving South Africa's cultural legacy.

Total revenue for the year amounted to R203.7 million, reflecting a R3.4 million decrease from the R 207.1 million recorded in 2024. This reduction primarily stemmed from decreased non-exchange transactions, particularly conditional government grants, which declined from R178.9 million to R175.9 million. Revenue from exchange transactions also experienced an increase from R26.3 million to R27.8 million.

These financial pressures resulted in a deficit of R11.4 million for the year, representing a significant increase from the R5.7 million deficit in 2023-24. In response, we are actively engaging National Treasury for additional support while exploring innovative revenue generation strategies, including the sustainable utilisation of institutional assets.

Spending Trends

Total expenditure for the financial year ending 31 March 2025 totalled R215,1 million, marking a R2,3 million increase from the previous year's R 212.8 million.

Employee-related costs reflect a minor increase of 1.18% due to new recruitment efforts. These costs account for approximately 39% of total expenditure. Iziko remains committed commitment to attracting and retaining skilled professionals in a competitive job market. In the current year an actuarial loss of R4million, arising from changes in actuarial valuations related to the Post-retirement Medical Benefit, as well as Post Retirement Actuarial Finance Costs of R8 million also impacted the bottom line significantly. Operational expenses, comprising core functions and administrative costs, constituted the remaining 55% of total expenditure.

The increase in these costs is attributed to factors such as higher general expenses and ongoing investments in infrastructure projects, exhibitions, and public programs. Despite these financial pressures, we have endeavoured to fulfil our mandate effectively, even amidst a high vacancy rate in key positions.

Capacity Constraints and Challenges

As of 31 March 2025, Iziko Museums faced significant operational challenges, with a vacancy rate of 41.79% severely impacting critical functions including conservation, ICT, and facilities management. These staffing shortages have not only compromised institutional effectiveness but also adversely affected staff morale and the timely delivery of key programmes. While delays in recruitment have exacerbated these challenges. In response, we are actively reviewing our staffing and resourcing strategy to ensure alignment with our long-term strategic objectives.
During the 2024-25 financial year, we created 234 training opportunities, including full tertiary funding for nine staff members.

Discontinued Activities

No major activities were discontinued during the reported period, with all existing activities remaining fully aligned with our institutional mandate. However, it should be noted that the proposed amalgamation of William Humphreys Art Gallery (WHAG) and National Museum Bloemfontein into Iziko Museums, which was gazetted in May 2024, has since been withdrawn by the Executive Authority.

New Activities

The 2024–2025 financial year saw Iziko Museums launch several transformative initiatives designed to enhance public engagement, strengthen institutional relevance, and expand access to heritage resources.

A key milestone was the successful introduction of the Iziko Museums Mobile bus, an innovative outreach programme that delivers exhibitions and educational content directly to underserved schools, rural communities, and townships.
This initiative exemplifies our commitment to transformation and inclusivity, ensuring broader access South Africans.

In line with our vision to develop dynamic, youth-oriented platforms, Iziko Museums established the South African Heritage Hub, with Iziko Koopmans De Wet House being earmarked for use as a youth entrepreneurship and innovation space. The hub is envisioned to provide opportunities for skills development, creative enterprises, and cultural expression, particularly for young people seeking to participate in heritage related activities in meaningful and futuristic ways.

Significant progress was also made in strengthening our partnership with the West Coast Fossil Park, where we are working to establish a new Board of Trustees and develop a long-term strategic plan. These efforts aim to align activities within a shared institutional framework to support the park's long-term sustainability and development. This process includes the development of a long-term strategic plan to position the park as a premier destination for natural history research, conservation, and public science education.

Another major undertaking involves the restoration and enhancement of the Nelson Mandela Prison House, comprising of two historic buildings and period furnishings used by President Mandela following his release from Robben Island. Scheduled to open to the public in December 2025, this heritage landmark will honour South Africa's liberation struggle while offering visitors a powerful narrative of resilience and reconciliation.

Throughout the year, Iziko Museums also hosted an array of high-impact exhibitions, public lectures, and educational programmes that engaged with contemporary social issues while celebrating the depth of South Africa's artistic, scientific, and cultural contributions. Collectively, these initiatives reflect our renewed institutional focus on inclusivity, innovation, and public value creation.

Request for Roll-Over of Funds

In the 2023-24 financial year, Iziko Museums of South Africa received approval from the National Treasury to retain its cash surpluses. As of 31 March 2025, Iziko Museums total cash accumulated cash reserves amounted to R147 705 322, of which R 52 440 286 in deferred income comprised of funds received for specific projects, such as research and capital works. The remaining R95 265 036 represents accumulated funds over time, providing a financial buffer to support the institution's operations and strategic initiatives.

Supply Chain Management

Iziko Museums maintained full compliance with regulatory requirements in its supply chain management systems during the reporting period. However, operational efficiency was impacted by internal processing delays and capacity constraints within the SCM unit. To address these challenges, we are implementing targeted staff training programmes and strengthening internal controls. It should be noted that no unsolicited bid proposals were concluded during the 2024-2025 financial year.

Audit Report Matters from the Previous Financial Year

Iziko Museums successfully resolved 86% of the audit findings raised in the previous financial year.

The remaining unresolved findings are primarily attributed to historical inconsistencies and inaccuracies in the heritage assets register. Although notable progress has been made by the Collections and Digitisation department in rectifying these inconsistencies, challenges remain. Measures have been put in place to manage risk and to eliminate regression.

From a governance perspective, progress has been made towards developing a combined assurance policy framework. This framework is designed to integrate assurance efforts across various lines of defence, ensuring a cohesive approach to risk management and compliance. Once fully implemented, it will guide the application of combined assurance practices throughout Iziko Museums, fostering a more resilient and accountable organisational structure.

Plans to Address Financial Challenges

To mitigate financial challenges and reduce dependency on National Treasury funding, Iziko Museums is implementing strategic initiatives focused on enhancing income generation, optimising facility utilisation, and diversifying funding sources.

A core component of this strategy involves investing in the upgrade and development of both existing and new facilities. By modernising exhibition spaces, enhancing visitor amenities, and improving overall aesthetics, we aim to attract a broader audience and increase revenue streams.

Key initiatives include:

- **Redesigning and Refurbishing Exhibition Spaces:** This will accommodate a broader range of events and exhibitions, including high-profile and traveling exhibitions. This expansion will increase public engagement and create additional revenue opportunities.
- **Enhancing Visitor Experience:** Enhancements to the visitor experience through upgraded restrooms, improved seating areas, and modernised information points. These improvements are designed to encourage longer visits and repeat attendance.
- **Maximising Venue Utilisation:** Iziko Museums venues will be made available for events, conferences, and private functions. Active marketing of these spaces to corporate clients, community organisations, and private

individuals to generate additional income.

- **Leveraging Museum Expertise:** Leveraging our institutional expertise by developing professional museum advisory services. This initiative will capitalise on Iziko Museums' specialised knowledge to provide consultancy services to other cultural institutions.
- **Expanding Retail and Concession Opportunities:** Utilising Iziko Museums sites to establish and enhance retail outlets, cafés, and restaurants that complement the museum experience. Offering unique, collection-inspired merchandise and branded items will not only enrich visitor engagement but also generate additional revenue streams aligned with Iziko Museums identity and heritage.

Iziko Museums is also strengthening its fundraising efforts by building partnerships with local and international donors, cultural organisations, and academic institutions. These collaborations will support alternative funding sources to support our mission and strategic objectives.

Our focus on long-term sustainability includes diversifying income streams and professionalising heritage consultancy services. Maximising facilities usage and modernising event spaces, we aim to simultaneously increase public engagement and revenue generation.

These comprehensive initiatives are designed to enhance Iziko Museums' financial resilience and expand its influence as a leading cultural institution.

Events After the Reporting Period

Following the reporting period, a significant development was the appointment of a new Chief Executive Officer. I assumed office as CEO in May 2025, succeeding Dr. Bongani Ndhlovu, who served in an acting capacity from September 2023 to April 2025. This leadership transition marks the beginning of a new strategic chapter for Iziko Museums, centred on institutional renewal, improved audit outcomes, and deeper public impact.
There were no other material events after 31 March 2025 that require reporting.

Economic Viability

Iziko Museums maintains a strong financial position, which is characterised by sound liquidity and solvency. The organisation's financial health remains robust, reflecting effective management of assets and liabilities. We are well-positioned to continue operating as a going concern in the foreseeable future.

Ongoing efforts to diversify income streams and implement cost-effective measures are integral to maintaining financial stability. Through strategic planning and prudent financial management, we remain committed to preserving and promoting South Africa's rich cultural heritage for future generations.

Acknowledgements and Appreciation

I would like to sincerely thank Dr. Bongani Ndhlovu for his dedicated leadership and commitment during his tenure as Acting Chief Executive Officer. His stewardship ensured continuity during a period of significant transition, and I am honoured to build upon the solid foundation he established.

I also wish to express my sincere appreciation to the Eighth Council, our management team, staff, and all stakeholders who supported Iziko Museums during this transitional period.

To our donors, strategic partners, and the diverse communities we serve, thank you for your continued trust and engagement. Your support has been instrumental in enabling Iziko Museums to remain resilient, relevant, and responsive.

With renewed leadership, strategic clarity, and shared commitment, I am confident that Iziko Museums will thrive as it enters the next chapter – one that honours its legacy while embracing innovation and inclusion.

Mr. Lennox Sobahle Tukwayo
Chief Executive Officer
Iziko Museums of South Africa

1.5 **Statement of Responsibility** and Confirmation of Accuracy of the Annual Report

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

All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by the Auditor General of South Africa. The annual report is complete, accurate, and free from any omissions. The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

The Annual Financial Statements (Part F) have been prepared in accordance with the standards of Generally Recognised Accounting Practice (GRAP) applicable to the public entity. The Accounting Authority is responsible for the preparation of the annual financial statements and for the judgements made in this information.

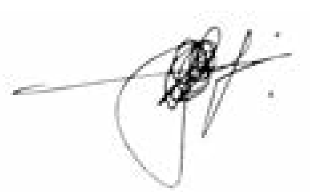
The Accounting Authority is responsible for establishing and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of the performance information, human resources information, and annual financial statements.

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

In our opinion, the annual report fairly reflects the operations, performance information, human resources information, and financial affairs of the public entity for the financial year ended 31 March 2025.

Yours faithfully,

Mr. Lennox Sobahle Tukwayo
Chief Executive Officer



Mr. Jabulani Sithole
Chairperson of Council

1.6. Strategic Overview

The Lydenburg Heads - one of seven terracotta heads dating to around 500CE - are among the earliest known examples of southern African Sculpture.

The 2024-25 financial year marked the final year in Iziko Museums of South Africa's 2020-2025 Strategic Plan. This period served as a crucial bridge between institutional consolidation and the development of a renewed five-year strategy. As a Schedule 3A national public entity under the Department of Sport, Arts and Culture (DSAC), Iziko Museums remained committed to its vision of being an African museum of excellence i.e. a transformed, inclusive, and future-facing heritage institution.

Formally constituted through the amalgamation of five major museums in the Western Cape and renamed in 2001, the institution carries the name Iziko—an isiXhosa word meaning "hearth." This concept reflects Iziko Museums' aspiration to serve as a space of warmth, reflection, dialogue, and transformation.

Today, Iziko Museums holds custodianship over South Africa's most diverse collections and manages a portfolio that includes museum sites, three libraries, and a range of public programming, exhibitions, and mobile outreach.

Iziko Museums is responsible for the maintenance and conservation of the following state-owned heritage buildings, some dating from the 17th to 20th centuries:

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

- South African National Gallery (20th century) and South African National Gallery Annexe
- Nelson Mandela Prison House Museum at the Drakenstein Correctional Centre (gazetted on 05th October 2023)

Iziko Museums does not manage the maintenance and conservation of the following sites:

- Iziko Groot Constantia
- Iziko William Fehr Collections at The Castle of Good Hope

Throughout the year, Iziko Museums navigated increasing demands for ethical stewardship, inclusive public engagement, and institutional resilience, laying a strong foundation for the development of its next five-year strategic framework.

Above: Esther Esmyole, Social History Curator, taking a delegation from the Calligraphy and Painting Research Department of Shanghai Museum, on a tour of the William Fehr Collection at the Castle of Good Hope, May 2024

Below: Eighth Iziko Museums Council Members, Executive and Secretariat, Council meeting at Groot Constantia Manor House, September 2024.

1.6.1. Vision

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

For Iziko Museums, ***excellence*** demonstrates a holistic commitment to high standards in collections, education, visitor experience, sustainability, community engagement, governance, and innovation. It reflects a dedication to not only preserving and celebrating heritage but also enriching the lives of individuals and communities through meaningful cultural experiences. This pursuit of excellence drives the museum's mission and ensures its relevance in a changing world.

1.6.2. 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.
- To continuously innovate and transform our heritage institutions to meet the needs of our democracy and serve our public.

1.6.3. Values

Values	**Definition**
Service & Respect	We practice an attitude of service and respect towards other, including internal and external customers. In this regard we embrace the principles of Ubuntu (I am because you are) and Batho Pele (putting people first)
Inclusivity & Collaboration	We listen to and work with communities, partners, stakeholders and each other to include diverse voices in our offerings.
Accountability & Transparency	We enable others to see and understand how we operate in an honest way; which is key to embracing all levels of answerability and compliance.
Excellence & Innovation	Through embracing new and responsible methods of practice, we strive to be a leading heritage institution.
Integrity & Stewardship	Through living by our collective code of ethics, we endeavour to improve care of our shared heritage.

1.7. **Legislative** and Other Mandates

1.7.1. Constitutional Mandate

The Constitution of the Republic of South Africa of 1996 as amended, asserts the importance of arts, culture, and heritage as integral to promoting human rights, upholding the dignity and identity of individuals and communities in South Africa. Key sections under Chapter 2: Bill of Rights in the Constitution that inform the work undertaken by Iziko Museums of South Africa are outlined below:

Section 16: Freedom of expression

Everyone has the right to freedom of expression, which includes freedom of the press and other media; freedom to receive or impart information or ideas; freedom of artistic creativity and academic freedom and freedom of scientific research.

Section 30: Language and culture

Everyone has the right to use the language and to participate in the cultural life of their choice, but no one exercising these rights may do so in a manner inconsistent with any provision of the Bill of Rights.

Section 31: Cultural, religious, and linguistic communities

Persons belonging to a Cultural, religious, or linguistic community may not be denied the right, with other members of that community.

1.7.2. Legislative Mandate

National Heritage Legislation	Responsibility of Iziko Museums
Cultural Institutions Act, 1998 (Act No. 119 of 1998)	Iziko Museums is governed by a Council appointed by the Minister of Sport, Arts and Culture, with duties prescribed in this Act.
National Heritage Resources Act, 1999 (Act No. 25 of 1999)	The heritage resources in the care of Iziko Museums are managed in accordance with this Act.
Government Immovable Asset Management Act, 2007 (Act No. 19 of 2007)	The heritage buildings occupied by Iziko Museums are managed in accordance with this Act.
Public Finance Management Act, 1999 (Act No. 1 of 1999), as amended	As a Schedule 3A public entity, Iziko Museums is subject to financial management and accountability standards under this Act.

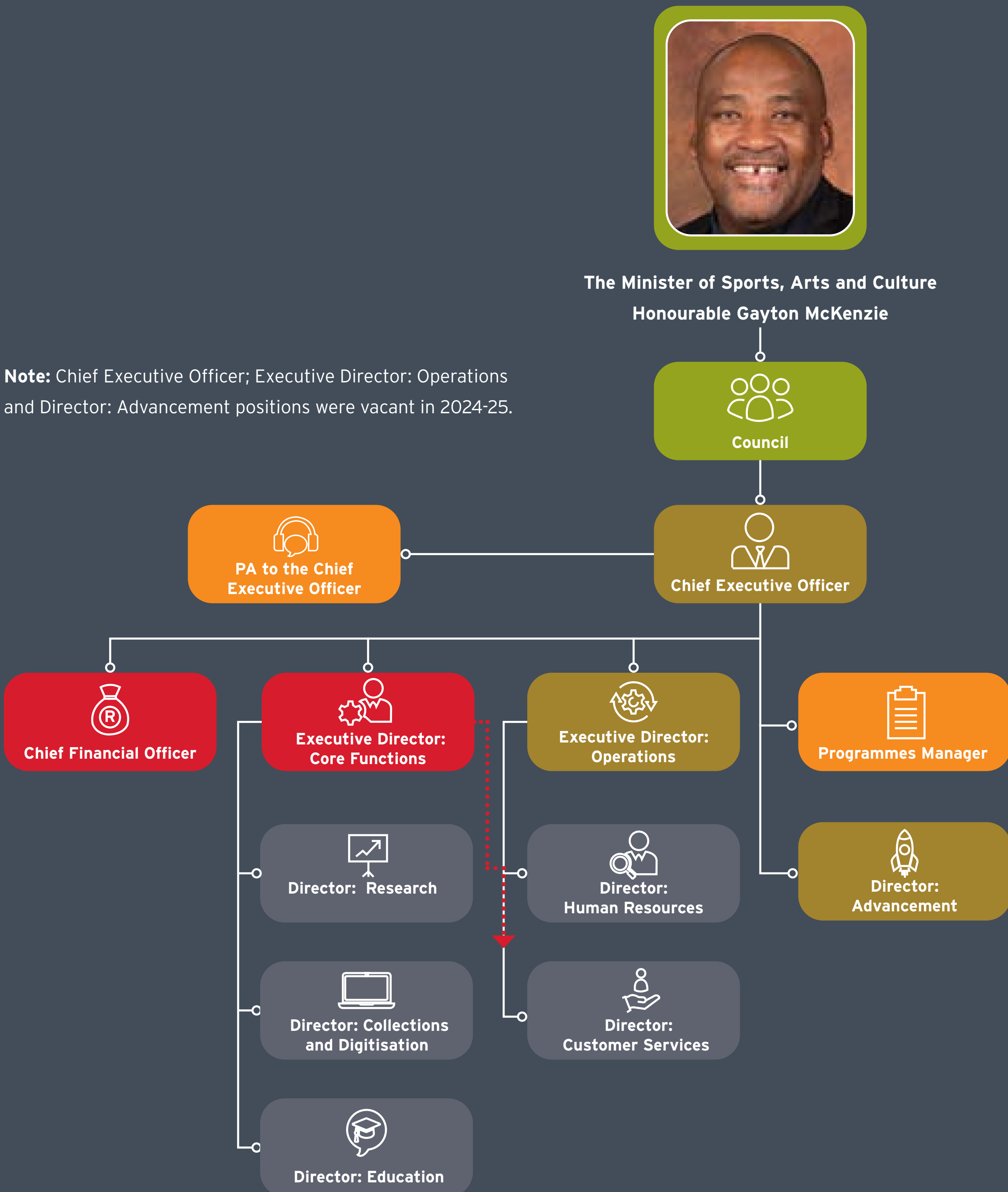
1.7.3. Policy Mandate

The institution also aligns with various national policy and legislative prescripts, including:

Policy	Responsibility of Iziko Museums
Revised National White Paper on Arts, Culture, and Heritage, 1996.	Iziko Museums is guided by the principles set out in this policy framework.
National Development Plan (NDP)	Iziko Museums aligns its strategic goals with the long-term national development agenda.
Medium-Term Development Plan (MTDP)	Iziko Museums contributes to medium-term government outcomes in arts, culture, and heritage.

Recognising that the preservation of cultural heritage is a global imperative, Iziko Museums also strives to align its practices with international accords, frameworks, and guidelines to which the Republic of South Africa is a signatory.

1.8. **High-Level** Organisational Structure



Note: Chief Executive Officer; Executive Director: Operations and Director: Advancement positions were vacant in 2024-25.

1.8.1. Management

Iziko Museums is governed by a two-tier management structure that ensures strategic leadership, operational oversight, and effective service delivery. This structure comprises the Executive Committee (EXCO) and the Senior Management Team (SMT).

Executive Committee (EXCO)

The Executive Committee is responsible for institutional leadership, strategic direction, and the implementation of Council-approved policies and plans. The committee meets regularly to monitor performance, guide operational priorities, and address cross-cutting institutional matters.

EXCO is comprised of the following officials:

Chief Executive Officer

Mr. Lennox Tukwayo

Executive Director: Operations

Mrs Fahrnaaz Johadien

Executive Director: Core Functions

Dr Bongani Ndhlovu

Chief Financial Officer

Mrs Ronell Pedro

Senior Management Team (SMT)

The Senior Management Team supports EXCO by overseeing specific portfolios and ensuring alignment with the Annual Performance Plan. Each SMT member leads a core functional area and is responsible for operational planning, compliance, and performance reporting.

The SMT comprises of the following officials:

- **Director: Human Resources**
- **Director: Research and Exhibitions**
- **Director: Collections and Digitization**
- **Director: Education**
- **Director: Customer Services**
- **Director: Advancement**

Together, EXCO and SMT provide coordinated leadership to ensure that Iziko Museums fulfils its mandate as a national heritage institution and delivers on its strategic objectives.

Part B | Performance Information

Performance Information

2.1. Auditor-General's Report: Predetermined Objectives

The Auditor General of South Africa (AGSA) undertook a findings engagement on selected indicators. The indicators selected were linked to Iziko Museums' core mandate. The procedures were performed to report on material findings only and the AGSA did not express an assurance opinion or conclusion.

For further details on the AGs findings related to predetermined objectives, refer to Part F: Financial Information (page 107).

2.2. Overview of the Public Entity's Performance

2.2.1. Service Delivery Environment

Iziko Museums operated in a constrained but dynamic service delivery environment during the 2024–25 financial year. Demand for inclusive access to collections, public programming, and educational resources remained high, while expectations from stakeholders and communities continued to grow. The successful launch of the new Iziko Museums mobile bus enables the institution to reach under-served audiences, particularly schools and rural communities, thereby improving geographic equity in service delivery.

Despite this progress, the institution faced service delivery limitations due to a vacancy rate of 41.79%, which affected capacity across education, outreach, conservation, and digitisation programmes. In-person and online visitor numbers remained strong, with over 459,000 physical visitors and nearly 360,000 digital engagements, reflecting the continued relevance of the museum's offerings.

Artist, Blessing Ngobeni performance art piece at the launch of ***Ntsumi Ya Vutomi,*** Iziko South African National Gallery, October 2024.

Lynn Abrahams, Social History Curator with DJ Ready D and Good Hope FM crew during the Freedom Day broadcast walkabout, Iziko Slave Lodge, April 2024.

2.2.2. Organisational Environment

The reporting period marked the concluding phase of the 2020-2025 strategic cycle. This was a period defined by reflection, transition, and preparation for the future. A significant leadership transition occurred with the departure of the previous Chief Executive Officer in August 2023, followed by the appointment of a new CEO who assumed office in May 2025.

These changes coincided with broader institutional efforts to stabilise performance and establish foundations for our next strategic phase.

Throughout this transitional period, the Executive Committee (EXCO) and the Senior Management Team (SMT) maintained operational continuity. However, high vacancy levels and capacity constraints directly affected programme delivery and internal functioning. In response, Iziko Museums prioritised the recruitment of staff in critical positions, enhanced performance reporting mechanisms, and targeted audit recovery measures.

Upgrading and maintaining infrastructure continued to be prioritised, with efforts directed at creating a safe, accessible, and memorable visitor experience. Concurrently, Iziko Museums implemented measures to strengthen governance frameworks and internal controls, aimed at improving institutional accountability, compliance, and operational efficiency.

Other important organisational developments included continued progress on the Human Remains Repatriation Project, the launch of the ISAM 200 initiative, and strategic planning for the reintegration of the West Coast Fossil Park into the core portfolio of Iziko Museums.

These efforts are aimed at aligning activities within a unified organisational framework.

In terms of labour relations, a significant development was the successful conclusion of a Recognition Agreement between Iziko Museums and the National Education, Health, and Allied Workers' Union (NEHAWU). This agreement represents a key step in fostering constructive engagement and strengthening employee relations.

During the same period, two Council members resigned. Despite this, Iziko Museums continued to operate under the oversight of the Eighth Council, whose term is set to conclude in July 2025. However, the Minister Department of Sport, Arts and Culture has subsequently appointed Ms. Jacelyn Scott to serve for the remainder of the term.

2.2.3. Key Policy Development and Legislative Changes

During the 2024–25 financial year, there were no new legislative amendments affecting Iziko Museums' operations. However, policy alignment and internal governance remained central to the institution's strategic focus. Iziko Museums continued its efforts to review and update internal policies as part of a broader governance strengthening initiative. Reviews of the Finance and ICT Policy Manuals remain ongoing. The following key policies were approved in 2024 – 25:

- Human Resources Policy (May 2024)
- Access Policy (January 2025)
- Education Policy (January 2025)
- Conservation Policy (January 2025)

At the national level, Iziko Museums monitored developments related to the museum reconfiguration agenda and the Cultural Institutions Act. Although the proposed amalgamation of the William Humphreys Art Gallery and the National Museum Bloemfontein into Iziko Museums was subsequently withdrawn.

These internal and external policy developments were aligned with the institution's ongoing commitment to effective governance, ethical stewardship, and cultural heritage preservation.

2.3. Progress Towards Achievement of Institutional Impacts and Outcomes

During the 2024–25, Iziko Museums achieved the performance targets outlined in the 2020–2025 Strategic Plan. Despite operational constraints, the institution successfully delivered 16 of its 20 annual performance targets, resulting in an 80% overall achievement rate. This reflects a slight regression from the previous year's performance of 90%. This decline is primarily attributed to the ongoing capacity constraints, including a vacancy rate of 41.79%, which impacted programme delivery in key areas such as education, outreach, conservation, and digitisation.

Key highlights include:

- Human Remains Repatriation Project: Significant progress was made in advancing the institution's ethical stewardship and redress goals, a key component of its strategic outcomes. This included the ongoing repatriation of human remains to their respective communities, in line with international protocols and South Africa's commitment to restorative justice in cultural heritage practices.

- Public Engagement and Accessibility: One of the most significant achievements was the launch of the new Iziko Museums mobile museum bus, which enables the institution to extend its reach to disadvantaged communities, particularly rural schools. This initiative was directly aligned with the 2019-24 Medium-Term Strategic Framework (MTSF), which prioritises inclusive access to education, culture, and heritage. The Mobile Museum has already expanded the institution's audience base and provided greater geographical equity in service delivery, particularly among schools in remote areas.

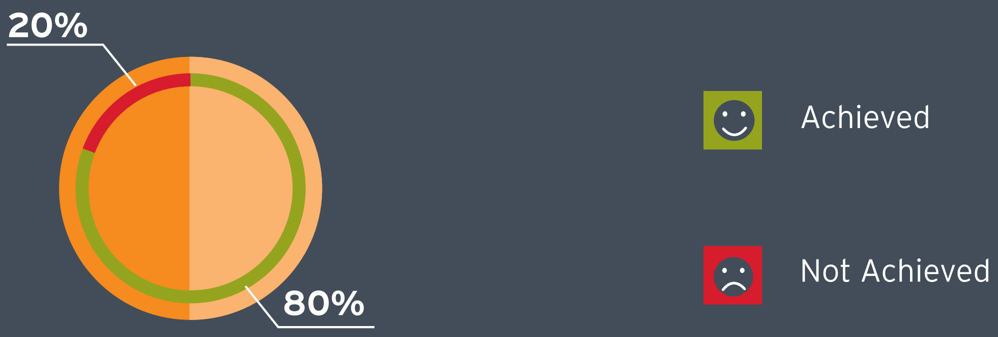
- Collections Development and Research Outputs:

  Iziko Museums continued to make strides in collections development, adding 191 new acquisitions to its collections, which are among the most diverse in South Africa. Additionally, the institution saw 44 peer-reviewed publications being produced, reflecting its ongoing commitment to research excellence and knowledge dissemination in the cultural heritage sector.

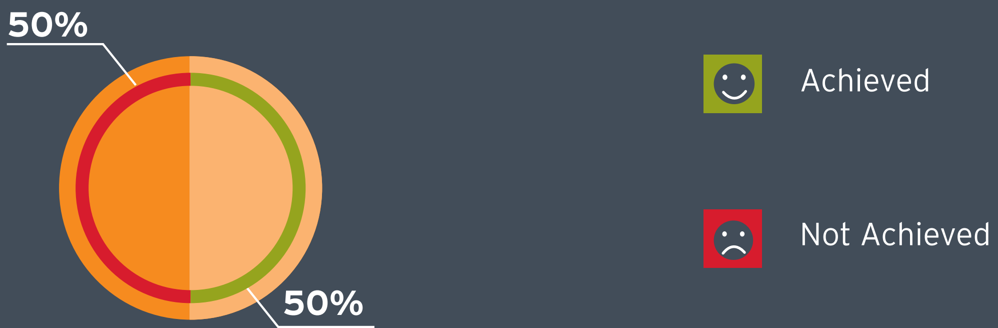
- Audit Recovery and Compliance: As part of ongoing institutional improvements, Iziko Museums addressed 86% of prior audit findings by the end of the 2024-25 financial year. This represents a significant improvement in governance and financial management, ensuring that the institution remains compliant with national public sector standards and is better positioned to meet future audit requirements.

Iziko Museums remains committed to achieving the long-term goals outlined in its strategic frameworks, with an emphasis on inclusive access, cultural preservation, and public engagement. As the institution prepares to implement its new strategy, stabilising performance, addressing vacancies, and enhancing operational capacity will be key to sustaining progress and realising its institutional impact.

2.4. Institutional Programme Performance Information Overall Performance 2024-25

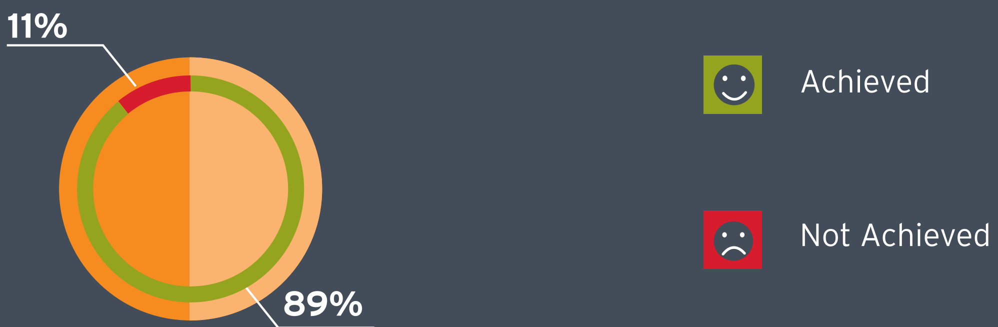


Programme 1



Programme 2

Programme 3



2.4.1. Programme 1: Administration	
Programme Purpose	To ensure effective and efficient sound governance and management to provide an enabling environment for our core functions departments to successfully manage, develop, showcase and transform our collections in terms of our heritage mandate and long-term vision.
Linkage to Iziko Museums Strategic Priorities	Strategic utilization of its human resources; The effective usage of its Information and Communication Technology to deliver better services and be alive to the fourth Industrial Revolution; Proactive and professional management of our facilities; and Heightened fundraising initiatives.
Linkage to DSAC Strategic Outcomes	Supports DSAC Strategic Outcome Oriented Goal 3

Human Resources: To cultivate a supportive and efficient organisational environment that aligns with Iziko's mission. This sub-programme focuses on human resources, skill development, ensuring standardisation of processes and policies, and prioritising a customer service approach to enable Iziko Museums to deliver its mandate.

Finance: To establish a robust financial framework that supports Iziko Museums' mission and enhances operational effectiveness. By focusing on transparent financial policies; strategic financial leadership; the provision and analysis of relevant financial information to inform policy-making and operational strategies, the coherence of Iziko Museums' financial activities will be strengthened to enhance service delivery capacity and ensure that financial resources are aligned with institutional priorities. Customer Services: Improved functionality, accessibility, and sustainability of heritage buildings, ensuring that these facilities are well-maintained and capable of supporting the institution's core functions.

2.4.2. Programme 2: Business Development (Collections)	
Programme Purpose	Ensure professional capacity, skills, and resources in order to manage, grow and improve access to our collections, address unethical collection practices and improve capacity, productivity,and relevance of research. To digitise collections as a means to register heritage assets for GRAP 103 and for providing online access. To present diverse public events and develop and improve corporate services to ensure an enabling environment to deliver on our heritage mandate.
Linkage to Iziko Museums Strategic Priorities	Innovative usage of public programmes and exhibitions. Effective usage of its collections and research capability and expertise.
Outcome Linkage to Iziko Museums Goals	Supports DSAC Strategic Outcome Oriented Goals 1 & 3

Sub-Programmes

Collections & Digitisation: To manage Iziko Museums' diverse collections according to best practices in collections management, conservation, and digitisation, ensuring its preservation and accessibility for future generations.

Research & Exhibitions: To enhance the relevance and productivity of research by aligning the growth of collections with exhibition needs and knowledge dissemination that promotes uptake towards societal benefit.

2.4.3. Programme 3: Audience Development (Public Engagement)	
Programme Purpose	Transformed innovative public engagement programmes. Working together to refine and enhance communication with our visitors, to grow our audience and sustain it, to enhance access and offer multiple visitor experiences, to involve and engage visitors. To develop and execute an exhibition and public programmes plan and ensure that Iziko Museums offering, as a competitive attraction, responds to the needs of our public and diverse audiences through enriching and enabling programmes in the areas of art, natural and social history, and an interactive and engaging visitor experience. To increase our audience through greater awareness of what Iziko Museums has to offer through our diverse educational offerings, integrated marketing and communication and the development of our website as a knowledge resource. Furthermore, Iziko Museums seeks to position itself to attract further investment from public and private donors and sustain and develop strategic partnerships in support of our temporary exhibitions and programmes, as well as the transformation of museums and permanent exhibitions and other strategic initiatives.
Linkage to Iziko Museums Strategic Priorities	Heightened fundraising initiatives; as well as Innovative and improved marketing and communication strategies and programmes.
Outcome Linkage to Iziko Museums Goals	Supports DSAC Strategic Outcome Oriented Goals 2 & 4

Sub-Programmes

Education: To create awareness amongst the public of Iziko Museums' collections and exhibitions through education, public, and outreach programmes. To support the school curriculum through museum lessons and learner workshops. The expose the many exciting career opportunities that are available in museums.

Advancement: To market and communicate unforgettable experiences both on-site and online to engage and expand our diverse audiences, while building strong stakeholder networks to secure ongoing support and funding for Iziko Museums.

2.4.4. Outcomes, Outputs, Output Indicators, Targets and Actual Achievement

Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Perfor-mance 2023/24	Planned Annual Target 2024/25	**Actual Achievement 2024/25	Deviation from planned tar-get to Actual Achievement 2024/25	Reasons for deviations
Ensure sound governance and compliance.	Financial statements in terms of GRAP Accounting Framework prepared.	Compliance with legislation and accounting standards by obtaining unqualified audit reports.	Qualified audit report with findings.	Not Achieved - Qualified audit report with findings.	Obtain unqualified audit report by addressing 100% of prior year findings	Not Achieved The overall audit outcome of the public entity is qualified with findings	-14%	86% of prior year audit findings raised were resolved. The target has not been fully met due to other urgent emerging issues which had to be prioritized during the year.
	Increase in percentage of own income by 0,5% i.t.o. long term co-ordinated financial sustainability process established.	Long term financial sustainability plan aimed at increasing percentage of own income annually by 0.5%.	Achieved Own income as a percentage of total income increased by 96% from the previous year	Achieved Own income has increased by a cumulative total of 4% from the previous year.	Increase own income as a percentage of total income by 7% from the previous year.	Not Achieved - 0,39%	-6,61%	Variance in income is primarily due to reductions in income from venue hire, gate revenue; educational programs and professional fees.
	15 policies developed by 31 March 2025	Number of policies developed and reviewed	6 policies reviewed and 1 developed.	Achieved 5 policies were reviewed.	Develop 1 policies and review 3 policies	Achieved - 1 policy developed, and 3 policies reviewed	HR Policy Manual Developed; Access , Education and Conservation Policies reviewed.	Finance Policy Manual; ICT policy review is still pending
	Strategy to achieve 1% increase in the number of 32 funded projects by 31 March 2025 formulated.	Increase in number of funded projects in terms of the income/revenue stream strategy.	Achieved Funded projects increased by 8%	Achieved Number of funded projects increased by 3%.	Increase in number of funded projects by 0.25% in terms of the income/revenue stream strategy	Achieved - Funded projects increased by 4%	+3,75%	3 new NRF projects were funded during the year.

Programme 1: Administration

Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	**Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations
Improved infrastructure to enhance visitor experience	Training opportunities i.t.o. the Annual Learning and development programme	Number of training opportunities offered	Implemented the 2022-23 Learning and Development Programme. 312 training opportunities were offered.	Achieved The 2023-24 Learning and Development Programme was implemented. 172 Training opportunities were created.	Implement the 2024/25 Learning and Development Programme that offers 100 training opportunities.	Achieved – 234 learning and development opportunities implemented	+134	Target exceeded due to uptake of free online training opportunities related to compliance and employee wellness.
	Implementation of projects as per the Annual Conservation and Maintenance Plan over the 5-year period	Number of repair and renovation projects implemented i.t.o. ACMP	The Consulting Team was appointed. The detailed specifications and compliance documentation for the roof repairs and upgrading of waterproofing for 9 buildings was developed. The Heritage Western Cape permit applications' compliance paperwork for the roof repairs and maintenance for 9 buildings were completed.	Achieved General roof maintenance and repairs completed at ISANG, ISANG Annexe, IKdW, IR&V and IBH.	Implement roof repairs & upgrading of waterproofing & drainage systems at ISAM	Not Achieved - Tender awarded end January 2025. Contract signed on 3 March 2025.	The service provider conducted reassessments due to initial assessments being a year old. Critical findings: Roof tiles contain asbestos, requiring specialized H&S protocols for replacement. Project plan revised to address these risks.	The amounts quoted in the bids received exceeded the R10 million threshold delegated to the CEO. The BAC recommendation was then submitted to Council for approval. Due to additional compliance requirements, the tender was only awarded in January 2025, and a contract was signed in March 2025.

Programme 2: Business Development (Collections)								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2022/23**	**Audited Actual Performance 2023/24**	**Planned Annual Target 2024/25**	****Actual Achievement 2024/25**	**Deviation from planned target to Actual Achievement 2024/25**	**Reasons for deviations**
Nation Building through growth and development of collections	New records entered on the collections databases for Art and Social History Collections	Number of new records entered on collections databases	19 360	Achieved 19 154	10 000	Achieved - 28 594 records entered onto the Vernon Collection Management System	+18 594 records entered	An intense verification of heritage objects process was undertaken. Additional temporal staff was sourced during the year.
	New records entered collections databases/new acquisitions for Natural History	Number of new records/ catalogue numbers entered on Specify database	9 069	Achieved 16 596	10 000	Achieved - 12 201 records entered onto the SPECIFY database	+2201 additional records entered onto SPECIFY	Indicator performance mainly driven by regular training provided for staff using Specify and Additional temporal staff sourced during the year to assist with heritage asset verification.
	Number of new acquisitions for Art and Social History Collections	Number of new acquisitions	65	Achieved 82	70	Achieved - 191 new items were acquired *(See Annexures F)*	121	There were unplanned opportunities to acquire desirable objects during the year.
	Peer reviewed publications (including articles or chapters) published.	Number of peer reviewed publications (including articles or chapters) published.	30	Achieved 27	25	Achieved - 44 peer reviewed publications *(See Annexure H)*	+19	Responses from editorial boards were faster than initially anticipated.
	Other (popular) publications published.	Number of other (popular) publications published.	16	Achieved 14	16	Achieved - 16 publications published *(See Annexure I)*	Not applicable	Not Applicable

Programme 3: Audience Development (Public Engagement)

Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	**Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations
Knowledge generation through research to contribute to educated informed and empowered community	New exhibitions produced	Number of new exhibitions.	10	Achieved 13	10	Achieved - 10 exhibitions produced *(See Annexure D)*	Not applicable	Not applicable
	Special museum education programmes presented	Number of special education programmes presented.	16	Achieved 16	16	Achieved - 16 special education programmes implemented *(See Annexure K)*	Not applicable	Not applicable
	Public programmes presented	Number of public programmes presented.	14	Achieved 12	12	Achieved - 12 public programmes presented *(See Annexure K*	Not applicable	Not applicable
	Outreach programme presented	Number of outreach programmes presented	70	Achieved 71	52	Achieved - 70 outreach programmes conducted *(See Annexure K*	+18	The Mobile Museum had a high number of requests for outreach programmes.
	Number of internships and Work integrated Learning students (WILS) hosted	Number of interns/ WILS hosted	35	Achieved 50	36	Not achieved - 27 WILs and Interns Hosted *(See Annexure K)*	-9	The target could not be met, as the tertiary institutions engaged reported insufficient funding to place candidates at Iziko Museums.

Programme 3: Audience Development (Public Engagement)								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2022/23**	**Audited Actual Performance 2023/24**	**Planned Annual Target 2024/25**	****Actual Achievement 2024/25**	**Deviation from planned target to Actual Achievement 2024/25**	**Reasons for deviations**
Knowledge generation through research to contribute to educated informed and empowered community	Visitor numbers to the museum/ sites increased	Number of visitors to the museums/sites	286,551	Not Achieved 377 407	440 000	Achieved 459 391 ***(See Annexure L)***	+19 391	Targeted campaign implementation positively impacted Heritage Day visitor numbers.
	Visitor numbers to Iziko websites increased	Number of visitors to Iziko websites increased	379,755	Achieved 403 294	359 733	Achieved 449 862 ***(See Annexure L)***	+90 129	Commemorative Day social advertising call-to-action linked to Iziko website, resulted in higher traffic.
	Marketing Campaigns undertaken	Number of marketing campaigns	6	Achieved 9	9	Achieved - 9 campaigns implemented	Not Applicable	Not Applicable
	Commemorative days promoted	Number of commemorative days promoted per annum	10	Achieved 9	8	Achieved - 11 commemo-rative days promoted	+3	Iziko Museums commemorated 35 years since the release of Nelson Mandela from prison, participating in a public discussion in partnership with the Nelson Mandela and Robben Island Museums, Iziko Museums hosted a series of International Mother Language Day commemorative activations. partnerships with PanSALB and Afrikaans100.

