



an agency of the
Department of Sports, Arts and Culture

KwaZulu-Natal Museum

ANNUAL REPORT 2019/2020

OUR MISSION

The KwaZulu-Natal Museum is dedicated to serving the people of South Africa by interpreting material evidence of the natural and cultural world in order to increase knowledge, understanding and appreciation of the nation's wealth of history and biodiversity.

OUR VISION

To position the KwaZulu-Natal Museum as a leading, inclusive and transformed heritage institution in South Africa.

CORE VALUES

- **Accountability:** to foster a culture of accountability, learning and enlightenment for staff and stakeholders.
- **Understanding and respect:** to increase tolerance, understanding and mutual respect among staff and the diverse elements of South African society.
- **Professionalism and honesty:** to be professional and honest in undertaking our duties and the execution of the Department's mandate.
- **Loyalty:** to be loyal to the mandate given to the Museum by the Department and in addressing the government imperatives.
- **Promote Ubuntu values the principle of worth and sense of cultural identity:** by enabling people to attain knowledge and new perspectives regarding the history of humanity in general and the historical and cultural record of their own communities.
- **Excellence:** continuously strive to be a centre of excellence in our core duties and reputation.
- **Responsiveness:** to respond to the needs of our stakeholders with our best work in a timely manner.

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THE COUNCIL OF TRUSTEES



Mazibuko, Prof NM
(Chairperson)

BA (UNIZULU), BA (Hons) (UNIZULU),
MA (Soc Sci) (UN), PhD (UIC Illinois),
Dip (PR) (Damelin)



Stobie, Prof B
(Deputy Chairperson)

Bachelor of Commerce, Certificate in the
Theory of Accountancy (UN),
Chartered Accountant (S.A.) (Institute of
C.A.s), Master of Accountancy (UN)



Jivan, Mr U
B.A, LLB (UKZN)



Khorombi, Mr TC
Audiovisual Production Management



Magaqa, Adv S
BProc (UNITRA), LLB (Wits)



Mhlongo, Ms N
CA (SA), CTA (B.compt, Honours)
(UNISA), BCom (UKZN)



Musundwa, Ms S

Masters (MA) in Media Theory and
Practice, Honours in Economics
(Bachelor of Commerce),
Bachelor of Commerce Degree
(Economics & Finance) (UCT)



Nkosi, Dr N

Dip.PHC Ed. (Wits), M.B.Ch.B. (UN),
B.Sc. (UB), Lesotho and Swaziland



Ramagoshi, Ms M

Masters in Public Administration (UP),
BEd, BA (UL-Turloop), Junior Secondary
Teachers Certificate (Transvaal College
of Education), Homecraft Teachers
Certificate

HONORARY ASSOCIATES

OF THE MUSEUM

Emeritus Directors

Dr JGH Londt – 2003

Honorary Keepers

Dr JGH Londt – 2003

Dr AJ Lambiris – 1991

Honorary Research Associates

Dr RM Miller – 1982

Dr DE van Dijk – 1982

Dr JC Poynton – 1982

Dr BH Lamoral – 1983

Mr PE Reavell – 1985

Mr D Green – 1988

Mr M Moon – 1988

Mr LE Schoeman – 1988

Mrs P Trafford – 1988

Dr JP Marais – 1990

Dr T Dikow – 2016

Dr C Thorp – 2018

Honorary Associates

Mr C Auret – 1983

Mrs S Henderson – 1983

Mrs R McGuire – 1983

Mrs J Stannard – 1985

Mr IJ Knight – 1992

Mr G Borthwick – 1983

Mr D Bundhoo – 1994

Mrs M Taylor – 1994

Ms M Manqele – 1995

Ms S Tshabalala – 1995

Dr R Maud – 1996

Mr E Ndlovu – 1997

Dr JD Plisko – 1998

Mrs VF Ward – 1998

Ms I Bornman – 2002

Mr J Huntly – 2002

Dr DA Barraclough – 2003

Mrs M Cole (née Bursey) – 2003

MUSEUM STAFF

DIRECTORATE



Mr LJ Maphasa

Director:
AB (Earlham, USA), MSc (UCT)



Mr SR Miya

Deputy Director:
BA (Natal), AUDIS (Natal), BBibI (Hons) (UKZN)

MUSEUM STAFF

EDUCATION DEPARTMENT



Mrs TS Ntombela

Executive Manager:
BSc (UKZN), Post. Grad. Dip (UKZN)



Ms G Kalika

Chief Education Officer (Outreach):
BSc (Rhodes), BSc (Hons) (UNISA)



Mr D Jali

Chief Education Officer (In-house):
BA (UDW), Higher Dip. In Education (UDW),
B. Admin (Hons) (UDW), ABET Cert. (UNISA)



Mr S Maphumulo

Education Officer:
Nat Dip (Tourism Mgt) (DIT),
BA (Human & Social Studies:
Comm. Dev.) (UNISA)



Mr A Lukhozi

Education Officer:
BSc (Fort Hare Univ.),
Post. Grad. Cert. (Education) (UKZN)



Ms BP Nene

Information Officer:
Nat Dip (Tourism Mgt) (DUT)



Ms S Ngubane

Information Officer:
Nat Dip (Eco-tourism Management)
(DUT)



Mr T Sithole

Information Officer:
N6 Tourism (Applesbosch TVET College)



Mr S Gcumisa

Heritage Symbols & Cultural
History Intern:
N6 Tourism (Applesbosch TVET College)

MUSEUM STAFF

CORPORATE SERVICES DEPARTMENT

FINANCE AND ADMINISTRATION DIVISION



Mr SE Dlamini
Executive Manager:
Nat Dip (Cost & Mgt Accounting) (MUT)



Mr MH Mazibuko
Contract Finance Officer:
ACCA, B. Compt. (UNISA), BTEch (Taxation) (DUT), (until 31 July 2019)



Mr. T Tantsi
Contract Finance & Special Projects
Officer:
BTEch (Taxation) (DUT) (from 01 August 2019)



Mrs NP Gumede
Director's Personal Assistant:
*Dip Office Admin (VARS. COLL),
N6 Public Mgt (Umgungundlovu TVET College)*



Mr LT Ntombela
Chief Human Resource Officer:
Nat Dip (HRM) (DIT)



Mrs MP Cebekhulu
Finance and Administration Officer:
Nat Dip (Accounting) (DUT)



Mr N Mhlongo
IT Technician:
*Dip PC Support (VARS. COLL)
(Contract until 31 May 2019)
(Permanent from 01 June 2019)*



Mrs LP Molefe
Human Resource Officer:
Dip Office Admin (VARS. COLL)



Ms VV Mncwabe
Contract SCM Officer:
*BSc Applied Mathematics & IT (UKZN),
BSc (Hons) (UKZN)*



Ms N Mathonsi
Switchboard Operator/Junior Clerk:
*N6 (Human Resource) (FET)
(Contract until 31 May 2019)
(Permanent from 01 June 2019)*

MUSEUM STAFF

LIBRARY



Mrs V Dlomo-Mtshare
Chief Librarian:
*BSoc Sc (Natal), AUDIS (Natal),
BBibI (Hons) (UKZN)*



Ms P Zondi
Assistant Librarian:
Nat Dip (Lib Info Studies) (DUT)



Ms TC Makhaye
Library Assistant:



Mr N Molotsoane
Contract Learners Resource
Centre Officer

MUSEUM STAFF

PUBLIC RELATIONS DIVISION



Mrs V Frank
PR/Marketing Executive:
*Nat Dip (Public Relations) (ML Sultan),
Dip. (Marketing) (Varsity College)*



Ms N Mathonsi
Receptionist/Information Officer:
*N6 (Human Resource) (FET)
(until 31 May 2019)*



Mr M Maphanga
Receptionist/Information Officer:
*Nat Dip (Eco-tourism Management) (DUT)
(Contract until 30 June 2019)
(Permanent from 01 July 2019)*



Ms T Gumede
CATHSSETA Sales & Marketing Intern:
*Nat Dip (PR & Communications Management)
(DUT) (from 02 June 2019)*