2.4.5. Linking Performance with Budgets

Programme	2023/24			2024/25		
	Budget	Actual Expenditure	Over/Under Expenditure	Budget	Actual Expenditure	Over/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Programme 1: Administration	148 219	158 655	(10 436)	163 044	154 967	8 077
Programme 2: Business Development (Collections)	35 233	36 542	(1 309)	46 070	41 897	4 173
Programme 3: Audience Development (Public Engagement)	21 109	17 669	3 440	28 773	18 248	10 525
Total	204 561	212 866	(8 305)	237 887	215 112	22 775

2.4.6. Revenue Collection

Sources of revenue	2023/24			2024/25		
	Estimate	Actual Amount Collected	Over)/ Under Collection	Estimate	Actual Amount Collected Amount Collected	(Over)/ Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Government Grant: Subsidy - Department of Sport, Arts & Culture	103 383	103 383	0	102 114	102 114	0
Government Grant: Conditional Grants - Department of Sport Arts & Culture	24 904	18 591	6 313	16 572	8 615	7 957
Service in Kind - Property Leases	49 144	51 892	(2 748)	52 488	57 599	(5 111)
Sponsorship	3 352	5 257	(1 905)	2 451	4 141	(1 690)
Cash and asset donations	75	250	(175)	564	3 477	(2 913)
Interest revenue	13 058	13 652	(594)	13 096	12 980	116
Admission fees	7 280	9 067	(1 787)	8 952	10 480	(1 528)
Rental income	1 881	1 940	(59)	1 956	2 366	(410)
Post Retirement Actuarial Gain	0	1 906	(1 906)	0	0	0
Other income	1 484	1 657	(173)	39 693	1 939	37 755
TOTAL	**204 561**	**207 595**	**(3 034)**	**237 887**	**203 711**	**34 176**

2.4.7. Capital Investment

During the reporting period, Iziko Museums advanced its efforts to strengthen infrastructure resilience and preserve the integrity of its heritage facilities through strategic capital investment. These interventions focused on mitigating risk, improving operational efficiency, and ensuring the long-term sustainability of key assets.

A major milestone achieved was the installation and commissioning of a state-of-the-art Fire Detection and Suppression System at the Iziko South African National Gallery (ISANG). The system integrates wireless smoke detectors, break glass units, interface modules, and strobe sirens with the HVAC dampers, providing comprehensive and automated fire response capabilities. This upgrade significantly enhances the Gallery's fire risk profile, with staff fully trained on system operations.

In addition, Phase 2 of the repair and maintenance programme at the Iziko Old Town House (IOTH) was completed. The project included essential roof repairs, restoration of water-damaged internal walls, targeted exhibition lighting upgrades, removal of redundant electrical infrastructure, and the installation of light-diffusing blinds. All works were delivered in full compliance with the heritage permit issued by Heritage Western Cape.

Critical repairs and maintenance were undertaken on the Planetarium's HVAC system, with a particular focus on the air conditioning units. A fully operational HVAC system is essential to maintaining the environmental conditions required for the effective operation of the Planetarium and Digital Dome. Ensuring optimal climate control not only supports visitor comfort but also safeguards the integrity of equipment and projection technology. These interventions are vital in sustaining the Planetarium's ability to deliver high-quality programming and events, which are key contributors to its revenue generation.

Above: Advancement Intern, Johane Goeieman on duty at the ISAM200 Staff Activation event, Iziko South African Museum, March 2024.

Below: Iziko Education and Collections staff welcoming learners to the Iziko Social History Centre, Careers Workshop, July 2024.

The maintenance of the majestic Whale Well, Iziko South African Museum, October 2024.

Capital Investments Budget

Infrastructure Projects	2023/24			2024/25		
	Budget	Actual Expenditure	Over/Under Expenditure	Budget	Actual Expenditure	Over/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Installation of a Gas Fire Suppression system at Iziko SA National Gallery	2 770	7 612	(4 842)	808	934	(126)
Iziko Old Town House major repair and renovation phase 2	1 434	571	863	1 163	641	522
ISAM Internal between 5th and 6th Floor Staircase	1 284	139	1 145	142	114	28
Maintenance and Conservation of nine sites	3 939	3 331	608	0	2439	(2 439)
Maintenance and Conservation	0	406	(406)	8 155		8 155
Maintenance and Conservation 2023	0	330	(330)	o	1222	(1 222)
Maintenance and Conservation 2024	0	125	(125)	0	24	(24)
Mandela Prison House				0	415	(415)
Planetarium Upgrade	245	666	(421)	800	81	719
Courtyard Project	1 500	1529	(29)	1500	924	576
Total	**11 172**	**14 709**	**(3 537)**	**12 568**	**6 794**	**5 774**

Progress on Infrastructure Maintenance

Iziko Museums undertook a series of routine and emergency maintenance interventions across its heritage sites during the year under review. These efforts aimed to uphold health and safety standards, ensure statutory compliance, and maintain operational continuity.

Key interventions included:

- Ceiling repairs in the Mammal Gallery at ISAM.
- Resolution of water supply issues and geyser maintenance at the Social History Centre (ISHC).
- Initial roof repairs, including selective replacement of corrugated roof sheets at ISAM, and general roof maintenance at ISHC and IR&V.
- Electrical maintenance at ISAM to enable generator connectivity in exhibition areas.
- Electrical system upgrades at ISANG.

These efforts were strategically prioritised to stabilise infrastructure conditions and protect collections and public spaces.

Iziko Nelson Mandela Prison House Museum (INMPH)

Planning progressed on the development of the New INMPH Precinct. The appointed Town Planner advanced land rezoning efforts from Agricultural to Institutional zoning, while the architectural team prepared a detailed Site Development Plan (SDP). The SDP outlines the intended use and development of the land, ensuring integration with municipal infrastructure, environmental risk mitigation, and design standards aligned with heritage and conservation principles.

State of Capital Assets

Iziko Museums portfolio of heritage buildings continues to reflect the pressures of aging infrastructure and historical underfunding. Despite these challenges, infrastructure assessed as being in good to fair condition increased marginally due to the successful completion of key projects at ISANG, ISAM, and IOTH. A significant portion of the facilities continue to exhibit signs of deterioration due to aging infrastructure and historical underinvestment. Sustained capital investment remains essential to address the existing maintenance backlog and prevent further decline.

Infrastructural upgrades to the |Qe Power of Rock Art Gallery, Iziko South African Museum, November 2024.

Part C | Governance

3.1. Introduction

Iziko Museums of South Africa is governed by a Council appointed by the Minister of Sport, Arts and Culture in terms of the Cultural Institutions Act, 1998 (Act No. 119 of 1998). Council members are appointed for a three-year term and are responsible for providing strategic direction, oversight, and fiduciary accountability. The Eighth Council of Iziko Museums was appointed in August 2022 for a three-year term.

The Eighth Iziko Museums Council Members are as follows:
Chairman: Mr. Dennis Jabulani Sithole
Deputy Chair: Dr. Paul Spencer Bayliss

Additional Members:

- Mr. Popo Andries Sakoane Masilo
- Ms. Penelope Anne Beck-Paxton
- Ms. Keitumetse Mahlangu
- Mr. Ahmed Mohammed Pandor
- Ms. Jacelyn Scott (appointed 30 April 2025)

Two Council members, Mr. Pumzile Gladman Zonke and Ms. Matshemo Magret Sekgobela, resigned during the 2024–25 financial year.

Ex-Officio Members:

- Dr. Bongani Ndhlovu, Executive Director: Core Functions and Acting Chief Executive Officer

By invitation:

- Ms. Judy Gunther, Audit and Risk Committee Chairperson
- Ms. Ronell Pedro, Chief Financial Officer
- Ms. Fahrnaaz Johadien, Acting Executive Director and Director: Customer Services

Sub-Committees of Council

The Council of Iziko Museums has established the following four sub-committees to strengthen governance, provide specialised oversight, and support effective decision-making in key functional areas:

a) Finance and Advancement Committee
b) Audit and Risk Committee
c) Human Resources Committee
d) Core Functions and Support Services

Installation view: Special register of 1848, Names of Freedom, Iziko Slave Lodge, July 2024.

Standing: Dr Bayliss, Mr Pandor, Mr Masilo.

Seated from left to right: Ms Mahlangu, Ms Beck-Paxton, Mr Sithole, Ms Scott.

3.2. **Portfolio** Committees

Iziko Museums did not appear before any Portfolio Committee of Parliament during the 2024-25 financial period.

3.3. **Executive** Authority

The table below provides a summary of reports submitted to the Executive Authority during the 2024-25 financial period.

Submission date	Report	Issues Raised
17 February 2025	1st Draft Shareholder's Compact	
15 March 2025	Submit Procurement Plans to DSAC for 2025/26	
30 January 2025	Table Final APP for 2025/26 in Parliament	
12 April 2024	Final 2 printed Shareholders Compact 2023/24	
31 March 2025	Financial year end 2024/25	
1 April 2024	Start of financial year 2024/25	
31 April 2024	Submit final Quarterly Report to Department for 2023/24 financial year	
21 May 2024	Submit list of all banking accounts to Treasury via DSAC	
31 May 2024	Submit Annual Report performance measurement details to Auditor-General	
31 May 2024	Audit Committee meeting to approve AFS for 2023/24	
31 May 2024	Submit signed unaudited financial statements for 2023/24 and management reports to Treasury and Auditor-General/External Auditor	
31 July 2024	Submit audited AFS to Treasury and DSAC	
15 May 2024	1st Quarterly Report on the Procurement Plan 2024/25	
31 July 2023	Submit audited signed Treasury AFS Template to Treasury	
31 July 2024	1st quarter report National Treasury to Department for 2024/25 financial year: TR TEMPLATE	
30 July 2024	1st quarter report to Department for 2024/25 financial year: DSAC TEMPLATE	
31 August 2024	Submit mock-up Annual Report to DSAC 2023/24	
15 September 2024	Submit PRINTED ANNUAL REPORTS 2023/24 Annual Report to DSAC	
30 August 2024	B-BBEE Submissions	
30 September 2024	Application to retain surpluses and declaration of deficits	

Submission date	Report	Issues Raised
15 September 2024	2nd Quarterly Report on the Procurement Plan for 2024/25	
31 October 2024	2nd National Treasury Quarterly Report	
31 October 2024	APP Draft for 2025/26	
31 October 2024	Draft 2025 - 26 Strategic Plan	
31 October 2024	Submit the 2022/23 Irregular Expenditure condonations applications	
31 January 2025	3rd Quarterly Report on the Procurement Plan for 2024/25	
31 January 2025	3rd Quarterly Report National Treasury to Department for 2024/25	
30 November 2024	Audit implementation Plans for 2023/24	
31 January 2025	3rd quarter report: DSAC Template	
31 January 2025	3rd quarter report: Treasury Template to National Treasury	

3.4. The Accounting Authority/Council

3.4.1. Composition of the Council

Name	Designation (in terms of Public Entity Board structure)	Date appointed	Other committees or task teams	Total No. of meetings attended
Popo Masilo	Council member	1 August 2019 - 1 April 2022(1st term) 1 August 2022 - to date (2nd term)	Human Resources Committee (Committee Chairperson)	15
Terence Arendse	External	16 October 2023 - to date (1st term)	Audit and Risk Committee (Independent Member)	5
Judy Gunther	External	1 October 2020 - 30 September 2023 (1st term) 16 October 2023- to date (2nd term)	Audit and Risk Committee (Committee Chairperson and Independent Member)	4
Tshepo Mothudi	External	01 June 2024 - to date	Audit and Risk Committee (Independent Member)	3
Phuti Phukubje	External	01 June 2024 - to date	Audit and Risk Committee (Independent Member)	3
Jabulani Sithole	Chairperson of Council	1 August 2022 - to date (1st term)		9
Penelope Beck-Paxton	Council member	1 August 2022 - to date (1st term)	Human Resources Committee Finance and Advancement (Council Member)	19
Dr Paul Bayliss	Deputy Chairperson of Council	1 August 2022 - to date (1st term)	Core Functions Committee (Committee Chairperson)	13

Name	Designation (in terms of Public Entity Board structure)	Date appointed	Other committees or task teams	Total No. of meetings attended
Keitumetse Mahlangu	Council member	1 August 2022 – to date (1st term)	Core Functions Committee Human Resources Committee (Council Member)	20
Ahmed Pandor	Council member	1 August 2022 – to date (1st term)	Finance and Advancement Committee (Committee Chairperson)	16
Magret Sekgobela	Council member	1 August 2022 – to 12 June 2024 (1st term)	Audit and Risk Committee (Council Member)	2
Pumzile Zonke	Council member	1 August 2022 – to date (1st term)	Core Functions and Support Services Committee Finance and Advancement Committee (Council Member)	19

3.4.2. Composition of Council Committees

Committee	No. of meetings held	No. of members	Names of members
Audit & Risk	5	5 Members: Chairperson, 1 Council representative, 4 external members	Ms. Judy Gunther (Chairperson), Mr. Terence Arendse Mr, Tshepo Mothudi Mr. Phuthi Phukubje Ms Magret Sekgobela (resigned 12 June 2024) Mr. Ahmed Pandor
Core Functions & Support Services	5	3 Council members, CEO, Executive Director Core Functions, Director Research & Exhibitions, Director Collections & Digitisation, Director Education, Director Advancement	Paul Bayliss (Chairperson & Deputy Council Chairperson) Keitumetse Mahlangu (Council Member) Phumzile Zonke (Council Member) - (resigned 28 Feb 2025) Bongani Ndhlovu (Executive Director: Core Functions & Acting CEO) Hylton Arnolds (Director: Education) Wayne Florence (Director: Research & Exhibitions) Noel Solani (Director: Collections & Digitization)

3.4.2. Composition of Council Committees

Committee	No. of meetings held	No. of members	Names of members
Finance and Advancement	5	3 Council members, CEO, Executive Director: Operations, Director: Customer Services	Ahmed Pandor (Chairperson & Council Member) Phumzile Zonke (Council Member) - (resigned 28 Feb 2025) Penelope Beck (Council Member) Ronell Pedro (CFO) Bongani Ndhlovu (Executive Director: Core Functions & Acting CEO)
Human Resources	6	3 Council members, CEO, Director: Human Resources	Popo Masilo (Chairperson & Council Member) Penelope Beck (Council Member) Keitumetse Mahlangu (Council Member) Bongani Ndhlovu (Executive Director: Core Functions & Acting CEO)

3.4.3. Honorarium of Council Members

	2025			2024	
	Term served in reporting periods	Council	Audit and Risk Committee	Council	Audit and Risk Committee
		R	R	R	R
DJ Sithole (Chairman)	01 April 2023 - 31 March 2025	117 052	-	76 588	-
PA Beck	01 April 2023 - 31 March 2025	93 092	-	68 416	-
PS Bayliss	01 April 2023 - 31 March 2025	74 036	-	46 892	-
K Mahlangu	01 April 2023 - 31 March 2025	86 363	-	67 747	-
A Pandor	01 April 2023 - 31 March 2025	58 548	9 442	38 134	-
M Sekgobela	01 April 2023 - 31 March 2025	3 590	7 418	16 398	7 755
PG Zonke	01 April 2023 - 31 March 2025	75 593	-	51 147	-
P Masilo	01 April 2023 - 31 March 2025	80 309	4 046	50 248	-
J Gunther	01 April 2023 - 31 March 2025	-	51 134	-	50 578
T Arendse	20 October 2023 - 31 March 2025	-	23 604	-	7 755
T Mothudi	01 June 2024 - 31 October 2026	-	13 488	-	-
P Phukubje	01 June 2024 - 31 October 2026	-	13 488	-	-
Total		**588 583**	**122 620**	**415 570**	**82 613**

3.4.4. Council Charter and Code of Conduct

Purpose

The purpose of this charter is to outline the mission, duties, and responsibilities of Council Members of the Iziko Museums of South Africa (Iziko Museums).

Mission of the Council Members

The mission of Council Members is to represent the interests of the shareholder (the Government) in perpetuating a successful business that ensures the achievement of the Museum's vision.
The Council is ultimately accountable and responsible to the Government for the performance and affairs of the Museum. Therefore, the Council must retain full and effective control over the institution and provide strategic direction to the management of the Museum. The Council is also responsible for ensuring compliance with all relevant laws, regulations, and codes of business practice.

In addition, the Council has a responsibility to broader stakeholders, including present and potential beneficiaries of the Museum's products and services, clients, lenders, and employees, to achieve continuing prosperity for the Museum and professional service delivery.

Fiduciary Responsibility

Individual Council Members of the Museum, both executive and non-executive, carry full fiduciary responsibility in accordance with the binding Acts under which this institution is managed.

Selection and Composition of the Council

Council members shall be selected, appointed, or removed by the Minister in accordance with applicable legislation. The Council may form committees consisting of Council Members, and such committees may seek independent professional advice with the consent of the Chairperson at the Museum's expense when necessary. However, the Council must adhere to Supply Chain requirements when procuring these services. These committees should report regularly to the Council on their activities. The committee structure, membership, and mandates should be reviewed regularly.

Council Leadership

The Chairperson of the Council should not be the CEO or any other executive Council member. The roles of the Chairperson and Chief Executive Officer should be separate, and the Chairperson should be a non-executive Council Member. The Chairperson, together with the Chairpersons of council committees, may constitute the Executive Committee of Council.

Orientation of New Council Members

Council Members have a responsibility to acquaint themselves with their fiduciary duties and responsibilities, as well as with the issues pertaining to the operations and business environment of the Museum, to fulfil their duties effectively. To assist them, the Council should establish a formal orientation programme for new Council Members, which includes background material, meetings with senior management, and visits to the Iziko Museums. Furthermore, briefings on relevant new laws and changing commercial risks should be held periodically or as required.

Conflicts of Interest

- A Council Member is disqualified from contracting directly or indirectly with the Museum by virtue of their office.
- Full disclosure of the nature of a Council Member's direct or indirect interest on any matter before the Council is required.
- A Council Member may not vote on any matter in which they have an interest and should be recused from any meeting when such matters are discussed.
- A register of declarations of interest should be kept and updated annually. Members of the Council are obliged to sign an annual declaration of interest.

Freedom Day, English Alive, youth poetry reading performance, Iziko South African Museum, April 2024.

- A Council Member who applies for a management position within the organisation must resign as a Council Member before doing so. If the application is unsuccessful, such a Council Member may not be re-appointed to the Council.
- Executive Council Members must distinguish between their role as Council Member and that of the Chief Executive Officer. If they cannot reconcile the two roles, they should withdraw from the discussion.
- The Chairperson may, for good reason, recuse the Chief Executive Officer from part of the Council meeting discussions, especially during deliberations relating to executive performance, remuneration, or matters of conflict of interest.
- Likewise, a Council Member or management may also be recused from a meeting if they have a conflict of interest related to agenda items.
- A Council Members' Code of Conduct shall be codified and disclosed in the annual report.

Segregation of Roles

In executing its fiduciary obligation, the Council will ensure segregation of roles between itself (strategy and policy) and management (implementation) without abdicating its accountability role as imposed by applicable legislation.

Audit, Finance, Human Resources, and other Committees

The Council should appoint an Audit and Risk Committee, Core Functions and Support Services Committee, Human Resources Committee, Finance and Advancement Committee, and set out their purposes. Each committee should consist of at least three non-executive members. The Council may also establish other committees and should determine their functioning and delegate powers to them.

Committee Members

The Chairperson assigns Council Members to various committees based on specific skills and experience requirements.

Evaluation of Council Members

General

The collective assessment of the Council should evaluate its overall contribution and specifically review areas where Council functioning could be improved.

Formal evaluation of the Chief Executive Officer

The Chairperson should conduct an annual formal evaluation of the Chief Executive Officer based on objective criteria, including business performance, achievement of long-term strategic objectives, and development of management. This evaluation should include an interview with the Chief Executive Officer.

Formal Evaluation of Council committees

The Council should annually evaluate the performance and effectiveness of Council Committees to identify areas requiring improvement.

Council Relationship to Staff and External Advisors

Attendance of Non-Council Members at Council Meetings

The Chairperson, through the Chief Executive Officer, may permit Museum staff and external parties to attend all or part of Council meetings to provide expert insights or as capacity-building for potential Council Members. The Museum Chief Executive Officer should propose such attendance and consult the Chairperson of Council before reaching a decision.

Council access to senior staff and the books and records

Council Members, with the permission of the Chairperson, may consult the Museum's senior managers through the Chief Executive Officer for information about the organisation's operations, records, documents, and property necessary for competent decision-making. Such contact should be in writing to the office of the Chief Executive Officer and Chairperson of Council, ensuring it does not disrupt the Institution's operations. Council Members shall refrain from direct staff contact.

Council Access to External Experts

Council Members may collectively or individually consult external professional advisors with the Chairperson's permission on Museum-related matters. The Museum shall bear the costs of such consultation services, provided it adheres to procurement procedures.

Succession and Emergency Planning

The Chairperson, in consultation with the Museum Chief Executive Officer, should develop a succession plan for the Chief Executive Officer and executive management. Provisions for acting arrangements during the Chief Executive Officer's absence or incapacity should be pre-planned. The Council should be consulted on acting arrangements if the Chief Executive Officer is absent for an extended period or indefinitely.

Council Meetings

Council meetings shall be convened as required by legislative imperatives and applicable legislation specifying the Council's reserved powers. Decisions shall be made by a majority vote of fifty percent plus one Council Member. Alternative committee members have equal voting rights when standing members cannot attend.

A record of Council Member attendance at meetings shall be maintained. Council Members must attend at least fifty percent of annual subcommittee and Council meetings in person.

The Chairperson, assisted by the Secretariat, shall set the agenda for each Council meeting, consulting other Council Members and the Museum Chief Executive Officer when necessary. Written materials essential for the Council's understanding of business matters should be distributed before meetings, with presentations sent in advance when feasible.

Minutes of all Council meetings shall record proceedings and decisions, maintaining confidentiality of details.

Secretarial Role

The Council, with assistance from the Museum Chief Executive Officer, is responsible for selecting and appointing the Secretariat. The Council Secretary shall ensure adequate logistics for Council and Committee meetings and attend to record proceedings and decisions.

Reservation of Powers

Subject to applicable legislation, the Council holds unfettered powers to govern the organisation. The Council must adopt a strategic plan and decide on all significant matters reserved for decision by the

Minister and Council, as outlined in the Museum's Delegated Powers document.

Risk Management and Internal Control

The Council is responsible for establishing policies and processes to ensure internal control and risk management integrity. An annual formal risk assessment should identify and evaluate key risk areas, with ongoing reviews to determine the effectiveness of risk management.

Monitoring of Operational Performance

Procedures must be in place for monitoring and evaluating the implementation of strategies, policies, and business plans to measure operational performance and management effectiveness.

Public Communications

The Chief Executive Officer manages public communications regarding the organisation's affairs. Council Members may communicate publicly only under exceptional circumstances, with communication authorized by the Chairperson or their deputy. Council Members must seek approval from the Chairperson for any statements about the institution. However, individual Council Members bear fiduciary responsibility to a broad spectrum of stakeholders. In cases where such a Member is conflicted by a serious matter of conscience and feels compelled to communicate publicly, they must first discuss the issue with the Chairperson and, upon the Chairperson's advice, with the stakeholders involved.

Code of Ethics

The Council should establish organisational values and ethical business practice standards supporting its mission, communicating these principles to stakeholders. The Council assumes responsibility and accountability to stakeholders for compliance with these standards.

Quorum

A quorum for Council decision-making is fifty percent plus one Council Member. Members may participate via conference or video call for the entire meeting duration.

Reversal of the Charter (Amendments)

The Museum Council may amend the entire Charter or specific sections thereof, but only at a meeting of the Iziko Museums Council where the proposing Council Member motivates for the change. All Council Members must vote on accepting or rejecting the proposed amendments, with decisions reached by majority vote.

Remuneration of Council

- Council members shall be remunerated for their services on the basis as determined by National Treasury Regulations and adopted by the Minister of the Department of Sport, Arts and Culture.
- Council members will be paid a preparation fee for meetings as periodically approved by the Minister.
- Council members will be paid an hourly rate for ad hoc work like, reviewing documents and make critical decisions on an urgent consultative basis.
- Council members shall keep their expenses, where necessary, reasonable, and consistent with the Council's rate of remuneration applicable to Council or any other applicable tariff and any allowances payable for services rendered to or on behalf of Council.
- Council members shall furnish acceptable records of their expenses (where necessary).
- The remuneration of Council is reviewed on an annual basis by National Treasury.

Code of Conduct

Introduction

The Council is accountable for the governance of the organisation. It is also responsible, inter alia, for strategic vision, setting policies and procedures, monitoring operational performance, sustainability, and communications.

In order to carry out their duties, Council Members must:

- Know and understand the regulatory environment in which the organisation operates.

- Ensure they have sufficient facts at their disposal to make informed decisions.
- Identify, on an ongoing basis, the risks in the management of the organisation and ensure there are appropriate systems to manage such risks.

In addition to exercising due prudence and skill, Council Members must conduct their fiduciary duties loyally and in the best interests of the organisations they serve. These standards form the foundation of this code.

Governing Principles

The following twelve principles, grouped into the two overriding standards of **diligence** and **good faith,** govern Council Members' conduct:

Diligence (duties of care and skill)

- Induction and training
- Regulatory compliance
- Preparation and attendance at meetings
- Access to information and expert advice
- Disciplined, proactive and courageous participation
- Performance evaluation

Council Members should not only act with integrity, but they should also ensure that they know their duties and responsibilities. They should exercise a higher level of care than they would when managing their own affairs.

The standard of care required is greater than that of a reasonable person; the duty is to observe the utmost good faith and to exercise proper care and diligence in the safe custody, control, or governance of the organisation.

A Council should understand its duties and responsibilities and ensure that it acts in accordance with the organisation's rules as well as all applicable legislation and other laws.

The Public Finance Management Act, 1999 and equivalent legislation only prescribe minimal criteria for being elected or appointed as a Council Member. Subject to its Articles of Association or rules of establishment, a Council can establish its own guiding principles for such elections and appointments. However, it is essential that Council Members be persons of integrity who are competent to carry out the duties required of a Council.

No person should be appointed as a Council Member who has been found guilty of an offence involving dishonesty or is an unrehabilitated insolvent.

Good Faith (fiduciary duties)

- Honesty and integrity
- Personal transactions
- Payments, gifts, entertainment, and travel
- Disclosure of interests
- Confidentiality of information
- Abiding by the law

The Council has a fiduciary responsibility to the organisation and its stakeholders and should protect their interests above the interests of any third party or the personal interests of Council Members individually or collectively.

It is the duty of the Council to protect and serve, impartially and with due care and consideration, the equitable interests of all stakeholders such as employees, suppliers, customers, and regulators. Councils are required to ensure competing interests of the active and passive (e.g., the environment) stakeholders are balanced in an equitable and fair manner, and that no individual or group of stakeholders is given preferential treatment over others.

The Council's discretionary powers must be exercised in terms of its rules, the provisions of the Act, and other regulations. In the exercise of its discretionary powers, Councils must act reasonably and fairly. The Council may not do anything that will fetter its discretion and may not delegate a fiduciary responsibility to those to whom that responsibility is owed. A Council is always accountable for decisions it makes, as well as the actions and decisions made by those to whom the Council has delegated responsibility.

Disclosure is an inherent aspect of this fiduciary duty to act with due care, diligence, and good faith. The Council is required to disclose adequate and relevant information to institutional stakeholders and beneficiaries in an institution annually.

Code of Conduct

Induction and Training

Council Members must be aware of their accountabilities and responsibilities and must attend training programmes and workshops to assist them in executing their duties. Induction training needs to cover general governance as well as organisation-specific legislation and operations.

As the regulatory environment continually evolves, it is essential that each Council Member learns about amendments or new laws and regulations that impact the organisation and future decisions taken by the Council. Formal update sessions must be conducted and attended by all Council Members regularly (at least annually) to discharge this responsibility.

Regulatory compliance

Council Members must abide by the law at all times. They must also always act within the limitations imposed by the Council on its activities. Council Members' responsibilities and limitations are primarily set out in the Public Finance Management Act or other rules and Council resolutions. Council Members are expected to strictly observe the provisions of the statutes applicable to the use and confidentiality of corporate information.

Preparation and attendance at meetings

Council Members need to be aware of the procedures to be followed at Council meetings as provided for in its Charter or the rules of the organisation. Council Members must ensure they attend no less than fifty per cent of their meetings. Virtual attendance is regarded as attendance at the meeting.

Council Members are required to prepare for each Council and committee meeting. Sufficient information shall be distributed to them beforehand to enable each Council Member to prepare adequately.

Council Members must ensure they make every effort to attend all Council meetings as scheduled and notified. Where they also serve on Council committees, the same level of commitment applies.

Minutes should be kept reflecting all decisions taken and the basis on which such decisions were made. The minutes must also reflect which members attended each meeting.

Where consensus is not achieved, dissenting views should be recorded in the minutes and, in the case of Council committee meetings, communicated to the Council through the institution's secretary or Council Chairperson.

Access to information and expert advice

The Council is entitled and obliged to obtain expert advice from professionals such as lawyers, actuaries, and auditors in matters where its members lack sufficient expertise. Council Members should give the advice due consideration and make decisions based on the assessment of the advice obtained.

Where the management, administration, and investment functions of the institution are delegated, Council Members remain responsible for the actions of those to whom these functions are delegated. The mandates in terms of which these functions are delegated must clearly set out the delegated responsibilities and the rights of recourse by the Council or the institution against those to whom these responsibilities are delegated. There must be a process of regular reporting to the Council by those to whom the responsibilities have been delegated.

Where investment functions have been delegated, the Council should ensure there are appropriate benchmarks for performance and that the risk profile matches that of the stakeholders of the institution, where appropriate.

Council Members are entitled to have access, at reasonable times, to all relevant business information and to senior management to assist them in the discharge of their duties and responsibilities and to enable them to make informed decisions. A protocol is normally established through the institution's secretary, Museum Chief Executive Officer, or Chairperson of the Council for this purpose.

From left to right: Dr Bayliss, Ms Beck-Paxton, Minister of Sport Arts and Culture, Hon McKenzie, Mr Sithole and Dr Ndhlovu at the media launch of the ISAM200, Iziko South African Museum, March 2025.

Disciplined, proactive and courageous participation

The Council needs to be disciplined in carrying out its role, with an emphasis on strategic issues and policy.

The Council's discussions must be open and constructive. The Chairperson will seek a consensus in the Council but may call for a vote, where considered necessary. Discussions and records of the Council proceedings must remain confidential unless a specific direction from the Council to the contrary has been issued.
The Council has sole authority over its agenda, but any Council Member may request that additional items be added to its agenda. It is incumbent on individual Council Members to exercise complete objectivity and independence, especially in situations driven by a dominant or charismatic leader, which may not be in the best, sustainable interests of the organisation.

Performance Evaluation

Every Council Member of the Council and its committees needs to strive to improve his or her performance, objectively adjudged by peers. A prerequisite for this is a clear and mutual understanding of the role and responsibilities assumed by each individual, preferably documented as a formal performance contract that runs for a maximum of three years.

Honesty and Integrity

Council Members must act honestly and with integrity in all their dealings on behalf of the institution. They should not discriminate on the grounds of race, religion, gender, marital status, or disability.

Council Members may not make promises or commitments that the institution does not intend or would be unable to honour. Council Members' conduct, at all times, will be such that their honesty is beyond question.

Council Members shall adhere to the truth and not mislead directly or indirectly, make false statements, or mislead by omission.

Personal Transactions

Council Members' personal or other business dealings will be kept separate from their dealings as Council Members of the organisation. Council Members shall not use the name of the organisation or any group within the organisation to further any personal or other business transaction. Council Members agree to use goods, services, and facilities provided to them by the organisation strictly in accordance with the terms on which they were provided.

Payments, Gifts, Entertainment, Travel, and Other Forms of Enrichment

Council Members may not, under any circumstances, solicit or accept benefits, entertainment, or gifts of any kind (including, without limitation, cash, preferred pricing, preferred loans, securities, secret commission) or any other direct or indirect benefit, financial or otherwise, as an inducement for performing an act or as consideration for failing to act in any manner or in exchange for preferential treatment. In particular, no Council Member may make any secret profit or otherwise enrich himself or herself at the expense of the institution by virtue of his or her office. Any benefit, direct or indirect, financial, or otherwise, received by the Council Member by virtue of his or her office, unless it constitutes part of the Council Member's declared remuneration, shall be passed on to the institution. Council and committee members should treat with caution any offer of gifts, favours, hospitality, or fees arising from their position in the institution. Entertainment, hospitality, and modest gift items (such as business lunches, exchange of modest items between business associates, the presentation of small tokens of appreciation at public functions, or an inexpensive memento) should be reasonable and never lead to a sense of obligation. Specifically, those entertainment, hospitality, and modest gift items must:

- Be within the bounds of propriety, a normal expression of courtesy, or within the normal standards of hospitality;
- Not bring suspicion on the Council Member's objectivity and impartiality;
- Not compromise the integrity of the organisation; and
- Not be perceived to do any of the above.

Inappropriate gifts received by a member of the Council or committee should be returned to the donor with a letter referencing these procedures/code.

Any benefit, direct or indirect, financial, or otherwise, received by the Council or committee member by virtue of his or her office, unless it constitutes part of the Council Member's declared remuneration, shall be passed on to the organisation. A record of all gifts, hospitality, and fees accepted, surrendered to the institution, or refused by Council and committee members must be kept at the registered office/domicile of the organisation and made open to inspection on request. Members should, therefore, make all necessary declarations using the appropriate form.

The identity of persons offering any Council Member any benefit, direct or indirect, financial, or otherwise, for acting or failing to act in any particular manner should be revealed to the Council, which should decide on the appropriate action to be undertaken against such a person. Every Council must codify a policy and procedures for declaring any gifts or favours received by Council Members by virtue of being members of a Council.

Council Members shall not use their status as Council Members to seek personal gain from those doing business or seeking to do business with the organisation.

Council Members shall not accept any personal gain of any material significance if offered.

Disclosure of Interests

The Council is required to maintain an independent and dispassionate interest in the affairs of the institution and be seen to do so. Council Members may not have a direct and material financial interest in any organisation (including administrators, expert advisors, or consultants) to which any of the responsibilities of the Council are delegated. Ideally, Council Members also should not have a personal interest in any other entity entrusted to their stewardship with which the organisation contracts to do business. They must also consider the interests held by their spouses, partners, or close family, and by persons living in the same household, as well as the interests of other connected persons such as trusts.

Council Members who have any queries or concerns about these situations, and particularly when in doubt, should discuss them with the Chairperson. In all circumstances, they should ask themselves whether members of the public, knowing the facts of the situation, would reasonably conclude that the interest involved might influence the approach taken to the actions of the Council or committee.

The Chairperson should take particular care that no possible conflict of interest in this area is allowed to arise.

In cases where a member of the

The jaws of Megalodon - visitors sharing their Heritage Day experiences, Iziko South African Museum, September 2024.

Council and its committees or advisers has a beneficial interest in any matter to be considered by the institution, or should a potential conflict of interest arise:

- The interest and its nature must be disclosed at the earliest opportunity, if not in advance. There are two types of disclosure:
  - i. A general declaration of interest that is furnished annually in advance; and
  - ii. A special declaration at any point in time throughout the year.
- The person must not influence or seek to influence any decision relating to the matter.
- The person should take no part in a decision on the matter.
- The person will withdraw from the proceedings if so requested and, in any event, not contribute further to that item unless requested.

The Public Finance and Management Act and equivalent legislation sets standards and procedures for the disclosure of interest in contracts with which Council Members must comply in accordance with the best interests of the organisation.

Individual Council and committee members shall sign an annual Declaration of Interests and signing this shall be a condition of appointment. These declarations must be entered into a register of interests, which should be tabled at Council meetings. Should a conflict or potential conflict of interest arise, it must be disclosed to the Council and should be minuted or should be recorded at the next Council meeting.

The Council and committee members must have regard to the requirement on the organisation to disclose material transactions with related parties in financial statements and must enable the institution to comply with this requirement. In all cases, members' interests' also covers the interests of any related parties, including family members or members of the same household who may be expected to influence or be influenced by Council or committee members.

Council Members shall fully disclose active private or other business interests promptly and any other matters which may lead to potential or actual financial conflicts of interest in accordance with such policies as the Council Members may adopt from time to time. Council Members' dealings with the institution will always be at arm's length to avoid the possibility of actual or perceived conflicts of interest.

Confidentiality of Information

Any information acquired by a Council Member by virtue of his or her office can only be utilised for the purposes of furthering the interests of the institution, and not for his or her own personal gain. Confidential information includes proprietary, technical, business, financial, joint venture, and any other information which the organisation treats as confidential, or which is not made publicly available. Council Members who leave or retire from the institution continue to be obligated not to disclose such confidential information.

Council and committee members, therefore, should:

- At all times, maintain the confidentiality of all information and records that are the property of the institution and must not reveal such information unless it becomes a matter of general public concern;
- Not make any contact or divulge any information to external organisations, including the media, without prior approval from the Council or the Chair;
- Not use confidential information obtained by virtue of that member's association for personal gain, or to benefit friends, relatives, and others;
- Not do or say anything which might be construed as damaging the credibility or integrity of the Council or the organisation; and,
- Not attend any external meeting on behalf of the organisation without prior approval of the Council, its Chairperson, or in an emergency, the Museum Chief Executive Officer.

Council Members will ensure that confidential information relating to customers, employees, and institution operations is not given inadvertently or deliberately to third parties without the consent of the institution.

Council Members will not use information obtained by them from their office for personal gain, nor will the information be used to obtain financial benefit, profit, or gain for any other person or business.

Council Members will respect the privacy of others. In addition, a Council should be aware of the provisions of the Promotion of Access to Information Act and must ensure that the required manual and access procedures required in terms of that Act are established for the institution.

Abiding by the law

Individual Council Members and committee members must comply with all applicable laws and regulations that relate to their activities for and on behalf of the institution. They will not commit or condone any violation of the law or unethical business dealings and shall not engage in or give the appearance of being engaged in any illegal or improper conduct.

Breach of Code of Conduct

The Council should have mechanisms and sanctions set out in the institution's rules on how to deal with Council Members who breach their fiduciary duties or any aspect of this code of conduct. Where a full Council Member is in serious breach of any aspects of this code of conduct, the Minister shall be informed so that appropriate action can be taken.

Top Image: Ms Ngqinani-Mbuwa, Assistant Librarian, Social History Centre, explaining the care and organisation of the Social History Library, Careers Workshop, July 2024.

Bottom Image: Children in the ***Displacement*** exhibition during the Women's Day, Butterfly Souls art making event, Iziko Bo-Kaap Museum, August 2024.

ISAM200 Media Launch, Iziko South African Museum, March 2025.

Standing from left to right: Dr Black. Mr Masilo, Dr Baylis, Dr Florence

Seated: Mrs Johadien, Ms Mahlangu, Mr Sithole, Ms Beck-Paxton, Dr Ndhlovu

3.5. Council Sub-Committee Charters

3.5.1. Finance and Advancement Committee

Purpose

The Finance and Advancement Committee (FAC) has been established to evaluate the financial performance of Iziko Museums of South Africa, ensure resources are used appropriately and in accordance with the objectives of the organisation, and to make appropriate recommendations to the Iziko Museums of South Africa Council (Council), the Accounting Authority of Iziko.

These terms of reference are intended to mandate the FAC in its activities, and any deviation from these terms of reference will require Council approval.

The FAC shall be responsible for advising the Council and the Chief Executive Officer (CEO) on governance matters related to:

- Financial activities of the institution at a strategic level;
- Playing an oversight role in matters relating to financial management and institutional advancement;
- Advising the Council and the CEO on governance matters related to financial management, performance monitoring, evaluation, review, and compliance;
- Providing guidance in terms of financial objectives;
- Providing guidance in terms of policy development;
- Playing an oversight role in matters relating to finance management; and
- Providing guidance on any other matters delegated by the Council.

Scope of Work: Financial Management

The FAC shall consider the financial areas of responsibility listed below, and any such matters falling within its mandate, or as directed by the Chairperson of the Council.

To review and recommend to the Council for approval the following:

- The annual budget;
- The revised annual budget;
- All financial and supply chain management policies, or amendments thereto;
- Any other finance-related policies, or amendments thereto;
- Any Information Communication Technology (ICT) policies, or amendments thereto;

- Requests for the write-off and disposal of Iziko assets;
- Requests to write off any debts or losses; and
- Requests for the condonation of irregular as well as fruitless and wasteful expenditure.

To review and advise the Council on the following, but not limited to:

- Supply chain management and procurement practices;
- Contract management practices;
- Financial reporting and budget variances;
- The financial sustainability of Iziko;
- Financial strategies, or amendments thereto;
- Progress on dealing with findings from the Office of the Auditor General of South Africa (AGSA);
- Progress on major projects, e.g., in Finance, IT, and Supply Chain;
- Compliance with quarterly reporting to the Executive Authority, the Department of Sport, Arts and Culture (DSAC), and National Treasury.

To monitor and evaluate the following:

- Appropriateness and compliance with the system of internal controls;
- The performance of the Finance and Administration Department, which includes Finance, Supply Chain Management, and ICT;
- The performance of Tender Committees;
- The insurance portfolio and annual insurance;
- Cash flow management; and
- The management of grants and donor funding.

The FAC will consider policy and strategic proposals in respect of any of the above before they are presented to the Council.

The FAC will investigate, explore, and consider any other matter that may be requested by the Council or the Chairperson of the Council, and the CEO, and submit its conclusions or recommendations thereon to the Council.