MUSEUM STAFF

TECHNICAL DIVISION



Mr R Maharaj
Chief Technical Officer



Mr ES Rampersad
Technical Officer
N2 (Electrical Trade) (FET)



Mr BG Zulu
Technical Officer
N2 (Electrical) (FET)



Mr R Mazibuko
Senior Maintenance Officer



Ms NI Xaba
Senior Maintenance Officer



Mrs SP Muthwa
Senior Maintenance Officer



Mrs ED Zuma
Maintenance Officer



Mr RM Mthembu
Maintenance Officer



Ms SK Mncube
Maintenance Officer



Mrs EN Ndabezitha
Maintenance Officer



Ms MS Nzimande
Maintenance Officer



Mr B Ndwandwe
Security Officer



Mr T Letele
Security Officer



Mr J Mkhize
Security Officer



Mr Z Chiya
Temporary Security Officer

MUSEUM STAFF

HUMAN SCIENCES DEPARTMENT



Dr G Blundell

Principal Curator:
BA (Wits), (Hons) (Wits), MA (Wits),
PhD (Uppsala University, Sweden)



Dr GD Whitelaw

Chief Curator:
BSc (Hons) (Wits),
MSc (Archaeology) (Wits),
PhD (Wits)



Dr GB Laue

Curator (Rock-Art Specialist):
BSc (Hons) (Wits),
MSc (Archaeology) (Wits),
PhD (Wits)



Dr JM Wintjes

Curator (Anthropological Collections):
Post. Grad Dip in Teaching (Belgium),
Post. Grad Degree in Fine Art (Belgium),
MA (Archaeology) (Wits), PhD (Wits)



Mr FM Munzhedzi

Collections Technician:
BHCS Heritage and Cultural Tourism (UP),
BA Honours in Archaeology (VENDA)



Ms D Tlhoale

Research Technician
BSc (Hons) (UCT)



Mr P Madonda

Technical Assistant:
Archives & Records Mgt Higher Cert. (UNISA)



Miss I Maree

Contract Research Assistant:
B Consumer Science (Interior Merchandise
Retail Mgt) (UP), MA (Interior Design) (UP),
MA (Ancient Languages and Culture Studies) (UP)
(until 30 June 2019)

MUSEUM STAFF

NATURAL SCIENCES DEPARTMENT



Dr JM Midgley

Principal Curator:
BSc (Hons) (RU), MSc (RU), PhD (RU)

MUSEUM STAFF

ARTHROPOLOGY DIVISION



Dr K Williams
Chief Curator (Arthropoda):
*BSc (Hons) (RU), MSc (Rhodes University),
PhD (RU)*



Dr. TC Nxele
Curator (Oligochaeta):
BSc (UKZN), MSc (UKZN), PhD (UKZN)



Mrs T Pillay
Research Technician:
*BSc (UKZN) Post Grad Cert Education (UKZN)
(until 13 December 2019)*



Mr S Zamisa
Research Technician (Databases):
BSc (UKZN), Post. Grad Dip Education (UKZN)



Mr M Ziganira
Research Technician
(General Collections):
BSc (Hons) (UKZN), MSc (UKZN)



Ms H Mnikathi
Data-Capturer:
BSc (Environ. Sc.) (UKZN)



Ms M Ndlovu
Data Capturer:
BSc (Environ. Sc.) (UKZN)



Ms. N Mhlongo
Data Capturer:
*BSc (Biological Sc.) (UKZN),
BSc (Hons) (Biological Sc.) (UKZN)*



Mr M Mthembu
Data Capturer:
*BSc (Ecology) (UKZN), BSc (Hons)
(Biological Sc.) (UKZN)*



Ms. FL Mpanza
CATHSSETA Zoology Intern:
*BSc (Hons) (Microbiology) (Unizulu),
(from 02 June 2019)*



Ms. MN Manukuza
CATHSSETA Zoology Intern:
*(Hons) (Zoology) (Unizulu), PGCE (Unisa)
(from 02 June 2019)*



Mrs K Magcaba
Data Capture Intern



Ms N Muthwa
Data Capture Intern

MUSEUM STAFF

MALACOLOGY DIVISION



Dr I Muratov
Curator (Mollusca):
BSc (Acad. of Sciences: Moscow), MSc (Acad. of Sciences: Moscow), PhD (Acad. of Sciences: Moscow)



Dr E Heyns-Veale
Curator (Malacology):
BSc (Hons) (RU), MSc (RU), PhD (RU)



Mrs L Davis
Research Technician (Malacology):

MUSEUM STAFF

EXHIBITIONS DEPARTMENT



Mr WD Flanagan
Assistant Director:
MSc (Visual Arts) (UKZN)



Mr NL Brazier
Senior Exhibitions Officer:
N1 (Machinist/ Joiner)



Ms H Pattenden
Senior Exhibitions Officer
(Studio Manager):
BA (Visual Arts) (Hons) (UKZN)



Miss I Maree
Senior Exhibitions Officer
(Displays Manager):
B Consumer Science (Interior Merchandise Retail Mgt) (Univ. PTA), MA (Interior Design) (Univ. PTA), MA (Ancient Languages and Culture Studies) (Univ. PTA) (from 01 July 2019)



Mr N Gumede
Exhibitions Officer



Mr EKV Xaba
Senior Maintenance Officer:



Mr V Mbele
Maintenance Officer:

MUSEUM STAFF

LONG SERVICE AWARDS



Mr N Brazier
25 years



Mr EKV Xaba
20 years



Ms. TC Makhaye
10 years



Mr J Mkhize
10 years



Mr RM Mthembu
10 years



Dr TC Nxele
10 years



PUBLIC ENTITY'S

GENERAL INFORMATION

Registered name of the public entity:	KwaZulu-Natal Museum
Registration Numbers:	Not Applicable
Registered Office address:	237 Jabu Ndlovu Pietermaritzburg 3201
Postal Address:	Private Bag 9070 Pietermaritzburg 3200 Republic of South Africa
Contact telephone numbers:	033 345 1404
Email address:	info@nmsa.org.za
Website address:	www.nmsa.org.za
External Auditor's Name and Address:	Auditor-General of South Africa Town Bush Office Park 460 Town Bush Rd Montrose Pietermaritzburg 3201
Name of Bank and Address of Bank:	First National Bank
Company Secretary:	Not applicable

LIST OF ABBREVIATIONS

/ ACRONYMS (IF APPLICABLE)

- AG: Auditor-General of South Africa
- ARC: Audit and Risk Committee
- CRM: Customer Relations Management
- CSD: Central Supplier Database



FOREWORD

BY THE CHAIRPERSON

PROF FIKILE N.M. MAZIBUKO
CHAIRPERSON

Honourable Minister, the KZN Museum proudly and humbly present the Annual Report of the 2019/2020 financial year. The 2019/2020 financial year started on a positive note with a pulsating energy for the KwaZulu-Natal Museum. Once more, the KwaZulu-Natal Museum was chosen as a site to host the prestigious National Science Week that ran from 29 July to 03 August 2019. The nation-wide event was an initiative of the then Department of Science and Technology to promote environmental awareness through the theme "Facing the harsh realities of climate change". As a natural and cultural history museum, the mandate of the KwaZulu-Natal Museum is to preserve and promote both the natural and cultural artefacts that are representative of our country's heritage. I am pleased to report that the KwaZulu-Natal Museum continues to play a pivotal role in promoting the conservation of our cultural and natural heritage for future benefits and enjoyment.

Council identified the critical need to review the Museum Strategic and Annual Performance Plans that were previously approved in order to align its programmes with government's sixth administration's priorities for the 2020/2021 – 2024/2025 financial years. A combined Council, management and staff planning workshop took place on 12 – 13 November 2019. The workshop produced a Comprehensive Programme of Action that effectively contributes to five government's priorities, namely; economic transformation and job creation; Education, skills and health; social cohesion and safe communities; capable, ethical and developmental state and a better Africa and a better world. While the Museum's core programmes were further enhanced, key educational outreach programmes provided

the Museum the platform to discharge the Minister's priorities during the second part of the 2019/2020 financial year.

In line with the government's mandate to raise awareness about gender based violence and xenophobia, the Museum prioritised programmes that promoted gender equity. Entrenched in these programmes is education about the detrimental effects of gender and youth based abuse and violence generally. These social ills hinder the development and enhancement of socially cohesive communities. The Research staff presented career and empowerment opportunities particularly for girl learners in science and heritage. The Museum's educational programmes, awareness activities on climate change and conservation of natural resources reached a significant number of municipalities in the KwaZulu-Natal Province.

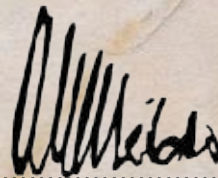
Council identified the New Museum Project as critical for the KwaZulu-Natal Museum to be able to execute its mandate. Council approved the Project's Business Plan and the appointment of the Principal Agent to ensure that the Project could continue without any delays. The New Museum Project is the largest infrastructure project for the KwaZulu-Natal Museum and one of the largest undertaken in the Pietermaritzburg Central Business District in a decade. At its height of implementation, the Project will create over 1000 jobs. Council further identified the need to appoint an internal Project Co-ordinator for the Project in order to facilitate its implementation. Council appreciates the support and guidance that the DSAC has given to management for the implementation of this Project.

Council is grateful of the work of management and staff in enhancing the role of the Museum and implementing the strategic plan that addresses the priorities of government in an effective and efficient manner. At the Chairperson's Forum held on 11 December 2019, the KwaZulu-Natal Museum was hailed as one of the top performing national museums in the country. It was one of the few entities of the then DAC that managed to obtain a clean audit report from the Auditor-General. Council is grateful of the good work of the Museum and the recognition of such from the Ministry. I am pleased to present this 2019/2020 report that is accompanied by another good audit report. The KZN Museum strives to uphold the norm of achieving clean audits and sustaining community- focussed educational programmes.

Council members were thus disappointed that a study that looked at the Amalgamation of the Department of Arts and Culture entities that was undertaken by Learning Strategies Consultancy Services overlooked the many positive aspects of the KwaZulu-Natal Museum, its role and mandate, the efficiency, competency and quality of programmes, staff and Council. The recommendations that were made by the Consultancy Services regarding the "incorporation of the KwaZulu-Natal Museum to an entity in Gauteng" would undo all the good work of the Museum and eliminate its identity and the unique critical role it plays in the province and the country. Council, management and staff continue to urge that such a study should be undertaken in an objective manner and should address the views and inputs of Council, staff and the communities that the KwaZulu-Natal Museum serves. Instead of incorporating the KZN Museum to a museum cluster in Gauteng, an institution that enhances the promotion of heritage within the Eastern Seaboard should be prioritised as was the original plan for the formation of flagship museums. We were all disappointed that various inputs and proposals submitted to the Consultancy Team were merely cast aside due to "time constraints for the report". We remain optimistic that the Ministry would allow these inputs to be put forward as the DG undertook at the Chairperson's Forum. This will ensure that the envisaged restructuring and amalgamation process serve to streamline the operational aspects of the entities while ensuring an efficient and improved heritage service delivery.

The devastating coronavirus (Covid-19) pandemic that spread all over the country and the rest of the world had a severe impact for the KwaZulu-Natal Museum. Amongst other things, the Museum was not able to implement all its projects for the 2019/2020 financial year. As early as 25 February 2020, the Museum had to close all its programmes to the public in order to safeguard staff and the public. Despite the fact that the national lockdown started on 26 March 2020, the loss in income for the last quarter was severe. Council commends management for the initiatives and proactive action they took to address the challenges that Covid-19 presented. On 16 March 2020, Council approved a Covid-19 Response Plan to mitigate the impact of the Covid-19 pandemic to the Museum and visitors. On 28 April 2020, Council approved a Response and Recovery Plan that would align the reaction programmes to government directives. During the lockdown period staff and all people associated with the KZN Museum responded with maturity and complied with all the legislations and directives to safeguard the country and the sector.

On behalf of Council, I extend my appreciation and encouragement to the Director, the management team and all staff for their hard work in making the programmes of the Museum such a great success during 2019-2020 financial year. The KwaZulu-Natal Museum, as a centre of research excellence, continues to implement the government priorities while creating awareness on how we can uphold South Africa's democratic ideals in the promotion of our heritage for nation building, job creation and social cohesion. The foresight and leadership provided by the Honourable Minister of Sports, Arts and Culture continue to inspire us all.



Prof Fikile N.M. Mazibuko
Chairperson
12 October 2020



DIRECTORS OVERVIEW

BY THE DIRECTOR

MR LUTHANDO MAPHASA
DIRECTOR

I am pleased to present the 2019/2020 Annual Report of the KwaZulu-Natal Museum.

The KZN Museum had a very successful financial year that resulted in various recognitions for its heritage role. The Museum identified many programs that promoted the government's 2019 theme of "Celebrating twenty-five years of democracy". This included donation of books to various schools in the Pietermaritzburg area to promote a culture of learning that is one of the major basic human rights achievement over the past 25 years of democracy. The Museum hosted the prestigious National Science Week from 29 July to 03 August 2019. This event offered the Museum an opportunity to raise awareness on "facing the harsh realities of climate change". The South African Agency for Science and Technology Advancement (SAASTA), an agency of the National Research Foundation, provided R150 000 for this project that created temporary employment to 15 learners for one week of practical science projects.

The KwaZulu-Natal Museum continues to play a crucial role in heritage knowledge generation and dissemination for the people of this area and South Africans in general. It has reached out to communities who, despite the twenty-five years of democracy, still could not access centres of knowledge like museums and libraries. Through activities like the Night at the Museum, the celebration of the Youth Day and the Mandela Day, learners and youth were able to either visit the Museum for interactive science and other empowerment programs or staff visited the learners through the Museum's outreach program.

The KwaZulu-Natal Museum's educational outreach program, the Sabalala Nolwazi Environmental Youth Club, continued to grow from strength to strength. Outside of uMgungundlovu, other municipalities like Ndwedwe and Makana were involved in the Museum's programs that raised awareness of climate change and conservation of natural resources in order to empower citizens, especially the youth to develop innovative measures that address these challenges.

The Museum worked closely with the Department of Arts and Culture (DAC) in the planning of the Women's Month Programs to celebrate and raise awareness about the role played by women in the promotion of nation building and social cohesion during the 25 years of democracy. Two women staff members graduated with PhD degrees during the 2019 academic year. Women staff members from research divisions of the KZN Museum visited various schools during Women's Month to educate about career and empowerment opportunities for girls in science and heritage.

The 2019/2020 year was a very successful year for research at the KwaZulu-Natal Museum. The two research journals published by the KZN Museum, the Southern African Humanities and African Invertebrates continue to be highly recognized all over the world. In June 2019, the Southern African Humanities journal was ranked the highest South African journal for archaeology in the world. At the 2019 South African Museums Association (SAMA) Conference, the KZN Museum had the largest number of presenters for original research work. The Museum staff continue to play an important role in the Natural Sciences Collections Facility (NSCF) Advisory Committee.

The Natural Sciences Collections Facility Project continued to support the Museum as part of a nationwide initiative to support the research and maintenance of collections. The equipment that was procured through NSCF has enhanced the ability of our staff to conduct their research in a safe environment, and allowed other researchers to visit the Museum to use this equipment thereby improving knowledge production. A total of nine research papers were published by Museum staff in accredited journals during this period. The Human Sciences Department's assets acquisition was also boosted by a generous bequest of R173 000 from the Estate of Mrs Val Ward, a former research staff member of the Museum who passed away in 2017.

I am pleased to report that much progress was made on the New Museum Project at the Old St. Anne's Hospital. In an addition to the Project Manager, the Principal Agent was appointed. Progress has been made on the consultation and design aspects of the Project. The New Museum Project is expected to cost about R350 000 000. More than half of that amount has either already been allocated or earmarked for the 2021/2022 and 2022/2023 financial years. The project is expected to create about 1 000 jobs over the next three financial years.