Chairperson's Scope of Work: Advancement

The FAC shall consider the functions listed below, and any such matters falling within its mandate, or as directed by the Chairperson of the Council:

- Institutional Advancement
- Marketing
- Fundraising
- Fund-raising strategy
- Entrance fees and visitor attendance figures
- Venue hire information
- Marketing and promotion information
- Enterprise development
- Advancement policies

The FAC will consider policy and strategic proposals in respect of any of the above before they are tabled at the Council. The FAC will assist and advise with fundraising, marketing, and partnerships. The FAC will investigate, explore, and consider any other matter that may be requested by the Council or the Chairperson of the Council and submit its recommendations to the Council.

3.5.2. Core Functions and Support Services

Purpose

To establish Terms of Reference (ToR), hereafter referred to as the ToR for the Core Functions and Support Services Committee (CFC), of the Iziko Museums of South Africa Council (Council), the Accounting Authority of Iziko Museums of South Africa.

The CFC shall be responsible for advising the Council on all strategic and/or governance matters related to the following:

- Research associated with collections, exhibitions, and public programmes;
- Exhibitions;
- Digitisation;
- Collection Management;
- Education and Public

Programmes;
- Facilities management;
- Fundraising.

Furthermore, the CFC will:
- Play an oversight role on issues relating to the aforementioned activities;
- Provide guidance on Restitution and Repatriation matters of heritage artefacts;
- Provide guidance in terms of policy development to all core function-related activities; and,
- Provide guidance in terms of any other matter the Council may delegate to this Committee from time to time.

The CFC must adhere to the mandate as outlined in the ToR, and Council approval must be sought for any deviation therefrom.

Scope of Work

The CFC shall consider the functions listed below, and any such matters falling within its mandate, or as directed by the Council:
- Research and Exhibitions
- Support Services
- Collections and Digitisation
- Education
- Fundraising

The CFC will consider the following in particular:
- Collections management
- Collections conservation
- Research
- Publications (popular and academic)
- Future museum needs and services
- Facilities Management
- Exhibitions
- Digitisation
- Education
- Outreach
- Community engagement
- Public programmes
- Internships/mentorships

The CFC will consider policy and strategic proposals in respect of any of the above before they come to the Council. The CFC will assist and advise with fundraising and partnerships. The CFC will investigate, explore, and consider any other matter that may be requested by the Council and submit its recommendations to the Council.

3.5.3. Human Resources

Purpose

The Human Resources Committee, hereinafter referred to as the HRC, has been established to evaluate the operational performance of Iziko Museums of South Africa; ensure resources are used appropriately, and in accordance with the objectives of the organisation, and to ensure that appropriate recommendations are made to the Iziko Museums of South Africa Council, the Accounting Authority of Iziko.

These terms of reference are intended to mandate the HRC in its activities and any deviation from these terms of reference will require Council approval.

The HRC shall be responsible for advising and making recommendations to Council on governance matters related to:
- Human Resources and related activities of the institution, at a strategic level;
- Play an oversight role on matters relating to human resources matters;
- Advise Council and the Chief Executive Officer (CEO) on governance matters related to human resources performance monitoring, evaluation, review, and compliance;
- Provide guidance in terms of human resources strategic objectives;
- Provide guidance in terms of policy development;
- Provide guidance in terms of any other matters delegated by the Council; and
- Any other relevant matters delegated by the Council.

Responsibilities: Human Resources

The Council authorises the HRC, within the scope of its responsibilities, to:
- Examine any matter in relation to its responsibilities as it sees fit or as requested by the Council;
- Engage external resources if necessary to obtain

independent advice in relation to the HR Committee; and

- Have access to information necessary to enable the HRC Committee to carry out its responsibilities.

3.5.4. Audit and Risk Committee

1. Introduction

1.1. Iziko is a cultural institution established under the Cultural Institutions Act (No. 119 of 1998) and listed as a National Public Entity in terms of Schedule 3, Part A, of the Public Finance Management Act (PFMA) (No. 1 of 1999).

1.2. The Council of Iziko, as appointed under the CIA, serves as Iziko's Accounting Authority.

1.3. The minister of Arts and Culture is the Executive Authority (EA), while the Chief Executive Officer CEO) of Iziko is the designated Accounting Officer (AO).

1.4. The Audit and Risk Committee (A&RC) was established by the Iziko Council on 5 March 2004, in accordance with section 51 of the PFMA and Treasury Regulation 27.1.1.

2. Scope and Purpose of the Charter

2.1. This Charter sets out the responsibilities delegated by Council to the A&RC and outlines the manner in which the A&RC shall be constituted and discharge its duties.

2.2. The Charter shall be reviewed annually by the A&RC for relevance.

2.3. Any change will only be effective when approved by Council.

3. A&RC Authority

3.1. After following due process and protocols in consultation with the AO, the A&RC:

3.1.1. Shall have unrestricted access to Iziko staff and records containing information needed to properly perform its duties and execute its powers;

3.1.2. May obtain outside independent professional advice and secure the attendance of external parties with relevant experience and expertise, if it considers it necessary; and,

3.1.3. Is authorised to request an investigation into any activity within its powers, as identified in the Charter and must be provided with the appropriate resources to investigate such matters.

3.1.4. All information supplied to the A&RC and any externally appointed parties shall be treated as confidential at all times. Such information shall only be utilised for the purposes of fulfilling responsibilities in terms of this Charter, and must be properly and securely stored.

3.1.5. The A&RC shall be afforded direct and unobstructed lines of communication with the relevant Executive Authority, Accounting Authority, Senior Management Team, and other assurance providers, inter-alia AGSA, and the IAA.

4. A&RC Responsibilities

4.1. Responsibilities relating to Internal Audit:

4.1.1. Monitor and review the effectiveness of the IAA including compliance with the IPPF;

4.1.2. Approve the IA Charter;

4.1.3. Review and approve the rolling 3-year strategic and annual risk-based IA Coverage Plans, including changes, ensuring that material risk areas are addressed in line with the combined assurance principles;

4.1.4. Review and discuss with the CAE the approach, scope of work, allocation of resources, significant issues identified as a result of IA, and Management's responses to findings and recommendations;

4.1.5. Participate in the decision-making process should outsourcing of any portion of the Internal Audit coverage be considered, which may necessitate a special meeting;

4.1.6. Monitor the appropriateness of the combined assurance framework, including inter-alia, co-ordination, and co-operation between AGSA, IA, and other assurance providers to minimise duplication of efforts, promote reliance on each other's work, and ensure all significant risks are addressed;

4.1.7. Confirm that a combined assurance framework is implemented, as facilitated by IA;

4.1.8. Report to the AO any restrictions or limitations placed on IA in the performance of its functions and scope of work;

4.1.9. Communicate any concerns it deems necessary to the Council, EA, and the AGSA, where all other avenues have been exhausted; and,

4.1.10. On a regular basis, meet separately, with the CAE to discuss any matters that the committee or the CAE believe should be discussed in a closed session.

4.2. Responsibilities relating to the External Audit Function performed by AGSA:

4.2.1. Review and make recommendations as appropriate regarding the AGSA's independence, objectivity, quality, and effectiveness of the audit process, taking into consideration relevant professional and regulatory requirements.

4.2.2. Consider declarations from the AGSA, in respect of the independence of service providers used by the AGSA. If the A&RC becomes aware of conflicts of interest by a firm contracted by the AGSA, it shall be reported to the AO and the AGSA.

4.2.3. Discuss, prior to the commencement of the audit and as deemed necessary during its course, the nature and scope of the audit with both the AGSA and the Entity. This includes matters such as the accounting principles, policies, and practices adopted in the preparation of the Annual Financial Statements (AFS); the planned levels of materiality; audit resourcing; and the terms of the AGSA's engagement letter and strategic audit plan. In particular, the A&RC should review and recommend the acceptance of:

a) The audit plans at the start of each annual audit cycle, after reviewing the appropriateness thereof;

b) The AGSA's overall work plan, levels of materiality applied, and that proposed resources for executing the audit plan are consistent with the scope of the engagement, taking into account the seniority, expertise, and experience of the audit team;

c) The allocation of hours by and associated fees of AGSA in relation to audit risks identified;

d) The findings of the AGSA's work. In the course of its review, the A&RC should:

i. Discuss with AGSA and Iziko major issues that arose during the course of the audit that require resolution, as well as issues that arose and were subsequently resolved;

ii. Review key accounting and audit judgements; and

iii. Review the levels of errors identified during the audit, obtain explanations from Management and, where necessary, the AGSA, as to why certain errors might remain unadjusted.

4.3. Responsibilities relating to Accounting and Financial Reporting:

4.3.1. Review of accounting policies to:

a) Ensure alignment of accounting policies with those disclosed in the Specimen Financial Statements issued by NT. Where deviations exist, confirm that satisfactory consultation with NT's Office of the Accountant-General regarding such changes.

b) Consider the rationale for changes in accounting policies and assess whether changes have been correctly accounted for and appropriately disclosed in the Annual Financial Statements.

c) Enquire whether the changes are consistent with the applicable accounting framework, and if not, whether prior approval has been obtained from NT's Office of the Accountant-General.

d) Review the appropriateness of assumptions applied by management in the preparation of the Annual Financial Statements.

e) Review the impact of any new or proposed legislation on accounting policies, financial statements, related disclosures, thereof, and Iziko's compliance therewith, including an assessment of materiality and risk.

4.3.2. Review of Financial Statements to:

a) Obtain confirmation from Management that the Financial Statements have been prepared in accordance with the Preparation Guide and Specimen Financial Statements issued by NT, and that they are compliant with all applicable laws and regulations.

b) Review the Financial Statements for abnormal and/or significant transactions relating to Iziko, and assess whether these have been appropriately disclosed in the AFS.

c) Obtain explanations for all significant variances in the AFS when compared to the appropriated budget and the prior year.

d) Enquire from Management, AGSA, and Legal Services about any outstanding litigation, contingencies, and claims, and how these matters have been reflected in Iziko's AFS.

e) Enquire from Management, AGSA, and Legal Services about any outstanding litigation, contingencies, and claims, and how these matters have been reflected in Iziko's AFS.

f) Enquire from Management, AGSA, and Legal Services about any outstanding litigation, contingencies, and claims, and how these matters have been reflected in Iziko's AFS.

g) Inspect and confirm that the AFS have been signed by the Accounting Officer (AO) on or before the date of the audit report.

h) Review the processes in place to ensure that financial information included in the Annual Report is consistent with the signed AFS.

i) Review all significant adjustments arising from the external audit, their impact on the AFS, and confirm which transactions were adjusted in agreement with Management, and which were not.

j) Consider the expertise, resources, and experience of the finance function.

4.3.3. Review of the AGSA Management Report and External Audit report to:

a) Determine how significant financial reporting issues for the reporting period were resolved between management and AGSA.

b) Enquire from IA and AGSA if there are any significant non-compliance with legal requirements and the impact thereof on the AFS.

c) Understand the reasons for the audit qualification and/or emphasis of matters (if any), the impact thereof on the AFS and Iziko's operations, and assess the adequacy of the action taken/proposed by management to rectify the qualification, and/or emphasis of matters.

d) Review and comment on the AGSA's opinion on the AFS and the draft audit report regarding the validity, accuracy, and completeness of the financial information.

4.3.4. Review of In-Year Monitoring Reports to:

a) Review the quality of quarterly In-Year Monitoring Reports and make appropriate recommendations to the AO in instances of non-achievement; and

b) On a quarterly basis, review any instances of unauthorised, irregular, fruitless, and wasteful expenditure, and the processes implemented by Management to address these matters.

4.4. Responsibilities relating to Governance:

4.4.2. Review the opinion of IA regarding the Iziko's governance processes.

4.4.3. Review the level to which ICT Governance supports the strategic objectives of Iziko.

4.5. Responsibilities relating to Risk Management:

4.5.1. Consider and recommend for approval Iziko's Risk Management Policy, Strategy, Implementation Plan, Risk Appetite, Risk Tolerance, and risk identification and assessment methodologies.

4.5.2. Evaluate how Management ensures and monitors the adequacy, intent and effectiveness of Iziko's risk and control infrastructure.

4.5.3. Review:

a) The opinion of IA regarding the Iziko's ERM;

b) The overall process for identifying and assessing enterprise-wide risks, and managing their impact across departments;

c) Regular assurance reports from Management, the IAA, AGSA, and other assurance providers on the operational effectiveness of risk and control systems (inclusive of ICT and fraud-related risks), and the conclusions of any testing performed; and,

d) The timeliness and effectiveness of corrective actions taken by management.

4.6. Responsibilities relating to Internal Control:

4.6.1. Ensure that items leading to prior audit qualifications or emphasis of matters have been satisfactorily resolved. If not, assess the adequacy and timelines of proposed action plans and their reporting to the A&RC by Management.

4.6.2. Review the adequacy of internal control, including those related to ICT systems (e.g. new systems, change management, and user access controls).

4.6.3. Disclose material internal control deficiencies identified in external audit reports, IA reports, or during the execution of the committee's oversight functions, and evaluate how Management is addressing them.

4.6.4. Review Iziko's processes for ensuring compliance with applicable laws and regulations.

4.6.5. Enquire whether Management has relevant policies and procedures in place that are periodically reviewed, updated, and confirm that processes exist to assess compliance therewith.

4.7. Responsibilities relating to the Pre-determined Objectives:

4.7.1. Review and comment on the quality of quarterly performance reports;

4.7.2. Review and comment on whether the entity has established mechanisms to measure and review its performance against its objectives as well as the KPI's and targets set in the planning documents; and,

4.7.3. Review the system by which management measures and reviews the performance of the organisation and make recommendations on the effectiveness and appropriateness thereof to the AO.

4.8. Responsibilities relating to Ethics and Forensic Investigations:

4.8.1. Review whether management has taken steps to embed a culture that promotes ethical and lawful behaviour;

4.8.2. Review the mechanisms that are in place to ensure that pro-active measures have been implemented through which staff may anonymously raise concerns about possible improprieties;

4.8.3. Review any situations that arise relating to violations of ethical conduct, potential conflict of interest or questionable situations of a material nature that it becomes aware of and make suitable recommendations to the AO;

4.8.4. Evaluate the Iziko's exposure to economic offences; and,

4.8.5. Periodically receive reports on the prevention, detection and investigation of fraudulent activities or misconduct within the department and the related management responses.

3.6. Risk Management

In 2024-25, Iziko Museums continued to strengthen enterprise risk management (ERM) in alignment with its established risk appetite and tolerance levels. Strategic and Operational Risk Registers were reviewed on a quarterly basis to monitor mitigation efforts and ensure alignment with institutional priorities. These registers were submitted to the Council through the Audit and Risk Committee, which provided oversight and strategic guidance.

A Risk Maturity Assessment, conducted in the previous financial year, evaluated the effectiveness of Iziko Museums' risk management processes. The assessment concluded that the institution is operating at a Repeatable (Basic) maturity level, indicating that while risk processes are consistently applied, they are not yet fully embedded or optimised across all functions. The findings from this assessment will guide the next phase of ERM development, including a clearer articulation of risk appetite, enhanced tracking of residual risk, and deeper integration of risk considerations into strategic planning and decision-making.

The Senior Management Team (SMT), which also serves as the Disaster Management Team, ensured the integration of operational risk management with emergency preparedness efforts, thereby reinforcing institutional resilience.

3.7. **Internal** Control Unit

Internal audit planning, annual reviews, and ongoing activities	**Responsibility**	**2024/25**
Planning: Annual & 3-year Rolling Internal Audit Plan (S-2010)	Gripp Advisory	√
Annual Review: Audit Committee Charter	Iziko	√
Quarterly Management of the e-QPRS DPME/National Treasury Online Reporting APP	Iziko	√
E-QPRS Online Report System: Annual configuration of the Fin Year APP	Iziko	√
Quarterly Review of the Iziko Compliance Monitoring Report	Iziko	√
Independent Observer during Supply Chain Management processes	Iziko	√
Monitoring of Governance, Risk and Control processes in the entity	Iziko	√
Research w.r.t. new developments (Governance/ Risk/ Control: S-2110/ 2120/ 2130)	Iziko	√
Consultation activities for managers re: Governance, Risk and Control	Iziko	√
Quarterly Internal Audit progress reports to the Audit Committee	Gripp Advisory	√
Ad Hoc Survey/s & assurance reviews: As instructed by the CEO and Audit Committee	Gripp Advisory	√
Ad hoc Project Management: as instructed by the CEO	Iziko	√
Reviews relating to Performance Objectives	**Responsibility**	**2024/25**
Quarterly Review: Programme Performance Information/ PDO - (Q1, Q2, Q3, Q4)	Iziko	√
Evaluation of the proposed performance indicators for the new financial year against the SMART criteria	Gripp Advisory	√
Annual Review: PPI/ APP Template	Iziko	√
Operational Audits	**Responsibility**	**2024/25**
Completeness of Revenue: Admission Fees	Gripp Advisory	√
Financial	**Responsibility**	**2024/25**
Review of the Annual Financial Statements	Gripp Advisory	√
Internal Financial Control Review	Gripp Advisory	√
Regulatory	**Responsibility**	**2024/25**
Performance Information Review	Gripp Advisory	√
2024/25	**2024/25**	**2024/25**
Follow-up Prior Year AGSA findings	Gripp Advisory	√
Other	**Responsibility**	**2024/25**
Attendance at Audit Committee meetings	Iziko, Gripp Advisory	√

3.8. Internal Audit and Risk Committee

Name & Surname	Qualifications	Internal or External	If internal, position in the Public Entity	Date Appointed	Date Resigned	No. of Meetings Attended
Ms. Judy Gunther	Hons/B comm Acc/ CTA	External	Not Applicable	1 October 2020	Not Applicable	4
Mr. Terence Arendse	CA (SA)	External	Not Applicable	16 October 2023	Not Applicable	6
Mr, Tshepo Mothudi	Master of Philosophy in Accounting Sciences	External	Not Applicable	06 May 2024	Not Applicable	3
Mr. Phuthi Phukubje	Hons/B comm Acc/ CTA	External	Not Applicable	06 May 2024	Not Applicable	3
Ms Magret Sekgobela	B-Tech-Internal Auditing Certified Internal auditor	External	Not Applicable	05 Sept 2022	12 June 2024	2
Mr. Ahmed Pandor	MBA, CA (SA), CISA, CD (SA)	External	Not Applicable	06 May 2024	Not Applicable	2

3.9. Compliance with Laws & Regulations

Iziko Museums of South Africa has continued to prioritise compliance with all relevant legislation and regulatory frameworks applicable to public entities. Throughout the 2024-25 financial year, the institution implemented a range of measures to ensure adherence to the Public Finance Management Act (PFMA), Treasury Regulations, and guidelines issued by the Department of Sport, Arts and Culture (DSAC), as well as other sector-specific statutes and governance standards.

Key compliance-related activities undertaken during the year include:

Regular Review and Update of Policies and Procedures:

The institution undertook regular reviews of its internal policies and procedures to ensure alignment with legislative and regulatory updates, particularly in areas related to financial management, procurement, and risk management.

Training and Raising Awareness on Compliance:

Staff participated in ongoing training sessions on relevant legal and regulatory requirements, including procurement protocols, governance, and internal controls. Management has also played a key role in raising awareness around compliance, ensuring that staff are updated on changes to regulations and policies.

Regular Internal Audits and Risk Assessments:

The internal audit function, provided by GRIPP Advisory until December 2024, has reviewed compliance-related activities as part of its audit processes. The institution recognizes that compliance management systems need further strengthening, as recommended in the maturity assessment report. The integration of some compliance processes into day-to-day operations remains a challenge, and management continues to prioritize these areas.

Engagement with Regulatory Authorities:

Iziko Museums has actively engaged with DSAC, as its parent department, and other relevant bodies to ensure that its operations are in full compliance with the applicable regulations and standards. Additionally, Iziko Museums submits quarterly reports to the Department of Planning, Monitoring, and Evaluation (DPME) to monitor its performance and compliance with the set objectives.

A culture of compliance is actively promoted within the institution. When potential risks of non-compliance are identified, relevant laws, regulations, codes of practice, and approved human resources policies are communicated and corrective actions are taken.

Iziko Museums acknowledges that while a sound foundation has been established, certain areas require further strengthening. These remain a priority focus for management's ongoing efforts.

3.10. Fraud and Corruption

Every employee at Iziko Museums has an obligation to report any irregularity they become aware of. Failure to report such irregularities will result in appropriate action being taken.

Fraud Awareness and Internal Controls

A register of all reported matters is maintained, investigated, and actions are taken as needed. All significant fraud and corruption matters are reported to the relevant oversight bodies. Iziko Museums remains committed to ensuring that whistleblowers are protected, and confidentiality is guaranteed for all reports made.

In the 2024-25 financial year, the institution has further enhanced its efforts in preventing fraud and corruption by:

- Continuing to promote fraud awareness across all levels of the organization, with targeted training sessions for senior and middle management staff on identifying and risks including mitigating potential fraud risks.
- Employees are regularly encouraged to report irregularities, and Iziko follows up with investigations and disciplinary processes where necessary.
- Strengthening internal control mechanisms to detect and prevent fraudulent activities in key areas such as procurement, finance, and heritage asset management.
- Ongoing Monitoring: All fraud-related allegations are logged, investigated, and acted upon. These matters are tracked and reported to oversight bodies, including Parliament, where applicable.

While the institution has made substantial progress, Iziko Museums recognizes that the fight against fraud and corruption is an ongoing process. It remains committed to strengthening its fraud prevention framework, ensuring that it remains vigilant and responsive to emerging risks.

3.11. Minimising Conflict of Interest

Iziko Museums is committed to maintaining the highest standards of integrity and transparency in its operations. As part of its governance framework, the institution recognizes that conflicts of interest, whether financial or personal, can undermine public trust and impact the museum's reputation, relationships with stakeholders, and the soundness of its decision-making processes.

Managing Conflicts of Interest

To minimize conflicts of interest and ensure a fair and transparent process, the following measures are in place:

- **Supply Chain Governance:** Competitive bidding processes include conflict of interest declarations, which require all bidders to disclose any private or financial interest that may potentially compromise the bidding process or the outcome. These declarations are reviewed by the Bid Evaluation Committee, and if a conflict is identified that is deemed to be material, it is escalated to the Bid Adjudication Committee for further consideration and necessary action.

- **Code of Conduct Compliance:** All Iziko Museums staff, including those involved in Supply Chain Management (SCM) and decision-making processes, are required to comply with the employee Code of Conduct. In addition, staff must also adhere to the National Treasury's Code of Conduct for SCM practitioners and other role players. This ensures that ethical standards and best practices in SCM are consistently followed.

- **Ongoing Training and Awareness:** To continuously promote awareness of potential conflicts of interest, training sessions are held to ensure that all staff understand what constitutes a conflict of interest and how to appropriately manage or report such situations. This is particularly important in SCM, where conflicts could significantly impact procurement decisions.

Strengthening Controls in 2024-25:

- **Enhanced Disclosure Requirements:** Internal procedures are in place, requiring staff (especially Management) to declare any personal or financial interests, even where potential conflicts are not immediately apparent. This is also done during bid committee meetings to ensure credibility of decisions taken. This is part of an ongoing effort to improve transparency and accountability in all areas of the institution's operations.
- **Improved Monitoring and Oversight:** Iziko Museums has enhanced its monitoring mechanisms to ensure that all conflicts of interest are addressed promptly and appropriately. This includes regular reviews of procurement activities and decisions to ensure compliance with internal policies and ethical guidelines.

Iziko Museums remains committed to ensuring that all potential conflicts of interest are managed in a manner that protects the integrity of the institution and upholds its commitment to ethical conduct in all its operations.

3.12. Code of Conduct

1. Purpose

1.1. The conduct of Iziko Museums of South Africa (Iziko) employees is informed by the values and principles contained in this policy document.

1.2. The Code reinforces the principle of enlightened and humane employment practices consistent with labour legislation and established principles of fairness applicable thereto. Without derogating from the generality hereof, Iziko undertakes to:

a) Eliminate unfair discrimination in all its forms;

b) Recognise the principles of freedom of association; and,

c) Promote learning and the development of required competencies.

2. Scope

2.1. This policy applies to all employees (including management) and parties rendering a service to Iziko Museums of South Africa (Iziko), irrespective of whether they are temporary, contract, or indefinite employees.

3. Policy statement

3.1. The primary purpose of the Code is to promote exemplary conduct. Notwithstanding this, an employee shall be guilty of misconduct if he or she contravenes any provision of the Code of Conduct or fails to comply with any provision thereof.

3.2. The need exists to provide guidelines to employees regarding their relationship with executives, senior managers, other employees, and the public and to indicate the spirit in which employees should perform their duties, what should be done to avoid conflicts of interest, and what is expected of them in terms of their personal conduct in public and private life.

3.3. Although the Code of Conduct was drafted to be as comprehensive as possible, it does not provide a detailed standard of conduct. Management is responsible for the efficient management and administration of their departments and the maintenance of discipline. Management must also ensure that their staff members are acquainted with the measures set out in this code and that they accept and abide by them.

4. Iziko's Vision

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

5. Iziko's Mission

5.1. 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.

5.2. To continuously innovate and transform our heritage institutions to meet the needs of our democracy and serve our public in an exemplary manner.

6. Iziko's commitment

6.1. All employees shall demonstrate their commitment by acting in a manner that will earn Iziko the reputation of being:

a) Open and honest in all dealings and disclosures;
b) Non-sectarian and apolitical;
c) Socially and environmentally responsible;
d) Aspiring to excellence in the quality of our products and services;
e) Committed to our standing regarding integrity and credibility;
f) Consistent in honouring our legal and moral obligations; and,
g) Aware of the need to foster loyalty and long enduring relationships.

7. Iziko's core values

7.1.1. Iziko's Core Values are:

- Teamwork: Work together to achieve unity in pursuit of our common goals.
- Service and Respect: We practise an attitude of service and respect towards each other, including customers and stakeholders. In this regard, we embrace the principles of Ubuntu (I am because you are) and Batho Pele (putting people first).
- Inclusivity and Collaboration: We listen to and work with communities, partners, stakeholders, and each other to promote diversity and inclusion.
- Accountability and Transparency: We promote a culture of transparency, honesty, and accountability throughout the organisation. This ensures that trust is built and maintained amongst all stakeholders.
- Excellence and Innovation: Through embracing new and responsible methods of practice, we strive to be a leading heritage institution. Integrity and Stewardship: Through living by our collective code of ethics, we endeavour to improve care of our shared heritage.

It is the shared responsibility of all employees of Iziko to live and apply these Core Values developed by Iziko staff.

8. Common law duties of employees

8.1. The employee's duties are to:

a) Tender performance by arriving on time for work and performing his/her/their duties faithfully and diligently for the duration of the working day.

b) Follow reasonable instructions given to him/her/them by Iziko staff operating in a supervisory and/or management role in the normal course of employment.

c) Always act in an honest manner, with confidentiality and in good faith.

d) Safeguard the property of the employer.

e) Submit to, obey, and comply with all lawful and reasonable instructions. The employee accepts that Iziko has the right to exercise control over the manner in which the employee's work is performed. It would therefore be a breach of contract if the employee refused to comply with the employer's exercise of authority.

9. Iziko's formalised employment relationship

9.1. Employees of Iziko are also required to honour the employment relationship, as recorded in the following documents:

a) Letter of appointment/employment contract;

b) Job description/role definition;

c) Iziko policies; and

d) Iziko procedures.

10. Iziko's code of conduct

10.1. The Code of Conduct assumes that the personal behaviour of the employees of Iziko will harmonise with the principles set out herein.

10.2. Relationship with Executive Authority, Accounting Authority and Management.

10.2.1. The relationships with the Department of Sport, Arts and Culture as the Executive Authority (DSAC), the Iziko Council as the Accounting Authority, the Chief Executive Officer, and members of the Executive Management Committee Members (Exco) have reference.

10.2.2. An employee:

a) Honours the Constitution of the Republic of South Africa and abides thereby in the execution of his or her daily tasks;

b) Loyally executes legislation, regulations, and the policies of the Government of the day in the performance of his or her official duties;

c) Strives to be familiar with and abides by all statutory and other requirements applicable to his or her conduct and duties; and,

d) Does not place the Department of Sport, Arts and Culture, Iziko Council, and management in disrepute on any platform, including the printed media, social media or anywhere else in the public domain.

10.3. Relationship with the Public

10.3.1. An employee:

a) Promotes Iziko in performing his or her official duties;

b) Serves the public in an unbiased and impartial manner to create confidence in Iziko as a public entity of the department of sport, arts and culture;

c) Is polite, helpful, and reasonably accessible in dealings with the public, at all times treating members of the public as clients of Iziko who are entitled to receive a high standard of service;

d) Has regard for the circumstances and concerns of the public in performing official duties and in the making of decisions affecting them;

e) Is committed through public engagement to the development and upliftment of all south Africans;

f) Does not unfairly discriminate against any member of the public on account of race, gender, sex, ethnic or social origin, colour, sexual orientation, age, disability, religion, political opinion, conscience, belief, culture, marital status, family responsibility, birth, language, or any other arbitrary ground;

g) Does not abuse his or her position in Iziko to promote or prejudice the interest of any political party or interest group;

h) Does not misrepresent himself or herself/themselves in the public domain;

i) Respects and protects every person's dignity and their rights as contained in the constitution;

j) Recognises information may not be provided to a colleague that does not require the information to perform duties unless prior written approval has been obtained from the relevant director;

k) Desists from spreading rumours and/or expressing unfounded opinions in respect of Iziko and/or co-workers, colleagues, and service providers that impact negatively on the operations of Iziko; and,

l) Recognises some information may not be provided to the public unless prior written approval has been obtained from the chief executive officer or an executive director.

10.4. Relationship among Employees

10.4.1. An employee:

a) Co-operates fully with other employees to advance the interests of Iziko;

b) Executes all reasonable instructions by persons officially assigned to issue them, provided these instructions are not unlawful;

c) Uses the appropriate channels to air grievances or to direct representations;

d) Refrains from favouring relatives and friends in work-related activities and/or abusing authority of influence over another employee;

e) Resists any undue influence in exercising authority;

f) Does not borrow money from other employees or lend money to other employees;

g) Is committed to the optimal development, motivation and utilisation of their staff and the promotion of sound labour and interpersonal relations;

h) Deals fairly, professionally, and equitably with other employees, irrespective of race, gender, sex, ethnic or social origin, colour, sexual orientation, age, disability, religion, political opinion, conscience, belief, culture, marital status, family responsibility, birth,language, or any arbitrary ground;

i) Does not victimise, bully, or harass another employee, sexually or otherwise;

j) Respects the right of other employees to join a registered trade union and respects the right of other employees not to join a registered trade union;

k) Refrains from party political activities in the workplace; and,

l) Depending on the context, employees may be seen to be representing Iziko and as such, the employees shall refrain from not acting with due care, consideration, and responsibility on all social media. Particularly:

i. Employees may not make official statements on behalf of the Iziko unless they are duly authorised to do so.

ii. The employee shall make use of social media in a responsible manner that does not bring the reputation of Iziko into disrepute.

iii. In the case of an emergency or crisis involving the Iziko or its employees in their capacity as such, all communication will happen under the auspices of Iziko's Communications Services.

10.5. Performance of Duties

10.5.1. An employee

a) Strives to achieve the objectives of Iziko cost-effectively and in the interest of Iziko.

b) Is creative in thought and in the execution of duties, seeks innovative ways to solve problems, and enhances effectiveness and efficiency within the framework of the law.

c) Is punctual in the execution of duties.

d) Executes duties in a professional and competent manner.

e) Gives honest and impartial advice, based on the available relevant information, to his/her supervisor or manager when asked for assistance.

f) Honours the confidentiality of matters, documents, and discussions, classified or implied as being confidential or requiring discretion, and will specifically confirm with an Executive if uncertain.

g) Does not engage in any transaction or action that is in conflict with or infringes on the proper execution of official duties.

h) Will recuse himself, herself, or themselves from any official action or decision- making process which may create a real or perceived conflict of interest.

i) Will disclose timeously any potential conflict of interest that may influence the proper fulfilment of the employee's duties to his/her/their line manager in writing.

j) Is honest when recording time and attendance.

k) Is honest and accountable in dealing with public funds, property, and other resources of Iziko effectively and only for authorised official purposes.

l) Promotes sound, efficient, effective, transparent, and accountable administration.

m) In the course of duty, shall report any act of dishonesty (including, but not limited to, fraud and corruption) as well as any incidents of nepotism, maladministration, and any other conduct that is prejudicial to Iziko.

n) Uses the appropriate channels to air grievances.

10.6. Personal Conduct and Private Interests

10.6.1. An employee:

a) During official duties, dresses and behaves in a manner that enhances the reputation of Iziko.

b) Generally, acts responsibly in using alcohol and/or any dependency-inducing substance and does not consume alcohol or use any dependency-inducing substance during working hours, before work, or during meal intervals.

c) Does not use his or her or their official position to obtain private gifts or benefits and immediately discloses to the Chief Executive Officer any offer of a gift or benefit received.

d) Does not use or disclose any official information for non-operational reasons, whether for personal gain or otherwise.

e) Does not conduct business of any nature whatsoever on the premises of Iziko without the written approval of the Chief Executive Officer.

f) Does not, without the approval of the Chief Executive Officer, undertake remunerative work outside official duties or use vehicles, telephones, office equipment, stationery, or any other property of Iziko for personal use.

g) Does not remove any property from Iziko premises other than the employee's personal property without the written approval of a director.

11. Privacy and Confidentiality

11.1. Information relating to the operations of Iziko that has not been formally published through advertising or otherwise is confidential and may not be discussed outside the office.

11.2. Individual employees are personally responsible for the safekeeping and appropriate restriction of information that flows to them in the form of reports, correspondence, or work schedules.

11.3. Employees are accountable for the dissemination of information on a 'need-to-know' basis, which means that information must be disseminated only to those employees who need the information to perform their duties.

11.4. Iziko's working relationships with many outside consultants demand the disclosure of confidential information, and such persons are treated on a "partnership basis" in respect of the particular engagement and they will be required to re-affirm their commitment to professional confidentiality.

11.5. Statements to the media are restricted to the Chief Executive Officer or any person authorised by the Chief Executive Officer.

11.6. All media enquiries and any concerns regarding confidentiality must be referred to the Chief Executive Officer via an Executive Director.

12. Electronic and Social Media

12.1. Electronic media and services are not to be used for transmitting, retrieving, or storing any communications which are:

a) of a discriminatory or harassing nature;

b) derogatory to any individual or group;

c) obscene or pornographic;

d) defamatory or threatening in nature;

e) "chain letters";

f) intended for any illegal purpose;

g) contrary to Iziko's interest; and

h) used in the furtherance of any personal or business activity or interest of any person, entity, or enterprise other than Iziko, such as soliciting funds, collecting signatures, conducting membership drives, distributing literature or gifts, and selling merchandise or services.

i) Sending or forwarding obscene, libellous, defamatory, offensive, pornographic, or racist remarks or material to other employees, contractors, agents, service providers, or anyone associated with Iziko (whether in a personal or business context, and whether via social media, email, instant communication, WhatsApp, or the like) is strictly prohibited. Should employees receive materials of such a nature, they must promptly notify Iziko management.

j) Employees must not create, upload, download, send, or distribute (whether by print, electronic, or other means) or otherwise access material that is likely to cause annoyance, inconvenience, or offence to their colleagues, including inappropriate jokes (whether in a personal or business context, and whether via any social media fora (i.e. email, instant communication, WhatsApp, or the like).

k) Employees must not create, upload, download, send, or distribute (whether by print, electronic, or other means) or otherwise access, store, or possess pornography (including child pornography) or other indecent or offensive material using Iziko premises, equipment, or systems.

l) Child pornography, namely any visual image or any description of a person, real or simulated, however created, who is or who is depicted or described as being under the age of 18 years, explicitly depicting such a person who is or who is being depicted as engaged or participating in sexual conduct, engaged in an explicit display of genitals, participating in or assisting another person to participate in sexual conduct, or showing or describing the body or parts of the body of the person, amounts to a criminal offence.

m) Offences relating to child pornography include:

i. The creation, production, and distribution of child pornography;

ii. The unlawful possession of any film, game, or publication which contains depictions, descriptions, or scenes of child pornography or which advocates, advertises, encourages, or promotes child pornography, or the sexual exploitation of children;

iii. Accessing or taking steps to access child pornography; and,

iv. Processing, facilitating, or attempting to process or facilitate a financial transaction, knowing that such a transaction will facilitate access to, or the distribution or possession of, child pornography.

n) Should an employee be aware or suspect that another employee is engaging in conduct pertaining to child pornography, the employee must immediately advise the employer thereof for prompt action to be taken. Failure to advise the employer of such conduct or suspicions may result in disciplinary action.

o) In the event of an employee being found to have committed or is suspected of having committed an offence pertaining to child pornography, Iziko will, in addition to taking disciplinary steps against that employee, be obligated to report the offence or suspicion to the South African Police Service as soon as possible and furnish them with all the particulars in respect of the conduct or suspicion.

p) Pornography means any printed or visual material (for example, writings, pictures, films, books, and/or photographs) containing nudity and/or the explicit description or display of sexual organs or activity and/or sexual conduct, including male genitals in a state of arousal or stimulation, the undue display of genitals or of the anal region, masturbation, bestiality, sexual intercourse (whether real or simulated, including anal sexual intercourse), sexual contact involving the direct or indirect fondling or touching of the intimate parts of a body (including the breasts), with or without any object, the penetration of the intimate parts of a body with any object, oral genital contact, or oral anal contact.

13. Breach of Conduct

13.1. In addition to the standards of conduct addressed elsewhere herein, breaches of the Code of Conduct include, but are not limited to:

13.2. Displaying a lack of integrity in his/her/their professional life in such a way that materially impacts the trust relationship between employer and employee, the reputation of Iziko, the economic well-being of Iziko, the operations of Iziko, or the rights of other employees or management and/or causes or has the potential to cause damage to Iziko or fellow employees.

13.3. Employees, as representatives of Iziko, are required, in the course of their duties, to conduct themselves in the best interests of the organisation at all times.

13.4. Employees are expected to treat their colleagues, service providers, members of the public, and anyone with whom they have dealings in the course of their duties with courtesy, respect, and dignity.

13.5. Employees who experience challenges in the performance of their duties are encouraged to engage with their manager/supervisor and, where required, Iziko's Human Resources Department to address those challenges.

13.6. Employees are expected to utilise the Grievance Policy to address workplace issues relating to perceived dissatisfaction and/or unfair conduct.

13.7. Are required to comply with the standards of conduct prescribed in the Disciplinary Policy as well as herein.

14. Data Breach Policy

14.1. The purpose of the policy is to provide protection over the information held and the processing of data by Iziko. as well as contain all data breaches and minimise the risks associated with any breaches.

14.2. This policy also outlines the actions that should be taken in the event of a breach to ensure data is secure and to prevent further breaches.

14.3. The policy is intended to ensure that every care is taken to protect personal data from incidents (accidental or deliberate) to avoid a security breach that could compromise data.

14.4. The Protection of Personal Information (POPI) Act (2003), and Promotion of Access to Information Act (PAIA) (2000), requires organisations to have mandatory data breach notifications in place, this will include the informing of such a breach to the Information Regulator as well as any parties whose personal information have been accessed or acquired by an unauthorised party. This notification should include:

a) A description of the possible consequences of the security compromise.

b) A description of the measures taken or proposed to be taken by the responsible party to remedy the security breach.

c) A recommendation of the measures that any party whose personal information was leaked in the security breach.

14.5. Definitions

a) Data: information in digital form that can be transmitted or processed.

b) Data subject: a person to whom personal information relates/ a juristic person i.e. a company.

c) Personal Data: any information relating to an individual by which the individual can be identified (directly or indirectly) from that data alone or in combination with other identifiers we possess or can reasonably access.

d) Data Breach: Any incident, event, or action, whether accidental or deliberate that has the potential to compromise the availability of data, the integrity of data, confidentiality, and/or our company's data systems.

e) Information Regulator: The South African independent body established in terms of section 39 of the Protection of Personal Information Act ,4 of 2013 who is empowered to monitor and enforce compliance with POPI and PAIA Acts.

f) Information Officer: of, or in relation to:

i. A public body is the head of that public body. This means for a national or provincial government department, the information officer is the director- general of the department or the equivalent official, and for a municipality, the manager is the information officer.

ii. In any other public body, the chief executive officer (ceo) is the information officer. Private body means that by default the owner of the business. Therefore, based on the type of private body, the information officer will be the sole trader, a partner in a partnership or the ceo (or equivalent) in a company or close corporation.

iii. Responsible party: means a public or private body or any other person which, alone or in conjunction with others, determines the purpose of and means for processing personal information.

14.6. Legal principles

14.6.1. The following legislation is applicable to this policy:

a) The Protection of Personal Information (POPI) Act (2003)

b) Promotion of Access to Information Act (PAIA) (2000)

c) Consumer Protection Act (2008)

d) Electronic Communications and Transactions Act, 2002 (ECTA)

14.7. Policy

14.7.1. This data breach policy applies to everyone at Iziko - including employees, temporary or casual staff, consultants, suppliers, contractors, freelance workers, or other data processors who are storing or processing data on the behalf of Iziko. For the purposes of this data breach policy, an incident may include (but is not limited to) any of the following:

a) Unauthorised use or accessing/modification of data.

b) Loss or theft of personal or sensitive data.

c) Loss or theft of equipment on which data has been stored.

d) Individual error.

e) Any attempts to gain access to data or our company IT systems (both successful and failed).

f) Defacement of web property.

g) Physical incidents, like a fire, which could compromise IT systems.

14.7.2. All employees who access, manage, or use data in any way are responsible for reporting a data breach or any other type of security incident.

14.7.3. POPIA clearly states an exception to breach notifications if the identity of data subjects cannot be established.

14.7.4. According to Section 22 of POPIA, which deals with notification of security compromises, Iziko must immediately notify stakeholders about unauthorized accesses or acquisitions of personal data.

14.7.5. Any person who provides false information, or tries to hinder, obstruct, or unlawfully influence the Information Regulator on any matter, will be held liable to a fine or imprisonment.