Unfortunately, due to the coronavirus pandemic, major programs that were part of the last quarter of the 2019/2020 financial year were either scaled down or totally cancelled. These included the popular Library Week, the Biodiversity Day and the Human Rights Day

events. The cancellation led to severe financial implications for the Museum during the last quarter of the 2019/2020 financial year. Visitor numbers decreased by 3% as the Museum started to restrict the number of visitors as from 24 February 2020 in a measure aimed at curbing the spread of the Covid-19 pandemic.

The KwaZulu-Natal Museum fully supports the government's initiatives that are aimed at curbing the spread of the Covid-19 pandemic. We are confident that the initiatives that we took as early as February 2020 contributed greatly to protecting the Museum personnel and the public from this dangerous virus. Council played a significant role in guiding and supporting the Museum's Covid-19 Response and Recovery Plan implementation. The guidance and support from the Ministry is highly appreciated.

Finally, I thank the Museum Council, the Department of Sports, Arts and Culture, my colleagues at the KwaZulu-Natal Museum and all our stakeholders for their support and continued presence in this "never ending journey of discovery".

Luthando Maphasa

.....
Luthando Maphasa

Director

12 October 2020



STATEMENT OF RESPONSIBILITY

AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

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

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

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

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

The Annual Financial Statements (Part E) have been prepared in accordance with the GRAP standards applicable to the public entity.

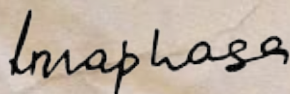
The accounting authority is responsible for the preparation of the annual financial statements and for the judgments made in this information.

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

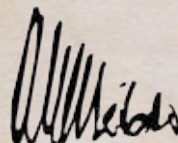
The external auditors are engaged to express an independent opinion on the annual financial statements.

In our opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the entity for the financial year ended 31 March 2020.

Yours faithfully



.....
Mr LJ Maphasa
Director
12 October 2020



.....
Prof NM Mazibuko
Chairperson of the Council
12 October 2020

STRATEGIC OVERVIEW

Vision

To position the KwaZulu-Natal Museum as a leading, inclusive and transformed heritage institution in South Africa.

Mission

The KwaZulu-Natal Museum is dedicated to serving the people of South Africa by interpreting material evidence of the natural and cultural world in order to increase knowledge, understanding and appreciation of the nation's wealth of history and biodiversity.

Core Values

Accountability: to foster a culture of accountability, learning and enlightenment for staff and stakeholders.

Understanding and respect: to increase tolerance, understanding and mutual respect among staff and the diverse elements of South African society.

Professionalism and honesty: to be professional and honest in undertaking our duties and the execution of the Department's mandate.

Loyalty: to be loyal to the mandate given to the Museum by the Department and in addressing the government imperatives.

Promote Ubuntu values the principle of worth and sense of cultural identity: by enabling people to attain knowledge and new perspectives regarding the history of humanity in general and the historical and cultural record of their own communities.

Excellence: continuously strive to be a centre of excellence in our core duties and reputation.

Responsiveness: to respond to the needs of our stakeholders with our best work in a timely manner.

Strategic Outcome Oriented Goals

Programme 1: Administration

The objective of the programme is to ensure sound financial sustainability of the Museum, the effectiveness and efficiency of management, administrative and operational activities by implementing sound governance, financial and human resource practices and to comply with applicable legislation. Furthermore, provide institutional support and publicity events to the Museum's core functions, diverse programmes and amenities by broadening the sphere of its influence. It provides professional library services that serve the scientific community and the general public. To ensure proper maintenance of the Museum building and to provide technical support to internal departments.

Programme 2: Business Development

This programme is made up of two departments; the Natural Sciences Department and Human Sciences Department. The objective of this programme is to properly manage and maintain the natural and cultural heritage collection to serve as centres for promotion of research and development. Strives to be the centre of research excellence by publishing research output in accredited scientific journals.

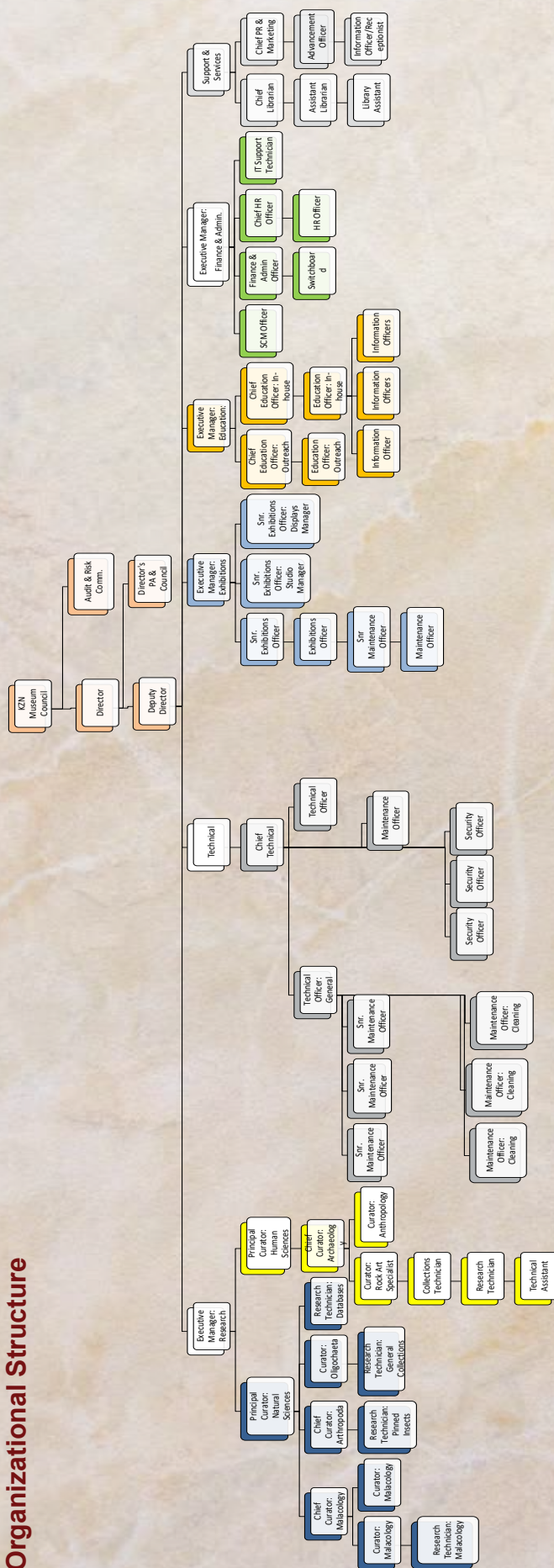
Programme 3: Public Engagement

The objective of this programme is to design and produce state of the art exhibitions and public programmes that showcase the Museum's programmes and address national imperatives. To accelerate skills development in the heritage sector by providing mentorship and training opportunities. Furthermore, the objective of this programme is to develop and implement education and outreach programmes for learners that are aligned to the Curriculum Assessment Policy Statement (CAPS) and the National Curriculum Statement (NCS) and enhance heritage knowledge and education. In addition; this programme aims to develop and strengthen local and international partnerships to advance the objectives of the Museum.

LEGISLATIVE

AND OTHER MANDATES

The KwaZulu-Natal Museum (formerly Natal Museum) is a Declared Cultural Institution established in terms of section 3 of the Cultural Institutions Act, 1998 (Act No. 119 of 1998) and is governed by a Council appointed by the Minister of Arts and Culture. The KwaZulu-Natal Museum is listed under Schedule 3A of PFMA (Act No. 1 of 1999).



PART B: PERFORMANCE INFORMATION

PROGRAMME 1: ADMINISTRATION					
SUB-PROGRAMME 1.1: ENTITY MANAGEMENT AND GOVERNANCE					
STRATEGIC OBJECTIVE 1.1.1: SOURCE EXTERNAL FUNDING					
Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Funding applications submitted. This item is project dependent.	Six applications submitted. R758 585 received in total.	Two applications submitted.	Three applications submitted. ➤ DNS: Williams = One application submitted to NRF for visiting researcher to work in the collection (R32 095). ➤ DHS: Two Applications submitted to NRF. One by Whitelaw for rating and one by Laue for Thuthuka Funding.	Target was exceeded by one application.	Positive deviation encouraged.

STRATEGIC OBJECTIVE 1.1.2: CONTAIN COSTS					
Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Compliance with internal control procedures pertaining to procurement of goods and services to prevent irregular and wasteful expenditure. Compliance with PFMA.	An internal audit for the year was conducted by Morar Incorporated in January 2019. The internal audit report issued by the auditors raised minor exceptions, indicating that the Museum is on the right track in respect of compliance with internal controls and PFMA.	Unqualified audit report.	An internal audit for the year was conducted by Morar Incorporated in January 2020. The internal audit report was presented to the Audit and Risk Committee in February 2019. Corrective action was agreed upon to address matters raised by the internal auditors.	No deviation.	N/A

STRATEGIC OBJECTIVE 1.1.2: CONTAIN COSTS

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
	The internal audit report was presented to the Audit and Risk Committee in February 2019. Corrective action was agreed upon to address matters raised by the internal auditors. The Museum continued to produce monthly management accounts and quarterly financial reports to monitor expenditure trends.		The Museum continued to produce monthly management accounts and quarterly financial reports to monitor expenditure trends.		

STRATEGIC OBJECTIVE 1.1.3: COMPLIANCE WITH LEGISLATION

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Improved stakeholder relations: prepare and submit timeously the Museum Strategic Plan, Annual Performance Plan, Annual Budget, Quarterly Reports, Annual Financial Statements, ENE and MTEC databases and Annual Report. Hold regular Council and Audit & Risk Committee meetings, Internal Audit.	The Annual Financial Statements and the Annual Report for the year ended 31 March 2018 were prepared and submitted to the Auditor-General for audit on 31 May 2018. The Audited Annual Financial Statements for the year ended 31 March 2018 including the report of the Auditor-General were submitted to the DAC and National Treasury on 31 July 2018.	Unqualified audit report.	The Annual Financial Statements and the Annual Report for the year ended 31 March 2019 were prepared and submitted to the Auditor-General for audit on 31 May 2019. The Audited Annual Financial Statements for the year ended 31 March 2019 including the report of the Auditor-General were submitted to the DAC and National Treasury on 31 July 2019.	No deviation.	N/A

STRATEGIC OBJECTIVE 1.1.3: COMPLIANCE WITH LEGISLATION

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
	The 2017/18 Annual Report was submitted to Parliament on 30 August 2018 in line with the date issued by DAC. The Museum prepared and submitted timeously all four Quarterly Reports to the DAC within one month of end of quarter. The MTEC 2018 and ENE 2019 were compiled and submitted to the DAC and National Treasury. The Museum Council held four (4) meetings. Twelve (12) Council committee meetings were held during the period. The Audit and Risk Committee met four (4) times during the year under review. The Museum prepared and submitted the draft and final Annual Performance Plan, Shareholders Compact and Budget for the 2019/20 period within set timelines.		The 2018/19 Annual Report was submitted to Parliament on 30 August 2019 in line with the date issued by DAC. The Museum prepared and submitted timeously all four Quarterly Reports to the DAC within one month of end of quarter. The MTEC 2018 and ENE 2020 were compiled and submitted to the DAC and National Treasury. The Museum Council held four (4) meetings. Twelve (12) Council committee meetings were held during the period. The Audit and Risk Committee met four (4) times during the year under review. The Museum prepared and submitted the draft and final Strategic Plan 2020/2025, draft and final Annual Performance Plan 2020/2023, Shareholders Compact and Budget for the 2019/20 period within set timelines.		

STRATEGIC OBJECTIVE 1.1.4: IMPROVE EMPLOYEE SATISFACTION

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Improved productivity. Effectiveness & efficiency of Museum operations. Provide annual Budget for equipment.	An amount of R2 414 407 was spent on the acquisition of new assets. Of this amount, R1 086 487 was financed by deferred grants and project funding. The Museum spent R1 327 920 of its own funding on acquiring new assets.	R800 000.	An amount of R1 328 148 of operational funds was spent on acquiring new assets. Additional assets were acquired for R243 749 using deferred grants and project funding. In total, R1 571 897 was spent on the acquisition of new assets.	Overspending of R771 897 recorded.	The grant and project funding did not form part of the original budget. Also, additional assets were identified that were critical for the operations of the Museum, such as office furniture and ICT equipment for interns.

STRATEGIC OBJECTIVE 1.1.5: STAFF TRAINING

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Training budget set at 1% of personnel expenditure per annum.	R227 235.	R399 892.	R 417 357	Overspending of R17 465 recorded.	The overspending is mainly due to training for a new staff member.

SUB-PROGRAMME 1.2: SUPPORT SERVICES
STRATEGIC OBJECTIVE 1.2.1: TO PROMOTE AND MARKET THE MUSEUM USING APPROPRIATE MEDIA

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
An annual increase of 5% in the number of visitors.	89 080 visitors.	78 496 visitors.	76 415 visitors were recorded for this financial year.	3% short of the anticipated target.	Visitor numbers dwindled due to fears of the Coronavirus in the 4 th quarter. Schools cancelled bookings. Holiday visitor numbers, Library Week Book Fair attendance were below expectation. The Holiday Programme was cancelled.

SUB-PROGRAMME 1.2: SUPPORT SERVICES

STRATEGIC OBJECTIVE 1.2.1: TO PROMOTE AND MARKET THE MUSEUM USING APPROPRIATE MEDIA

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Advertising and marketing in various media platforms.	R214 404 was spent on advertising and promoting various events at the Museum. Advertising was purchased in The Witness, Mum's Mail Magazine and Calendar and Facebook, Moja Heritage Magazine, Mum's Mail, Capital Media newspapers, Dr's TV Ads, Maritzburg Fever, KZN Tourist Magazine and Map, The Amble (Tourist magazine), What Where and When Tourist Magazine. Purchased Free Entry Cards and promotional pamphlets to promote specific programmes.	R230 000 to be spent marketing the Museum in print media, social networks, and through joint marketing initiatives with other organisations.	R 269 141 was spent on promoting the Museum. The mediums used were social media and print media. Other marketing platforms used were: ➤ Museum Branded 2020 Calendar ➤ Brochure Management distribution network - printing of pamphlets and distribution to 58 sites around the country. ➤ Museum pamphlets (for general and targeted distribution). ➤ Museum free entry cards and other promotional material for targeted distribution to the public.	No deviation.	N/A
An annual increase of 10% in number of members in the Museum membership programme.	N/A	1 000 members.	4250 members.	Target exceeded by 3250 members.	We always endeavor to exceed expectations.

STRATEGIC OBJECTIVE 1.2.2: COORDINATE THE PUBLICATION OF THE STRATEGIC PLAN, ANNUAL PERFORMANCE PLAN AND ANNUAL REPORT

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Publication of Strategic Plan, Annual Performance Plan and Annual Report done timeously to meet applicable deadlines.	An amount of R52 353 was spent in producing the 2017/18 Annual Report and the Annual Performance Plan for the 2019/20 period.	Produce 1 Annual Report and 1 Annual Performance Plan. R65 000.	R81 313 was spent on producing the Annual Report and 1 Annual Performance Plan.	A variance of R16 313 was incurred.	The deviation from the budget is attributable to the following: - The Museum changed the service provider – with cheapest quote - to improve the quality of the Annual Report. - Furthermore, more copies of the report were printed to meet demand.