14.7.6. Should Iziko detect a security breach on any of its systems that contain personal information, Iziko shall take the required steps to assess the nature and extent of the breach in order to ascertain if any information has been compromised.

14.7.7. Iziko shall notify the affected parties should it have reason to believe that their information has been compromised. Such notification shall only be made where Iziko can identify the data subject to which the information relates. Where it is not possible it may be necessary to consider website publication and whatever else the Information Regulator prescribes.

14.7.8. Notification will be provided in writing by means of either:

a) Email

b) registered mail

c) placed on website

d) The notification shall provide the following information where possible:

e) description of possible consequences of the breach

f) measures taken to address the breach

g) recommendations to be taken by the data subject to mitigate adverse effects

h) the identity of the party responsible for the breach

i) In addition to the above, Iziko shall notify the Regulator of any breach and/or compromise to personal information in its possession and work closely with and comply with any recommendations issued by the Regulator.

14.7.9. Procedure on discovery of a data breach the following actions should be taken:

a) Containment and recovery

4.8.8. In the event of a data breach steps to ensure containment should immediately be actioned by limiting further access to the affected personal information, or the possible compromise of other information. The individual committing the breach or having identified a possible breach should immediately inform their manager or the Information Officer.

In order to determine the appropriate response, the following questions should be considered:

- How did the data breach occur?
- Is the personal information still being shared, disclosed, or lost without authorisation?
- Who has access to the personal information?
- What can be done to secure the information, or stop the unauthorised access or disclosure, and reduce the risk of harm to affected individuals?

b) Assessing the risk

An assessment of the data breach will help Iziko to understand the risks posed by the data breach and how these risks can be addressed, this should be done as soon as possible.

The assessment is used to establish the severity of the incident. The initial assessment should also include analysing whether there is any way to recover the lost data, and mitigate further risks associated with the incident.

The Information Officer or a nominated person will investigate the breach and prepare a Breach Report within 72 hours.

The assessment of the data breach will guide the decision on whether to notify affected individuals. In the assessment of a data breach, it is important to consider:

i. The type or types of personal information involved in the data breach;
ii. The circumstances of the data breach, including its cause and extent; and,
iii. The nature of the harm to affected individuals, and if this harm can be removed through remedial action.

c) Notification of breach to the Information Commissioner's Office (ICO)
Under POPIA, where there are reasonable grounds to believe that a data subject's personal information has been accessed or acquired by an unauthorised person, the responsible party, or any third-party processing personal information under the authority of the responsible party, must notify the Information Regulator and the data subject thereof, unless the identity of the data subject cannot be established.

Notification to the data subject must be:

i. Made as soon as reasonably possible after the discovery of the breach;
ii. Sufficiently detailed; and,
iii. Communicated in writing to the data subject by mail (to the data subject's last known physical or postal address), email to the data subject's last known email address, placement in a prominent position on the website of the responsible party, publication in the news media, or as may be directed by the Information Regulator.

d) The notification to a data subject must be in writing and communicated to the data subject in at least one of the following ways:

i. Mailed to the data subject's last known physical or postal address;
ii. Sent via e-mail to the data subject's last known e-mail address;
iii. Placed in a prominent position on the website of the responsible party; and,
iv. Published in the news media; or as may be directed by the Regulator.

The notification should provide the data subject with sufficient detail in order to allow the data subject to take the appropriate protective measures.

A responsible party may be directed by the Information Regulator to publicise the breach where the Information Regulator has reasonable grounds to believe that such publicity would protect the data subject.

Depending on the exact case, the notification would have to be either physically or electronically mailed to the data subject, published on the organisation's website, or announced to the media.

e) Evaluation and response.
Once the breach has been dealt with, the cause of the breach needs to be considered. There may be a need to update policies and procedures, or to conduct additional training.

It is also important to conduct an extensive review detailing:

i. The cause of the breach;
ii. The effectiveness of any response; and,
iii. Whether any changes to existing IT systems, company procedures or policies must be implemented.

15. Definition of Terms

Term	Definition
Pornography	Any printed or visual material (for example, writings, pictures, films, books and/or photographs) containing nudity and/or the explicit description or display of sexual organs or activity and/or sexual conduct, including male genitals in a state of arousal or stimulation, the undue display of genitals or of the anal region, masturbation, bestiality, sexual intercourse, whether real or simulated, including anal sexual intercourse, sexual contact involving the direct or indirect fondling or touching of the intimate parts of a body, including the breasts, with or without any object, the penetration of the intimate parts of a body with any object, oral-genital contact or oral-anal contact.
Child pornography	Any visual image or any description of a person, real or simulated, however created, who is or who is depicted or described as being under the age of 18 years, explicitly depicting such a person who is or who is being depicted as engaged or participating in sexual conduct, engaged in an explicit display of genitals, participating in or assisting another person to participate in sexual conduct, or showing or describing the body or parts of the body of the person, constitutes a criminal offence.
Confidential information	Information relating to the operations of Iziko that has not been formally published through advertising or otherwise is confidential and may not be discussed outside the office.

Iziko Exhibitions Production Team undertaking the installation preparation of Blessing Ngobeni Ntsumi Ya Vutomi, Iziko South African National Gallery, November 2024.

16. Related Policies

Disciplinary Policy

Grievance Policy

Conditions of Employment

17. Roles and Responsibilities

Role	Responsibility
Senior and line managers	Ensure implementation
HRBPs	Ensure divisional compliance with the policy.
CEO	Ensure that HR policies and practices align with the organisation's culture.
EXCO	Ensure decisions made align with the company's mission, vision, and goals.

3.13. Health and Safety Environmental Issues

Iziko Museums remains committed to ensuring a safe, sustainable, and functional environment for staff, visitors, and collections, in compliance with the Occupational Health and Safety Act (OHSA), 1993 (Act No. 85 of 1993), as amended. The institution's Health and Safety (HS) Committee, established in terms of section 19 of OHSA, continues to play an essential role in monitoring health and safety risks across all sites. The Committee meets regularly to review site reports and inspection findings, ensuring that identified risks are addressed promptly through mitigation measures or escalated to the relevant authorities for further action.

During the 2024-25 financial year, Iziko Museums progressed key infrastructure and safety projects under the Universal Asset Management Plan (UAMP) to enhance site safety, accessibility, and environmental sustainability. These included:

Roof Repairs and Maintenance:

Phase 2 repairs at ISAM and IOTH focused on roof integrity, interior water damage, bird proofing, and drainage maintenance to prevent further deterioration.

Nelson Mandela Prison House Precinct (Paarl):

Conservation works continued to improve safety and regulatory compliance. A 5-meter fire break was established, treated with herbicides and wetting agents to mitigate fire risks particularly given the site's high fire-risk location and meet fire safety standards.

ISAM Compressor Replacement:

Replacement of the non-functional air compressor, essential for research operations, was initiated. Installation is planned for the next period, pending internal capacity.

ISAM internal Staircase Project:

The design phase for the internal staircase between the 5th and 6th floors at ISAM has been successfully completed, with tender documentation finalised. The project will be activated as soon as internal capacity permits to ensure that the museum's infrastructure remains safe and accessible.

Despite these efforts, the institution continues to face challenges associated with its aging infrastructure, resulting in increased maintenance requirements and escalating costs to meet current safety and compliance standards. Ensuring the safety of staff, visitors, and collections remains a core priority; however, it requires sustained investment to maintain and upgrade facilities, particularly within heritage buildings.

The Health, Safety, and Security Officer, registered with the South African Institute of Health and Safety as an Occupational Health and Safety Practitioner, continues to conduct regular assessments to ensure compliance with OHSA. Health and Safety procedures are reviewed periodically to align with legislative amendments and emerging risks. Front of House staff, including Museum Attendants and Cleaners, continue to play an integral role in maintaining site safety and security.

3.14. Social Responsibility

Iziko Museums of South Africa remains committed to its social responsibility mandate by fostering inclusive access to heritage, promoting lifelong learning, and contributing to nation-building and social cohesion. Throughout the 2024-25 financial year, we prioritised initiatives that made our exhibitions, programmes, and outreach activities accessible, relevant, and impactful across diverse communities.

Diversifying Audiences and Promoting Access

Iziko Museums strives to reflect and serve all South Africans. Our outreach efforts targeted historically marginalised communities, particularly those with limited access to cultural institutions. Initiatives such as the Iziko Mobile Museum and free admission on commemorative days extended our reach and ensured accessibility regardless of financial means.

By removing barriers to participation and promoting representation, we aim to create a more inclusive cultural space where all communities feel seen, valued, and engaged.

Lifelong Learning and Educational Outreach

Iziko Museums supports lifelong learning by delivering accessible educational content for people of all ages. Programmes included interactive exhibitions, school visits, workshops, and public lectures, encouraging critical engagement with history, science, and culture.

Through virtual exhibitions and online resources, we broadened access to learners nationwide and globally. Partnerships such as the HCI Community Transport Programme, enabled school visits from under-resourced areas, making cultural learning tangible and impactful for young South Africans.

Fostering Nation-Building and Social Cohesion

Museums are essential spaces for dialogue, reflection, and the promotion of shared values. Through exhibitions and public programmes, Iziko Museums of South Africa continued to contribute meaningfully to social cohesion and nation-building by addressing themes such as reconciliation, democracy, cultural diversity, and human rights.

To support access and public engagement, free entry was offered on key national and international commemorative days:

- **Human Rights Day** - 21 March
- **Freedom Day** - 27 April
- **International Museum Day** - 18 May
- **Africa Day** - 25 May
- **Youth Day** - 16 June
- **National Women's Day** - 9 August
- **Heritage Day** - 24 September
- **National Aids Awareness Day/Emancipation Day** - 1 December
- **Reconciliation Day** - 16 December

During the 2024-25 financial year, a total of 84,079 concessions were granted, of which 29,281 were visitors who accessed Iziko Museums through free entry on commemorative days.

Through initiatives like the Iziko Museums Mobile bus, we extended our nation-building efforts beyond the Cape Metropole, promoting intercultural understanding and shared heritage across the country and abroad. In 2024-25, through the mobile bus, reached 13 838 participants at schools, festivals, career fairs, and tertiary institutions.

Iziko Museums remains committed to fostering an inclusive, educated, and cohesive society through accessible cultural engagement.

3.15. Audit and Risk Committee Report

We are pleased to present the Audit and Risk Committee's (ARC) report for the financial year ended 31 March 2025.

Audit and Risk Committee Responsibility

The Audit and Risk Committee reports that it has complied with its responsibilities arising from Section 51(1)(a)(ii) of the Public Finance Management Act and Treasury Regulation 27.1. The Audit and Risk Committee also reports that it has adopted appropriate formal terms of reference as its Audit and Risk Committee Charter, has regulated its affairs in compliance with this Charter, and has discharged all its responsibilities as contained therein, except that we have not reviewed changes in accounting policies and practices.

Throughout the year, the Committee fulfilled its responsibilities, focusing on enhancing oversight, governance, and risk management across the organization. We convened quarterly meetings to review and consider quarterly financial and performance reports, risk registers, and compliance reports. Additionally, we maintained oversight over the implementation of management's action plans addressing prior-year audit findings.

Effectiveness of Internal Control

Our review of the findings of the internal audit work, which was based on risk assessments conducted in the public entity, revealed certain weaknesses, which were then raised with management for corrective action.

As part of its mandate, the Committee reviewed the findings of the internal audit work, which was based on comprehensive risk assessments. The internal audit function continues to play an essential role in identifying key control weaknesses, with the objective of mitigating potential risks to the organization.
Internal audit services were provided by GRIPP Advisory until the expiry of their contract in December 2024. During the year under review, the following internal audit work was completed:

- Heritage Assets Review and Follow-Up Review
- Review of Annual Financial Statements
- Performance Information Review
- IT General Controls Review
- Follow-Up on Prior Year Auditor-General Findings

The Committee observed the ongoing efforts to address previously identified internal control deficiencies. However, several areas remain under management's attention, and we continue to closely monitor the implementation of remedial actions.

These areas include:

- **Completeness and accuracy of the Heritage Asset Registers:** This remains a significant area of risk for the institution. Management continues to address the issues identified.
- **Internal control deficiencies:** Although improvements have been noted, internal control deficiencies identified during the previous audit require ongoing attention and resolution.
- **Limited progress in formalizing and embedding risk management:** While some steps have been taken, the Committee notes that there has been limited progress in fully formalizing and embedding a comprehensive risk management framework across the institution. This remains an area of concern for the Committee.

In-Year Management and Monthly/Quarterly Report

The entity has consistently met the monthly and quarterly financial and performance reporting requirements as stipulated by the National Treasury, in accordance with the PFMA and other regulatory prescripts. These reports have provided the ARC with valuable insights into the organization's financial health and performance, and which are vital to ensuring continued accountability.

Evaluation of Financial Statements

The Audit and Risk Committee has reviewed the annual financial statements prepared by management for the year ended 31 March 2025. Despite concerted efforts to address prior-year audit qualifications, the Auditor-General of South Africa (AGSA) has issued a qualified audit opinion for the current year. The qualification primarily pertains to challenges in the completeness and valuation of heritage assets, as outlined in the AGSA's report. Management has undertaken significant measures to rectify these issues, including a comprehensive review and reconciliation of the heritage asset register. Processes have been refined to enhance the accuracy and integrity of heritage asset reporting, aligning with the requirements of the Generally Recognised Accounting Practice (GRAP) standards, particularly GRAP 103 on Heritage Assets.

Auditor-General's Report

The Committee concurs with and accepts the conclusions of the Auditor-General regarding the annual financial statements. It is our opinion that the audited annual financial statements for the year ended 31 March 2025 should be accepted and read in conjunction with the Auditor-General's report.

Ms. Judy Gunther
Chairperson of the Audit and Risk Committee
Iziko Museums
31 July 2025

3.16. B-BBEE Compliance Performance Information

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

Has the Public Entity Applied any Relevant Code of Good Practice (B-BBEE Certificate Levels 1-8) With Regards to the Following:		
Criteria	**Response Yes / No**	**Discussion**
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	No	N/A
Developing and implementing a preferential procurement policy?	Yes	Iziko Museums Supply Chain Management Policy is based on applicable legislation, regulations, practice, and instruction notes from National Treasury
Determining qualification criteria for the sale of state-owned enterprises?	No	N/A
Developing criteria for entering partnerships with the private sector?	No	Iziko Museums has not identified the need for Private Public Partnerships in its operations for the reporting period.
Determining criteria for the awarding of incentives, grants, and investment schemes in support of Broad-based Black Economic Empowerment?	No	Iziko Museums does not make awards to provide funding. However, BBBEE and Preferential Procurement criteria and relevant regulations are integral part of evaluating any bid.

Part D | Human Resources

4.1. Introduction

In alignment with the 2024/25 Annual Performance Plan, the Human Resources Department focused on three key priorities: the review and consolidation of HR policies, the implementation of a comprehensive Learning and Development Programme, and the enhancement of digital HR systems.

Seventeen (17) HR policies were reviewed and consolidated into a single, unified HR Policy Handbook to streamline guidance and improve accessibility for staff. In addition, all HR Standard Operating Procedures were standardised and compiled into a dedicated manual to ensure consistent and efficient application of HR practices across the organisation.

The Human Resources Department exceeded its annual training target by delivering 234 learning opportunities—more than double the planned minimum of one hundred. The Learning and Development Strategy remained flexible, allowing for the inclusion of urgent and compliance-related training throughout the year. Feedback from employees indicated that the interventions were beneficial, enhancing understanding of compliance requirements and contributing to professional growth and improved job performance.

Employee wellness remained a priority, with a Wellness Day hosted on 25 June 2024 to foster a supportive and healthy work environment.

A key milestone was the successful implementation of the Employee Self-Service (ESS) system. Despite resource constraints, the ESS platform was launched and enabled employees to:

- Submit and manage leave applications;
- Access payslips online; and,
- Update personal information independently.

Jofred Opperman, Collections Manager during Whale Well maintenance, Iziko South African Museum, Oct 2024.

Another key milestone during the year was the successful conclusion of a Recognition Agreement between Iziko Museums and the National Education, Health, and Allied Workers' Union (NEHAWU). This agreement marks a significant advancement in promoting constructive labour relations and fostering a collaborative and harmonious working environment.

These achievements reflect HR's commitment to supporting Iziko Museums' strategic objectives through improved governance, staff development, and service delivery.

4.2. Human Resources Oversight Statistics

4.2.1. Personnel Cost Per Programme

Programme/activity/ objective	Total Expenditure for the entity (R'000)	Personnel Expenditure (R'000)	Personnel exp. as a % of total exp. (R'000)	No. of employees	Average personnel cost per employee (R'000)
Programme 1: Administration	163 044	38 438	23,58%	107	359,23
Programme 2: Collections (Business Development)	46 070	32 868	71,34%	57	576,63
Programme 3: Audience Development	28 773	12 189	42,36%	22	554,05
TOTAL	**23 7887**	**83 495**	**35,10%**	**186**	**448,90**

The above figures reflect the actual salaries accrued for the 2024-2025 fiscal year at Iziko Museums'.

4.2.2. Personnel Cost Per Salary Band

Level	Personnel Expenditure (R'000)	% of personnel exp. to total personnel cost (R'000)	No. of employees	Average personnel cost per employee (R'000)
Top Management	1 234	1,48%	1	1 234
Senior Management	2 282	2,73%	1	2 282
Professional qualified	12 309	14,74%	12	1 026
Skilled	48 577	58,18%	87	558
Semi-skilled	15 696	18,80%	66	238
Unskilled	3 397	4,07%	19	179
TOTAL	**83 495**	**100%**	**186**	**449**

4.2.3. Performance Rewards

There was no provision made for performance bonuses in the 2024-25 financial year. No performance bonuses were awarded during the reporting period.

4.2.4. Training Costs

Programme/activity/ objective	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Training Expenditure as a % of Personnel Cost	No. of employees trained	Avg. training cost per employee
Programme 1	38 438	574	1%	142	4,04
Programme 2	32 868	461	1%	23	20,04
Programme 3	12 189	270	2%	7	38,57
Total	83 495	1 305	2%	172	7,59

Learning and Development Programme 2024-2025

During the 2024-2025 financial year, Iziko Museums of South Africa sustained its focus on enhancing the skills and competencies of its workforce through the ongoing implementation of the Learning and Development Programme.

A total of 234 employees benefitted from various training interventions during the reporting period, ensuring the continued alignment of staff competencies with organisational needs. Iziko Museums' Learning and Development Strategy remains a critical enabler in supporting the organisation's broader strategic objectives. The strategy ensures a balance between compliance training needs and developmental opportunities tailored to organisational, occupational, and individual growth.

4.2.5. Employment Vacancies per Employment Equity Occupational Level

Level	2023/24 no. of employees	2023/24 vacancies	2024/25 no. of employees	2024/25 vacancies	% of vacancies
Top Management	0	1	0	1	100%
Senior Management	1	1	1	1	50%
Professional qualified	9	1	9	1	10%
Skilled	73	65	74	67	47.52%
Semi-skilled	52	27	51	25	32.89%
Unskilled	18	20	21	17	44.74%
TOTAL	**153**	**115**	**156**	**112**	**41.79%**

The reported vacancies encompass all approved positions within the organisational structure that are vacant. Recruitment to address these positions is being implemented progressively, in line with Iziko's recruitment and workforce planning processes

4.2.6. Employment Changes

Salary band	Employment at beginning of period	Appointments	Terminations	Employment at end of the period
Top Management	0	0	0	0
Senior Management	1	0	0	1
Professional qualified	8	1	1	8
Skilled	78	11	7	82
Semi-skilled	84	12	28	68
Unskilled	17	4	1	20
TOTAL	**188**	**28**	**37**	**179**

Iziko has a total of 179 employees, consisting of 156 permanent staff members and 23 on fixed-term contracts.

4.2.7. Reasons for Staff leaving

Reason	Number	% of total no. of staff leaving
Death	0	0.%
Resignation	8	4.46%
Dismissal	0	0%
Retirement	1	0.55%
Ill health	0	0
Expiry of contract	28	15.64%
Other	**0**	0
TOTAL	**37**	**20,65%**

Eight employees, the majority of whom were in lower-skilled occupational levels, exited the organisation during the reporting period. This highlights an opportunity to strengthen employee retention strategies, particularly within critical support roles. One employee retired and was successfully replaced during the 2024/25 financial year. Additionally, the contracts of 28 fixed-term employees, funded through external sources, concluded within the same period.

4.2.8. Labour Relations: Misconduct and Disciplinary Action

Nature of disciplinary action	Number
Verbal warning	0
Written warning	3
Final written warning	0
Dismissal	0

Three employees were issued written warnings following internal consultations to address misconduct. These matters were managed in accordance with Iziko Museums Disciplinary Policy and the Labour Relations Act, ensuring a corrective approach was followed through engagement and dialogue.

4.2.9. Equity target and Employment Equity Status

Levels	Male							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	0	0	0	0	0	0
Senior Management	1	1	0	0	0	0	0	0
Professional qualified	1	1	3	2	0	0	0	0
Skilled	15	27	12	13	2	2	6	8
Semi-skilled	11	21	15	17	0	0	1	2
Unskilled	10	6	4	2	0	0	0	1
TOTAL	**38**	**56**	**34**	**34**	**2**	**2**	**7**	**11**

Levels	Female							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	0	0	0	1	0	0
Senior Management	0		0	0	0	0	0	0
Professional qualified	0	1	2	2	1	1	2	2
Skilled	17	24	25	25	2	3	3	5
Semi-skilled	16	18	19	21	0	0	3	2
Unskilled	4	5	4	4	0	0	0	1
TOTAL	**37**	**48**	**50**	**52**	**3**	**5**	**8**	**10**

Iziko Museums remains committed to the advancement of employment equity across all occupational levels. Despite ongoing challenges, we continue to prioritise the filling of vacancies in line with our Employment Equity targets. Efforts are ongoing to strengthen representation within the organisation, and we are actively working to address barriers to achieving our transformation objectives.

The approved organisational structure provides for 268 positions. Vacancies are determined by subtracting the number of filled posts from the total approved positions. As of 31 March 2025, the vacancy rate stood at 41.79.%. Filling of the critical vacancies are in progress.

Part E | PFMA Compliance Report

5.1 Irregular, Fruitless and Wasteful Expenditure and Material Losses

5.1.1. Irregular Expenditure

2024/2025	2024/2025	2023/2024
	(R'000)	(R'000)
Opening balance	2 571	603
Add: Irregular expenditure confirmed		1 968
Less: Irregular expenditure condoned		
Less: Irregular expenditure not condoned and removed		
Less: Irregular expenditure recoverable		
Less: Irregular expenditure not recovered and written off		
Closing balance	**2 571**	**2 571**

- Irregular expenditure of R98,505 in contravention of the Preferential Procurement Regulations 2017 8(2) and Preferential Procurement Regulations 10(1) has not yet been condoned or removed.
- Irregular expenditure of R494,139 in contravention of National Treasury Instruction 3 of 2016/2017 has not yet been condoned or removed. Total irregular expenditure for 2021/2022 in the amount of R592,644 has not yet been condoned or removed.
- During 2022/2023, additional irregular expenditure in the amount of R10,819 was incurred due to non-compliance with National Treasury Instruction 3 of 2016/2017.The irregular expenditure will not be recovered because value was received by the entity.
- During 2023/2024 SBD 4 forms for two foreign service providers with a total procurement amount of R 1967,770 were not obtained as required by SCM Practice Note 7, which constitutes a breach of procurement regulations.

Ms Andrea Lewis, Curator Prints and Drawings hosting exhibition walk-about, Careers Workshop, ISANG, 2024.

i. Reconciling Notes

Description	2024/2025 (R'000)	2023/2024 (R'000)
Irregular expenditure that was under assessment the previous year	0	0
Irregular expenditure that relates to 2022/23 and identified in 2023/24		1968
Irregular expenditure for the current year	0	0
Total	**0**	**1968**

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

Description[1]	2024/2025 (R'000)	2023/2024 (R'000)
Irregular expenditure under assessment	0	1968
Irregular expenditure under determination	0	0
Irregular expenditure under investigation	0	0
Total[2]	**0**	**1968**

iii. Details of current and previous year irregular expenditure condoned

Description	2024/2025 (R'000)	2023/2024 (R'000)
Irregular expenditure condoned	0	0
Total	**0**	**0**

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

Description	2024/2025 (R'000)	2023/2024 (R'000)
Irregular expenditure NOT condoned and removed	0	0
Total	**0**	**0**

v. Details of current and previous year irregular expenditure recovered

Description	2024/2025 (R'000)	2023/2024 (R'000)
Irregular expenditure recovered	0	0
Total	**0**	**0**

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

Description	2024/2025 (R'000)	2023/2024 (R'000)
Irregular expenditure written off	0	0
Total	**0**	**0**

Additional disclosure relating to Inter-Institutional Arrangements

vii. Details of non-compliance cases involving an institution in an inter-institutional arrangement, where such institution is not accountable for the non-compliance.

Description
N/A
Total

viii. Details of non-compliance cases involving an institution in an inter-institutional arrangement, where such institution is not accountable for the non-compliance.

Description	2024/2025 (R'000)	2023/2024 (R'000)
N/A	0	0

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

Description
N/A

[1]Group similar items

[2]Total unconfirmed irregular expenditure (assessment), losses (determination), and criminal conduct (investigation)

5.1.2. Fruitless and wasteful expenditure

a) Reconciliation of fruitless and wasteful expenditure

Description	2024/2025 (R'000)	2023/2024 (R'000)
Opening balance	29	0
Add: Fruitless and wasteful expenditure confirmed	0	29
Less: Fruitless and wasteful expenditure written off	0	0
Less: Fruitless and wasteful expenditure recoverable	0	0
Closing balance	**29**	**29**

Reconciling notes

Description	2024/2025 (R'000)	2023/2024 (R'000)
Fruitless and wasteful expenditure that was under assessment in 2022/23	29	29
Fruitless and wasteful expenditure that relates to 2022/23 and identified in 2023/24	0	0
Fruitless and wasteful expenditure for the current year	**0**	**0**
Total	**29**	**29**

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

Description[3]	2024/2025 (R'000)	2023/2024 (R'000)
Fruitless and wasteful expenditure under assessment	0	29
Fruitless and wasteful expenditure under determination	0	0
Fruitless and wasteful expenditure under investigation	0	0
Total[4]	**0**	**29**

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

Description	2024/2025 (R'000)	2023/2024 (R'000)
Fruitless and wasteful expenditure recovered	0	0
Total	**0**	**0**

[3]Group similar items

[4]Total unconfirmed fruitless and wasteful expenditure (assessment), losses (determination), and criminal conduct (investigation)

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

Material losses through criminal conduct	2024/2025 (R'000)	2023/2024 (R'000)
Fruitless and wasteful expenditure recovered	0	0
Total	**0**	**0**

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

Material losses through criminal conduct	2024/2025 (R'000)	2023/2024 (R'000)
Fruitless and wasteful expenditure written off	0	0
Total	**0**	**0**

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

Disciplinary steps taken
N/A

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

a) Details of current and previous year material losses through criminal conduct

Material losses through criminal conduct	2024/2025 (R'000)	2023/2024 (R'000)
Theft	0	0
Other material losses	0	0
Less: Recovered	0	0
Less: Not recovered and written off	0	0
Total	**0**	**0**

b) Details of other material losses

Nature of other material losses	2024/2025 (R'000)	2023/2024 (R'000)
(Group major categories, but list material items)	0	0
Total	**0**	**0**

c) Other material losses recovered

Nature of losses	2024/2025 (R'000)	2023/2024 (R'000)
(Group major categories, but list material items)	0	0
Total	**0**	**0**

d) Other material losses written off

Nature of losses	2024/2025 (R'000)	2023/2024 (R'000)
(Group major categories, but list material items)	0	0
Total	**0**	**0**

5.2. Information on Late and/or Non-Payment of Suppliers

Nature of losses	Number of invoices	Consolidated Value (R'000)
Valid invoices received	2009	102 642
Invoices paid within 30 days or agreed period	1 164	35 327
Invoices paid after 30 days or agreed period	778	66 145
Invoices older than 30 days or agreed period (unpaid and without dispute)		
Invoices older than 30 days or agreed period (unpaid and in dispute)		

Delays in supplier payments beyond the 30-day period required by National Treasury were primarily caused by a combination of internal and external operational factors, including:

- Late Submission of Invoices by suppliers or departments.
- Invoices submitted prior to full delivery or completion of services.
- Invoice discrepancies and administrative queries.

5.3. Information On Supply Chain Management

5.3.1. Procurement by other means

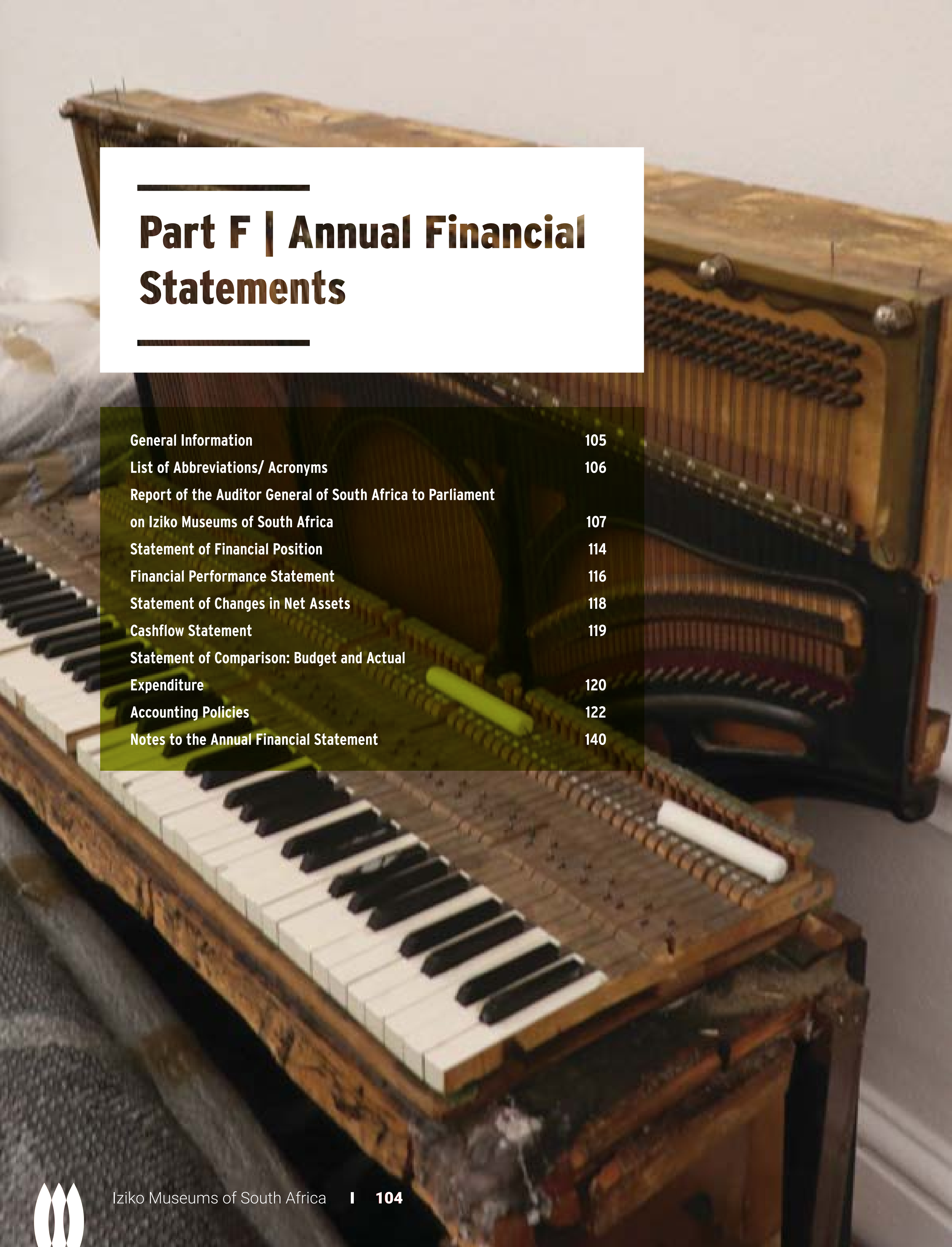
No.	Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract (R'000)
1.	Ford Ranger Repairs	Ford SA	Limited Bidding	N/A	14
2.	SCM Specialists	Moore Forensic Services	Limited Bidding	N/A	3
3.	Tertiary Studies	Van Schaik	Limited Bidding	N/A	5
4.	Vernon Systems	Rene van Son	Limited Bidding	N/A	342
5.	GPR Scans	PGS Heritage	Limited Bidding	N/A	34
6.	Liasa Conference	LIASA	Limited Bidding	N/A	6
7.	Security Services	Doculam	Limited Bidding	N/A	11
8.	Transport for Staff	Fox Transport	Limited Bidding	N/A	4
9.	Toyota Hilux Repairs	Toyota Cape Town	Limited Bidding	N/A	45
10.	SAMA registration	South African Museums Association	Limited Bidding	N/A	3
11.	SAMA registration	South African Museums Association	Limited Bidding	N/A	8
12.	External Programme Director & Facilitator	Zapparrata Gering/ Micheal Gerring	Limited Bidding	N/A	48
13.	Paramedic services	Cape Medics EMS	Limited Bidding	N/A	8
14.	Plumbing and Electrical	CHES Electrical	Emergence	N/A	15
15.	Repairs for Freezers	Sebeletsa Operations	Urgent Cases	N/A	26
16.	Compressor repairs	RITC Supplier	Limited Bidding	N/A	4
17.	SAMA Conference	South African Museums Association	Limited Bidding	N/A	2
18.	Repairs for Freezers	Sebeletsa Operations	Urgent Cases	N/A	40
19.	Insurance Broker	Marsh	Limited Bidding	N/A	20
20.	Micro Preparation services	Tiffany van Zyle	Limited Bidding	N/A	605
21.	Human Remains Event	Travel Click	Limited Bidding	N/A	46
22.	App integrated Audio tours	Africa Software Architects	Limited Bidding	N/A	995
23.	Licensing and Maintenance for the REMRAD System	Sysman Public Safety System	Limited Bidding	N/A	53
24.	Insurance Broker	Marsh Pty Ltd	Limited Bidding	N/A	699
25.	International Mother Language Day	Quintin Goliath	Limited Bidding	N/A	4

The Exhibitions Display and Production Team at work during the installation of Blessing Ngobeni *Ntsumi Ya Vutomi*, Iziko South African National Gallery, November 2024.

No.	Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract (R'000)
26	ISAM 200 Publications and printing and design	Sun Media	Limited Bidding	N/A	405
27	Exhibition Elements and Install	Blank page group	Limited Bidding	N/A	166
28	Customs and Transit charges	Hiring Logistics	Limited Bidding	N/A	345
29	Licence renewal subscription	Mindex	Limited Bidding	N/A	707
30	Licensing and Maintenance for the REMRAD System	Sysman Public Safety System	Limited Bidding	N/A	107
	Total				**4 770**

5.3.2. Contract variations and expansions

Project description	Name of supplier	Contract modification type (Expansion or Variation)	Contract number	Original contract value (R'000)	Value of previous contract expansion/s or variation/s (if applicable) R'000	Value of current contract expansion or variation R'000
Heritage Asset Valuation	The Valuator Group	Expansion		911 165,46		35
Exhibition Opening	JCQ Productions	Expansion		542 500,00		45
ICT Network Expansion Project	Altron Digital Business	Expansion		9 178 148,33		51
Fire Suppression Installation	Multi-Net System	Expansion		11 157 355,49		929
Master of Ceremonies	Dumile Group	Expansion		449 000,00		39
ISAM200 Performance event Launch	E-Flat Productions	Variation		546 220,00		48
Total						**1 147**



Part F | Annual Financial Statements

iziko museums of South Africa

an agency of the Department of Arts and Culture

General Information

Registered Name	Iziko Museums of South Africa
Country of Incorporation and Domicile	South Africa
Legal Form of Entity	Cultural Institution
Business	Address 25 Queen Victoria Street Cape Town South Africa 8000
Postal Address	P O Box 61 Cape Town 8000
Telephone Number	+27 21 481 3800
Fax Number	+27 21 481 3993
Controlling Authority	Department of Sport, Arts and Culture Private Bag X897 Pretoria 0001
Bankers	Standard Bank of South Africa Limited P O Box 61690 Marshalltown 2107
Website Address	www.iziko.org.za
External Auditors	Auditor-General of South Africa P O Box 446 Pretoria 0001

Installation view: Unpacking artworks in preparation for the exhibition: Blessing Ngobeni - ***Ntsumi Ya Vutomi,*** Iziko South African National Gallery, October 2024.

List of Abbreviations/ Acronyms

AFS	Annual financial Statements
AGSA	Auditor-General of South Africa
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CPD	Corporation for Public Deposits
DPWI	Department of Public Works and Infrastructure
DSAC	Department of Sport, Arts and Culture
GRAP	Generally Recognised Accounting Practice
MTEF	Medium Term Expenditure Framework
PFMA	Public Finance Management Act
SARS	the South African Revenue Services
SARB	the South African Reserve Bank
SCM	Supply Chain Management
TR	Treasury Regulations

Report of the auditor-general to **Parliament on Iziko Museums of South Africa**

Report on the audit of the financial statements

Qualified opinion

1. I have audited the financial statements of the Iziko Museums of South Africa set out on pages 114 to 185, which comprise the statement of financial position as at 31 March 2025, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, except for the possible effects of the matters described in the basis for qualified opinion section of this auditor's report, the financial statements present fairly, in all material respects, the financial position of the Iziko Museums of South Africa as at 31 March 2025 and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Basis for qualified opinion

Heritage assets

3. I was unable to obtain sufficient appropriate audit evidence for the heritage assets disclosed in note 4 to the financial statements due to the status of record keeping and valuation certificates not submitted for audit purposes. I was unable to confirm the balance by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to heritage assets, stated at R2 519 398 181 (2024: R2 514 285 085), heritage asset revaluation reserve stated at R2 515 816 884 (2024: R2 515 816 884), accumulated surplus stated at R46 272 005 (2024: R57 672 515), prior period error as disclosed in note 28 and the cash flow effect in the financial statements as it was impracticable to do so.

4. The entity did not recognise all items of heritage assets in accordance with GRAP 103, Heritage assets. Consequently, heritage assets and the heritage asset valuation revaluation reserve was understated by R61 564 748 (2024: R61 564 748).

Context for opinion

5. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.

6. I am independent of the public entity in accordance with the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

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

Report of the auditor-general to **Parliament on Iziko Museums of South Africa**

Responsibilities of the accounting authority for the financial statements

8. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the GRAP and the requirements of the PFMA; and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

11. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page 112, forms part of my auditor's report.

Report on the annual performance report

12. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected material performance indicators presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.

13. I selected the following material performance indicators related to Programme 3: Audience Development (Public Engagement) presented in the annual performance report for the year ended 31 March 2025. I selected those indicators that measure the public entity's performance on its primary mandated functions and that are of significant national, community or public interest.
    - The number of new exhibitions
    - The number of special museum education programmes presented
    - The number of public programmes presented
    - The number of outreach programmes presented
    - The number of visitors to the museums/ sites

14. I evaluated the reported performance information for the selected material performance indicators against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the public entity's planning and delivery on its mandate and objectives.

15. I performed procedures to test whether:
    - the indicators used for planning and reporting on performance can be linked directly to the public entity's mandate and the achievement of its planned objectives
    - all the indicators relevant for measuring the public entity's performance against its primary mandated and prioritised functions and planned objectives are included
    - the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
    - the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
    - the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
    - the reported performance information is presented in the annual performance report in the prescribed manner
    - there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or under-achievement of targets.

16. I performed the procedures to report material findings only; and not to express an assurance opinion or conclusion.

17. I did not identify any material findings on the reported performance information for the selected indicators.

Report on compliance with legislation

18. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting authority is responsible for the public entity's compliance with legislation.

19. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.

20. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the public entity, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

21. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

Report of the auditor-general to **Parliament on Iziko Museums of South Africa**

Annual financial statements and annual reports

22. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework and supported by full and proper records, as required by section 55(1) (a) and (b) of the PFMA. Material misstatements of revenue, disclosure items and statement of comparison of budget and actual amounts, identified by the auditors in the submitted financial statements were corrected, but the uncorrected material misstatements and supporting records that could not be provided resulted in the qualification and non-compliance with legislation reported above.

Other information in the annual report

23. The accounting authority is responsible for the other information included in the annual report which includes the audit committee's report. The other information referred to does not include the financial statements, the auditor's report and those selected material indicators in the scoped-in programme presented in the annual performance report that have been specifically reported on in this auditor's report.

24. My opinion on the financial statements and my reports on the audit of the annual performance report and compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.

25. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected material indicators in the scoped-in programme presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

26. The other information I obtained prior to the date of this auditor's report are chapters 2 and 6, and Chapters 1, 3, 4 and 5 of the annual report are expected to be made available to us after 15 August 2025.

27. If, based on the work I have performed on the other information that I obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact.

28. When I do receive and read the Chapter 1, 3, 4 and 5 of the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

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

30. The matters reported below are limited to the significant internal control deficiencies that

resulted in the basis for the qualified opinion and the material findings on compliance with legislation included in this report.

31. Despite having an action plan in place to address the prior year heritage asset qualification, the implementation and monitoring thereof was ineffective due to several critical shortcomings. The verification processes were not completed by the required deadline, and finance management failed to adequately review and reconcile the heritage asset registers with the annual financial statements. Furthermore, there was not a financial statement process plan implemented to ensure that all activities were completed to enable timeous financial statements preparation, also enabling adequate reviews and corrections prior to submission for audit purposes.

Other reports

32. I draw attention to the following engagements conducted. This report did not form part of my opinion on the financial statements or compliance with legislation.

33. An agreed-upon procedures engagement was performed on donor funding received from the National Research Foundation (NRF). The purpose of the engagement is to confirm whether or not grants awarded to the Iziko Museums of South Africa were used in accordance with the policies of Iziko Museums of South Africa and the conditions of the grants. The engagement was completed and covered the period 1 January 2024 to 31 December 2024. The report was issued to the NRF on 30 June 2025.