STRATEGIC OBJECTIVE 1.2.3: MAINTENANCE AND UPKEEP OF MUSEUM PROPERTY

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Repair or report to DPW all identified defects and keep Museum building, vehicles and other equipment well maintained and safe to use.	An amount of R409 940 was spent on the maintenance of the building, vehicles and equipment. All identified defects were repaired or reported to DPW.	All identified defects reported to DPW or repaired.	All identified defects were repaired or reported to DPW. An amount of R448 127 was spent on the maintenance of the building, vehicles and equipment.	No deviation.	N/A
Effective Health and Safety (H&S) Committee in place (4 meetings held per annum). Firefighting equipment and detection system serviced regularly.	Four (4) meetings were held.	4 H&S Committee meetings.	Four (4) Health & Safety Committee meetings were held.	No deviation.	N/A

PROGRAMME 2: BUSINESS DEVELOPMENT

STRATEGIC OBJECTIVE 2.1: DISSEMINATION OF RESEARCH OUTPUT (KNOWLEDGE) THROUGH PUBLICATION AND POPULAR PRESENTATION

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Publish one volume of African Invertebrates in hardy copy and electronic format.	11 papers of Volume 59 published online; volume 59 printed.	At least one volume published online per annum.	14 articles published online, 1 hard copy printed - volume 60.	No deviation	N/A
One issue / volume of the peer reviewed Southern African Humanities Journal per annum.	11 papers published online in Volume 31. Volume 31 printed.	At least one volume published.	9 articles published online. 1 hard copy printed - volume 32.	No deviation	N/A
Number of original peer-reviewed scientific research papers.	7 papers published.	8 papers published.	9 papers published. <u>DNS 2 papers:</u> Williams, K.A. and Villet, M.H., 2019. Spatial and Seasonal Distribution of Forensically Important Blow Flies (Diptera: Calliphoridae) in Makhanda, Eastern Cape, South Africa. <i>Journal of medical entomology</i>, 56(5), pp.1231-1238. Plün, S., Heyns-Veale, E.R., Smale, M.J. and Froneman, P.W., 2020. Life history parameters and diet of Risso's dolphins, <i>Grampus griseus</i>, from southeastern South Africa. <i>Marine Mammal Science</i>. <u>DHS: 7 papers:</u> Huffman, T.N. and Whitelaw, G. (2020). Ntshekane and the Central Cattle Pattern: reconstructing settlement history in Whitley, D. Loubser, J.H.N. Whitelaw, G.(eds). <i>Cognitive Archaeology: Mind, Ethnography, and the past in South Africa and Beyond</i>. Oxford: Routledge. Laue, G. (2019) Rock Art in Southern Africa, Regional Difference. In: Smith C. (ed) Encyclopedia of Global Archaeology. Springer, Cham. Steyn, M. Whitelaw, G. Botha, D. Vicente, M. Schlebusch, C. Lombard, M. (2019). Four Iron Age women from KwaZulu-Natal: biological anthropology, genetics and archaeological context. <i>Southern African Humanities</i> 32: 23-56.	Target exceeded by 1 papers.	The overachievement is due to previous research being serendipitously published contemporaneously.

PROGRAMME 2: BUSINESS DEVELOPMENT

STRATEGIC OBJECTIVE 2.1: DISSEMINATION OF RESEARCH OUTPUT (KNOWLEDGE) THROUGH PUBLICATION AND POPULAR PRESENTATION

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
			Whitelaw, G. (2020). Homesteads, pots, and marriage in southeast southern Africa: cognitive models and the dynamic past in Whitley, D. Loubser, J.H.N. Whitelaw, G.(eds). <i>Cognitive Archaeology: Mind, Ethnography, and the past in South Africa and Beyond</i>. Oxford: Routledge. Whitley, D. Loubser, J.H.N. Whitelaw, G. (2020). The benefits of ethnographically informed cognitive archaeology in Whitley, D. Loubser, J.H.N. Whitelaw, G.(eds). <i>Cognitive Archaeology: Mind, Ethnography, and the past in South Africa and Beyond</i>. Oxford: Routledge. Wintjes, J. (2019). Book Review of Viestad, V.M. Dress as Social Relations: An Interpretation of Bushman Dress in <i>de arte</i> 54: 94-100. Wintjes, J. & Tiley-Nel, S. (2019). The Lottering connection: revisiting the 'discovery' of Mapungubwe. <i>South African Archaeological Bulletin</i> 74 (210): 101-110.		
Number of research papers presented at conferences and workshops.	13 Presentations.	7 presentations.	Total of 28 conference papers presented. <u>DNS 12 conference papers:</u> Bernard ATF, Heyns-Veale ER, Parker D, Mann BQ, Maggs JQ, Smith MKS, Gotz A (2019) Is depth a natural refuge for reef associated linefish species occurring along the east and south coast of South Africa? 5th Southern African Marine Linefish Symposium, 8 - 11 July, Mpekwini, Eastern Cape. Coetzer W, Heyns-Veale ER, Bernard ATF (2019) Management of data from underwater biodiversity surveys. Joint Biodiversity Information Management & Foundational Biodiversity Information Programme Forum, 20 - 22 Roodevalley Hotel, Pretoria.	Target exceeded by 21 presentations.	The overachievement is due to an unusual number of requests for staff to give public lectures, tours and so forth.

PROGRAMME 2: BUSINESS DEVELOPMENT

STRATEGIC OBJECTIVE 2.1: DISSEMINATION OF RESEARCH OUTPUT (KNOWLEDGE) THROUGH PUBLICATION AND POPULAR PRESENTATION

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
			Midgley, JM and Jordaens, KAM 2019. Preliminary checklist of Syrphidae from South Africa: adding value by adding data. The 21st Congress of the Entomology Society of Southern Africa. Coastlands Hotel, Umhlanga, Durban. Midgley, JM and Jordaens, KAM 2019. Preliminary checklist of Syrphidae from South Africa. 10th International Syrphidae Symposium. Mytilene, Greece. Jordaens, KAM, Copeland, R, Goergen, G, Hamer, M, Janssens, S, Kirk-Spriggs, AH, Midgley, JM Muller B and Njoroge L. 2019. The Pollinator Information Network for Two-Winged Insects (PINDIP): an update. 10th International Syrphidae Symposium. Mytilene, Greece.		
			T Nxele, Pilot investigation of earthworm abundance and species richness in agroecosystems. No Till Conference, Drakensville, 2-5 September 2019. T Nxele, JD Plisko, JP van Reenen: Using earthworms for composting: Cameeldraai Farm. No Till Conference, Drakensville, 2-5 September 2019. T Nxele, Importance of earthworms: wormery, Environmental Management Workshop, Inadi Hall, 15 August 2019. T Nxele, Climate change and earthworms. Climate Change Adaptation and Land Use Management Workshop, Maqongqo, 30 August 2019. Williams, K.A. 2019. The value of museum collection data. The 21st Congress of the Entomology Society of Southern Africa. Coastlands Hotel, Umhlanga, Durban.		

PROGRAMME 2: BUSINESS DEVELOPMENT

STRATEGIC OBJECTIVE 2.1: DISSEMINATION OF RESEARCH OUTPUT (KNOWLEDGE) THROUGH PUBLICATION AND POPULAR PRESENTATION

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
			T Nxele: How Museum based research benefit society: Importance of earthworms. SAMA Conference, Pietermaritzburg, (21-25 October). I Muratov: Presentation at South African Museums Association (SAMA) conference on Thursday 24, October 2019. ('Photographing collections in museums - Which, why, when, who and how?'). <u>DHS: 16 conference papers:</u> Blundell, G & Laue, G. (2019). Between the 'real' and the 'really made up': San rock painting and the construction of landscape. Paper given at biennial ASAPA conference held in Kimberley, July 2-5, 2019. Ferreira, A. (2019) Image and Imaginarium: a comparative study of two rock art sites on the Thorn River, South Africa. Paper given at biennial ASAPA conference held in Kimberley, July 2-5, 2019.		
			Huffman, T.N. and Whitelaw, G. (2019). Ntshekane and the Central Cattle Pattern: reconstructing settlement history. Paper given at biennial ASAPA conference held in Kimberley, July 2-5, 2019. Laue, G. & Hollmann, J. (2019). Same idea, different places: winged beings, flight and transformation in southern African rock art. Paper given at biennial ASAPA conference held in Kimberley, July 2-5, 2019. Munzhedzi, M. (2019). KwaZulu-Natal Museum's archaeological archive contributed by amateur archaeologist, Michael A. Moon. Presented at annual SAMA conference held at Msunduzi Museum, 21-24 October.		

PROGRAMME 2: BUSINESS DEVELOPMENT

STRATEGIC OBJECTIVE 2.1: DISSEMINATION OF RESEARCH OUTPUT (KNOWLEDGE) THROUGH PUBLICATION AND POPULAR PRESENTATION

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
			Tlhoaele, D. (2019). Izinkamba and marriage! Presented at annual SAMA conference held at Msunduzi Museum, 21-24 October. Whitelaw, G. (2019). Sequence, homesteads, and marriage in the Iron Age of KwaZulu-Natal, South Africa. Paper given at the Africa: Cradle of Human Diversity Conference, Uppsala, Sweden, May 22-26. Whitelaw, G. Wintjes, J. & Laue, G. 2019. Participated in the Human Remains Roundtable Workshop held at the KwaZulu-Natal Museum, 20 October. Whitelaw, G. 2019. Participated in the Interprovincial Steering Committee for Emergence of Modern Humans, 13 December. Wintjes, J. Chaired 2 & Presented at 4 African Digital Humanities Workshops. Wintjes, J. (2019). A drawing intervention to improve diagnostic skills for cytopathologists. Paper presented at AusDEM Conference, Melbourne, Australia, 28-30 April.		
			Wintjes, J. (2019). The museum and the sea: Indian Ocean shipwrecks at the KwaZulu-Natal Museum. Presented at "Thinking Oceanically" workshop. Ilha de Mocambique, Mozambique, 12-14 June. Wintjes, J. (2019). To paint, to see, to copy: rock art as a site of enchantment. Paper given at biennial ASAPA conference held in Kimberley, July 2-5, 2019.		
Number of loan requests per annum. Responses to collection based enquiries.	19 loans issued / managed.	35 loans issued.	Total loans: 24. DNS: 19 new loans. DHS: 5 new loans.	Under achieved by 11 loans.	Loans are dependent on demand. However, loans are important for collection based museums.

PROGRAMME 2: BUSINESS DEVELOPMENT
STRATEGIC OBJECTIVE 2.1: DISSEMINATION OF RESEARCH OUTPUT (KNOWLEDGE) THROUGH PUBLICATION AND POPULAR PRESENTATION

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Number of visiting researchers accommodated per annum.	42 visitors accommodated. ➤ DHS: 15 research visitors. ➤ DNS: 20 visitors.	15 visitors hosted.	A total of 23 visitors hosted. ➤ DNS: 7 visitors hosted. ➤ DHS: 16 visitors hosted.	Target exceeded by 8 visitors.	We always endeavor to exceed expectations.
Popular presentation of research and collection information.	24 popular presentations delivered. ➤ DHS: 17 presentations. ➤ DNS: 7 presentations.	6 popular presentations.	A total of 32 popular presentations were done. <u>DNS: 9 Public talks:</u> Midgley- ➤ Royal Museum for Central Africa, Belgium on current research.	Target exceeded by 26 presentations.	The overachievement is due to an unusual number of requests for staff to give public lectures, tours and so forth.
			➤ KZN Museum on current research. Nxele- ➤ KZN Museum on current research. All DNS researchers- ➤ Biodiversity presentation for Biodiversity Day. ➤ 1 science week presentation. ➤ 1 Woman's Day presentation. ➤ 3 behind the scenes tours. <u>DNS: 23 Public talks:</u> Blundell- ➤ The people, places and pictures of Nomansland. Presented at the KwaZulu-Natal Museum. ➤ Nomansland Tryptich: people, places and pictures. Presented at the KwaZulu-Natal Branch of the Archaeology Society.		

PROGRAMME 2: BUSINESS DEVELOPMENT

STRATEGIC OBJECTIVE 2.1: DISSEMINATION OF RESEARCH OUTPUT (KNOWLEDGE) THROUGH PUBLICATION AND POPULAR PRESENTATION

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
			➤ Finding 'Lochenberg' in the archives. Talk to community at Wentworth, Durban. ➤ Interviewed by Valley FM Radio on Khoisan of Nomansland by Marianne Vries. Blundell & Meyers, T.- ➤ The San groups of Nomansland. Presented at the Khoisan Leadership Summit, Genadendal. Laue- ➤ Talk on Archaeology to St. Martin's Pre-primary in Durban. Munzhedzi- ➤ Facilitated a special tour of Pat Vinnicombe's Bushmen hunting kit to a group about 12 tourists.		
			Whitelaw- ➤ Ntshakane and the end of the Early Iron Age in KwaZulu-Natal, National AGM, South African Archaeological Society (Presidential Address). ➤ Aspects of life and ancestry of four women from the Iron Age of KwaZulu-Natal to SAAS Northern Branch. ➤ Climate, environmental resources and 2000 years of agriculture in southern Africa. National Science Week. ➤ Aspects of life and ancestry of four women from the Iron Age of KwaZulu-Natal. SAAS KZN Branch. ➤ The Early Iron Age in KwaZulu-Natal: since Inanda Dam. Highway Heritage Society.		

PROGRAMME 2: BUSINESS DEVELOPMENT

STRATEGIC OBJECTIVE 2.1: DISSEMINATION OF RESEARCH OUTPUT (KNOWLEDGE) THROUGH PUBLICATION AND POPULAR PRESENTATION

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
			➤ Interviewed by UK company Transparent TV, 8 November. Wintjes- ➤ Podcast recorded for Arts Research Africa project (Wits). ARA Podcast: Bones and dinosaurs: Art/ Science collaborations, URL: https://www.iono.fm/e/787615 ➤ Archival adventures and accidents: The Frobenius archive in the southern African landscape, Venue: Killie Campbell Collections, Durban. SA National Society. ➤ Talk to SAAS KZN Branch. Title: Revisiting the Goodall archive: rock art as a site of enchantment, Venue: KZN Museum. Tlhoale, Muzhedzhi, Laue, Wintjes, Blundell- ➤ Five (5) behind the scenes tours. KZN Museum. Tlhoale, Wintjes, Blundell- ➤ Night at the Museum. KZN Museum. Tlhoale, Munzhedzi, Madonda, Whitelaw, Wintjes- ➤ KZN Museum Holiday Programme.		
Assist with organizing South African Archaeological Society events.	11 South African Archaeological Society Events organized.	8 events.	9 events.	Target exceeded by 1 event.	We always endeavor to exceed expectations.

STRATEGIC OBJECTIVE 2.2: COLLECTIONS MANAGEMENT					
Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Number of new records entered on the database.	Curation Activities: ➤ New material added to appropriate catalogues as necessary. ➤ Alcohol levels checked in Wet collections and Malacology collections quarterly. ➤ All display items checked quarterly for signs of deterioration.	➤ Entomology: 8 000 ➤ Arthropoda: 1 500 ➤ Oligochaetes: 300 ➤ Mollusca: 300.	Entomology: 85 952 Arthropoda: 558 Mollusca: 386.	Overall performance has exceeded plans due to increased staff resources.	Underachievement in some collections is due to early completion of data capture activities.
	➤ Wet collection fumigated twice per year ➤ Returned loan material packed away. Databasing: ➤ 20926 new records captured, 28438 records updated.				
Number of new records entered on the database.	Data Loggers/ Monitors checked 1 times a week and data downloaded monthly. 66 new items accessioned into the History Collection. 66 items fumigated. Made progress on sorting out backlog of errors in database/collections for History, Anthropology and Archaeology Collection and cleaning up databases.	➤ Anthropological: 12 000 ➤ Archaeological: 12 000 ➤ History Collection: 12 000 ➤ Special Collections: 12 000.	➤ Anthropology: 10 026 ➤ Archaeology: 1 487 ➤ History: 18 352 ➤ Special: 5 409.	A total of 35 274 catalogue cards have been imported into a new database. This is 12 726 short of target.	Cleaning up of data has been done in the period in review. This has led to a review of collections numbers. The target was based on numbers before the cleaning of data.