Auditor-General

AUDITOR-GENERAL
SOUTH AFRICA

Cape Town
31 July 2025

Annexure to the auditor's report

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor-general's responsibility for the audit'

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected material performance indicators and on the public entity's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

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

Communication with those charged with governance

I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Section, regulation or paragraph
Public Finance Management Act 1 of 1999	Section 51(1)(b)(i); 51(1)(b)(ii); 51(1)(e)(iii); 53(4); 54(2)(c); 54(2)(d); 55(1)(a); 55(1)(b); 55(1)(c)(i); 56; 57(b); 66(3)(c); 66(5)
Treasury Regulations, 2005	Regulation 16A3.2; 16A3.2(a); 16A6.1; 16A6.2(a); 16A6.2(b); 16A6.3(a); 16A6.3(a); 16A6.3(b); 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A.7.1; 16A.7.3; 16A.7.6; 16A8.3; 16A8.4; 16A9.1(b)(ii); 16A 9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2; 16A9.2(a)(ii); 30.1.1; 31.1.2(c); 30.1.3(a); 30.1.3(b); 30.1.3(d); 30.2.1; 31.2.1; 31.2.5; 31.2.7(a); 31.3.3; 32.1.1(a); 32.1.1(b); 32.1.1(c); 33.1.1; 33.1.3
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	Regulation 17; 25(7A)
National Treasury Instruction No. 5 of 2020/21	Paragraph 4.8; 4.9; 5.3
Second Amendment National Treasury Instruction No. 5 of 202/21	Paragraph 1
Erratum National Treasury Instruction No. 5 of 202/21	Paragraph 2
National Treasury Instruction No. 1 of 2021/22	Paragraph 4.1
National Treasury Instruction No. 4 of 2015/16	Paragraph 3.4
National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 6
National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2(b); 4.3; 4.4; 4.4(a); 4.17; 7.2; 7.6
National Treasury SCM Instruction No. 11 of 2020/21	Paragraph 3.4(a); 3.4(b); 3.9
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
National Treasury Practice Note 5 of 2009/10	Paragraph 3.3
National Treasury Practice Note 7 of 2009/10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act 5 of 2000	Section 1; 2.1(a); 2.1(f)
Preferential Procurement Regulations, 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4

Iziko Museums of South Africa Annual Financial Statements **for the Year Ended 31 March 2025**

Statement of Financial Position at 31 March 2025

	Notes	2025 R	Restated 2024 R
ASSETS			
Non-Current Assets		**2 558 958 723**	**2 542 719 436**
Property, plant and equipment	2	37 601 558	26 829 775
Intangible assets	3	1 958 984	1 604 576
Heritage assets	4	2 519 398 181	2 514 285 085
Current Assets		153 512 967	173 981 396
Inventories	5	363 322	331 029
Trade and other receivables from non-exchange transactions	6.1	168 527	402 034
Trade and other receivables from exchange transactions	6.2	5 275 796	3 164 822
Cash and cash equivalents	7	147 705 322	170 083 510
TOTAL ASSETS		**2 712 471 690**	**2 716 700 832**
LIABILITIES			
Non-Current Liabilities		**93 090 157**	**82 492 361**
Post-retirement medical benefit	11	74 452 079	68 082 784
Deferred income – Unspent conditional grants	12.1	4 170 245	-
Deferred income – Unspent conditional government grants	12.2	14 467 833	14 409 577

Statement of Financial Position at 31 March 2025

	Notes	2025 R	Restated 2024 R
Current Liabilities		**57 292 643**	**60 719 071**
Trade and other payables from exchange transactions	8.1	7 420 833	12 638 106
Trade and other payables from non-exchange transactions	8.2	4 233 510	4 235 128
Post-retirement medical benefit	11	6 924 069	6 083 498
Short term Employee Benefit obligations	9	4 912 023	5 293 839
Deferred income – Unspent conditional grants	12.1	4 904 058	1 542 767
Deferred income – Unspent conditional government grants	12.2	28 898 150	30 925 733
TOTAL LIABILITIES		**150 382 800**	**143 211 432**
NET ASSETS		**2 562 088 890**	**2 573 489 400**
Retained Earnings/Accumulated Loss		46 272 005	57 672 515
Heritage Asset Valuation Reserve	13	2 515 816 885	2 515 816 885
TOTAL NET ASSETS AND LIABILITIES		**2 712 471 690**	**2 716 700 832**

Iziko Museums of South Africa Annual Financial Statements **for the Year Ended 31 March 2025**

Statement of Financial Perfomance at 31 March 2025

	Notes	2025 R	Restated 2024 R
REVENUE		**203 711 171**	**207 095 117**
Revenue from non-exchange transactions		**175 946 763**	**178 873 958**
Government Grant: Subsidy - Department of Sport, Arts and Culture	17	102 114 000	103 383 000
Government grant – Conditional Grants – Department of Sport, Arts and Culture	12.2	8 614 884	18 590 581
Service in Kind Income	14	57 599 147	51 892 887
Sponsorship		4 141 181	4 757 365
Cash and asset donations	15	3 477 550	250 125
Revenue from exchange transactions		**27 764 408**	**26 314 901**
Interest earned - external investments	16	12 979 685	13 651 834
Admission fees		10 480 119	9 066 842
Rental income		2 365 824	1 939 517
Other Revenue from exchange transactions	18	1 938 780	1 656 707
Other Income			
Post-retirement Actuarial Gain	11	-	1 906 258

Statement of Financial Perfomance at 31 March 2025

	Notes	2025 R	Restated 2024 R
EXPENSES		**215 111 681**	**212 866 265**
Employee Related Costs	19	84 089 126	83 109 273
Depreciation and amortisation expenses		2 526 711	8 428 902
Post Retirement Actuarial Finance Costs	11	8 712 142	7 980 543
Post Retirement Actuarial Loss	11	4 008 294	-
General expenses	20	115 776 032	113 347 548
NET DEFICIT FOR THE YEAR		**(11 400 510)**	**(5 771 148)**

Iziko Museums of South Africa Annual Financial Statements **for the Year Ended 31 March 2025**

Statement of Changes In Net Assets for the Year Ended 31 March 2025

		Heritage Asset Valuation Reserve R	Accumulated Surplus R	Total net assets and reserves R
Opening Balance as previously reported		**2 518 205 814**	**72 535 303**	**2 590 741 117**
Correction of errors	28	(2 388 930)	(8 324 081)	**(10 713 010)**
Balance at 1 April 2023 - restated		**2 515 816 884**	**64 211 222**	**2 580 028 107**
Deficit for the year		-	**(5 771 148)**	**(5 771 148)**
Correction of errors	28	-	(767 559)	(767 559)
Total recognised income and expenses for the year		-	**(5 771 148)**	**(5 771 148)**
Balance at 1 April 2024 - restated		**2 515 816 884**	**57 672 515**	**2 573 489 400**
Deficit for the year		-	(11 400 510)	(11 400 510)
Balance at 31 March 2025		**2 515 816 884**	**46 272 005**	**2 562 088 890**

Cash flow Statement for the Year Ended 31 March 2025

	Notes	2025 R	2024 R
Cash flows from operating activities			
Receipts			
Cash receipts from non-exchange transactions		121 960 404	127 183 475
Cash receipts from exchange transactions		12 679 262	13 004 302
Interest income		12 974 172	13 601 776
		147 613 838	**153 789 553**
Payments			
Employee Costs		(78 519 361)	(79 305 235)
Suppliers		(76 459 629)	(53 175 872)
		(154 978 990)	(132 481 107)
Net cash flows from operating activities	21	**(7 365 152)**	**21 308 446**
Cash flows from investing activities			
Purchase of property, plant and equipment		(13 652 276)	(8 131 950)
Purchases of heritage assets		(1 360 760)	(1 044 033)
Net cash flows from investing activities		(15 013 036)	(9 175 983)
Net increase in cash and cash equivalents		**(22 378 188)**	**12 132 463**
Cash and cash equivalents at beginning of the year		170 083 510	157 951 047
Cash and cash equivalents at end of the year		**147 705 322**	**170 083 510**

Iziko Museums of South Africa Annual Financial Statements **for the Year Ended 31 March 2025**

Statement of Comparison of Budget And Actual Amounts

							2 025 R
	Notes	Approved Budget	Adjustments	Final Approved Budget	Actual Amounts on comparable basis	Variances between Actual and final budget	
						R	%
REVENUE		**257 425 155**	**(19 537 730)**	**237 887 425**	**203 711 171**	**(34 176 254)**	**-14%**
Revenue from non-exchange transactions		**232 444 529**	**(21 058 746)**	**211 385 783**	**175 946 763**	**(35 439 020)**	**-17%**
Government Grant: Subsidy - DSAC		102 114 000	-	102 114 000	102 114 000	-	0%
Government grant: Conditional Grants -DSAC	26A, M	28 462 382	(11 890 276)	16 572 106	8 614 884	(7 957 222)	-48%
Service in Kind - Property	26B, N	50 592 404	1 895 162	52 487 566	57 599 147	5 111 581	10%
Leases	26C, O	4 578 144	(2 126 883)	2 451 261	4 141 181	1 689 920	69%
Sponsorship	26D, P	1 475 488	(911 105)	564 383	3 477 551	2 913 168	516%
Cash and asset donations	26E, Q	45 222 111	(8 025 644)	37 196 467	-	(37 196 467)	-100%
Employment of Reserves							
Revenue from exchange transactions		**24 980 626**	**1 521 016**	**26 501 642**	**27 764 408**	**1 262 766**	**5%**
Interest revenue	26R	13 184 701	(88 242)	13 096 459	12 979 685	(116 774)	-1%
Admission fees	26F, S	7 735 379	1 217 108	8 952 487	10 480 120	1 527 633	17%
Rental income	26G, T	2 044 900	(88 642)	1 956 258	2 365 824	409 566	21%
Fair value gain		-	-	-	-	-	
Other Revenue from exchange transactions	26H, U	2 015 646	480 792	2 496 438	1 938 780	(557 658)	-22%
		-		-	-		
Other Income							
Post Retirement Actuarial Gain							
EXPENSES		**257 425 155**	**(19 537 730)**	**237 887 425**	**215 111 682**	**(22 775 743)**	**-10%**

Statement of Comparison of Budget and Actual Amounts

						2 025 R	
	Notes	Approved Budget	Adjustments	Final Approved Budget	Actual Amounts on comparable basis	Variances between Actual and final budget	
						R	%
Employee Related Costs	26V	117 771 096	(30 008 495)	87 762 601	84 089 126	(3 673 475)	-4%
Depreciation and amortisation expenses	26I, W	10 106 912	(202 871)	9 904 041	2 526 711	(7 377 954)	-74%
Post Retirement Actuarial Finance Costs	26J, X	-	7 913 383	7 913 383	8 712 142	798 759	10%
Post Retirement Actuarial Loss	26K	-	-	-	4 008 294	4 008 294	
General expenses	26L, Y	129 547 147	2 760 253	132 307 400	115 776 032	(16 531 368)	-12%
						-	
NET DEFICIT FOR THE YEAR		**-**	**-**	**-**	**(11 400 510)**	**(11 400 510)**	

Accounting Policies

1. Basis of Preparation

The AFS have been prepared in accordance with the effective GRAP Standards, including any interpretations and directives issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act, (Act No 1 of 1999).

The AFS were prepared on the accrual basis of accounting and incorporate the historical cost conventions as the basis of measurement, except where specified otherwise.

Assets, liabilities, revenues and expenses were not offset, except where offsetting is either required or permitted by a Standard of GRAP. Items of revenue and expenditure are classified based on their nature, not their function.

The principal accounting policies, applied in the preparation of these financial statements, are set out below.

1.1 Presentation currency

These AFS are presented in South African Rand, which is the functional currency of Iziko Museums of South Africa.

1.2 Going concern assumption

These AFS have been prepared based on the expectation that Iziko will continue to operate as a going concern on a basis consistent with the prior year for at least the next 12 months.

1.3 Significant Judgements and Sources of Estimation Uncertainty

In preparing the AFS in conformity with GRAP, management has made the following significant accounting judgments, estimates and assumptions which have the most significant effect on amounts recognised in the AFS and related disclosures. Future actual results could differ from these estimates. Estimates and assumptions are based on historical experience and expectation of future events and are reviewed periodically. The effect of changes in estimates are accounted for on a prospective basis.

Useful lives of property, plant and equipment

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

Post-retirement benefits

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

Impairment of receivables

In determining whether an impairment loss should be recognised, judgement is made as to whether there were observable data indicating a measurable decrease in the estimated future cash flows from receivables. Where there is objective evidence of impairment loss, the present value of the future cash flows discounted at the original effective interest rate is determined and compared to the carrying value of receivables.

Impairment of non-cash generating assets

Assets are held by Iziko with the objective of using them for service delivery purposes, rather than for a commercial return.

Iziko assesses at each reporting date whether there is any indication that a non- cash-generating asset may be impaired. If any such indication exists, Iziko estimates the recoverable service amount of the asset. These calculations require the use of estimates and assumptions.

1.4 Inventories

Inventories are initially measured at cost, except when acquired through a non-exchange transaction, in which case they are measured at fair value at the date of acquisition, in accordance with GRAP 12.47.

Subsequent to initial recognition, inventories are measured at the lower of cost and current replacement cost, in accordance with GRAP 12.50A. The cost is determined using the first-in, first-out (FIFO) method.
Where inventories are held for distribution at no charge or for a nominal charge, the cost is compared with current replacement cost. If current replacement cost is lower than cost, the carrying amount of the inventories is adjusted and the loss is recognised as an inventory valuation adjustment in the Statement of Financial Performance.

Obsolete, damaged, redundant or slow-moving inventories are periodically reviewed. Where necessary, appropriate valuation adjustments are made to reflect such items at their current replacement cost. These adjustments are recognised as inventory valuation adjustments in the Statement of Financial Performance. Reversals of such adjustments are made where the circumstances that previously gave rise to them no longer exist.
No inventories are pledged as security for liabilities.

1.5 Cash and cash equivalents

Cash and cash equivalents are recognised in the statement of financial position at cost.
For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held on call with banks and the Corporation for Public Deposits at the South African Reserve Bank.

1.6 Payables from Non-Exchange Transactions

Payables from non-exchange transactions include amounts due to donors in respect of:

- Unspent funds from conditional government grants where all conditions have been met and any remaining funds are refundable to the donor;
- Surplus funds remaining after completion of donor-funded projects, where the terms of the agreement require repayment; and
- Refundable deposits received from donors pending utilisation in accordance with agreed terms.

Payables from non-exchange transactions are recognised when the obligation arises, and it is probable that an outflow of resources will be required to settle the obligation. These are measured at the amount required to settle the obligation at the reporting date.

Payables from non-exchange transactions are presented separately from deferred income (liabilities for funds received with outstanding conditions), which are disclosed in accordance with GRAP 23.

1.7 Financial instruments

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

Class Category

Receivables from exchange transactions
Receivables from non-exchange transactions

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

Class Category

Unspent conditional grants
Trade and other payables from exchange transactions
Other financial liabilities

Initial recognition

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

Initial measurement of financial assets and financial liabilities

Financial assets and financial liabilities are initially measured at fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

Subsequent measurement of financial assets and financial liabilities

Financial assets and financial liabilities after initial recognition are measured at amortised cost. For financial assets and financial liabilities measured at amortised cost a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

Financial assets

Iziko assesses at the end of each reporting period, whether there is any objective evidence that a financial asset or group of financial assets is impaired.

If there is objective evidence that an impairment loss on financial assets measured at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account.

The calculation in respect of the impairment of receivables is based on an assessment of the extent to which trade receivables have defaulted on payments already due, and their ability to make payments.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed directly OR by adjusting an allowance account. The reversal does not result in a carrying amount of the financial asset that exceeds what the amortised cost would have been had the impairment not been recognised at the date the impairment is reversed. The amount of the reversal is recognised in surplus or deficit.

Iziko derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, are settled or waived. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in surplus.

Financial liabilities

Iziko removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished – i.e., when the obligation specified in the contract is discharged, cancelled, expires or waived. The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit.

Any liabilities that are waived, forgiven or assumed by another entity by way of a non-exchange transaction are accounted for in accordance with the Standard of GRAP on Revenue from Non-exchange Transactions (Taxes and Transfers).

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

Losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit. A financial asset and a financial liability are only offset, and the net amount presented in the statement of financial position when an entity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

1.8 Property, Plant and Equipment

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

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

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

Where an asset is acquired at no cost, or for a nominal cost, its cost is its fair value as at date of acquisition. The depreciation charge for each period is recognised in surplus or deficit, unless it is included in the carrying amount of another asset.

Items of property, plant and equipment are depreciated on the straight-line basis over their expected useful lives, to the estimated residual value as follows:

Asset Class	Estimated useful life
Furniture	2-20 years
Vehicles	2-25 years
Equipment	2-25 years
Computers	2-25 years
Fibre optic network	2-30 years
Leasehold improvement	2-30 years

The residual value, and the useful life and depreciation method of each asset are reviewed at the end of each reporting period. Where fully depreciated assets are still in use, the useful lives of assets are re-estimated, and the useful life of these assets extended.

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

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

Annual Reassessment of Useful Life

The useful life of assets is reassessed on an annual basis to ensure that the estimated useful lives are still appropriate. When a change in the estimated useful life is identified, the change is accounted for as a change in accounting estimates.

1.9 Intangible Assets

An intangible asset is identifiable by Iziko as an intangible asset when:

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

Iziko recognises an intangible asset when:

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

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

Iziko assesses the probability of expected future economic benefits or service potential using reasonable and supporting assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

Intangible assets are derecognised when the asset is disposed of, or when no further benefits or service potential can be expected from the use of the asset.

The gain or loss arising from de-recognition of Intangible assets is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item and is included in surplus or deficit when the item is derecognised.

Intangible assets are amortised on the straight-line basis over their expected useful lives, to the estimated residual values as follows:

Computer Software	2-15 years
Planetarium licenses	2-50 years

1.10 Heritage Assets

Recognition

Iziko recognises a heritage asset as an asset if:

- It is probable that future economic benefits or service potential associated with the asset will flow to Iziko; and
- The cost or fair value of the asset can be reliably measured
- If, while collecting specimens, and before research is undertaken, it cannot be concluded that the specific specimen (a) has a cultural, environmental, historical, natural, scientific, technological or artistic significance; and (b) is to be held indefinitely for the benefit of present and future generations, the asset held for future research has not met the definition of a heritage asset.

Iziko will assess the degree of certainty attached to the flow of future service potential or economic benefits of assets which, on initial recognition, do not meet the recognition criteria of heritage assets because of the need for further evaluation and research. Where research to identify, analyse and classify heritage items is undertaken, the items will be recorded and controlled.

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

Measurement

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

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

The following terms are used in Directive 7 with the meanings specified:

- Acquisition cost: When an entity initially recognises assets such as items of property, plant and equipment, investment properties, intangible assets and heritage assets using the Standards of GRAP, it measures those assets using either cost (if the asset is acquired in an exchange transaction) or at fair value (if the asset is acquired in a non-exchange transaction). This cost or fair value on initial acquisition of an asset is the acquisition cost.
- Deemed cost: Deemed cost is a surrogate value for the cost or fair value of an asset at its initial acquisition, and is determined by reference to the fair value of the asset at the date of adopting the Standards of GRAP measurement date.
- Measurement date (for purposes of Directive 7): Measurement date is the date that an entity adopts the Standards of GRAP, and is the beginning of the earliest period for which an entity presents full comparative information in its first financial statements prepared using Standards of GRAP

For the purposes of Directive 7, the measurement of assets at fair value on the adoption of the Standards of GRAP does not constitute:

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

Initial Entries Using Deemed Cost

Iziko initially measured heritage assets using the deemed cost approach. The Valuation Reserve was created on initial measurement of the heritage assets, at deemed cost and is non-distributable.

Valuation of Heritage Assets

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

The fair value will be ascertained by reference to quoted prices in an active and liquid market (GRAP 103 46).

Valuation Techniques

Where the fair value of an asset cannot be determined, and where no evidence is available to determine the market value in an active market of a heritage asset, a valuation technique may be used to determine its fair value. Valuation techniques include using recent arm's length market transactions between knowledgeable, willing parties, if available, and reference to the current fair value of other heritage assets that have substantially similar characteristics in similar circumstances and locations, adjusted for any specific differences in circumstances.

If there is a valuation technique commonly used by market participants to price such an asset, and that technique has been demonstrated to provide reliable estimates of prices obtained in actual market transactions, the entity may use that technique in determining the fair value (GRAP 103 47).

Inability to Value

Where no value can be placed on an item, it will not be recognised, but information should be disclosed about such items and the reason why such items cannot be valued (GRAP 103 17).Where Iziko holds an asset that might be regarded as a heritage asset, but which, on initial recognition, does not meet the recognition criteria of heritage assets because it cannot be reliably measured, relevant and useful information about it is disclosed in the notes to the AFS. The works, objects and specimens in the various collections which have not been valued, are recorded and controlled in the register.

Valuing an Entire Collection

In determining the fair value of a collection, the entity should consider whether the entire collection has a higher value than the sum of the values of the individual items making up that collection.

Under such circumstances, the carrying value of the entire collection may need to be reassessed when a group of individual heritage assets constitutes a collection. If items are removed from the collection, the value of the collection may also need to be reassessed (GRAP 103 45).

Heritage Asset Classification

Iziko has recognised the following classes of heritage assets:

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

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

Heritage Assets on Loan to Other Institutions

Iziko maintains loan registers in all its collections under long and short terms loan agreements. Loan materials may also be deposited at Iziko by institutions for which the entity may have legal or statutory obligations related to these loan materials. In instances where loan agreements do not exist, loans are not recognised as heritage assets unless ownership has been established.

Lost or Missing Heritage Assets

Heritage assets that are not located during the physical inventory process are classified as "Items not found." Upon this classification, such assets are derecognised from the asset register and financial statements, as they no longer meet the recognition criteria under GRAP 103.

The derecognition of these items is based on the presumption that no future economic benefits or service potential will flow from them due to their unavailability.

A formal de-accessioning process is followed, and the derecognition is recognised as a loss in the Statement of Financial Performance. If such assets are located after derecognition, they are recognised as newly identified heritage assets in accordance with GRAP 103.

Subsequent Measurement

Iziko has elected the cost model for subsequent measurement of heritage assets. When the cost model is used, heritage assets are subsequently carried at cost less any accumulated impairment losses. Where a heritage asset is acquired through a non-exchange transaction, its cost shall be measured at its fair value as at the date of acquisition.

Impairment

At each reporting date, Iziko assesses whether there are indications of impairment. If any such indications exist, Iziko estimates the recoverable amount or the recoverable service amount of the heritage asset.

Transfers

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

De-recognition

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

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

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

1.11 Heritage Asset Valuation Reserve

The Heritage Asset Valuation Reserve represents the cumulative deemed values assigned to heritage assets upon their initial recognition. This reserve is adjusted only when:

- Newly identified heritage assets are recognised at deemed value; or
- Existing heritage assets are derecognised or impaired.

No adjustments are made to the reserve for subsequent revaluations, as the entity does not revalue heritage assets after their initial recognition.

1.12 Leases

Operating Leases – Lessor
Rental income from operating leases is recognised as an income on a straight-line basis over the lease term.

The difference between the amounts is recognised as revenue and included in the Statement of Financial

Performance; and the contractual payments are recognised as an operating lease asset or liability and included in the Statement of Financial Position.

Operating Leases – Lessee
Operating lease payments are recognised as an expense on a straight-line basis over the lease term.

The difference between the amounts is recognised as an expense and charged to the Statement of Financial Performance; and the contractual payments are recognised as an operating lease asset or liability and included in the Statement of Financial Position.

1.13 Employee Benefits

Short-term Employee Benefits
The cost of short-term employee benefits (those payable within 12 months after the service is rendered, such as paid leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which services are rendered as detailed in note 19.

Short-term employee benefits include:

- wages, salaries and social security contributions;
- short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service;
- bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service; and
- When an employee has rendered service to the entity during a reporting period, the entity recognises the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:
- as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, the entity recognises that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset. The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs. The entity measures the expected cost of accumulating compensated absences as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

Post-employment benefits

Actuarial valuations are conducted every three (3) years for the museums pension fund and on an annual basis for the medical aid benefit fund, by independent actuaries, separately for each plan Actuarial gains and losses are recognised, in full, in the Statement of Financial Performance in the year that they occur. Past service costs are recognised immediately to the extent that the benefits are already vested and are otherwise amortised on a straight-line basis over the average period until the amended benefits become vested.

Defined Contribution Plans

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

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

Defined Benefit Plans

For defined benefit plans, the cost of providing the benefits is determined using the projected credit method.

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

Post-retirement Medical Benefit

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

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

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

Valuation of these obligations is carried out by independent, qualified actuaries. Key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date are used for the post-retirement medical liability, as per the actuarial valuation disclosed (See note 11). The amount accrued for post-retirement medical benefits is included within non-current liabilities

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

1.14 Provisions and Contingencies

Provisions are recognised when:

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

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

Provisions are not recognised for future operating deficits.

A contingent asset is a possible asset that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

A contingent liability is:

- a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- a present obligation that arises from past events but is not recognised because:
- it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- the amount of the obligation cannot be measured with sufficient reliability

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in the notes below.

1.15 Revenue from Exchange Transactions

The full amount of revenue from exchange transactions in which the entity receives assets or services, or has liability extinguished, and gives approximately equal value (primarily in the form of goods, services or use of assets) to a willing party in an arm's length transaction is recognised, and any impairment losses are subsequently recognised.

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

Sale of Goods

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

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

Interest and Rental Income

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

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

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

Rendering of Services

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

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

- The amount of revenue can be measured reliably;

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

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

Concessions

As part of Iziko's strategic objectives of allowing access and enhancing the museum experience to the broader community, Iziko offers free entry to all its museums to members of the public on certain holidays and on certain commemorative days. In addition, concessionary rates are granted to learners, school groups and pensioners, as well as waiving venue hire fees for not for-profit organisations where appropriate. The value of concessions granted is not recognised nor disclosed in the AFS.

1.16 Revenue from Non-exchange Transactions

Non-exchange transactions are transactions where the entity received revenue from another entity without giving approximately equal value in exchange.
Revenue from non-exchange transactions consist of government grants, conditional government grants, public donations, sponsorships and service in kind income and are measured at fair value.

Government grants without any conditions attached and donations received, or receivable are recognised when the resources that have been transferred meet the criteria for recognition as an asset and there is not a corresponding liability in respect of related conditions. Where donations are received in the form of property, plant and equipment, they are recognised when the risks or rewards of ownership have transferred to the entity.

Revenue from sponsorships and conditional government grants is recognised when all conditions associated with the contribution have been met or, where the contribution is to finance property, plant and equipment, when such items of property, plant and equipment qualify for recognition and first becomes available for use by the entity. Where the entity has not met the related conditions that would entitle it to the revenue, a liability is recognised.

Services in-kind

Services in kind are recognised at its fair value when it is significant to the operations and/or service delivery objectives and when it is probable that the future economic benefits or service potential will flow to the entity and the fair value of the assets can be measured reliably. If the services in-kind are not significant to the operations and/or service delivery objectives and/or do not satisfy the criteria for recognition, only the nature and type of services in-kind received during the reporting period is disclosed.

1.17 Irregular expenditure

Irregular expenditure is charged against the statement of financial performance in the period in which they are incurred. Irregular expenditure not confirmed (alleged) is not disclosed in the notes to the financial statements. Where a transaction has been confirmed as irregular expenditure, and further determination to identify facts and losses related to the transaction are in progress, such irregular expenditure amount will be disclosed in the irregular expenditure note; and progress of irregular expenditure shall also be disclosed.

Irregular expenditure where confirmed, is investigated in order to establish facts whether the transgression is related to fraudulent, corrupt and other criminal conduct. The amount(s) of losses determined shall be recovered in the current financial year (if practical); and amount(s) of losses recovered shall be disclosed in the irregular expenditure note under Amount(s) not Condoned and Recoverable.

If it can be demonstrated that it is impractical to determine total losses incurred, the details and reasons as to why the amount cannot be quantified shall be disclosed.

For irregular expenditure where losses incurred are irrecoverable, amount(s) of losses that are irrecoverable shall be determined and the writing off of such amount(s) shall be considered or disclosed in the irregular expenditure note under Amount(s) not Condoned and not Recoverable. For irregular expenditure where losses were not incurred and value for money was achieved, and the transgression was free of fraudulent, corrupt or other criminal conduct; request condonation of irregular expenditure; and if amount(s) of irregular expenditure are condoned by the relevant authority the amount(s) shall be disclosed in the irregular expenditure note as Current year amount(s) Condoned for the current year.

If irregular expenditure was not condoned by the relevant authority, the irregular expenditure shall be presented to the accounting officer or accounting authority for removal; and amount(s) of losses disclosed as irrecoverable in the irregular expenditure note under Amount(s) not Condoned and not Recoverable. If fraudulent, corrupt or other criminal conduct is alleged or confirmed, the relevant steps required in terms of Treasury Regulations 33 and the debt management policy of Iziko shall be followed and reported in terms of section 34 of the Prevention and Combating of Corrupt Activities Act. Supplementary disclosure on criminal proceedings instituted must be included.

1.18 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised. All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the correction of error in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue as a correction of error.

1.19 Commitments

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

Commitments for which disclosure is necessary to achieve a fair presentation should be disclosed in a note to the financial statements, if both the following criteria are met:

- Contracts should be non-cancellable or only cancellable at significant cost (for example, contracts for computer or

- building maintenance services); and
- Contracts should relate to something other than the routine, steady, state business of the entity – therefore salary
- commitments relating to employment contracts or social security benefit commitments are excluded

1.20 Accounting Policies, Estimates and Errors

Change in accounting estimate

Change in accounting estimate result from new information and new developments and are not correction of errors.

The effect of a change in accounting estimate shall be recognised prospectively by including it in surplus or deficit in:

- the period of the change, if the change affects that period only; or
- the period of the change and future periods, if the change affects both.

To the extent that a change in an accounting estimate gives rise to changes in assets and liabilities, or relates to an item of net assets, it shall be recognised by adjusting the carrying amount of the related asset, liability or item of net assets in the period of the change.

Prior period errors

A prior period error shall be corrected by retrospective restatement except to the extent that it is impracticable to determine either the period-specific effects or the cumulative effect of the error. When it is impracticable to determine the period-specific effects of the error on comparative information for one or more prior periods presented, the entity shall restate the opening balances of the assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable (which may be the current period).

When it is impracticable to determine the cumulative effect, at the beginning of the current period, the entity shall restate the comparative information to correct the error prospectively from the earliest date practicable.

Change in Accounting policies

Iziko shall change an accounting policy only if the change:

- is required by a standard of GRAP; or
- results in the financial statements providing reliable and more relevant information about the effects of the transactions, other events or conditions on the entity's financial position, financial performance or cash flows.

A change in accounting policy shall be applied retrospectively, except to the extent that it is impracticable to determine either the period-specific effects or the cumulative effect of the change.

When is it impracticable to determine the period-specific effects of changing an accounting policy on comparative information of one or more prior periods presented, Iziko shall apply the new accounting policy to the carrying amounts of the assets and liabilities as at the beginning of the earliest period of which retrospective application is practicable, which may be the current period, and shall make a corresponding adjustment to the opening balance of each affected component of net assets for that period.

When it is impracticable to determine the cumulative effect, at the beginning of the current period, of applying a new accounting policy to all prior periods, Iziko shall adjust the comparative information to apply the new accounting policy prospectively from the earliest date practicable.

1.21 Transfer of Functions between entities under common control

Identifying the transfer date

The transfer date is the date on which the acquirer obtains control, and the transferor / transferor loses control over a function.

Assets are accounted for the assets acquired and liabilities assumed in its financial statements from the transfer date. The transferor will derecognise and / or remove the assets transferred and liabilities relinquished in its financial statements from that date.

Recognition, recording and measurement

As acquirer, Iziko shall recognise the purchase consideration paid to the transferor and recognise/record all the assets acquired and liabilities assumed in a transfer of functions as at the transfer date. The assets acquired and liabilities assumed shall be measured at their carrying amounts.

The carrying amount of an asset acquired, or a liability assumed is the amount at which the asset or liability is recognised/recorded by the transferor in its statement of financial position or notes as of the transfer date.

All acquisition related costs, such as advisory, legal, accounting, other professional and consulting fees are expensed by Iziko in the period in which the costs are incurred, and the services are received.

The assets and liabilities that qualify for recognition and / or recording under a transfer of functions must meet the definition of an asset or a liability.

Measurement period

Iziko makes use of a measurement period of two (2) years from the date of the transfer date to allow sufficient to make the classifications or designations of the assets and liabilities on the basis of the terms of the binding arrangement, economic conditions, operating or accounting policies and other relevant conditions that exist at the transfer date. The measurement period will allow sufficient time for Iziko to conduct the research required to determine of the assets have heritage or other value. During the measurement period, Iziko shall retrospectively recognise/record adjustments to the amounts as if the accounting for the transfer of functions had been completed at the transfer date. Thus, Iziko shall revise comparative information for prior periods presented in financial statements as needed.

The revision of prior period transfer of function amounts during the measurement period is not a prior period error unless the revised amounts are erroneous.

Subsequent measurement

Subsequent to the transfer, all assets and liabilities recognised are measured at amortised cost. For assets and liabilities measured at amortised cost a gain or loss is recognised in surplus or deficit when the asset or liability is derecognised or impaired, or through the amortisation process.

1.22 Events after reporting date

Iziko will adjust the amount recognised in the financial statements to reflect adjusting events that occur between the reporting date and the date when the financial statements are authorised for issue, once the event occurred. Iziko will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.

1.23 Related Parties

A related party is a person or an entity with the ability to control the Entity either individually or jointly, or with the ability to exercise significant influence over the Entity, or vice versa.

All individuals from the level of Senior Management at Iziko are responsible for planning, directing and controlling the activities of the entity, including those charged with the governance in accordance with legislation, in instances where they are required to perform such functions, and are therefore related parties. Close members of the family of these persons are those family members who may be expected to influence or be influenced by them persons in their dealings with Iziko and are also considered to be related parties.

Iziko is exempt from all the disclosure requirements in relation to related party transactions if that transaction occurs within:

(a) normal supplier and/or client/recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect the entity to have adopted if dealing with that individual entity or person in the same circumstances; and

(b) terms and conditions within the normal operating parameters established by that reporting entity's legal mandate.

Narrative information about the nature of the transactions and any outstanding balances are disclosed in relation to these exempt related party transactions. Related party transactions are disclosed in note 24.

1.24 New Standards and interpretations

The following standards of GRAP and/or amendments thereto have been approved by the Accounting Standards Board but will only become effective in future periods or have not been given an effective date by the Minister of Finance. The entity has not early adopted any of these new standards or amendments thereto, but has referred to them for guidance in the development of accounting policies in accordance with GRAP 3 as read with Directive 5:

Standards/ interpretations	Early adoption	Expected impact
Amendments to GRAP 1 on Presentation of Financial Statements (2019)	No	The adoption of this standard is not expected to impact on the results of Iziko, but may result a difference in the disclosure on going concern and events after reporting date.
Amendments to GRAP 103: Heritage assets	No	The adoption of this standard is not expected to impact on the results of Iziko but may result a different presentation and disclosure of heritage assets than is currently provided in the annual financial statements in particular reassessment of the implications of adopting accounting policies for material items based on Standards of GRAP as well as applying alternative accounting treatments for immaterial items.

Standards/ interpretations	Early adoption	Expected impact
Amendments to GRAP 104: Financial Instruments		The effective date is 1 April 2025 and early adoption of the entire standard is permitted. Iziko expects to adopt the amendment for the first time on 1 April 2025. The adoption of this standard is expected to impact on the way in which financial instruments are classified, how amortised cost is determined, how and when financial assets are assessed for impairment. New disclosures on credit risk management practices, evaluation of credit losses on financial performance and position, and credit risk exposure. Offsetting financial assets and financial liabilities.
GRAP 105: Transfer of Functions Between Entities Not Under Common Control	No	The effective date is 1 April 2025 and early adoption of the entire standard is permitted. Iziko expects to adopt the amendment for the first time on 1 April 2025. The adoption of this standard is expected to impact on the way in which financial instruments are classified, how amortised cost is determined, how and when financial assets are assessed for impairment. New disclosures on credit risk management practices, evaluation of credit losses on financial performance and position, and credit risk exposure. Offsetting financial assets and financial liabilities.
GRAP 106: Transfer of Functions Between Entities Not Under Common Control	No	No Impact on the Annual financial Statements.
GRAP 107: Mergers	No	The effective date is 1 April 2025 and early adoption of the entire standard is permitted. Iziko expects to adopt the amendment for the first time on 1 April 2025. The adoption of this standard is expected to impact on the way in which financial instruments are classified, how amortised cost is determined, how and when financial assets are assessed for impairment. New disclosures on credit risk management practices, evaluation of credit losses on financial performance and position, and credit risk exposure. Offsetting financial assets and financial liabilities
Amendments	No	Impact expected to clarify interpretation and disclosures noted for preparers

Notes to the Annual Financial Statements

2. Property, Plant and Equipment

							2025 R
	Furniture	**Vehicles**	**Equipment**	**Computers**	**Fibre Optic Network**	**Leasehold Improve-ment**	**TOTAL**
Gross carrying amount the beginning of year	18 398 648	2 611 456	53 310 044	25 209 023	4 990 320	8 883 103	113 402 594
Accumulated depreciation at beginning of year	(16 012 278)	(783 388)	(41 387 325)	(19 752 351)	(3 222 915)	(5 414 557)	(86 572 815)
Net carrying amount the beginning of year	**2 386 370**	**1 828 068**	**11 922 718**	**5 456 672**	**1 767 405**	**3 468 546**	**26 829 777**
Additions - Purchases	772 731	-	3 859 913	7 940 619	-	1 079 013	**13 652 276**
Additions - Donations	-	-	-	-	-	-	-
Acquisitions -adjustment	-	-	-	-	-	-	-
Acc Depreciation – on adjustment	(619)	-	-	-	-	931	312
Depreciation expense for the year	**(794 874)**	**(169 172)**	**(650 422)**	**(322 895)**	**(226 833)**	**(716 611)**	**(2 880 807)**
Net carrying amount at end of year	**2 363 608**	**1 658 896**	**15 132 210**	**13 066 395**	**1 540 572**	**3 831 879**	**37 601 558**
Gross carrying amount the end of year	19 171 379	2 611 456	57 169 957	33 141 642	4 990 320	9 962 116	127 046 869
Accumulated depreciation at end of year	(16 807 771)	(952 560)	(42 037 747)	(20 075 247)	(3 449 748)	(6 130 237)	(89 453 311)

							2024 R
	Furniture	Vehicles	Equipment	Computers	Fibre Optic Network	Leasehold Improve-ment	TOTAL
Gross carrying amount the beginning of year	18 383 423	1 183 605	47 502 929	24 327 264	4 990 320	8 883 103	105 270 643
Accumulated depreciation at beginning of year	(14 498 273)	(690 220)	(37 105 653)	(17 219 627)	(3 181 329)	(4 598 971)	(77 294 072)
Net carrying amount the beginning of year	**3 885 148**	**493 385**	**10 397 276**	**7 107 637**	**1 808 991**	**4 284 132**	**27 976 571**
Additions - Purchases	15 225	1 427 851	5 807 115	881 759	-	-	8 131 950
Depreciation expense for the year	**(1 514 172)**	**(93 168)**	**(4 281 673)**	**(2 532 726)**	**(41 586)**	**(815 586)**	**(9 278 911)**
Net carrying amount at end of year	**2 386 368**	**1 828 068**	**11 922 718**	**5 456 672**	**1 767 405**	**3 468 546**	**26 829 777**
Gross carrying amount the end of year	18 398 646	2 611 456	53 310 043	25 209 023	4 990 320	8 883 103	113 402 593
Accumulated depreciation at end of year	(16 012 278)	(783 388)	(41 387 325)	(19 752 351)	(3 222 915)	(5 414 557)	(86 572 815)

Re-estimation of Useful Life

- During the current financial year, the entity revised the estimated useful lives of certain assets based on updated assessments of their expected usage patterns. This revision resulted in a decrease in depreciation expense of R5 887 887 for the year ended 31 March 2025 (2024: R2,298,757).

Restrictions on Title

- There are no restrictions on the title of property, plant and equipment.
- No items of property, plant and equipment have been pledged as securities for liabilities.

Repairs and Maintenance

Included in repairs and maintenance is expenditure incurred to repair and maintain property, plant and equipment amounting to R 249 216 (2024: 575 337).

Contractual Commitments

Contractual commitments disclosed refer to agreements entered on or before the end of the financial year for the purchase of major items of property, plant and equipment, intangible and heritage assets in subsequent accounting periods, and where delivery has not taken place at the reporting date.

As at 31 March 2025, Iziko had the following contractual commitments for the acquisition of property, plant and equipment:

	2025	2024
Asset Class	**R**	**R**
Furniture	82 669	28 304
Equipment	725 706	316 653
Computer Equipment	-	606 193
TOTAL	**808 374**	**951 150**

3. Intangible Assets

Intangible assets comprise computer software and planetarium licences, both of which are acquired externally. No internally generated intangible assets are recognised as at 31 March 2025.

			2025 R
	Computer Software	Planetarium Licences	TOTAL
Net carrying amount at beginning of year	**175 752**	**1 428 823**	**1 604 575**
Gross carrying amount at beginning of year	3 182 868	2 536 886	5 719 754
Accumulated Amortisation at beginning of year	(3 007 116)	(1 108 063)	(4 115 179)
Reversal of Amortisation expense for the year	649 643	(295 234)	354 409
Net carrying amount at end of year	**825 395**	**1 133 589**	**1 958 984**
Cost	3 182 868	2 536 886	5 719 754
Accumulated Amortisation at end of year	(2 357 473)	(1 403 297)	(3 760 770)

			2024 R
	Computer Software	Planetarium Licences	TOTAL
Net carrying amount at beginning of year	**524 087**	**1 497 848**	**2 021 935**
Gross carrying amount at beginning of year	3 182 868	2 536 886	5 719 754
Accumulated Amortisation at beginning of year	(2 658 781)	(1 039 038)	(3 697 819)
Amortisation expense for the year	(348 335)	(69 025)	(417 360)
Net carrying amount at end of year	**175 752**	**1 428 823**	**1 604 575**
Cost	3 182 868	2 536 886	5 719 754
Accumulated Amortisation at end of year	(3 007 116)	(1 108 063)	(4 115 179)

Acquisition of Intangible Assets

All intangible assets recognised by the entity have been acquired through external procurement. This includes:

- Computer software, acquired under standard commercial licences for operational use by the entity.
- Planetarium licences, acquired from third-party vendors for use in digital dome shows and educational programming.

The recognition of these assets meets the criteria of identifiability, control, and the expectation of future economic or service potential.

Re-estimation of Useful Life

- During the current financial year, the entity revised the estimated useful lives of certain assets based on updated assessments of their expected usage patterns. This revision resulted in a decrease in amortisation expenses of R112 746 for the year ended 31 March 2025 (2024: Rnil).

Restrictions on Title

- There are no restrictions on the title of intangible assets held by the entity.
- No intangible assets have been pledged as securities for liabilities.

Repairs and Maintenance

There was no expenditure incurred on the repair or maintenance of intangible assets during the financial year ended 31 March 2025 (2024: Rnil).

Contractual Commitments

As at 31 March 2025, there were no contractual commitments for the acquisition or development of intangible assets (2024: Rnil).

4. Heritage Assets

					2025 R
	Natural History Collections	**Social History Collections**	**Art Collections**	**Libraries**	**TOTAL**
Gross carrying amount the beginning of year	**25 759 989**	**387 829 654**	**2 073 511 139**	**28 416 953**	**2 514 298 735**
Accumulated Impairment at beginning of the year	-	-	-	(13 650)	(13 650)
Net carrying amount the beginning of year	**25 759 989**	**387 829 654**	**2 073 511 139**	**28 403 303**	**2 514 285 085**
Acquisitions - Purchases	-	179 460	1 181 270	-	1 360 730
Acquisitions - Donations	-	77 440	3 674 926	-	3 752 366
Additions	-	-			
Impairment	-	-	-	-	-
Net carrying amount at end of year	**25 759 989**	**388 086 554**	**2 077 148 335**	**28 403 303**	**2 519 398 181**
Gross carrying amount the end the of year	25 759 989	388 086 554	2 077 148 335	28 416 953	2 519 411 831
Accumulated Impairment at end of the year	**-**	**-**	**-**	**(13 650)**	**(13 650)**

					2024 R
	Natural History Collections	**Social History Collections**	**Art Collections**	**Libraries**	**TOTAL**
Gross carrying amount the beginning of year - Restated	**25 759 989**	**387 334 943**	**2 079 996 702**	**28 650 613**	**2 520 523 247**
Accumulated Impairment at beginning of the year	-	-	-	(13 650)	(13 650)
Net carrying amount the beginning of year	**25 759 989**	**387 334 943**	**2 079 996 702**	**28 636 963**	**2 520 509 597**
Valuation	-	-	-	-	-
Acquisitions - Purchases	-	435 161	608 872	-	1 044 033
Acquisitions - Donations	-	59 550	48 000	-	107 550
Disposals	-	-	(7 142 435)	(233 660)	(7 376 095)
Revaluation surplus/ (loss)	-	-	-	-	-
Net carrying amount at end of year	**25 759 989**	**387 829 654**	**2 073 511 139**	**28 403 303**	**2 514 285 085**
Gross carrying amount the end the of year	25 759 989	387 829 654	2 073 511 139	28 416 953	2 514 298 735
Accumulated Impairment at end of the year	-	-	-	(13 650)	(13 650)

Restrictions on Title and Disposal

- Iziko is restricted from selling or otherwise alienating heritage assets placed under its care and management, unless approval is granted by the Minister of Sport, Arts and Culture, in accordance with the prescripts of the Cultural Institutions Act. No Heritage assets have been pledged as securities for liabilities.

Repairs and Maintenance

- An amount of R52,182 (2024: R132,961) was spent on repairs and maintenance to heritage assets during the year under review.

- In accordance with Iziko's mandate, the preservation and protection of collections is a core internal function. This includes material use and staff time, which are not capitalised or recorded as external repair costs.
- Only amounts paid to external service providers are included in the repairs and maintenance disclosure.

Contractual Commitments

- As at 31 March 2025, Iziko Museums had no contractual commitments for the acquisition, maintenance, or restoration of heritage assets (2024: Rnil).

Items Not Found

During the year under review, there were no additional items added to the loss registers. In the previous financial year there were items amounting to R7,308,841 which were classified as "Items not found" during inventory verification processes. These items were derecognised, as they no longer meet the recognition criteria.

Although efforts to locate the assets will continue, any such items recovered in future will be recognised as newly identified heritage assets in terms of the entity's accounting policy and GRAP 103

Heritage Collections by Category

- ### Natural History Collections
  The Natural History collection comprises of a diverse collection of material including Marine Biology, Invertebrates and Terrestrial Vertebrates, Taxidermy, Palaeontology, Rocks and Minerals, and Fossils. The collection is primarily of research significance, and specific collections within Natural History were assessed as having commercial value. These collections include Geology and Taxidermy, and as additional research is conducted, items added to the database will be recognised in the AFS in terms of GRAP 103. Items not recognised in the AFS are recorded and controlled.

- ### Social History Collections
  The Social History Collections is comprised of pre-colonial, maritime and historical archaeology, as well as historical and contemporary cultural materials. These collections contribute to public understanding and awareness of the history and cultural heritage of South Africa, past and present.

- ### Art Collections
  The Art collection comprises paintings, sculpture, and artifacts chosen and preserved for their artistic, cultural, and historical significance. These items support national heritage preservation and education.

- ### Library Collections
  Includes books, pamphlets, policies, catalogues and reference material. They are preserved to support and safeguard historical and cultural heritage, promote scholarly research, and ensure the knowledge and wisdom contained within these resources are available for future generations to explore and learn from.

In all collections, heritage items are recognised once they have been verified and valued by independent, accredited valuators in terms of the requirements of GRAP 103.

Items not valued

The entity has a number of items of Heritage nature which cannot be reliably measured at initial recognition. These items are mainly natural history collections, or collections that were not acquired in exchange of cash or cash equivalents, or items where there is no active market to determine fair value or to where there are no valuation techniques to measure reliably a value of a heritage nature. Some of these assets are for research and development and cannot be reliably measured. These assets are contained in the heritage register of Iziko Museums.

5. Inventories

				2025 R
	Opening Balance	Purchases	Expensed	Closing Balance
Cleaning Materials	100 445	206 069	(284 956)	21 558
Stationery	5 291	-	(537)	4 754
Uniforms	-	-	-	-
Lighting Consumables	28 446	-	(2 015)	26 431
Promotional Material	196 847	469 858	(356 126)	310 579
	331 029	**675 927**	**(643 634)**	**363 322**

				2 024 R
	Opening Balance	Purchases	Expensed	Closing Balance
Cleaning Materials	30 921	259 099	(189 575)	100 445
Stationery	7 809	240 340	(242 858)	5 291
Uniforms	10 539	69 851	(80 390)	-
Lighting Consumables	28 993	-	(547)	28 446
Promotional Material	237 367	-	(40 520)	196 847
	315 629	**569 290**	**(553 890)**	**331 029**

6. Trade and Other Receivables

	Notes	2025 R	2024 R
6.1 Receivables from non -exchange transactions			
Gross carrying amount		168 527	402 034
Provision for impairment		-	-
		168 527	**402 034**

Receivables from non-exchange transactions arise from reimbursement arrangements under grant agreements with donors, mainly the National Research Foundation (NRF). The receivables represent amounts due from donors for expenditures already incurred in accordance with the terms of the grant agreements.

The transaction amounts are determined based on the grant agreements, which specify the funding allocations and conditions and amounts are recognised when Iziko has an enforceable claim to the funds.

No interest or other charges are levied on these receivables. No discounting of future cash flows has been applied, given that the time value of money is not material for these receivables.

	Notes	2025 R	2024 R
6.2 Receivables from Exchange transactions			
Gross carrying amount		12 754 713	9 550 110
Provision for impairment		(7 478 917)	(6 385 288)
		5 275 796	**3 164 822**

Receivables from exchange transactions primarily arise from:

- **Recoverable amounts for expenditure incurred:**

Iziko incurs expenses on behalf of third parties under contractual agreements, with the expectation of reimbursement.
Receivables from exchange transactions primarily arise from:

- **Recoverable amounts for expenditure incurred:**

Iziko incurs expenses on behalf of third parties under contractual agreements, with the expectation of reimbursement.

- **Advance payments:**

Payments made to suppliers or service providers for goods or services to be received in the future.

- **Accrued income:**

Notably, a material amount is receivable from the Castle Control Board, representing Iziko's share of gate takings. This income is recognized based on the contractual agreement stipulating revenue sharing arrangements.

Transaction amounts are determined based on the terms specified in the respective contracts or agreements. For the accrued income from the Castle Control Board, the amount is calculated according to the one third agreed-upon percentage of gate takings as outlined in the revenue-sharing agreement.

Interest is not typically charged on these receivables unless specified in the contractual agreement. In cases where interest is applicable, it is calculated based on the terms outlined in the agreement.

Given the short-term nature of these receivables, typically due within 30 to 90 days, the time value of money is not considered material. Therefore, no discounting of future cash flows has been applied.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable mentioned above. Iziko manages credit risk by:

- Conducting credit evaluations of counterparties.
- Establishing credit limits and monitoring compliance.
- Implementing collection procedures for overdue accounts.

Receivables are subject to Iziko's standard credit terms and are due within a maximum of either 30 days or based on mutually agreed payment terms as stated in the initial contract with debtors.

Trade Receivables Not Impaired

At 31 March, trade and other receivables can be analysed as follows:

	Notes	2025 R	2024 R
Trade Receivables not Past Due			
Current		**2 352 762**	**1 132 411**
Trade Receivables Past Due but Not Impaired			
1 month past due		436 455	90 489
2 months past due		1 619	209 508
3 months past due		2 653 488	2 134 448
Total Trade Receivables Not Impaired		**3 091 562**	**2 434 445**

Reconciliation of the provision for impairment of trade and other receivables

	Notes	2025 R	2024 R
Opening Balance		6 385 288	5 486 972
Doubtful debts written off			(14 885)
Allowance raised		1 093 630	913 201
Closing Balance		**7 478 918**	**6 385 288**

Impairment Assessment

Receivables are assessed for impairment at each reporting date in accordance with the expected credit loss model prescribed by GRAP 104. The assessment considers factors such as:

- Historical payment patterns of the debtor.
- Financial position and creditworthiness of the debtor.
- Economic conditions that may affect the debtor's ability to pay.

No receivables are pledged as collateral or security

7. Cash and Cash Equivalents

	Notes	2025 R	2024 R
Standard Bank - Current account		11 250 537	12 535 688
South African Reserve Bank -CPD Call Account		68 388 115	89 316 578
South African Reserve Bank -CPD Infrastructure Call Account		68 001 920	68 170 094
Cash on hand		64 750	61 150
		147 705 322	**170 083 510**

Treasury Regulation 31.3.3 requires that all Schedule 3A entities invest their surplus funds with the Corporation for Public Deposits (CPD at the SARB), unless exempted. During the current year cash surpluses were transferred to CPD accounts as notice and fixed deposit accounts previously held, matured.

At year-end, the entity held total cash and cash equivalents of R147 705 322 (2024: R 170 083 510), of which R52 440 286 (2024: R46 878 078) represents funds received through conditional grants, which are restricted for use in specific projects as stipulated by the grant agreements -refer to note 2. These restricted funds are not available for general operational use.

8. Trade and Other Payables

8. 1 Payables from Exchange Transactions

	Notes	2025 R	2024 R
Rent deposits		310 435	290 127
Trade creditors and accruals		7 110 398	12 347 980
		7 420 833	**12 638 107**

8. 2 Payables from Non -exchange Transactions

	Notes	2025 R	2024 R
Grant Deposit		4 000 000	4 200 000
Other Payables		233 510	35 128
		4 233 510	**4 235 128**

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

9. Short-term employee benefits obligation

	Notes	2025 R	2024 R
Staff Accumulated leave liability		2 880 416	3 357 515
Staff Contractual Payment-13th cheque		2 031 607	1 936 324
		4 912 023	**5 293 839**

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

10. Post-retirement Pension Benefit

Iziko is a participating employer in the Museums Pension Fund, which is registered in terms of the Pension Funds Act (registration number 12/8/31697) and tax approved in terms of the Income Tax Act The Museums Pension Fund has two benefit structures, i.e., a defined benefit and a defined contribution section. All new employees joining the Museums Pension Fund on or after 1 April, fall under the defined contribution section.

Defined Benefit

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

Under the defined benefit section of the Fund, Iziko, as employer carries the investment risk, which means that if the contributions and investment growth are not enough to provide the benefits; Iziko is required to pay additional contributions to the Fund to ensure that the benefits stipulated in the Rules can be provided. The results of the statutory valuation as at 31 March 2025 reveal that no shortfall exists in respect of accrued liabilities.

Defined Contribution

The defined contribution section of the Fund is fully funded, as the liability of the Fund is limited to the total of the member's and employer's monthly contributions received, less the administrative and service costs of the Fund, plus or minus actual investment returns over the years of membership. An annual statement reflecting the value of the member's investment is provided in an individual benefit statement and members carry the investment risk.

11. Post -retirement Medical Benefit

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

The medical schemes are funded by payments from retirees; Iziko and Iziko employees who belong to the medical aid. Iziko's contribution to the medical schemes is charged to the income statement in the year to which it relates. The latest full valuation of Iziko's liability in respect of post -retirement medical benefits for the financial year end was performed on 31 March 2025 and valued at yearly intervals thereafter. The actuary forecast the expense for the year following the valuation date and the forecast position at the year-end following the valuation date, ignoring any gains or losses arising over the period.

The liability was projected based on sixty-one (61) retirees and seventeen (17) employees participating as at 31 March 2025 and the liability and future increases are charged to income. The amount included in the statement of financial position are as follows:

Changes in the present value of the employee benefit obligation

	Notes	2025 R	2024 R
Opening accrued liability		74 166 281	73 156 552
Current service cost		593 275	648 678
Current interest cost		8 712 142	7 980 543
Medical contributions subsidies for continuation pensioners		(6 103 844)	(5 713 234)
Post retirement actuarial loss/(gain)		4 008 295	(1 906 258)
		81 376 148	**74 166 281**

Carrying value

	Notes	2025 R	2024 R
Non-current employee benefit obligation		(74 452 079)	(68 082 783)
Short term employee benefit obligation		(6 924 069)	(6 083 498)
		81 376 148)	**(74 166 281)**

Reconciliation of the opening accrued liability to the current valuation

	Notes	2025 R	2024 R
Opening balance		74 166 281	73 156 552
Net change in Accrued Liability		7 209 867	1 009 729
		81 376 148	**74 166 281**

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

	2 025 R	2 024 R	2 023 R	2 022 R	2021 R
Opening balance	74 166 281	73 156 552	69 813 977	71 112 213	66 520 371
Current service cost	593 275	648 678	725 484	790 172	775 696
Post Retirement Actuarial Finance Costs	8 712 142	7 980 543	7 568 949	8 243 513	7 800 819
Actuarial loss/(gain)	4 008 295	(1 906 258)	241 777	5 863 759)	892 608
Expected employer benefit payments	(6 103 844)	(5 713 234)	(5 193 635)	(4 468 162)	(4 877 281)
	81 376 148	**74 166 281**	**73 156 552**	**69 813 977**	**71 112 213**

Medical contributions subsidies for continued pensioners:

	Notes	2025	2024 R
Medical contributions		(6 103 844)	(5 713 234)
		(6 103 844)	**(5 713 234)**

Net Change in Accrued Liability

	Notes	2025	2024 R
Net expense recognised in the income statement		13 313 712	6 722 963
Medical contributions		(6 103 844)	(5 713 234)
		7 209 867	**1 009 729**

Total Expense Recognised in the Statement of Financial Performance

	Notes	2025	2024 R
Service costs		593 275	648 678
Post Retirement Actuarial Finance Costs		8 712 142	7 980 543
Remeasurements (Actuarial gain/loss)		4 008 295	(1 906 258)
		13 313 712	**6 722 963**

Actuarial Gain

An actuarial loss of R 4 008 295 (2024 actuarial gain - R 1 906 258) has arisen over the past year due to the following reasons:

- Changes made to the assumptions, specifically the increase in the net discount rate from 2.9% to 3.2% per annum resulted in an actuarial gain of R448 505.
- Medical scheme contributions for 2025, and hence the subsidies payable by the employer, inclusive of benefit option changes, increased on average by 13.1% compared to the 9.0% that was assumed in the previous valuation. The average increase is made up of contribution increases of 12.8% and 13.6% on Bestmed and Fedhealth options respectively. This resulted in an actuarial loss of R3 955 757.
- The difference between actual demographic experience (resignation, retirement, mortality, etc.) and that assumed in the previous valuation gave rise to an actuarial gain of R479 452.
- The actual subsidy payments were slightly higher than the disbursements projected at the previous valuation and this, together with the impact on the calculated Interest Cost, resulted in an actuarial gain of R21 588.

Key Assumptions Used

The changes from the previous valuation include:

- A decrease in the discount rate from 12.2% to 11.3% per annum.
- A decrease in the long-term medical cost inflation assumption from 9.0% to 7,9% per annum.
- The two changes above result in an increase in the net discount rate from 2.9% to 3.2% per annum.

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

Economic assumptions

For this valuation a discount rate of 11.3% per annum was used. This yield is derived from the JSE zero bond curve (as at 31 March 2025), applied to the projected cash flows from the previous valuation, which results in a duration of 9.3 years.

The market's view of the long-term level of the rate of increase in the CPI Index is suggested by the difference between the yields on index linked and fixed coupon government bonds of appropriate terms. The assumed long-term CPI inflation rate for this valuation that was derived in this manner is 5.9% per annum. It has been assumed that healthcare cost inflation will be 2.0% higher than CPI inflation.

The healthcare cost inflation rate used in the valuation are therefore assumed to be 7.9% per annum.

Demographic assumptions

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) Down by three years
Post-retirement	Male	PA90
	Female	PA90

Withdrawal and retirement assumptions

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%

Family statistics

The calculation of liabilities for pensioners is based on the actual dependant details for each pensioner.
For active members, the liabilities are based on assumed numbers of dependants and ages of dependants at each future age, since current family status is not a good indicator of future family status. The table below shows sample proportions married, average number of dependent children and the average ages of these children, for selected ages. Husbands are assumed to be 4 years older than their wives and the normal age of independence of children is assumed to be 21.

Family Structure Assumptions			
Member's age	Proportion married	Average number of children	Average age of 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%	1.8	17.0
55	90%	0.8	18.0
60	90%	0.2	19.0

Sensitivity Analysis

Methodology

The first step is to identify those actuarial assumptions that are considered significant in calculating the present value of the obligation. Once the significant actuarial assumptions are identified, the second step is then to determine what would be considered a reasonably possible change in these assumptions.

The sensitivity analysis is performed by making changes to the assumption (or group of assumptions) being considered and comparing the results to the base scenario.

Assumptions and limitations

When testing the sensitivity of the results to changes, all other assumptions are assumed to remain unchanged. This has the advantage of simplicity but may not always be realistic as some of the assumptions tend to be correlated in some way. A limitation of this approach may therefore be that it could provide misleading results by assuming a scenario where one assumption changes, but the related variables do not. For this reason, we have prepared an analysis to show the impact of different combinations of the most crucial assumptions.

Analysis of sensitivity to significant assumptions

Scenario	Discount rate	Medical scheme contribution increase rate	Real Discount rate	Liability as at 31 Mar 2025 (R)	Difference (R)	Difference %
Base	11.30%	7.90%	3.15%	80 117 862		
A1	10.30%	6.90%	3.18%	80 062 182	(55 680)	-0.1%
A2	10.30%	7.90%	2.22%	87 152 609	7 034 748	8.8%
A3	10.30%	8.90%	1.29%	95 290 141	15 172 279	18.9%
B1	11.30%	6.90%	4.12%	73 946 952	(6 170 910)	-7.7%
B2	11.30%	7.90%	3.15%	80 117 862	-	0.0%
B3	11.30%	8.90%	2.20%	87 156 984	7 039 122	8.8%
C1	12.30%	6.90%	5.05%	68 631 918	(11 485 944)	-14.3%
C2	12.30%	7.90%	4.08%	74 039 339	(6 078 523)	-7.6%
C3	12.30%	8.90%	3.12%	80 172 145	54 284	0.1%

Sensitivity Analysis

The sensitivity analysis is performed by making changes to the assumption being considered and comparing the results to the base scenario. The results are particularly sensitive to changes in the assumption regarding future increases in medical scheme contributions. The impact of a 1.0% and 0.5% increase and decrease in the medical inflation rate is illustrated in the tables below:

Sensitivity analysis F2025 accounting entries (R)

	Base	Inflation plus 1.0%	Inflation plus 0.5%	Inflation minus 1.0%	Inflation minus 0.5%
Liability brought forward as at 1 April 2024	**74 166 281**	**74 166 281**	**74 166 281**	**74 166 281**	**74 166 281**
Service Cost	593 275	593 275	593 275	593 275	593 275
Interest Cost	8 712 142	8 712 142	8 712 142	8 712 142	8 712 142
Disbursements	(6 103 844)	(6 103 844)	(6 103 844)	(6 103 844)	(6 103 844)
Actuarial (gain) / loss	4 008 295	11 112 009	7 441 636	(2 222 569)	792 714
Liability as at 31 March 2025	**81 376 148**	**88 479 863**	**84 809 490**	**75 145 284**	**78 160 567**

Sensitivity analysis F2026 accounting entries (R)

	Base	Inflation plus 1.0%	Inflation plus 0.5%	Inflation minus 1.0%	Inflation minus 0.5%
Liability brought forward as at 1 April 2025	**80 117 862**	**87 156 985**	**83 519 515**	**73 946 953**	**76 932 812**
Service Cost	618 012	704 542	659 426	544 913	579 947
Interest Cost	8 829 572	9 636 178	9 219 378	8 122 356	8 464 561
Disbursements	(7 094 704)	(7 112 440)	(7 103 572)	(7 076 967)	(7 085 835)
Liability as at 31 March 2026	**83 729 028**	**91 708 143**	**87 584 722**	**76 735 587**	**80 119 240**

- F2025 current service costs are based on the figure calculated in the previous valuation, as is the convention and are therefore unaffected by changes in the assumed future rate of medical inflation.
- F2025 interest costs are unaffected by changes in the assumed future rate of medical inflation as a consequence of the opening liability, disbursements and current service costs being unchanged.
- F2025 disbursements are based on the actual medical subsidies paid in the year to 31 March 2025 and are unaffected by changes in the assumed future rate of medical inflation.
- Liability and current service costs are more sensitive to changes in the assumed future rate of medical inflation as they incorporate higher/lower subsidy increases into the future for as long as the subsidies are payable.
- F2026 interest costs are affected by changes in the assumed future rate of medical inflation as a result of the change in the opening liability and current service costs.
- The F2026 disbursements are projected based on the actual increase in contributions to the medical schemes as at 1 January 2025 as well as the assumed increase in contributions on 1 January 2026.

12. Deferred Income – Unspent Conditional Grants

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

12.1 Deferred Income - Unspent Conditional Grants

						2025 R
Unspent Conditional Grants	**Opening balance**	**Receipts**	**Expense**	**Closing balance**	**To be utilised**	
					Within one year	**Within year 2 and thereafter**
Research and Exhibitions	120 891	1 320 813	(338 737)	1 102 968	575 698	527 270
Collections and Digitization	679 642	405 623	(919 461)	165 804	165 804	-
Support Services	-	7 450 000	(164 050)	7 285 950	3 642 975	3 642 975
Office of the CEO	742 234	274 572	(497 225)	519 581	519 581	-
Total	**1 542 767**	**9 451 008**	**(1 919 473)**	**9 074 303**	**4 904 058**	**4 170 245**

						2024 R
Unspent Conditional Grants	**Opening balance**	**Receipts**	**Expense**	**Closing balance**	**To be utilised**	
					Within one year	**Within year 2 and thereafter**
Research and Exhibitions	496 391	341 500	(717 000)	120 891	120 891	
Collections and Digitization	329 331	661 888	(311 577)	679 642	679 642	
Education	-	57 267	(57 267)	-	-	
Office of the CEO	-	1 126 990	(384 755)	742 234	742 234	
Total	**825 722**	**2 187 645**	**(1 470 599)**	**1 542 767**	**1 542 767**	-

12.2 Deferred Income – Unspent Conditional Government Grants

						2025 R
Project	**Opening balance**	**Receipts**	**Expense**	**Closing balance**	**To be utilised**	
					Within one year	**Within year 2 and thereafter**
Old Townhouse repairs	1 459 959	-	(641 148)	818 811	409 406	409 405
Planetarium Upgrade	3 686 038	-	(80 666)	3 605 372	1 864 104	1 741 268
GRAP 103 Implementation Project	2 756 167	-	(2 756 167)	-		-
Courtyard Project	2 047 282	-	(924 190)	1 123 092	1 000 000	123 092
Emergency Fire Escape	4 300 091	-	(113 977)	4 186 114	1 255 834	2 930 280
Mandela Prison House	-	5 000 000	(414 578)	4 585 422	2 292 711	2 292 711
Maintenance & Conservation of sites 2021 - 9 sites	8 210 775	-	(2 438 743)	5 772 032	5 772 032	-
Maintenance & Conservation of sites 2023	4 817 005	-	(1 221 732)	3 595 273	1 078 582	2 516 691
Maintenance & Conservation of sites 2024	16 568 072	-	(23 681)	16 544 391	13 235 512	3 308 879
Maintenance & Conservation of sites 2025	-	1 645 554	-	1 645 554	1 151 888	493 666
Maintenance & Conservation Compressor Replacement	558 721	-	-	558 721	558 721	-
Maintenance & Conservation Flammable Store	931 201	-	-	931 201	279 360	651 841
Total	**45 335 311**	**6 645 554**	**(8 614 882)**	**43 365 983**	**28 898 150**	**14 467 833**

12.2 Deferred Income - Unspent Conditional Government Grants (Cont.)

						2024 R
Project	**Opening balance**	**Receipts**	**Expense**	**Closing balance**	**To be utilised**	
					Within one year	**Within year 2 and thereafter**
Maintenance & Conservation	406 329	-	(406 329)	-		-
Halon Gas & Fire Suppression System	7 271 003	-	(7 271 003)	-		-
Old Townhouse repairs	2 030 913	-	(570 954)	1 459 959	437 988	1 021 971
Planetarium Upgrade	4 352 108	-	(666 070)	3 686 038	1 905 811	1 780 227
GRAP 103 Implementation Project	6 977 933	-	(4 221 766)	2 756 167	2 756 167	-
Courtyard	3 576 586	-	(1 529 304)	2 047 282	1 535 462	511 821
Emergency Fire Escape	4 438 954	-	(138 863)	4 300 091	1 290 027	3 010 064
Maintenance & Conservation of sites 2021	11 541 760	-	(3 330 986)	8 210 774	5 747 542	2 463 232
Maintenance & Conservation of sites 2023	5 146 817	-	(329 812)	4 817 005	4 817 005	-
Maintenance & Conservation of sites 2024	-	16 693 566	(125 494)	16 568 072	11 597 651	4 970 421
Maintenance & Conservation Compressor Replacement	-	558 721	-	558 721	558 721	-
Maintenance & Conservation Flammable Store	-	931 201	-	931 201	279 360	651 841
Total	**45 742 403**	**18 183 488**	**(18 590 581)**	**45 335 310**	**30 925 733**	**14 409 577**

Summary

	2025 R	2024 R
Deferred income – Unspent conditional grants: Non-current liability	4 170 245	-
Deferred income – Unspent conditional grants: Current liability	4 904 058	1 542 767
Deferred income – Unspent conditional government grants: Non-current liability	14 467 833	14 409 577
Deferred income – Unspent conditional government grants: Current liability	28 898 150	30 925 733
Total	**52 440 286**	**46 878 077**

13. Heritage Asset Valuation Reserve

	Notes	2025 R	Restated 2024 R
Opening Balance as previously reported		**2 515 816 884**	**2 518 205 814**
Correction of errors			(2 388 930)
Closing Balance		**2 515 816 884**	**2 515 816 884**

The valuation reserve relates to the revaluation of Heritage assets when Heritage assets were first recognised and increases when newly accessioned, not new acquisitions, objects are recognised.

14. Service In Kind

	Notes	2025 R	2024 R
Use of Premises as lessee	14.1	51 992 053	47 687 566
User recovery Costs	14.2	5 607 094	4 205 321
		57 599 147	**51 892 887**

14.1 Sites occupied by Iziko

Eleven sites occupied by Iziko are owned by the Department of Public Works and Infrastructure (DPWI) at no cost during the year. In addition, spaces at one of the Iziko sites at Groot Constantia Estate, Groot Constantia are occupied free of charge by Iziko. The lease of the buildings is open-ended with no lease term. The value of the use of the premises have been recognised as Service in Kind income amounting to R 51 992 053(2024: R 47 687 566) in the Statement of Financial Performance.

14.2 Payments made by the Department of Sport, Arts and Culture

The Department of Sport, Arts and Culture made payments to the Property Management and Trading Entity (PMTE) of the DPWI on behalf of Iziko for user recovery costs comprising municipal property rates, maintenance costs, contributions to a refurbishment reserve and property management fees in the amount R 5 607 095 (2024: R 4 205 321).

14.3

During the financial year, Iziko recognised a right-of-use asset and corresponding revenue amounting to **R 51 992 052,60.** However, since the asset was consumed immediately, an equivalent transaction was recorded to reflect the immediate utilisation of these services in kind. Consequently, the amount of **R51 992 052,60** was fully expensed within the same financial year.

15. Cash and asset donations

	Notes	2025 R	2024 R
Cash Donations from the public		70 110	142 575
Heritage Asset donations		3 400 441	107 550
Total Donations		**3 477 551**	**250 125**

16. Interest earned - external investments

	Notes	2025 R	2024 R
Interest Received		12 924 114	13 601 776
Interest Accrued		55 571	50 058
		12 979 685	13 651 834

17. Government grant and subsidies

	2025 R	2024 R
Government grant and subsidies (Department of Sport, Arts and Culture)	102 114 000	103 383 000
Total Interest Earned	**102 114 000**	**103 383 000**

This related to transfer allocation for operational activities and is not conditional

18. Other Revenue from exchange transactions

	2025 R	2024 R
Other Revenue from exchange transactions	1 938 780	1 656 707

This category includes sundry income from various exchange transactions that are not significant enough to warrant separate disclosure. These items are recognised when it is probable that economic benefits will flow to the entity and the amount of revenue can be measured reliably, in accordance with Iziko's accounting policies.

19. Employee related costs

	2025 R	Restated 2024 R
Basic salaries	60 823 304	58 259 687
Overtime	2 214 229	2 557 050
Staff Contractual Payment-13th cheque	5 200 755	5 366 135
Allowances	1 787 320	1 756 064
Pension fund payments	10 285 472	9 923 783
Unemployment Insurance Fund	360 128	331 976
Medical aid	1 938 815	2 079 025
Pensioners Medical aid Service costs	593 275	648 678
Housing Allowances	190 500	198 500
Workmen's Compensation Fund	112 518	103 903
Leave pay provision	(168 845)	857 112
Staff Travel and Subsistence Claims	523 542	1 027 360
Severance Pay	228 113	-
	84 089 126	**83 109 273**

20. General expenses

	2025 R	Restated 2024 R
Advertising, Marketing and Communications	569 753	925 324
Audit fees - external	3 215 630	2 790 671
Audit fees - internal	468 827	213 993
Bank Charges	292 547	296 333
Cleaning and hygiene	322 861	334 714
Conferences	277 295	401 774
Council and Audit Committee Honoraria	711 203	498 183
General expenses - other	25 728 680	21 055 524
Information and Technology	2 744 230	2 110 080
Insurance	548 223	927 042
Legal fees	1 546 306	650 103
Motor Vehicle expenses	331 809	745 234
Municipal services and Property Management	15 706 808	11 198 028
Operating Leases	1 129 095	1 503 085
Penalties and fines	-	29 666
Printing and Stationery	701 785	575 793
Repairs and maintenance - Buildings and facilities	2 221 749	15 802 314
Repairs and maintenance - Equipment	178 619	575 337
Security	3 777 537	3 285 482
Site leasing Costs	51 647 623	47 367 166
Staff training and development	1 305 487	825 243
Subsistence and Travel	1 952 292	838 318
Telephone	397 673	398 141
TOTAL	**115 776 032**	**113 347 548**

21. Cash Generated in Operations

	2025 R	2024 R
Net deficit for the year	(11 400 510)	(5 771 150)
Adjustments for non-cash items:		-
Donated Heritage Assets	(3 756 366)	(107 550)
Depreciation on property, plant & equipment	2 880 495	8 011 539
Amortisation of intangible assets	(349 409)	417 360
Losses - Heritage Assets	-	7 376 097
Provision for impairment of accounts receivable	1 093 630	913 201
Provision: Post-retirement medical benefit	6 616 592	1 009 729
Operating deficit before working capital changes	**(2 710 383)**	**11 849 226**
Working capital changes	**(3 041 890)**	**9 459 220**
(Increase)/decrease in trade and other receivables	(2 971 098)	(622 025)
(Increase)/decrease in inventories	(32 294)	(15 411)
Increase/(decrease) in deferred income	7 531 536	717 045
Decrease in government grant	(1 969 328)	(407 091)
Decrease in Employee benefits obligations	6 828 050	888 054
Decrease in trade and other payables	(5 218 890)	8 898 648
Prior period adjustment	(6 617 565	-
Cash generated from operations	**(7 365 152)**	**21 308 446**

22. Financial Instruments

Financial instruments carried on the statement of financial position are classified as financial assets and as financial liabilities in terms of GRAP 104 and consist of trade and other receivables investments cash and cash equivalents and trade and other payables.

Financial Assets carried at amortised cost

	2025 R	2024 R
Cash and cash equivalents	147 705 322	170 083 510
Trade and other receivables (excluding prepayments)	1 254 625	1 115 356
Total	**148 959 947**	**171 198 866**

No financial assets have been pledged as collateral for liabilities or contingent liabilities.

Treasury Regulation 31.3.3 requires that all Schedule 3A entities invest their surplus funds with the Corporation for Public Deposits (CPD at the SARB), unless exempted. In this regard, National Treasury opened a portfolio of accounts for public entities at the CPD to assist in mitigating the credit risk to which they become exposed to when investing funds with commercial financial institutions. The surplus cash in the portfolio becomes available to the national government as bridging finance when required.

Fair Value of Financial Instruments

At year-end, the carrying values of cash and cash equivalents, trade and other receivables, and other payables approximated their fair value due to the short-term maturities of these assets and liabilities. Funds invested are not exposed to currency risk due to changes in foreign exchange rates.

Credit Risk

Cash and cash equivalents

Credit risk is mitigated by the fact that Iziko only deposits cash surpluses with major banks of high credit standing. The maximum exposure to credit risk at the reporting date is the bank balances as disclosed in the Statement of Financial Performance. The credit rating and balances of the banks used by Iziko are disclosed in note 7.

Trade and Other Receivables

Credit risk is mitigated through management's assessment of the credit quality of debtors, taking into account their financial position, payment history and track record.

The maximum exposure to credit risks at the reporting date is the fair value of trade and other receivables, as disclosed in note 6. The amount presented in the Statement of Financial Position is net of allowance for doubtful debts, which is estimated based on prior experience and current economic conditions. Debtors arise from rental of facilities and professional services rendered Management is of the opinion that the debts are fully recoverable. No collateral is held for any debtor.

Liquidity Risk

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

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

	2025 R	Restated 2024 R
Trade payables	1 642 685	974 065
Other payables (excluding payables and constructive obligations that do not arise from contracts)	11 976 309	17 681 300
	13 618 994	**18 655 365**

Maturity Analysis

	2025 R	2024 R
	Less than 12 months	**Over 12 Months**
Trade payables	1 642 685	-
Other payables	11 976 309	-
	13 618 994	**-**

Maturity Analysis

	2025 R	2024 R
	Less than 12 months	**Over 12 Months**
Trade payables	974 065	-
Other payables	17 681 300	-
	18 655 365	**-**

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

Market risks

Iziko is not locked into long-term interest rates because cash and cash equivalents consist of short-term investments held at registered banks and the SARB and attract interest at rates linked directly to the prime overdraft rate. Interest rate exposure is therefore low on Iziko's bank accounts.

Sensitivity Analysis: Cash and Cash Equivalents

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

	2025 R	2024 R
Interest Earned - External Investments	12 979 685	13 651 834
Interest rate	9%	8%
Effect of change in interest rate by 1%	1 477 053	1 700 835

Other price risk

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

23. Operating Leases

Iziko as Lessor

Operating leases relate to the rental of restaurants in buildings occupied by Iziko Museums of South Africa, with lease terms of between 2 to 5 years, with an option to renew. All operating lease contracts contain market review clauses, in the event that the lessee exercises its option to renew. The property rental income earned under operating leases amounted to. R1 801 684 (2024: R1 683 816,75).

Iziko as Lessee

The operating leases relate to rentals charged for vehicles, berthing fees, photocopiers, with lease terms of between 1 to 5 years, with options to extend. All operating lease contracts contain market review clauses, in the event that the lessee exercises its option.

Amounts Payable under Operating Leases amounted to R1 129 095 (2024: R1 503 085).

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

	2025 R	2024 R
Up to 1 year	606 097	857 465
2 to 5 years	-	611 756
	606 097	**1 469 221**

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

- The lessee shall not have the right to sublet, cede or assign the whole or any portion of the property, vehicles or equipment let
- The lessor or its duly authorised agent or representative shall have the right, at all reasonable times, to inspect the property, vehicles or equipment let
- The lessee shall use the property, vehicles or equipment for the sole purpose prescribed in the agreement
- No contingent rent expenses were recognised in the reporting period

Property Owned by Related Parties

Eleven sites occupied by Iziko are owned by the Department of Public Works at no cost during the year. In addition, spaces at one of the Iziko sites at Groot Constantia Estate, Groot Constantia are occupied free of charge by Iziko. The lease of the buildings is open-ended with no lease term.

24. Related Parties

24.1 Entities Under Common Control (National Government)

24.1.1 Department of Sports, Arts and Culture controlling entity;

Iziko Museums of South Africa operates under the auspices of the Department of Sport, Arts and Culture (DSAC), which exercises control through the national executive. Accordingly, DSAC is Iziko's controlling entity

Nature of Transactions

As part of the normal course of government operations, DSAC provides Iziko with:

- An operational grant, which includes allocations towards for municipal services, lease and compliance costs
- Conditional grants for capital and specific projects

In addition, DSAC settles various user recovery and property-related costs on Iziko's behalf (through payments to the Property Management and Trading Entity of the DPWI), including municipal property rates, maintenance, contributions to refurbishment reserves, and property management fees. These transactions are consistent with those conducted between DSAC and other government-controlled entities and are undertaken on terms in line with normal government operations and legislative mandates.

The amounts involved in the transactions with DSAC are as follows:

Transactions	2025 R	2024 R
Grant received – Subsidy per Statement of Financial Performance	102 114 000	103 383 000
Conditional Grant received	6 645 554	18 183 488
Property management charge expenses paid to PTME on behalf of Iziko	5 607 095	4 205 321
Service in- Kind Income recognised in respect of the Property Management above	5 607 095	4 205 321
Outstanding balances		
Unspent Conditional Grants (note 12.2)	**43 365 983**	**45 335 310**

24.1.2 Entities under common control

The following public sector entities are related parties: DPWI; SAHRA; NHC; Art Bank SA; SANBI; NRF. All transactions during the year were routine and carried out under normal government terms.

Department of Public Works and Infrastructure (DPWI)

DPWI owns several properties occupied by Iziko free of charge for exhibitions, storage, and administrative purposes. All transactions with DPWI are considered to be within: Normal supplier and/or client/recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect the entity to have adopted if dealing with that individual entity or person in the same circumstances; and terms and conditions within the normal operating parameters established by that reporting entity's legal mandate.

The value of the Service in Kind Income and corresponding lease expense is recognised in the Statement of Financial Performance. There were no outstanding balances at 31 March 2025.

South African Heritage Resources Agency

SAHRA is a Schedule 3A public entity under DSAC, responsible for heritage resource management. During the prior year SAHRA made a contribution towards an event. There were no outstanding balances at 31 March 2025

National Heritage Council

The National Heritage Council of South Africa (NHC) is a Schedule 3A public entity under DSAC, responsible for the preservation, protection and promotion of the country's heritage. During the year under Iziko received a grant from NHC for the Nelson Mandela Prison House Museum Project. At 31 March 2025, an amount of R7285950 was outstanding by Iziko as deferred income.

The Art Bank of South Africa

The Art Bank of South Africa (Artbank SA) is a national programme of the Department of Sport, Arts and Culture (DSAC), hosted by the National Museum in Bloemfontein. During the year under review and in the prior year income was received from the ART Bank for a project. There were no outstanding balances at 31 March 2025.

South African National Biodiversity Institute (SANBI).

The South African National Biodiversity Institute (SANBI) is a section 3a public entity responsible for various functions related to the conservation of biodiversity and the following grant income for a project was received in the prior year. There were no outstanding balances at 31 March 2025.

National Research Foundation

The National Research Foundation (NRF) is classified as a Schedule 3A public entity. Iziko receives grant funding for a number of research projects from the National Research Foundation (NRF). Grants are awarded from 1 January to 31 December of each year and expenditure on projects are claimed for refund by the NRF monthly after the expense has been incurred. A grant deposit is also awarded to assist in bridging the finance of NRF funded research projects.

Outstanding balances at 31 March 2025 are as follows:

Outstanding Balances:	2025 R	2024 R
Grant Income Deferred	4 057	-
Sundry Creditors	233 413	49 585
Sundry Debtors	168 527	343 055
Grant Deposit Received	4 000 000	4 200 000
NRF SAEON - Income Deferred	23 908	1 941

24.1.3 Other related parties

Castle of Good Hope

The Castle is managed by the Castle Control Board, which is a public entity under the Minister of Defence and Military Veterans. In terms of the Castle Management Act, the Castle of Good Hope has been placed under the juristic control of the Castle Control Board, which comprises of the various national and provincial stakeholders of which Iziko Museums of South Africa is one.

Iziko Museums of South Africa manages the William Fehr Collection at the Castle of Good Hope; there is an agreement that Iziko will receive one third (1/3) of the admission fees.

Transactions	2025 R	2024 R
Opening Balance	6 387 039	5 486 972
Admission fees	1 093 629	898 315
Expense Refund	15 125	1 752
Balance due to Iziko at year-end	7 481 205	6 387 039

The balance due to Iziko at year-end remains unpaid at 31 March 2025 and provision for impairment related to unpaid amounts included and as disclosed in Note 6, as follows:

Transactions	2025 R	2024 R
Provision for impairment (Refer to Note 6)	7 478 917	6 385 288

24.3 Management and Council

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

Iziko's Senior Management consists of those persons responsible for planning, directing and controlling the activities of the entity, and Iziko's Council is charged with the governance of the entity, in accordance with legislation. The Emoluments of Council Committee Members and Senior Management is disclosed below.

24.3.1 Emoluments of Council and Committee Members

The Audit and Risk Committee reviews the control, governance and risk management within the entity and committee members are independent.

		2025 R		2024 R	
Name	**Term served in reporting periods**	**Council**	**Audit and Risk Committee**	**Council**	**Audit and Risk Committee**
P Masilo	01 April 2022 - 31 March 2025	80 309	4 046	50 248	-
T Mothudi	05 June 2024 - 31 July 2024	-	13 488	-	-
M Phukujbe	05 June 2024 - 31 July 2024	-	13 488	-	-
P Heeger	01 April 2024 - 31 March 2024	-	-	-	16 525
J Gunther	01 April 2024 - 31 March 2025	-	51 134	-	50 578
T Arendse	20 October 2024 - 31 March 2025	-	23 604	-	7 755
DJ Sithole (Chairman)	01 April 2024 - 31 March 2025	117 052	-	76 588	-
PA Beck	01 April 2024 - 31 March 2025	93 092	-	68 416	-
PS Bayliss	01 April 2024 - 31 March 2025	74 036	-	46 892	-
K Mahlangu	01 April 2024 - 31 March 2025	86 363	-	67 747	-
A Pandor	01 April 2024 - 31 March 2025	58 548	9 442	38 134	-
M Sekgobela	01 April 2024 - 12 June 2024	3 590	7 418	5 606	18 547
PG Zonke	01 April 2024 - 28 February 2025	75 593	-	51 147	-
Total		**588 583**	**122 620**	**404 778**	**93 405**

24.3.2 Remuneration of Senior Management: 1April 2024 to 31 March 2025

							2025 R
Name	**Job Title**	**Salary**	**13th cheque**	**Allowances**	**Employer Contributions**	**Other Allowances**	**Total Cost to Company**
Mr BC Ndhlovu	Acting Chief Executive Officer	1 570 284	130 857	158 029	354 628	13 803	2 227 601
Mr HH Arnolds	Director Education & Public Programmes	1 085 597	90 466	134 241	176 409	13 211	1 499 924
Mr NLZ Solani	Director Collections and Digitization	1 085 597	90 466	134 241	190 809	3 030	1 504 143
Ms F Johadien	Director Support Services	1 085 597	90 466	278 333	190 809	4 126	1 649 331
Ms R Pedro	Chief Financial Officer	1 085 597	90 466	140 241	190 809	3 030	1 510 143
Ms LA Rudolph	Director Human Resources	90 466	36 071	11 687	15 901	505	154 630
Mr W Florence	Director Eresearch and Exhibitions	1 085 597	90 466	140 241	176 409	59 197	1 551 910
Ms WM Mangwanatala (from 04.09. -31.12.2024)	Acting Director Human Resources	326 584	27 992	42 166	53 070	1 119	450 931
Total Remuneration for Senior Management		**7 415 319**	**647 250**	**1 039 179**	**1 348 844**	**98 021**	**10 548 613**

Name	Job Title	Salary	13th cheque	Allowances	Employer Contributions	Other Allowances	Total Cost to Company
							2024 R
Ms RH Omar (to 31.08.2024)	Chief Executive Officer	805 856	107 460	101 920	104 774	1 617	1 121 627
Dr BC Ndhlovu	Executive Director Core Functions	1 418 695	125 222	204 564	321 784	22 090	2 092 355
Mr HH Arnolds	Director Education	1 038 849	86 571	150 408	168 813	4 596	1 449 237
Mr P Tichmann (to 31.05.2024)	Director Collections and Digitization	170 902	31 205	21 410	17 386	682	241 585
Dr NLZ Solani (from 01.07.2024)	Director Collections and Digitization	779 137	28 857	96 345	136 210	32 273	1 072 822
Ms F Johadien	Director Support Services	1 038 849	86 571	128 460	183 213	6 684	1 443 777
Ms R Pedro	Chief Financial Officer	1 038 849	86 571	134 460	183 213	4 074	1 447 167
Ms LA Rudolph	Director Human Resources	1 038 849	86 571	134 460	183 213	3 030	1 446 123
Dr W Florence	Director Research and Exhibitions	1 038 849	86 571	156 408	168 813	3 030	1 453 671
Total		**8 368 835**	**725 599**	**1 128 435**	**1 467 419**	**78 076**	**11 768 364**

25. Other Employee Benefits

Pension Fund	2025 R	2024 R
Pension fund expenditure recognised during the year	10 285 472	9 923 783

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

Pension Fund

An independent Board of Trustees manages each fund.

The Museums Pension Fund is a multi-employer plan. The assets of the Museums Pension Fund, which is a defined benefit plan fund, represented a funding position of 100%, and Iziko's updated liability as at 1 April 2024 was nil.

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

Contribution Rates

The following rates of contribution are applied:

Alexander Forbes Retirement Fund

Defined contribution category: Employee contribution is 7.5% of pensionable salary (basic salary plus annual bonus) and the employer contributes 20.62%In respect of all new employees appointed with effect from 1 July 2007 who join the Alexander Forbes Retirement Fund, the employer contributes 15%, while the contribution for existing participating employees remains the same.

Museums Pension Fund

Defined benefit category: Employee contribution is 7.5% of pensionable salary (basic salary plus annual bonus) and the employer contributes 20%. The employer contribution rates can fluctuate as a result of changes to the insured benefit rate.

Defined contribution category: Employee contribution is 7.5% of pensionable salary (basic salary plus annual bonus) and the employer contributes 15%.

Associated Institutions Pension Fund

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

26. Comparison of Budget and Actual amounts

The reconciliation between the statement of financial performance, and the approved budget, as well as the comparison between actual financial performance and budget information, are presented in the Statement of Comparison of Budget and Actual Amounts.

The approved budget is prepared on the accrual basis by functional classification linked to performance outcome objectives, where possible. The AFS and the budget are on the same basis of accounting, but the AFS are prepared based on the nature of transactions, not functional classification. The budget is prepared well in advance of the start of the financial year and significant differences can occur between the budget compared with actual results. In the table below explanations are provided for variances of 10% or more between the approved budget and actual results.

		2025 R Variances between Actual and approved budget
26A	Conditional grants lower than budgeted due to delays in implementing large projects because of procurement delays, resulting in lower income realised	(7 957 222)
26B	Service in Kind – Property Increased due to an influence of property market prices and the increase in the perceived value of the properties let to Iziko Museums by National Public Works.	5 111 581
26C	Sponsorship income for special projects income is higher than budgeted and cannot be budgeted for accurately, as it is donor dependent, and income is not known in advance	1 689 920
26D	Cash and asset donations are higher than anticipated due to asset donations received that was not previously expected	2 913 126
26E	The variance between the budget and actual is due to the fact that the Revenue had already been recognised in terms of GRAP in the previous financial period(s) and thus cannot be recognised again as Revenue when these reserves are used but rather results in budget losses.	(37 196 467)
26F	Admission fees are higher than anticipated due to an increase in international and domestic tourism visitors to the Western Cape.	1 527 633
26G	Rental income is higher anticipated due to a higher turnover-based rental income earned during the year. The improved tenant's trading performance escalations could not accurately be predicted.	409 566
26H	While income from venue hire and school group visits improved compared to the prior year, the negative variance in terms of the budget reflects overly optimistic budget assumptions in estimating the timing and scale of sundry income items.	(557 658)
26I	Depreciation and amortisation have decreased due to the re-estimation of useful lives at year end which has reduced the expense in comparison with the budgeted amounts	(7 377 954)
26J	The Post Retirement Actuarial Finance Cost is higher than budgeted. Due to the fact that values are dictated by the market, it cannot be predicted with any accuracy	798 759
26K	The Actuarial Loss was not budgeted for however it will be budgeted for in future taking into account available actuarial data and life expectancy of the beneficiaries.	4 008 294
26L	Various general expenses lower than budgeted due to procurement and implementation delays	(16 531 368)

Changes from the approved budget to the final budget

Explanation on variances between approved budget amounts and final budget amount.

26M The reduction in the final budget for Government Grant: Conditional Grants DSAC was as a result of the department withholding funds and ultimately doing a budget adjustment as a result of slow spending on Infrastructure as well as the budget cuts.

26N The variance on services in kind was as a result of the entity making adjustments, based on the previous year's valuation which was only finalised after the budget had been tabled and approved. The valuation was only done in May 2024 and the actual income of 2023/24 was higher than the budgeted amount for 2024/25. The final budget thus had to be increased.

26O The variance on sponsorship was as a result of the entity making adjustments and being prudent. There possibility of the entity not meeting the target of R 4,5 million. Indications were that this would not be achieved.

26P The variance on cash and asset donation was as a result of the entity making adjustments and being prudent. There was a real possibility of the entity not meeting the target of R 1,5 million. Indications were that this would not be achieved.

26Q The variance on employment of reserves was as a result of the entity's delays in implementing various projects. During the medium term there was a realisation that there was a real possibility of the entity not meeting the target of R 45,2 million. Indications were that this would not be achieved.

26R The variance on interest revenue is as a result of entity making adjustments based on the decrease in interest rates and bank balances.

26S The variance on admission fees is as a result of entity making adjustments based on the higher than expected number of admissions.

26T The variance on rental income is as a result of entity making adjustments and being prudent.

26U The variance on Other Revenue from exchange transactions is as a result of entity making adjustments and being optimistic earlier on, before the disruptions due to loadshedding and maintenance.

26V The variance on Employee related costs is as a result of entity making adjustments based on the vacant positions and revenue reduction. The entity needed to have a balanced budget.

26W The variance on depreciation is as a result of an entity making a change in estimate and extending the useful lives of PPE resulting in lower depreciation.

26X The variance on Post Retirement Actuarial Finance Costs is as a result of the entity making a provision for an expenditure items which was not originally budgeted for.

26Y The variance on General expenditure is as a result of the entity's combination slow spending and cost containment that showed signs mid term of a potential savings.

Capital Allocation

Capital allocations received from the DSAC amounted to R 6 645 554 (2024: R18 183 488), which will be applied to various capital projects as disclosed in note 12.2

27. Contingent Liabilities

27.1 Post-retirement Medical Benefits

Two (2) staff members who joined the institution before 1 October 2004 qualifies for post-retirement medical aid benefits but has not yet elected to utilize this benefit. This potential obligation arises from past employment service and the entity's policy to provide post-retirement medical benefits to qualifying employees.

The estimated financial effect of this contingent liability is R2,341,016 (2024: R1,908,698). This estimate is based on actuarial calculations considering factors such as the employee's age, expected retirement date, life expectancy, medical inflation rates, and discount rates. Management has classified the amount as a contingent liability in accordance with GRAP 19. The classification is based on the following considerations:

- The obligation arises from past events (employment service) but is not recognized as a provision because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation at the reporting date.
- The obligation is contingent upon the employee electing to utilize the benefit, an event that is uncertain and not wholly within the control of the entity.
- The amount of the obligation cannot be measured with sufficient reliability due to uncertainties regarding the employee's decision and future medical costs.

There is no possibility of reimbursement for this benefit, as the entity does not have any arrangements in place to recover costs associated with post-retirement medical aid benefits.

27.2 Retention of Cash Surplus

In terms of Section 53(3) of the PFMA, public entities are required to obtain prior written approval from National Treasury in order to retain cash surpluses that were realised in the current financial year. Based on a formula prescribed by National Treasury, The estimated financial effect of this contingent liability is R 95 857 004 , representing the total surplus identified for the current financial year. A written application for the abovementioned amount to be retained, will be made to National Treasury on or before the stipulated due date. Management has classified the amount as a contingent liability in accordance with GRAP 19. The classification is based on the following considerations:

- The obligation to surrender the surplus arises only if the National Treasury does not approve the retention request. As such, the obligation is contingent upon a future event not wholly within the control of the entity.
- While the amount of the surplus is known, the timing and likelihood of any required outflow are uncertain. Historically, Iziko has received approval to retain surpluses since its inception, and there have been no instances of required surrender. However, changes in economic conditions or policy directives could affect future approvals.

There is no expectation of reimbursement in the event of surrendering the surplus, as the funds would be transferred to the National Revenue Fund without compensation.

28. Prior Period Errors

Prior period errors from the previous year have been discovered and corrected by restating comparative amounts in the annual financial statements.

				2024 R
	As previously reported	Adjustments	Restated	Note
Statement of Financial Position				
Heritage assets	2 524 498 285	(10 213 201)	2 514 285 085	1
Heritage Assets: Social History Collections		7 015 847 (13 029 207) (4 199 841)	- - -	
Deferred income – Unspent conditional grants	1 042 343	500 425	1 542 768	2
Property Plant and Equipment	26 829 160	615	26 829 775	3
Retained Earnings/Accumulated Loss	72 535 303	8 324 081	64 211 222	2
Heritage Asset Valuation Reserve	2 518 205 815	2 388 929	2 515 816 885	1
Statement of Financial Performance				
Sponsorship Income	5 257 791	(500 426)	4 757 365	2
Depreciation and amortisation expenses	9 696 886	(1 267 985)	8 428 901	3

1. During the year under review, an asset verification exercise undertaken revealed that Heritage assets, which had previously inadvertently not been valued in prior years, were valued and included in heritage asset listings. In addition, it was found that assets were recorded more than once in the asset registers. The duplications have been reversed which has resulted in a decrease in the gross carrying values of the Social History, Art and Library book collections. The net effect of these adjustments is reflected in the table above.
2. It was discovered that in the prior year, expenses amounting to R500,424 for Iziko's account were incorrectly allocated as project expenses. The effect of the error resulted in the understatement of sponsorship income and deferred income in the Statements of Financial Performance and Position respectively.
3. It was discovered that a calculation error was made in the re-estimation of useful lives which resulted in depreciation being overstated and Property, Plant and Equipment being understatement. The effect of the correction is reflected in the table above.

29. Changes in Accounting Estimates

Depreciable assets' original remaining useful lives have been increased in the beginning of the current period to reflect the actual pattern of service potential derived from the assets. The effect on the current period is a decrease in the depreciation charge of R R5 887 887 (2024: R 2 298 757) and a decrease in the amortisation charge of R112 746 (2024: R 156 588 to the statement of financial performance in the current period.

The effect on future periods will be a similar total increase in the depreciation and amortisation charges of R5 887 887 and R112 746 respectively in future periods.

30. Irregular Expenditure and Fruitless and Wasteful Expenditure

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

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

Transactions	Notes	2025 R	2024 R
Irregular expenditure	30.1	-	1 967 770
Fruitless and wasteful expenditure	30.2	-	29 665

30.1 During 2023/2024 SBD 4 forms for two foreign service providers with a total procurement amount of R 1 967 770, were not obtained as required by SCM Practice Note 7, which constitutes a breach of procurement regulations. No losses were suffered, and Iziko did not press any criminal charges. Disciplinary steps in the form of a verbal warning were taken.

30.2 In the prior year, VAT on the value of the imported services was not made to SARS within 30 days from time of supply, which has resulted in the imposition of penalties by SARS amounting to R 29 666.

31. Segment Reporting

Iziko's programmes are not segments in terms of the definition in GRAP 18 and therefore segment reporting is not required. Iziko has a national focus, with sites of varying sizes located in close proximity of less than a 20-kilometer radius within the central Cape Town area, which is considered one geographical area and reporting cannot be distinguished per geographic area as the information is not classified as such in Iziko's records.

No information relating to:
(a) external revenues from non-exchange transactions and external revenues from exchange transactions or
(b) total expenditure and
(c) non-current assets other than financial instruments, deferred tax assets (where applicable), post-employment benefit assets, and rights arising under insurance contracts attributed to different geographical areas has been disclosed

32. Going Concern Assumption

The AFS presented herein are based on historical figures from 1 April to 31 March 2025.
Iziko's revenue remains under pressure due to constrained public funding and rising operational costs, both of which pose ongoing risks to the institution's operations, financial performance, and overall financial position.

Council has assessed the entity's ability to remain in business and negative financial trends have been evaluated. After the financing processes had been analysed, Council has come to the conclusion that Iziko is in a solvent position and will continue to operate for the foreseeable future, Iziko has received allocation letters from the Department of Sport, Arts and Culture (DSAC) detailing subsidy allocations which will allow the institution to function for the next three years. 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 AFS.

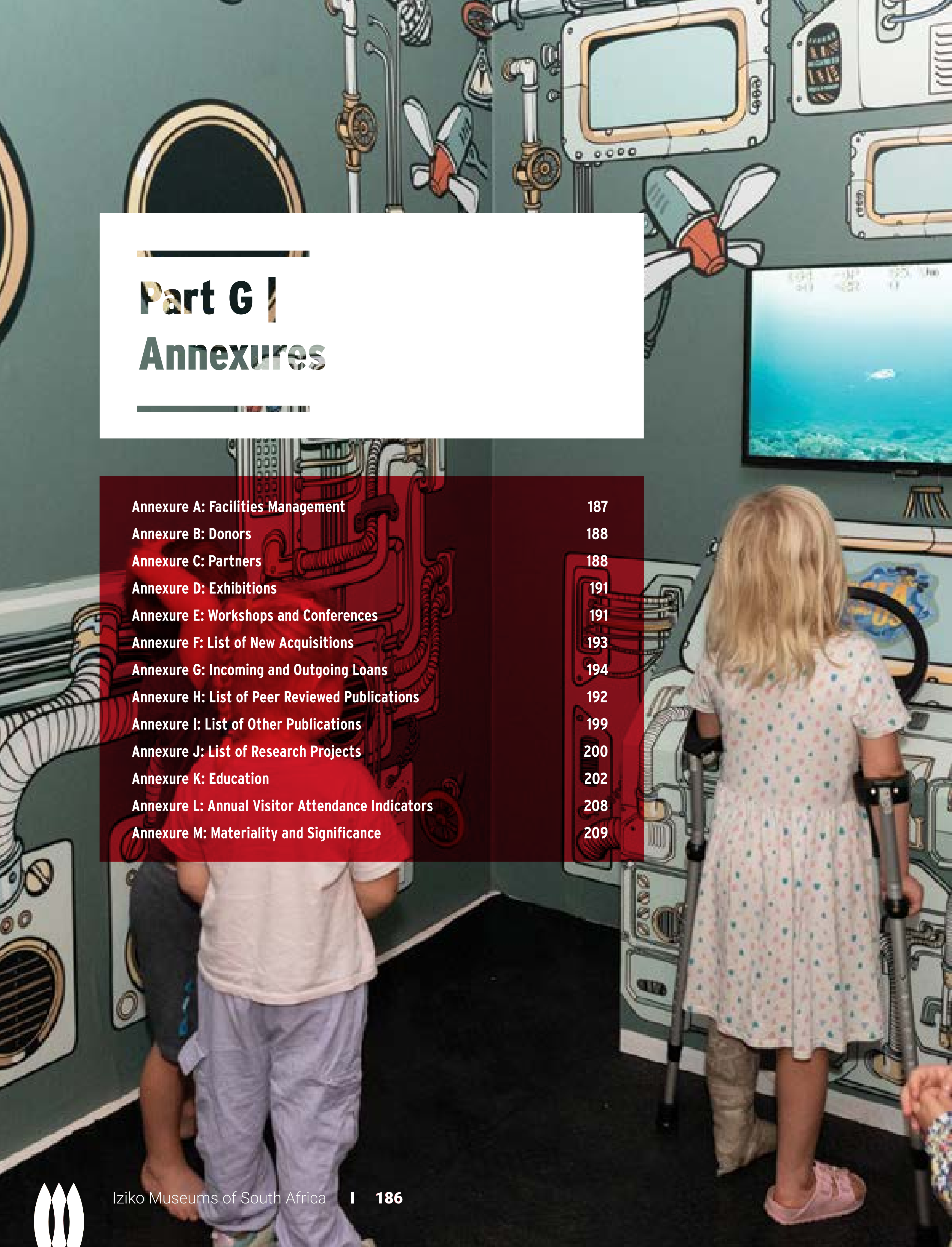
33. Events after reporting date

No adjusting post balance sheet events have been recorded.

The Annual Financial Statements were authorised for issue by the Eight Council of Iziko Museums of South Africa on 30 May 2025.

34. Taxation

Iziko is exempt from taxation in terms of the provision of Section 10(1) (cA) (i) of the Income Tax Act, 1962 (Act No.58 of 1962), as amended. Iziko is exempt from VAT in terms of the provision of Section 24(1) of the Value-added Tax Act ,1991 (the Vat Act)., as amended.



Part G | Annexures

Annexure A: Facilities Management

During the 2024/25 financial year, Iziko Museums continued to implement its capital investment and asset management programme, guided by the approved Conservation and Maintenance Plans (CMP). The focus remained on safeguarding the organisation's heritage property portfolio through prioritised interventions to address critical infrastructure risks, enhance fire safety, and promote long-term sustainability.

Capital and Maintenance Projects

A key project initiated in the fourth quarter of 2024/25 was the award of a multi-site tender for roof repairs and maintenance across eight heritage buildings. The scope of work, aligned to the Conservation and Maintenance Plans, includes roofscape repairs, structural waterproofing, and remediation of internal areas impacted by water ingress. Implementation is scheduled for completion in the 2025/26 financial year.

The buildings included in this project are:

- Bo-Kaap Museum (IBK) – early 19th century
- Kopmans-de Wet House (IKdW) – 18th century
- National Mutual Building housing the Social History Centre (ISHC) – 20th century
- Rust en Vreugd Museum (IR&V) – late 18th century
- Slave Lodge (ISL) – foundation laid in 1679, with later 17th and 18th-century additions
- South African Museum and Planetarium (ISAM) – late 19th century
- South African National Gallery (ISANG) – 20th century
- South African National Gallery Annexe (ISANG Annexe)

ICT Infrastructure Upgrade

In support of organisational efficiency and digital transformation, the ICT Infrastructure Upgrade Project advanced during the period under review. This included the replacement and upgrading of key network components—switches, routers, and firewalls—across major sites. The upgrades aim to enhance network performance, increase bandwidth capacity, and strengthen cybersecurity protocols, ensuring the resilience of Iziko Museums digital infrastructure.

Young adventure seekers, deep diving into our marine heritage during the launch of ***The Sea and US,*** Iziko South African Museum, November 2024.


The façade of the Iziko South African National Gallery, February 2025.

Annexure B: Donors

Iziko Museums of South Africa gratefully acknowledges the generous contributions received over the past year from various donors and partners. These contributions have played a vital role in supplementing the core subsidy provided by the Department of Sport, Arts and Culture. Their support has enabled the successful implementation of key exhibitions, educational programmes, research initiatives, and training interventions.

In addition, Iziko Museums extends its sincere appreciation to the following institutions:

- The National Centre for Archaeology (China)
- National Research Foundation (NRF)
- NRF South African Environmental Observation Network (SAEON)
- The Heritage Management Organization
- Nedbank (The Abe Bailey Trust)
- University of the Western Cape (UWC)
- The National Heritage Council
- International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM)

Annexure C: Partners

During 2024/25, 66 long-term partners continued to contribute, in diverse ways, to the successful delivery of our strategic objectives. It is noted that although not all these relationships have been formalised via Memoranda of Understanding, they are acknowledged herein as ongoing relationships that supported Iziko's productivity and delivery.

Here is the list of partners and organisations involved with Iziko Museums' during 2024/25:

1. 1Ambassade van het Koninkrijk der Nederlanden in Zuid-Afrika/Embassy of the Kingdom of the Netherlands
2. Andrew W Mellon Foundation
3. British Council | South Africa
4. British Museum: International Training Programme
5. Brown University: Centre for the Study of Slavery and Justice
6. Cape Peninsula University of Technology (CPUT)
7. Cape Town Partnership
8. Cape Town Tourism
9. Castle Control Board
10. Ceramics Southern Africa, Western Cape
11. City of Cape Town
12. Commonwealth Association of Museums (CAM)
13. Consulado-Geral do Brasil na Cidade do Cabo/Consulate General of Brazil in Cape Town
14. Consulat Général de France au Cap/French Consulate General in Cape Town
15. Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA)
16. Department of Public Works and Infrastructure (DPWI)
17. Department of Science and Innovation (DSI)
18. Department of Forestry, Fisheries and Environment (DFFE)
19. DSI-NRF Centre of Excellence in Palaeosciences
20. Freedom Park
21. Friends of the Iziko South African Museum
22. Friends of the Iziko South African National Gallery
23. GeoGenetics Centre, University of Copenhagen
24. George Washington University
25. Global Biodiversity Information Facility (GBIF)
26. Global Curatorial Project on Slavery
27. Golden Arrow Bus Services
28. Groot Constantia Trust
29. Heal The Hood Project
30. 30.HCI Foundation - The Community Transport Support Programme
31. Human Evolution Research Institute (HERI)
32. Institute for Creative Arts (ICA)
33. International Committee of Museums (ICOM)
34. Inyathelo: The South African Institute for Advancement
35. Koena Art Institute
36. Lidderdale Trust Fund
37. Michaelis School of Fine Art, University of Cape Town
38. National Heritage Council of South Africa (NHC)

39. National Library of South Africa
40. National Lotteries Commission (NLC)
41. National Research Foundation (NRF)
42. National Research Foundation - South African Agency for Science and Technology Advancement (National Science Week 2023)
43. Nelson Mandela Museum
44. Paleontological and Scientific Trust
45. Rhodes University (RU)
46. Robben Island Museum
47. Slaves Wrecks Project
48. Smithsonian Institution – National Museum of African American History and Culture (NMAAHC)
49. South African Astronomical Observatory (SAAO)
50. South African Heritage Resources Agency (SAHRA)
51. South African Institute of Aquatic Biodiversity (SAIAB)
52. South African National Biodiversity Institute (SANBI)
53. Standard Bank of South Africa Limited
54. Stanford University
55. Stellenbosch University (SU)
56. The Abe Bailey Trust
57. The Rowland and Leta Hill Trust
58. University of Cape Town (UCT)
59. University of Cape Town (Department of Astronomy)
60. University of the Western Cape (UWC)
61. University of the Witwatersrand (Wits)
62. US Consulate General in Cape Town
63. US Embassy in South Africa
64. West Coast Fossil Park Trust
65. Western Cape Government – Cultural Affairs and Sport (DCAS)
66. Western Cape Government – Education Department (WCED)

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

Project Partnerships 2024/25

During 2024/25, several partnerships were established to support specific exhibitions, research, and education projects. Formal Exhibition Agreements were forged for the following exhibition projects:

- Artist in Residence Programme: Thabo Maketha collaborated with Iziko Museums to present "Hope on a Horse," a performance-art piece celebrating African futures and youth. It included a parade through the Company's Gardens to the Iziko South African National Gallery.
- Dr. George Mahashe of the University of Cape Town's Michaelis School of Fine Art: Partnered with Iziko Museums to create "Defunct Context: U406 Pavilion Prototype 2" at Iziko Bertram House.

In addition to these strategic partnerships, the Education department, Planetarium, and Digital Dome benefited from ongoing relationships that enhance sustained delivery:

- **University of Cape Town and the Iziko Planetarium and Digital Dome:** Iziko hosts researchers on Mondays for research activities in the Digital Dome.
- **HCI Foundation and the HCI Community Transport Support Programme:** Provides buses to Iziko Museums for use by schools and communities.
- **Pan South African Language Board:** Collaborated to present Deaf Awareness Month in September 2022, including the 2023 Mother Language Day public programme.
- **Western Cape Department of Cultural Affairs and Sport:** Collaborated to present the 2023 Mother Language Day public programme.
- **Swahili Language Board of Southern Africa:** Collaborated to present the 2023 Mother Language Day public programme.
- **National Library of South Africa's Centre for the Book:** Collaborated to present the 2023 Mother Language Day public programme.
- **Indigenous Languages Forum:** Collaborated to present the 2023 Mother Language Day public programme.
- **Centre for Curating the Archive – University of Cape Town and the Planetarium:** Presented the Under the Dome Film Festival during Heritage Week.
- **South African Astronomical Observatory:** Presented the launch of the digital dome film "Rising Star."
- **IDIA Vislab (University of Cape Town) and the Dark Energy Spectroscopic Instrument (DESI):** Presented a new planetarium film titled "5000 Eyes: Mapping the Universe with DESI."
- **Butterfly Art Project:** Ongoing partnership bringing visitors to the South African National Gallery and its Annexe for art activities.
- **Koena Art Institute:** Presented an art showcase called "RIELDANS: LAAT DIE STOF STAAN" at the Iziko Learning Centre, Groot Constantia, celebrating Heritage Month 2022.

Behind the scenes in the Marine Biology Collections with Curator, Dr Dylan Clarke, Careers Workshop, Iziko South African Museum, July 2024.

- **Centre for Conservation Education:** Collaborated with Iziko Museums to present educational programmes at Groot Constantia.
- **National Research Foundation - South African Agency for Science and Technology Advancement:** Collaborated with Iziko Museums to host National Science Week 2022.
- **European Geosciences Union:** Collaborated with Iziko Museums of South Africa and the University of Cape Town to present the Geosciences Information For Teachers Workshop, aiming to integrate state-of-the-art science into classrooms via primary and high school teachers.
- **Women Lead Movement:** Collaborated with Iziko Museums to facilitate the 2022 Women's Day public programme themed "Promoting a Gender Equal Society for a Sustainable Future," the programme included specific tours of exhibitions of "Red in the Rainbow," "Singing Freedom," and "Aluta Continua" exhibitions that highlight the role of women in the fight against apartheid.
- **Heal The Hood Project:** Collaborated with Iziko Museums to present the 2023 Human Rights Day public programme.
- **Philippi Village in partnership with Elvis Amor:** Organised an event highlighting township youth and promoting science and innovation in youth empowerment.
- **B&M Scientific Project:** An instrument of transformation within Western Cape communities, creating permanent positive change in the lives of South African children through entrepreneurship, science, maths, and technology. Hosted the Love Science Expo, aimed at exposing learners to the exciting opportunities awaiting them in science-related fields.

Statement from the Friends of the Iziko South Africa Museum

The Friends of the Iziko South African Museum is a non-profit organisation (# 052-511-NPO) supported by a committee of six members: Munro Bloch, Medeé Rall, Faheem Seedat, Chris Beech, Debbie de Bastos, and Charlotte Honiball, who are committed to the Iziko South African Museum (ISAM), particularly the research and work of its world-rated scientists. This commitment is reflected in a programme of field trips and day outings that align with the culture and mission of Iziko South African Museum.

The Friends of the Iziko South African Museum is open to people of all ages who are interested in learning and exploring the natural and social history of our country. Membership currently stands at 132.
In October 2024, we resumed our monthly evening lectures in person in the TH Barry lecture Theatre. These now take place on the first Thursday of each month at 18:00. We have hosted a wide range of topics, and attendance continues to increase.

Our annual Karoo fossil trip took place in October 2024, once again in the Beaufort West area. Led by Iziko palaeontologists, participants explored the region in search of fossils, many of which may then later be prepared and displayed at the Iziko Museum. This trip is extremely popular and fills up very rapidly.

Day outings included visits to: the Heart Museum at Groote Schuur Hospital; Oranjezicht Farm; Lourensford Estate in Somerset West; Arderne Gardens; the Long March to Freedom statues at Century City; Mostert's Mill to view the restored structure following the fire; the Rhodes Museum; Het Posthuys in Muizenberg; and, the Palmiet and Koeberg Power Stations.

The Friends Committee has agreed that a tangible asset amounting to R25,000.00 be donated to Iziko Museum towards the ISAM200 celebration —for example, a garden bench, subject to approval by the appointed landscaper.

Annexure D: Exhibitions

No.	Exhibition Title	Venue	Start Date	End Date
1	Collective versus Individual: Identity Dynamics	ISANG	26 June 2024	30 September 2024
2	Displacement of Palestine People	Bo-Kaap	08 August 2024	TBC
3	The Art of Science	ISAM	20 September 2024	31 March 2026
4	Manfred Zylla: I never liked it here	ISANG	23 September 2024	TBC
5	Commonwealth War Graves Memorial	ISAM	18 October 2024	31 March 2025
6	Blessing Ngobeni - Ntsumi Ya Vutomi	ISANG	15 November 2024	25 February 2025
7	GLAM: 30 Years of democracy	NLSA	06 December 2024	31 March 2025
8	In Slavery's Wake: Making Black Freedom in the World	Smithsonian NMAAHC	13 December 2024	TBC
9	There's Something I must Tell You: Sue Williamson Retrospective	ISANG	22 February 2025	30 September 2025
10	The Sea and Us	ISAM	22 March 2025	Indefinite

Annexure E: Workshops and Conferences

1. Simon van Noort, Seminar, Wasps of the World, Online seminar to international entomologists, 14 June 2024.
2. Annelize Kotze, Workshop, Aitsa Outreach Project, SKA, community activists, scientist, 10 April 2024.
3. Annelize Kotze, Workshop, The Story of Bones, Students, film makers, archaeologists, curators, 23 April 2024.
4. Annelize Kotze, Lecture, The repatriation of Ancestral remains, Students, curators, indigenous community activists, lecturers, 26 April 2024.
5. Annelize Kotze, Lecture, What is our Hairitage?, Students and artists, 15 June 2024.
6. Romala Govender, Lecture, How the west has changed: Langebaanweg and surrounds, Honours students, 13 May 2024.
7. Robyn Pickering (UCT partner), Conference, Decolonizing geoscience communication: a case study of a new human evolution exhibition at the Iziko South African Museum, European Geoscientist Union attendees., 17 April 2024.
8. Amy Sephton & Nkosingiphile Mazibuko, Workshop, EDI Artist in Residence: Navigating neo-colonial research structures, European Geoscientist Union attendees., 14 April 2024.
9. Amy Sephton, Workshop, Exhibition design and production, UCT Centre for Creative the Archive Honours Students, 25 April 2024.
10. Wayne Florence, Workshop, Kenya, ICCROM Heritage Hub Leadership Team, 11 June 2024.
11. Wayne Florence, Conference, Delegates of the Global Museum Directors Forum Beijing China, 20 June 2024.
12. Lynn Abrahams, Seminar, From Human Wrongs to Human Rights in a post - apartheid context, University of Pennsylvania students and staff, 1 July 2024.
13. Annelize Kotze, Workshop, Type of collections and engagement with communities, human remains, culture and identity, !Khwa ttu interns, 11 June 2024.
14. Annelize Kotze, Workshop, Digital Museum, Commonwealth Youth, 12 August 2024.
15. Annelize Kotze, Conference, Indigenous Archaeologies – Community, consultation, and co-curation, SAMA National conference, 4 September 2024.
16. Annelize Kotze, Lecture, The importance of the representation and preservation of Nama Culture in museums and communities, 8th ANNUAL NAMA CULTURAL FESTIVAL NAMCUFE, 28 September 2024.

In the sandbox, young visitor actively engaging at the launch of ***The Sea and Us,*** Iziko South African Museum, March 2025.

17. Wendy Black, Conference, Challenging Conversations of museum restitution, the return of art and the role of digitisation, SAMA National conference, 09 May 2024.
18. Esther Esmyol, Lecture, SA Clay Awards Opening Address, Ceramic artists and public, 2 November 2024.
19. Annelize Kotze, Seminar, The role of memory institutions in reburial of remains, Public and museum staff, 4 October 2024.
20. Annelize Kotze, Workshop, COMMUNITY VOICES IN MUSEUM SPACES, Academics, students and heritage professionals, 15 October 2024.
21. Annelize Kotze, Workshop, Holding space, Public and museum staff, 21 October 2024.
22. Annelize Kotze, Workshop, The importance of museums associations and collaborations, Museum educators, 22 October 2024.
23. Annelize Kotze, Workshop, People, places and re-presentation, Heritage Tourism Forum, 26 November 2024.
24. Annelize Kotze, Conference, Shifting the narrative in heritage institutions, international heritage practitioners, 6 December 2024.
25. Annelize Kotze, Seminar, Reflections on reveal and connect - an African perspective, UK museums and universities, 10 December 2024.
26. Annelize Kotze and Wendy Black, Workshop, History of museums, collecting (remains and grave goods), and casts at Iziko Museums and other institutions, Northern Cape Communities, 4 November 2024.
27. Lynn Abrahams, Conference, The making and remaking of SA national estate, African Studies Association, 12 December 2024.
28. Lynn Abrahams, Lecture, Decolonising photography, Learners, parents, guest and funders of Rosendaal High School, 19 October 2024.
29. Lynn Abrahams, Lecture, Hard work builds resilience, educators, Guests and matric class of 2024, 5 November 2024.
30. Simon van Noort, Lecture, Biodiversity exploration of the Angolan Lisima highlands, a critical watershed for the Okavango and Zambezi River systems, Friends of the Iziko South African Museum (36 people), 6 March 2025.
31. 31. Simon van Noort, Seminar, The Climate Crisis: Value of Natural History Collections for Assessing Impact of Global Change, Participants (84) at the NSCF Virtual Forum: from roots to fruits, 25 March 2025.
32. 32. Esther Esmyol, Lecture, Collecting Ceramics, UCT CCA Honours Students, 13 March 2025.
33. 33. Annelize Kotze, Seminar, Caring for Ancestral Remains in Museums, Museum staff and members of CAM, 25 February 2025
34. Annelize Kotze, Lecture, Unmaking the Scramble for Africa Project 1885, Public and heritage activists, 27 February 2025.
35. Annelize Kotze, Lecture, Social History Narratives-Community voices in museum spaces, UCT CCA Honours Students, 13 March 2025.
36. Annelize Kotze and Wendy Black, Seminar, South African Restitution and Repatriation policy – status quo, challenges and how to activate it., Heritage practitioners, 19 March 2025.
37. Jaco Boshoff, Seminar, Iziko VOC shipwreck collections, MOB-VOC project, 2 December 2024.
38. Jaco Boshoff, Seminar, Treasure, seals, and slaves. Maritime Archaeology at Iziko Museums, National Centre for Archaeology, Beijing China, 6 February 2025.
39. Jaco Boshoff, Seminar, Treasure, seals, and slaves. Maritime Archaeology at Iziko Museums, Underwater Archaeology Research Centre, Shandong, China, 8 February 2025.
40. Wendy Black, Lecture, Rock Art Gallery, Archaeology, and decoloniality., UCT CCA Honours Students, 20 March 2025.
41. Wendy Black, Lecture, Ethics, repatriation and meaning in Archaeology, UCT Archaeology Honours Students, 20 March 2025.

Annexure F: List of New Acquisitions

Item Description	Number of objects
Purchases	
Art Collections	
Anna van der Ploeg, Artworks	2
Natasha Norman, Artworks	3
Ashley Walters, Artwork	1
Atang Tshikare, Artworks	1
Lungile Ngcobo, Photograph	1
Tinyiko Makwakwa, Artworks	1
Warren Maroon, Artworks	1
Troy Makada, Artwork	1
Kristen McClarty, Artwork	1
Lyndi Sales, Artwork	1
Motshidisi Leburu, Artwork	1
Haroon Gunn-Salie and Aline Xavier	1
Liz Kobusinge and Darlyne Komukama	1
Nyakallo Maleke	3
Bulumko Mbete	2
Social History Collections	
Swaziland Grass Mats	120
Hennie Meyer, Ceramic	1
Katherine Glenday, Ceramic	1
Thembi Nala, Ceramic	1
Eugene Hon, Ceramic	1
Frank Nthunya, Ceramic	1
Lynnley Watson, Ceramic	1
Nicholas Sithole, Ceramic	1
Donations	
Art Collections	
Guy Tillim, Photographs	41
Social History Collections	
Original Kufiyah belonging to Yasser Arafat	1
Havva Baydar, Artwork	1

Annexure G: Incoming and Outgoing Loans

i. Social History and Art

Incoming Loans

Artist	Number of objects loaned	Institution Loaned from	Loan period	Extension
Sue Williamson	99 pieces	Goodman Gallery	08/01/2025-24/10/2025	-
Sue Wiliamson	1 piece	Harry Steward	20/01/2025-15/10/2025	-
Sue Williamson	1 piece	MTN SA Foundation	01/02/2025-15/10/2025	-
Sue Williamson	1 piece	Spier Art Trust	17/01/2025-25/10/2025	-
Sue Willimson	15 pieces	Johanne Porer collection, UCT	01/02/2025-15/10/2025	-
Sue Williamson	1 piece	Goodman Gallery	11/02/2025-25/10/2025	-
Blessings Ngobeni	29 pieces	Everard Reed	07/10/2024-31/03/2025	-

Outgoing Loans

Name of artwork	Artist	Accession Number	Loaning institution	Loan period	Extension
Piling wreckage upon wreckage	Penny Siopis	89/25	National Museum of Contemporary Art, Athens	01/04 2024-10/11/ 2024	10/02/2025-16/03 2025
Half the Sky	Gavin Jantjies	200/322	White Chapel Gallery, London	12/04/ 2024 -15/10/2024	-
Untitled "Skins" Cement Bags	Moshekwa Langa	96/54	A4 Arts Foundation, Cape Town	19/07/2024-29/11/2024	-
Painted Acrylic Vessel	Esther Mahlangu	SH2015	Wits Art Museum	01/11/2024-17/04/2025	-
Suid Afrika Vorentoe (South Africa Ahead)	Esther Mahlangu	2003/44	Wits Art Museum	01/11/2024-17/04/2025	-
Jann Turner, daughter of slain activist, Rick Turner, with Eugen De Kock, Commander of Vlaakplaas	George Hallet	2009/17	Norval Foundation, Cape Town	04/11/2024-31/12/2025	-

ii. Natural History

Outgoing loans

Karoo Palaeontology

Collection Name	Loaning Institution Name	Loan Number	Date	Extension
Karoo Palaeontology	Dr J Benoit, Evolutionary Studies Institute, Wits University	2024-02	2024/08/20-2024/02/28	-
Karoo Palaeontology	Dr J Benoit, Evolutionary Studies Institute, Wits University	2025-01	2025/02/02-2025/11/30	-
Cenozoic	Mr C Mabin, Save Our Seas Foundation, Cape Town	7546	29/06/2024-07/07/2024	30/01/2025
Cenozoic	Dr R Govender, Iziko Museums, Cape Town	CP4882	2024/10/30-2025/10/30	-
Cenozoic	Dr D Stender, University of Cape Town, Rondebosch	CP4881	2024/06/04-2024/07/01	-
Cenozoic	Dr W Daffue, Department of Animal Science, University of Free State, Bloemfontein	CP4879	24/04/12-24/10/12	-
Cenozoic	Dr W Daffue, Department of Animal Science, University of Free State, Bloemfontein	CP4880-2024/04/12	24/04/12-24/10/12	-
Entomology	Professor Gerstmeier, Zoological Staatssammlung, Munchen, Germany	2024_10	2024/06/21-2024/12/21	-
Terrestrial Vertebrates	Dr JW Adams, Monash University, Melbourne, Australia	3170	2024/04/27-2024/11/27	-
Terrestrial Verterbrates	Ms P Haarhoff, West Coast Fossil Park, Vredenberg	3171	2024/11/12-2025/05/11	-
Marine Biology	Dr SR Daniels, Stellenbosch University, Stellenbosch	M124-002	2024/04/19-2024/05/19	-
Marine Biology	Professor K Sink, SA National Biodiversity Institute, Silverton, Pretoria	M124-005	2024/07/22-2025/01/2022	-
Archaeology	Professor Justin Bradfield, Palaeo-Research Institute, University of Johannesburg, Auckland Park, Johannesburg	Boxes, 7; 15; 23; 35; 43; 54	06 March 2025-	-
Archaeology	Dr Tammy Hodgskiss Reynard, Origins Centre Museum, Wits University, Johannesburg	SAM-AA: 8938	10 December 2024-29 December 2034	-

Annexure H: List of Peer Reviewed Publications

1. van Noort, S., 2024. Role of taxonomy and museums in insect conservation. In: J. Pryke, M. Samways, T. New, P. Cardoso & R. Gaigher, eds. Routledge Handbook for Insect Conservation. Chapter 34. Taylor and Francis. https://doi.org/10.4324/9781003285793
2. van Noort, S., Mitroiu, M-D., Burks, R., Gibson, G., Hanson, P., Heraty, J., Janšta, P., Cruaud, A. & Rasplus, J-Y., 2024. Redefining Ormyridae (Hymenoptera, Chalcidoidea) with establishment of subfamilies and description of new genera. Systematic Entomology, 49(3), pp.447–494. http://dx.doi.org/10.1111/syen.12630
3. Quicke, D.L.J., van Noort, S., Ranjith, A.P., Friedman, A.L.L., Mejlon, H. & Butcher, B.A., 2024. Revision of Trigastrotheca Cameron (Hymenoptera: Braconidae, Braconinae) with descriptions of 13 new species. ZooKeys, 1205, pp.115–167. https://doi.org/10.3897/zookeys.1205.125014
4. Mortimer, K. & Clarke, D.T., 2024. Untangling the Magelonidae (Annelida: Polychaeta) of southern Africa, including the description of a new species. African Zoology, 59, pp.1–28. https://doi.org/10.1080/15627020.2024.2311085
5. Jiangzuo, Q-G., Gao, Y., Valenciano, A., Lu, D. & Wang, S-Q., 2024. A possible new amphicyonid from the Miocene of the Linxia Basin. Vertebrata PalAsiatica, 62(2), pp.156–164. https://www.vertpala.ac.cn/EN/10.19615/j.cnki.2096-9899.240320
6. Kargopoulos, N., Valenciano, A., Kampouridis, P., Vasile, S., Ursachi, L. & Răăoi, B., 2024. The carnivoran record from the Neogene of eastern Romania. Rivista Italiana Di Paleontologia E Stratigrafia, 130(2), pp.331–371. https://doi.org/10.54103/2039-4942/22194
7. Ndhlovu, B.C., 2024. Recasting Sovereignty: Mkando ka Dhlova, the Ingonyama Trust, and Land Politics in Zululand and KwaZulu-Natal. African Economic History, 52(1), pp.92–114. https://muse.jhu.edu/article/928558
8. Maharaj, I.E., Macungo, Z., Smith, R.M., Chinsamy, A. & Araújo, R., 2024. Taxonomic revision of the late Permian dicynodont genus Endothiodon (Therapsida, Anomodontia). Journal of Systematic Palaeontology, 22(1), p.2346578. https://doi.org/10.1080/14772019.2024.2346578
9. Payne, R.P., Ngwakum, B., Teske, P.R., Landschoff, J. & Samaai, T., 2024. The first hermit crab-associated sponge from South Africa, Suberites ambulodomus sp. nov. (Porifera, Demospongiae, Suberitida, Suberitidae), and its relationship with the hermit crab Pagurus liochele. Systematics and Biodiversity, 22(1), p.2346829. https://doi.org/10.1080/14772000.2024.2346829
10. Piwoni-Piórewicz, A., Liow, L.H., Krzemiăska, M., Chełchowski, M., Iglikowska, A., Ronco, F., Mazurkiewicz, M., Smith, A.M., Gordon, D.P., Waeschenbach, A., Najorka, J., Figuerola, B., Boonzaaier-Davids, M.K., Achilleos, K., Mello, H., Florence, W.K., Vieira, L.M., Ostrovsky, A.N., Shunatova, N., Porter, J.S., Sokolover, N., Cumming, R.L., Novosel, M., O'Dea, A., Lombardi, C., Jain, S.S., Huang, D., Kukliăski, P., et al., 2024. Skeletal mineralogy of marine calcifying organisms shaped by seawater temperature and evolutionary history—A case study of cheilostome bryozoans. Global Ecology and Biogeography, e13874. https://doi.org/10.1111/geb.13874
11. Black, W., 2024. Peer Review Report For: Reconceptualizing museum decolonization: https://doi.org/10.12688/routledgeopenres.18053.1
12. Meier, N., Gordon, M., van Noort, S., Reynolds, T., Rindoš, M., Di Giovanni, F., Broad, G.R., Spasojevic, T., Dal Pos, D. & Klopfstein, S., 2024. Species richness estimation of the Afrotropical Darwin wasps (Hymenoptera, Ichneumonidae) based on complementary empirical data. PLOS ONE, 19(7), p.e0307404. https://doi.org/10.1371/journal.pone.0307404
13. McLeish, M.J., Guo, D. & van Noort, S., 2024. A pollination mutualism over the edge: growth form and fig traits respond differently during

niche expansion to arid environments. Bothalia-African Biodiversity & Conservation, 54(1), pp.1–22. https://doi.org/10.38201/btha.abc.v54.9

14. Gordon, M.L., Colville, J.F., Engelbrecht, A. & Couldridge, V., 2024. Ancient Grasshoppers: A revision of the genus Bullacris (Orthoptera: Pneumoridae). Zootaxa, 5474(4), pp.301-354. https://doi.org/10.11646/zootaxa.5474.4.1
15. Chinsamy, A. & Valenciano, A., 2024. Multiple exostoses and an osteochondroma in a Pliocene canid from Langebaanweg 'E' Quarry (South Africa). Journal of Anatomy, 00, pp.1–13. https://doi.org/10.1111/joa.14133
16. Foster, W., Gensbigler, P., Wilson, J.D., Smith, R.M., Lyson, T.R. & Bever, G.S., 2024. Cranial anatomy of the Triassic rhynchosaur Mesosuchus browni based on computed tomography, with a discussion of the vomeronasal system and its deep history in Reptilia. Zoological Journal of the Linnean Society, 201(4), p.zlae097. https://doi.org/10.1093/zoolinnean/zlae097
17. Rabe, C., Marugán-Lobón, J., Smith, R.M. & Chinsamy, A., 2024. Geometric morphometric analysis of an ontogenetic cranial series of the Permian dicynodont Diictodon feliceps. Proceedings B, 291(2027), p.20240626. https://doi.org/10.1098/rspb.2024.0626
18. Marsicano, C.A., Pardo, J.D., Smith, R.M., Mancuso, A.C., Gaetano, L.C. & Mocke, H., 2024. Giant stem tetrapod was apex predator in Gondwanan late Palaeozoic ice age. Nature, 631(8021), pp.577-582. https://doi.org/10.1038/s41586-024-07572-0
19. Viana, S., Petean, F.F. & Soares, K., 2024. Chondrichthyan systematics in Brazil depicted: historical overview, research trends and future perspectives. Neotropical Ichthyology, 22, p.e240011. https://doi.org/10.1590/1982-0224-2024-0011
20. Elizabeth, A., Black, W. & Yimer, G., 2024. Charting a landmark-driven path forward for population genetics and ancient DNA research in Africa. The American Journal of Human Genetics, 111(7), pp.1243-1251. https://doi.org/10.1016/j.ajhg.2024.05.019
21 Grine, F.E., Post, N.W., Greening, V., Crevecoeur, I., Billings, B.K., Meyer, A., Holt, S., Black, W., Morris, A.G., Veeramah, K.R. and Mongle, C.S., 2025. Frontal sinus size in South African Later Stone Age Holocene KhoeăSan. The Anatomical Record, 308(3), pp.801-826. https://doi.org/10.1002/ar.25556
22. Weiss, B.M., Dollman, K.N., Choiniere, J.N., Browning, C. & Botha, J., 2024. The osteohistology of Orthosuchus stormbergi using synchrotron radiation microcomputed tomography. Journal of Anatomy, 00, pp.1–21. https://doi.org/10.1111/joa.14166
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24. Delfino, M., Cohen, B.F., Govender, R., Haarhoff, P., Macaluso, L., Marino, L., Matthews, T., Wencker, L.C. and Pavia, M., 2024. Towards the origin of South African tortoises: a new Chersina species from the Early Pliocene fossil site of Langebaanweg. Zoological Journal of the Linnean Society, 202(3), p.zlae146. https://doi.org/10.1093/zoolinnean/zlae146
25. Coetzer, W. and Lisher, M., 2024. Biodiversity data curation as a profession in South African natural science museums. Curator: The Museum Journal, 67(3), pp.541-748. https://doi.org/10.1111/cura.12666
26. Lisher, M.W., Viana, S.T. and Gon, O., 2024. Chromis tweddlei, a new deep-water species of damselfish (Pomacentridae) from the Cargados Carajos Bank, southwestern Indian Ocean. Journal of Fish Biology, pp.1-9. https://doi.org/10.1111/jfb.16013
27. Hoffman, L., Wienberg, C., Lisher, M. and Zettler, M.L., 2024. Occurrence of Adacnarca (Bivalvia: Philobryidae) of Late Pleistocene age from the continental shelf off Namibia and

notes on species from South Africa. Basteria, 88(2), pp.264–270. https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Occurrence+of+Adacnarca+%28Bivalvia%3A+Philobryidae%29+&btnG=
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29. Ackermann, R., Athreya, S., Black, W., Humphreys, R., Pickering, R., Sahle, Y. and Schroeder, L., 2025. Paleoanthropology: Decolonizing and Building for the Future. The International Encyclopedia of Anthropology, pp.1–9. https://doi.org/10.1002/9781118924396.wbiea2549
30. Churcher, C.S., Hurlburt, G.R., Govender, R. and Valenciano, A., 2025. Cranial and endocranial morphology of a new species of giant civet (Carnivora, Viverridae) from the early Pliocene of Langebaanweg 'E'Quarry, South Africa. Palaeontographica Abteilung A, pp.151-199. http://doi.org/10.1127/pala/2025/0157
31. Pavia, M., Louchart, A., Govender, R. and Delfino, M., forthcoming. A new species of Swift (Apodidae) from the early Pliocene of Langebaanweg, South Africa. PalZ. https://doi.org/10.1007/s12542-024-00711-y
32. Deng, J.Y., van Noort, S., Compton, S.G., Chen, Y. and Greeff, J.M., 2025. The population genetic structure of Ficus craterostoma in South Africa. South African Journal of Botany, 178, pp.235–243. https://doi.org/10.1016/j.sajb.2025.01.033
33. Rasplus, J.Y., van Noort, S. and Farache, F.A.H., 2025. Agaonidae. In: J.M. Heraty and J.B. Woolley, eds. Chalcidoidea of the World. Oxford: CABI Press, pp.170–190. https://doi.org/10.1079/9781800623545.0008
34. van Noort, S., Rasplus, J.Y. and Mitroiu, M.D., 2025. Diparidae. In: J.M. Heraty and J.B. Woolley, eds. Chalcidoidea of the World. Oxford: CABI Press, pp.305–309. https://doi.org/10.1079/9781800623545.0022
35. Rasplus, J.Y., Burks, R.A., van Noort, S. and Cruaud, A., 2025. Epichrysomallidae. In: J.M. Heraty and J.B. Woolley, eds. Chalcidoidea of the World. Oxford: CABI Press, pp.334–341. https://doi.org/10.1079/9781800623545.0025
36. Hanson, P.E., Janšta, P., Viciriuc, I.M., Mitroiu, M.D., Van Noort, S. and Rasplus, J.Y., 2025. Ormyridae. In: J.M. Heraty and J.B. Woolley, eds. Chalcidoidea of the World. Oxford: CABI Press, pp.530–537. https://doi.org/10.1079/9781800623545.0048
37. Gibson, G.A.P. and van Noort, S., 2025. Tanaostigmatidae. In: J.M. Heraty and J.B. Woolley, eds. Chalcidoidea of the World. Oxford: CABI Press, pp.334–341. https://www.cabidigitallibrary.org/doi/abs/10.1079/9781800623545.0057
38. Yasmin, C., Aluwihare, S.F., Malsha, S., Gunasinghe, C.R., Ranjula, M.A.S., Weerakoon, T., Haputhantri, S.S.K., Jayasinghe, P.K., Lisher, M.W. and Psomadakis, P.N., 2025. First confirmed record of adult Pacific squaretail, Tetragonurus pacificus (Teleostei: Perciformes: Stromateoidei) from the Indian Ocean, with an expanded description. Zootaxa, 5604(1), pp.41–51. https://doi.org/10.11646/zootaxa.5604.1.4
39. Black, W., Zipfel, B., Tawane, M., Alard, G. and Hine, P., 2025. Hominin heritage: How institutional repositories are managing collections, collaboration and repatriation. South African Journal of Science, 121(1/2). https://doi.org/10.17159/sajs.2025/18569
40. Kgotleng, D.W., Basinyi, S., Black, W. and Chiwara-Maenzanise, P., 2025. 100 Years of palaeo-research and its relevance for transformation and social cohesion in South Africa. South African Journal of Science, 121(1/2). https://doi.org/10.17159/sajs.2025/18624
41. Payne, R.P., Samaai, T., Janson, L., Kerwath, S.E. and Gibbons, M.J., 2025. Eleven new heteroscleromorph Demospongiae (Porifera), and a new record of the tetractinellid Ancorina corticata, from Walters Shoal, a shallow seamount on the Madagascar Ridge in the Southwest Indian Ocean (SWIO). Zootaxa, 5575(1), pp.1–56. https://doi.org/10.11646/zootaxa.5575.1.1
42. van Niekerk, A., Kara, J., Alvarez-Aguilar, A. and Simon, C.A., 2025. Lumbrineris magalhaensis Kinberg, 1865 (Annelida: Lumbrineridae) re-

vealed as two indigenous species in South Africa. African Zoology, 60(1–2), pp.50–66. https://doi.org/10.1080/15627020.2024.2437168

43. Ndhlovu, B. and Omar, R., forthcoming. Social inclusion, cultural participation, and public ruptures at Iziko South African National Gallery. In: K. El Enany, ed. [Title missing], p.260. https://doi.org/10.4324/9781003382713

44. Jenkins, X.A., Benson, R.B., Elliott, M., Jeppson, G., Dollman, K., Fernandez, V., Browning, C., Ford, D.P., Choiniere, J. and Peecook, B.R., 2025. New information on the anatomically derived millerettid Milleretta rubidgei from the latest Permian based on ↔CT data. Zoological Journal of the Linnean Society, 203(3), p.zlaf004. https://doi.org/10.1093/zoolinnean/zlaf004

Annexure I: List of Other Publications

1. Lamprecht, A. 2024. A Stone Unsettled: A Reflection on the Exhibition of Joe Turpin. SA Jewish Museum Website. https://www.sajewishmuseum.co.za/ex-joeturpin
2. Lamprecht, A, 2024. Stairways and Ruins: A Curatorial Reflection. Potchefstroom: University of the North-West. 2024. Stairways and Ruins: An Exhibition by ViNCO. p. 4. https://humanities.nwu.ac.za/vinco/stairways-and-ruins-exhibition
3. Govender, R. 2024. How the West has changed. Iziko News 25 June 2024. https://www.iziko.org.za/news/how-the-west-has-changed/
4. Van Noort, S. 2024. Why museums and taxonomy are so important for conservation. Iziko News 24 June 2024. https://www.iziko.org.za/news/why-museums-and-taxonomy-are-so-important-for-conservation/
5. Florence, W. 2024. leading the Charge: Towards a Unified Local and Global Food System Approach. Iziko News, 30 September 2024 - https://www.iziko.org.za/news/leading-the-charge/
6. Clarke, D. 2024 Slimy segmented monsters. Iziko News, 30 September 2024 - https://www.iziko.org.za/news/slimy-segmented-monsters/
7. Lubkemann, S. and Boshoff, J. 2024. Journey. See website, July 2024 - https://iseeyou.capetown/post/journey/
8. Smith, R. 2024. Giant fossil tetrapod from Namibia. Iziko News, 4 July 2024 - https://www.iziko.org.za/news/giant-fossil-tetrapod-from-namibia/
9. Skosan, Z., and Browning, C. 2024. Iziko Museums: A Cornerstone of South African Palaeontology. PalNews October 2024 Edition. 48-50pp.
10. Van Noort, S. 2024. The Halleria gall wasp – a new genus and species to science. Iziko News 24 October 2024 - https://www.iziko.org.za/news/the-halleria-gall-wasp-a-new-genus-and-species-to-science/
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12. Lamprecht, A. 2024. Simon Stone: Simon Stone: A Symmetry of Parts. SMAC Art Gallery, Cape Town. (Online and printed brochure)
13. Mpunyuka, N, Collins, S, Nofingxana, N., and Mtungata Iziko, S.2024. Technicians' Experience Update: Palaeontological Society of South Africa Conference 2024. Iziko News 12 December 2024 - https://www.iziko.org.za/news/iziko-technicians-experience-update-palaeontological-society-of-south-africa-conference-2024/
14. Smith, R. 2024.New Giant stem tetrapod from Namibia. PalNews October 2024 Edition. 11-512pp.
15. Clarke, D, Mazibuko, N, and Florence, W. 2025. The Sea and Us: Exploring South Africa's Deep Connection to the Ocean should be fun. Iziko News 31 March 2025 - https://www.iziko.org.za/news/the-sea-and-us-exploring-south-africas-deep-connection-to-the-ocean-should-be-fun/
16. Florence, W, Black, W, Sephton, A, and Govender, R. 2025. Stories of change: The evolution of exhibitions at the Iziko South African Museum. Iziko News 31 March 2025 - https://www.iziko.org.za/news/stories-of-change-the-evolution-of-exhibitions-at-the-iziko-south-african-museum/

Admiring the Linton Panel,
Iziko South African Museum,
September 2024.

Annexure J: List of Research Projects

iii. Special Education Programmes

No.	Researcher(s)	Project Title
1	Amy Sephton & Nkosingiphile Mazibuko	Design led exploration of Neo-colonialism in the geosciences, as experienced by EGU participants
2	Annelize Kotze	African Collections Futures
3	Annelize Kotze	Garies Human Remains
4	Annelize Kotze	Reveal and Connect Scotland
5	Annelize Kotze	Sarah Baartman Centre
6	Annelize Kotze	South African Nama Cultural Festival
7	Annelize Kotze	Women in Science
8	Claire Browning	Palacrodon - redescription of the type specimen
9	Claire Browning	Revision of the basal Rhynchosaur, Eohyosaurus wolvaardti.
10	Claire Browning	Claire Browning
11	Claire Browning, Sibusiso Mtungata, Zaituna Skosan, Wendy Taylor	Claire Browning, Sibusiso Mtungata, Zaituna Skosan, Wendy Taylor
12	Dylan Clarke	Dylan Clarke
13	Dylan Clarke	Dylan Clarke
14	Esther Esmyol	Esther Esmyol
15	Esther Esmyol	Esther Esmyol
16	Esther Esmyol	Esther Esmyol
17	Esther Esmyol	Esther Esmyol
18	Jaco Boshoff	Jaco Boshoff
19	Jaco Boshoff	Jaco Boshoff
20	Jaco Boshoff	Jaco Boshoff
21	Jaco Boschoff	Jaco Boschoff
22	Lynn Abrahams	Lynn Abrahams
23	Lynn Abrahams	Lynn Abrahams
24	Lynn Abrahams	Lynn Abrahams
25	Lynn Abrahams	Lynn Abrahams
26	Lynn Abrahams	Lynn Abrahams
27	Lynn Abrahams	Lynn Abrahams
28	Nokuthula Nhleko	Nokuthula Nhleko

No.	Researcher(s)	Project Title
29	Nokuthula Nhleko	Nokuthula Nhleko
30	Nokuthula Nhleko	Unravelling the taxonomy and biogeographical history of arid-adapted ant genera (Hymenoptera: Formicidae) in southern African: using an integrative approach employing both molecular and morphological data.
31	Roger Smith and Claire Browning	Field evidence for recurrent drought episodes in the Karoo Basin during the Early Triassic hyperthermal and their effect on the post-extinction tetrapod populations
32	Romala Govender	Investigation of seal and cetacean fossils from Saldanha Steel
33	Romala Govender	Langebaanweg gray whale
34	Romala Govender	Mio-Pliocene Marine Mammals from Southern Africa's South-Western Coast and their Palaeoenvironments
35	Romala Govender	New marine mammal fossil from the new excavations and from the collection of west coast sites
36	Romala Govender	New specimens from South Africa's west coast
37	Romala Govender	Research at Langebaanweg
38	Romala Govender	Saldanha Steel, Langebaanweg and trawled material from South Africa's west coast
39	Romala Govender	Terrestrial carnivore damage to fossil seals from Langebaanweg
40	Romala Govender	West Coast Fossil Park new site excavation.
41	Simon van Noort	Research on Chalcidoidea systematics and evolution
42	Simon van Noort	Research on Platygastroidea
43	Simon van Noort	Research on agricultural pests: fruit flies and olive associated insects
44	Simon van Noort	Research on systematics Afrotropical Chrysididae
45	Simon van Noort	Research on systematics World Cynipoidea
46	Simon van Noort	Research on systematics and biology of Afrotropical Lepidoptera
47	Simon van Noort	Research on systematics of Afrotropical Bethylidae
48	Simon van Noort	Research on systematics of Afrotropical Braconidae
50	Simon van Noort	Research on systematics of Afrotropical Dryinidae
51	Simon van Noort	Research on systematics of Afrotropical Ichneumonidae.
52	Simon van Noort	Research on systematics of Afrotropical Megalyridae
53	Simon van Noort	Research on systematics of Afrotropical Orussidae
54	Simon van Noort	Research on systematics of Afrotropical Proctotrupidae
55	Simon van Noort	Research on systematics of Afrotropical Symphyta.
56	Simon van Noort	Research on systematics of Afrotropical Trigonalidae
57	Wendy Black	Ancestral remains in Iziko Collections
58	Wendy Black	Holocene genomes in southern Africa
59	Wendy Black	Proteomic analysis of ostrich eggshell residue
60	Wendy Black & Jaco Boshoff	Ancient wine analysis

Annexure K: Education

iii. Special Education Programmes

No.	Programme Title	Date
1	Skymaps (April, May, June)	April-June 2024
2	Africa Day: Genocide in DRC, Sudan, and Palestine	24 May 2024
3	Africa Day WCED Showcase	25 May 2024
4	World Oceans Day	08 June (Year not specified)
5	Shark Awareness Day	14 July 2024
6	Butterfly Souls	09 August 2024
7	Juno & Jupiter	16 August 2024
8	World Photography Day	17 August 2024
9	Geodiversity Day	06 October 2024
10	(Re)introducing, (re)imagining and (re)narrating the history of Africans before the colonial period	24 October 2024
11	International Artist's Day	25 October 2024
12	Russia's History in Space	23 December 2024
13	Pop Art Day	28 January 2025
14	World Wildlife Day	03 March 2025
15	The youth during apartheid and gender violence	26 March 2025
16	UCT Research Lecture: Space and Astronomy Society	31 March 2025

iv. Outreach Programmes

	Date	Venue/Institution	Location
1	2024/04/05	City of Cape Town Career Expo	Blackheath High School
2	2024/04/18	Kuyasa Public Library	Walter Sisulu Road, Khayelitsha
3	2024/04/23	Zwaanswyk High School	370 Main Road, Tokai
4	2024/05/14	Linge Primary School	Dywilisi Cl, Nyanga
5	2024/05/15	Bhongolethu Primary School	Lekkerwater Road, Sunnydale/ Masiphumelele
6	2024/05/23	Esselen Public Library	Worcester
7	2024/05/24-26	Slave Route Challenge	Castle of Good Hope & Grand Parade, Cape Town
8	2024/06/07	Ukhanyo Foundation	Philippi Village
9	2024/06/10	Athlone High School	Silvertown, Athlone
10	2024/06/14	Isivivana Library Centre	Khayelitsha
11	2024/06/21	Bellville South Public Library	Bellville

iv. Outreach Programmes (Continued)

	Date	Venue/Institution	Location
12	2024/06/24	Tokai Public Library	Tokai
13	2024/06/25	Academia Library	Lansdowne
14	2024/06/28-30	Spar Kirkwood Wildlife Festival	Kirkwood High School
15	2024/07/04	Gordon's Bay Library	Gordons Bay Central
16	2024/07/05	Philippi Village	Philippi
17	2024/07/19	Lokshin Pioneers Environmental Career Expo	Intshinga Primary School, Gugulethu
18	2024/07/19	Small Beginners Educare	Seawinds, Steenberg
19	2024/07/30	Kuyasa Combined School	Nkwenkwezi, Port Alfred
20	2024/07/30	Nomzamo Secondary School	Nkwenkwezi, Port Alfred
21	2024/07/31	DFFE & Ndlambe Municipality Public Awareness Program	T.T Jonas Community Hall, Port Alfred
22	2024/08/01	Port Alfred Junior Secondary School	Station Hill, Port Alfred
23	2024/08/01	Port Alfred High School	Port Alfred
24	2024/08/03	UWC Science Learning Centre for Africa Building	Bellville
25	2024/08/12	Touwsrivier Primary School	Touwsrivier
26	2024/08/14	Beacon Primary School	Colville, Kimberley
27	2024/08/14	Tshireleco High School	Galeshewe, Kimberley
28	2024/08/14	Galeshewe Library	Kimberley
29	2024/08/15	Sol Plaatje University	Kimberley
30	2024/08/16	Sol Plaatje Primary School	Galeshewe, Kimberley
31	2024/08/16	Tshiamo Primary School	Vergenoeg, Kimberley
32	2024/08/16	Sonny Leon Public Library	Roodepan, Kimberley
33	2024/08/20	YMCA Rotary	Strandfontein
34	2024/08/31	WCED MEDC Social Sciences Competition	Bridgeville Primary School, Athlone
35	2024/09/03	SAMA Conference	SA Armour Museum, Bloemfontein
36	2024/09/04	Thuto-Mfundo Day Care Centre	Rocklands, Bloemfontein
37	2024/09/05	IHobe Intermediate School	Phahameng, Bloemfontein
38	2024/09/05	Tsholetsang Primary School	Rocklands, Bloemfontein
39	2024/09/05	Mangaung Public Library	Rocklands, Bloemfontein
40	2024/09/06	Monyatsi Primary School	Rocklands, Bloemfontein
41	2024/09/19	Mothers Unite (NGO)	Seawinds
42	2024/09/24	Nyanga Men Empowerment	Nyanga Art Development Centre
43	2024/09/25	Milnerton Public Library	Milnerton

iv. Outreach Programmes (Continued)

	Date	Venue/Institution	Location
44	2024/09/27-28	8th Annual Nama Cultural Festival (NAMCUFE)	Pella, Northern Cape
45	2024/10/04	Lwandle Migrant Labour Museum	Lwandle
46	2024/10/05	Military Village	Belhar
47	2024/10/11	B&M Scientific Project – Love for Science Programme	
48	2024/10/15	Department of Forestry, Fisheries and Environment	
49	2024/10/16	Department of Forestry, Fisheries and Environment	
50	2024/10/24	Sun Valley Primary School	Sun Valley
51	2024/11/30	Volunteer Wildfires Services Open Day	Newlands Fire Base Station
52	2024/12/11	Scottsdene Public Library	Scottsdene
53	2024/12/12	Mamre Public Library	Mamre
54	2024/12/13	Strandfontein Public Library	Strandfontein
55	2024/12/14	iGugulethu Book Fair	Gugulethu Indoor Sport Complex
56	2024/12/16	Gugulethu Reconciliation Day Race	NY 49, Gugulethu Stadium
57	2024/12/17	Elsies River CPF Event	Stan Abbot Sports Ground, Ruyterwacht
58	2025/02/12	Intsika Yethu Municipality Agri-tourism Expo	Cofimvaba High & Albertina Sisulu Science Centre
59	2025/02/13	Albertina Sisulu Science Centre	Cofimvaba
60	2025/02/14-15	SA Agulhas II Open Day	Port of East London
61	2025/02/20	Kirstenbosch National Botanical Garden	Newlands
62	2025/02/25	Meridian Pinehurst Primary (Grade 6 Camp)	Mizpah campsite, Grabouw
63	2025/02/27	Meridian Pinehurst Primary (Grade 7 Camp)	Mizpah campsite, Grabouw
64	2025/03/04	Maureen's Daycare ESD Centre	Bothasig
65	2025/03/05	Shaylex Community Project	Bonteheuwel
66	2025/03/17	Parow Public Library	Parow
67	2025/03/18	Brackenfell Primary (Grade 7 Camp)	Mizpah campsite, Grabouw
68	2025/03/20	Claremont Public Library	Claremont
69	2025/03/25	Hendrik Louw Primary School	Strand
70	2025/03/27	Athlone High School	Athlone

v. Public Programmes

No.	Date(s)	Public Programme Ob-served	Theme/Topic
1	27 April 2024	Freedom Day	Freedom to choose in 30 years of de-mocracy
2	14-18 May 2024	International Museum Week	5th Annual Symposium
3	25 May 2024	Africa Day	A retrospective - 30 years of democracy in South Africa
4	16 June 2024	Youth Day	Imbadu yase Iziko - Amplifying Young People's Voices
5	18 July 2024	International Nelson Mandela Day	Coding 4 Mandela Tournament
6	28 August 2024	Women's Day	Memorial lecture on the life and work of Nontsizi Mgqwetho
7	1-30 September 2024	Heritage Month	In_herit FESTIVAL: Our History, Our Sto-ry, Our Heritage
8	21-24 October 2024	Men Affirming Dignity Inda-ba	Men's empowerment and dignity
9	01 December 2024	Slave Emancipation Day	"The Battle is in the Mind" dance per-formance
10	01 December 2024	World AIDS Day	
11	22 February 2025	International Mother Language Day	isiXhosa Grade 4 Spelling BEE Competi-tion
12	21 March 2025	Human Rights Month	Film and Photo Student Showcase

vi. Interns/ WILS Placed at Iziko Museums in 2024-25

No.	Host Department	Race	Gender	Processed Through Iziko Pay-Roll/ Externally Funded	Referring Institution	Memorandum of Understanding (Mou) Signed (Yes/No)
1	Support Services	Coloured	Female	Externally	Northlink College	Yes
2	Advancement	Coloured	Female	Externally	Northlink College	Yes
3	Advancement	Coloured	Female	Externally	Northlink College	Yes
4	Advancement	African	Female	Iziko	Cape Peninsula University of Technology	Yes
5	Advancement	African	Male	Iziko	Cape Peninsula University of Tech-nology	Yes

vi. Interns/ WILS Placed at Iziko Museums in 2024-25 (Continued)

No.	Host Department	Race	Gender	Processed Through Iziko Pay-Roll/ Externally Funded	Referring Institution	Memorandum of Understanding (Mou) Signed (Yes/No)
6	Finance	African	Female	Externally	Northlink College	Yes
7	Collections & Digitisation	African		Externally	tertiary student	Yes
8	Collections & Digitisation	African		Externally	tertiary student	Yes
9	Collections & Digitisation	African		Externally	tertiary student	Yes
10	Collections & Digitisation	African		Externally	tertiary student	Yes
11	Office of the CEO	African	Female	Externally	Northlink College	Yes
12	Education	African	Female	External	CPUT	Yes
13	Education	African	Female	External	CPUT	Yes
14	Education	African	Female	External	CPUT	Yes
15	Education	African	Female	External	CPUT	Yes
16	Education	African	Female	External	CPUT	Yes
17	Education	African	Male	External	CPUT	Yes
18	Education	African	Female	External	CPUT	Yes
19	Education	African	Female	External	CPUT	Yes
20	Education	Col-oured	Female	External	Western Cape Education Department - Pinelands High School	Yes
21	Education	African	Female	External	HSRC	Yes
22	Education	African	Female	External	HSRC	Yes
23	Education	African	Female	External	Northlink College	Yes
24	Education	African	Female	External	Northlink	Yes
25	Education	White	Female	External	Mendel College	Yes
26	Education	African	Female	External	Northlink College	Yes
27	Education	African	White	External	Northlink College	Yes

vii. Education Resources, Brochures and Work Packs Developed and Distributed

COLLECTIONS	EDUCATOR	TITLE/S	DETAILS
Art	Rory Emmett (Art)	Activity Pack	Iziko South African National Gallery: Collections worksheet
All departments	All education staff	Education Programmes Calendar 2024	A 2024 calendar of education programmes, public programmes, outreach programmes, and planetarium shows.
Social History	Lungile Gadezweni (SH)	Worksheet and memoran-dum on Slavery at the Cape and Castle Trail	Slavery at the Cape; and Dutch interaction brought in by influences for the Ori-ent; Occident and Africa (Senior Phase)
Art	Rory Emmett (Art)	Blessing Ngobeni 'Ntsumi Ya Vutomi' educational re-source	Blessing Ngobeni's 'Ntsumi Ya Vutomi' educational resource
Planetarium and Digital Dome	Ofentse Letebele (Planetarium)	A3 Show Posters	A3 Planetarium Show Posters
Education	Education Department	Education Programmes Calendar 2025	All education programmes for 2025 which includes awareness days, commemorative days, museum lessons, holiday programmes, and workshops.
Planetarium and Digital Dome	Ofentse Letebele (Planetarium)	Sky Map + Sky Tonight presentations	The map shows the night sky visible above Cape Town at 21:0. The skymap was pub-lished on the Iziko Museums website and visitors were able to download and print it. The patrons in the planetarium were encouraged to download this map during the Sky Tonight talk.

Annexure L: Annual Visitor Attendance Indicators

i. Museum Visitors

Museums	Total
Iziko Bertram House	92
Iziko Bo-Kaap Museum	18 465
Iziko Groot Constantia Manor House	46 997
Iziko Koopmans-de Wet House	349
Iziko Rust en Vreugd	380
Iziko South African Museum	93 178
Iziko South African National Gallery	24 193
Iziko Slave Lodge	29 591
Iziko William Fehr Collection (at the Castle of Good Hope)	130 556
Iziko Planetarium and Digital Dome School shows	31 828
Iziko Planetarium and Digital Dome Public shows	51 717
Education	31 882
Iziko Planetarium and Digital Dome Venue Hire	163
Total Visitors	459 391

ii. Website Activity

Website	Visits (Sessions) YTD (Year-to-date)	Page Views YTD (Year-to-date)
Iziko Websites (including Egypt in SA and History of Slavery)	373 408	672 918
Waspweb	50 575	31405
Figweb	25 879	15297
Total	**449 862**	**719620**

iii. Social Media

Platform	2023/24	2024/25
Iziko Websites	403 294	449 862
Facebook	14 878	17 066
X (formerly Twitter)	7 244	7 165

Annexure M: Materiality and Significance Framework for the 2024-25 Financial Year

17.1. Definitions and Standards

- Audited financial statements: 2024/2025 (AFS)
- Approved annual budget: 2024/2025 (AAB)
- Approved Strategic Plan: 2020-2025 (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

17.2. Applicable sections of the PFMA

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

17.3. Treasury regulation

Section 50		
Fiduciary duties of accounting Authority	**Value (Quantitative)**	**Nature of Event (Qualitative)**
1. Accounting authority must- a) 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	a) Any unbudgeted transaction of which the amount exceeds 1% of the total value of assets per AFS) b) Any budgeted event where income is a legitimate expectation where the actual income is less than 5% of the total expenditure. c) Any trading venture where income is exceeded by expenditure by more than 0,5% of income. d) Total actual income is less than budgeted income by more than 0,5% of budgeted income. e) Total actual expenditure is more than budgeted income by more than 0,2% of budgeted expenditure. f) Total actual expenditure is more than budgeted income by more than 0,2% of budgeted expenditure	a. Any unplanned event that affects the core purpose or mandate of an entity per the ASP b. Any activity that is outside the parameters of each public entity's enabling legislation

Section 54			
Information to be submitted by the Accounting Authority		Value (Quantitative)	Nature of Event (Qualitative)
1.	before a public entity concludes any of the following transactions, the Accounting Authority for the entity must promptly and in writ-ing inform the relevant treasury of the transaction and submit relevant particulars of the trans-action to its Executive Authority for approval of the transaction:		
a.)	participation in a significant partnership, trust, unincorpo-rated joint venture, or similar arrangement	N/A	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.
b.)	acquisition or disposal of a significant shareholding in a company	N/A	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.
c.)	acquisition or disposal of a significant asset	Any transaction of which the amount exceeds 1% of the total value of assets per AFS.	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity.
d.)	commencement or cessation of a significant business activi-ty	Any transaction of which the amount exceeds 1% of the total value of assets per AFS	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity

Section 55		
Annual Report and Annual Financial Statements	**Value (Quantitative)**	**Nature of Event (Qualitative)**
3. the annual report and financial statements must:	a) Any loss of which the amount exceeds 1% of the total value of assets per AFS	
b) include particulars of:		Any unplanned loss per the ASP that may affect the core purpose or mandate of the entity.
i. any material losses through criminal conduct and,	b) Any loss of a National Estate as defined in section3 of the National Heritage Resources Act, 1999 (Act No. 25 of 1999)	
ii. any irregular expenditure and fruitless and wasteful expenditure that occurred during the year.	All	All
iii. any losses recovered or written off	All	All

Section 66		
Annual Report and Annual Financial Statements	**Value (Quantitative)**	**Nature of Event (Qualitative)**
4. Iziko Museums' may not enter into any financial commitment beyond its approved budgets and its accumulated reserves	N/A	N/A

Mr Harmans, Iziko Outreach Officer, out-and-about with the Iziko Mobile Museum, International Museum Day, May 2024.

Acknowledgements

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Iziko Museums of South Africa is committed to working closely with all key stakeholders to foster a strong network of collaboration between related organisations, both nationally and internationally.

Iziko values these partnerships, and recognises them as essential to meeting the objectives of the organisation. We gratefully acknowledge the significant ongoing financial support from:

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Take Notes

Take Notes

IZIKO, meaning *"hearth"*, is an African word rich in tradition and symbolism.

It represents the heart of the home—a place of warmth, kinship, and ancestral connection. It is where meals are prepared and shared, stories are passed down, and wisdom flows from one generation to the next.

In the same spirit, Iziko Museums serve as cultural hearths—spaces where communities gather, histories are explored, and heritage is celebrated. These museums are more than repositories of artifacts; they are vibrant centres of dialogue, learning, and connection.

We take pride in kindling the flame of shared understanding, bridging the past and present, and inspiring a collective journey toward a more inclusive future.

- Bertram House Museum
- Bo-Kaap Museum
- Koopmans-de Wet House Museum
- Rust en Vreugd Museum
- Slave Lodge Museum
- South African Museum
- Planetarium & Digital Dome
- South African National Gallery
- Michaelis Collection at the Old Town House
- Social History Centre

Iziko Collections are housed at:

- William Fehr Collection at the Castle of Good Hope
- Groot Constantia Manor House Museum

Iziko Museums has been given the responsibility to take over the conservation and maintenance of the following museum:

- Victor Verster/Nelson Mandela Prison Museum in Paarl.

African Museums of Excellence

African Museums of Excellence

sport, arts & culture
Department:
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REPUBLIC OF SOUTH AFRICA

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