STRATEGIC OBJECTIVE 2.2: COLLECTIONS MANAGEMENT

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Number of field trips conducted.	14 field trips.	9 field trips.	A total of 22 fieldtrips were conducted. <u>DNS: 8 Field trips:</u> Nxele- (02-20 December 2020) ➤ Loskop Farms, Loskop. ➤ Gourton Farm (Nxele). Midgley- ➤ Eastern Cape and Southern KZN Drakensberg. Midgley & Williams- ➤ Umtamvuna Nature Reserve. Muratov, Heyns-Veale, Midgley, Manukuza, Mpanza- ➤ Doreen Clarke Nature Reserve. Williams, Muratov, Nxele, Pillay, Ziganira- ➤ Ubombo Mountain Nature Reserve.	Target was exceeded by 13 field trips.	We always endeavor to exceed expectations.
			<u>DHS: 14 field trips:</u> Wintjes- ➤ Mapungubwe. ➤ Wits Art Museum. ➤ Five Hundred Year Archive, UCT (Wintjes). Tlhoale, Whitelaw, Wintjes- ➤ KwaMagwaza area, Melmoth. Wintjes & Laue- ➤ Johannesburg Wits Archives. ➤ Quthing, Lesotho. Blundell- ➤ 2 trips to National Archive Repository, Cape Town. ➤ Jenkins Material Archive, Johannesburg. ➤ Brenthurst Library Archive.		

STRATEGIC OBJECTIVE 2.2: COLLECTIONS MANAGEMENT					
Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
			Laue- ➤ Groot Winterhoek Whitelaw & Wintjes- ➤ uMgungundlovu. Munzhedzi & Tlhoale- ➤ KZN Museums Visits for DHS Collections. Whitelaw & Munzhedzi- ➤ Port Shepstone for museum loan.		

PROGRAMME 3: PUBLIC PROGRAMMES					
SUB-PROGRAMME 3.1: EXHIBITIONS					
STRATEGIC OBJECTIVE 3.1.1: DEVELOP EXHIBITIONS					
Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Invertebrate Exhibition.	2 Modular wall systems were designed and constructed for the Invertebrate and Diptera information panels.	Decommission part of the Foreign Mammal Hall cases and commence production.	Three (3) freestanding hexagonal information panels were designed and produced. Further detailed concept designs were produced for the next phase of the project. A wooden showcase for specimens was repaired and painted.	No deviation.	N/A
Conduct research and plan the Rise of the Zulu Kingdom exhibition and open it to the public.	A new proposal for the exhibition was presented to the Display Focus Group on 5 March 2019. A task team was established to fast track the project and the first meeting was held on 20 March 2019.	Research and conceptualise exhibition. Clear the cases, prepare and paint.	The Sisonke items were removed from the display cases and were put on storage. The gallery has been decommissioned. The Display Focus Group discussed the concept and research.	No deviation.	N/A
Develop temporary and travelling exhibitions take the Museum to the communities, particularly the previously disadvantaged communities.	Produced the Nelson Mandela Centenary Exhibition. 2 traveling displays/ exhibitions were also produced.	Produce 1 exhibition.	Three (3) exhibitions were produced: ➤ A pop-up Year of the Fly exhibition was produced and displayed at Liberty Midlands Mall from 13 to 19 May 2019.	Target was exceeded by 2 travelling exhibitions.	We always endeavor to exceed expectations.

PROGRAMME 3: PUBLIC PROGRAMMES					
SUB-PROGRAMME 3.1: EXHIBITIONS					
STRATEGIC OBJECTIVE 3.1.1: DEVELOP EXHIBITIONS					
Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
			➤ A Climate Change traveling display, including 2 large globes, was produced for National Science Week and was set up at the Liberty Midlands Mall and Bessie Head Library in July and August 2019. ➤ One traveling display featuring human evolution was designed and produced.		
Host temporary exhibition developed by the members of the public, NGOs and relevant organizations.	The Photographic Exhibition 'City of Contrasts' was produced and was opened on 18 October 2018. Local junior schools participated in the Africa Month celebrations by decorating silhouettes of Africa that were inspired by Nelson Mandela as part of the commemoration of Mandela's Centenary celebration, the silhouettes were installed in the BTE gallery.	Host 1 temporary exhibition.	Two (4) temporary exhibitions hosted: ➤ Hosted a retrospective photographic exhibition by AFRA (Association for Rural Advancement) detailing 40 years in the struggle for land rights from 22 June 2019. ➤ Hosted "Behind the Wire", an exhibition by Stefan Manz from Aston University, Birmingham, UK. It was opened to the public on 9 September 2019. ➤ Things and Their Stories: A Display of Personal Objects, was hosted from 20 September 2019, for Heritage Day celebrations. ➤ One temporary pop-up display featuring junior school posters for human rights day was mounted in the Museum's Mammal Hall.	Target was exceeded by 3 temporary exhibitions.	We always endeavor to exceed expectations.
Interview two individuals who have made a contribution to society or the environment.	N/A	Identify and interview two individuals.	Alison Guise-Brown, Long serving Nurse at Greys Hospital, was interviewed on 20 March on her contribution to the medical field.	Underachieved by 1 interview.	The prospective interviewee requested the postponement of the second interview in the 4 th quarter due to coronavirus fears.

STRATEGIC OBJECTIVE 3.1.2: MAINTAIN AND UPGRADE EXISTING EXHIBITIONS

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Maintenance of galleries and exhibits.	The freestanding mammals were regularly monitored and inspected, they also received quarterly leather care treatment. All the freestanding animals showed signs of climate damage, the specimens were restored and the repair work was repainted. The annual fumigation of the taxidermy collections was conducted on 21 December 2018.	Quarterly inspection, treatment of hides. Regular maintenance done.	- The freestanding animals were treated with leather care and inspected for any deterioration. - The pillars and wall space within the Mammal Hall were repaired and repainted. - The annual fumigation took place on 13 of December 2019.	No deviation	N/A
Indigenous Knowledge (IKS) added to the exhibitions through relabeling and upgrading.	A new case was built to house the Orangutan. Information was researched and translated into isiZulu and the information panels have been designed and completed.	Relabel and include IKS into one gallery.	- New IKS panels were redesigned and installed as part of the Mammal Hall upgrades. - Information paneling on the Orangutan case was completed and the Orangutan was rehoused in the new its' showcase.	No deviation	N/A

SUB-PROGRAMME 3.2: EDUCATION AND OUTREACH PROGRAMMES**STRATEGIC OBJECTIVE 3.2.1: DEVELOP AND IMPLEMENT QUALITY EDUCATION AND OUTREACH PROGRAMMES TO EXPAND THE AUDIENCE BASE**

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
10% annual increase in the number of visitors from schools.	24 884	22 057 learners.	21 576	A negative variance of 481 was recorded.	Schools cancelled bookings in the 4 th quarter due to coronavirus fears.
Maintain the number of learners attending the programme at 1 600	1 583 participating learners.	1 600 participating learners.	1 919 learners visiting the Museum.	Positive of 319 variance was recorded.	We always endeavor to exceed expectations.

SUB-PROGRAMME 3.2: EDUCATION AND OUTREACH PROGRAMMES**STRATEGIC OBJECTIVE 3.2.1: DEVELOP AND IMPLEMENT QUALITY EDUCATION AND OUTREACH PROGRAMMES TO EXPAND THE AUDIENCE BASE**

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Maintain the number of schools participating in the programme per annum.	19 participating schools.	20 participating schools.	19 participating schools.	A negative variance of 1 recorded.	One school pulled out of the programme.
Increases in the number of schools participating in the programme per annum.	N/A	10 participating schools.	10 participating schools.	No deviation.	N/A
Number of workshops held per annum.	Three holiday programmes were held and two Nights at the Museum events were held.	2 creative arts workshops.	Two holiday programmes, which include creative arts workshops, were held in June and December 2019.	No deviation.	N/A
Arrange activities, shows and display that engage the public and promote the Museum.	2 Night at the Museum events hosted.	Host 2 Night at the Museum events.	Two Night at the Museum events were hosted.	No deviation.	N/A
Hosting of Heritage month competition.	The Heritage Competition event was held on 05 September 2018. Winning learners were sent to a Spring School Camp at Robben Island Museum from 28 September to 06 October 2018.	1 Heritage Quiz.	The Heritage Quiz Competition event was held on 07 August 2019. Winners were sent to attend the Spring School Camp at Robben Island Museum.	No deviation.	N/A
Number of Special (National Days) days observed/celebrated per annum.	Commemorated 10 special days.	10 days observed / celebrated.	Ten (10) special days were commemorated. They are: Freedom Day, Biodiversity Day, Africa Day, Youth Day, Mandela Day, Arbor Day, Heritage Day, 16 Days for no Violence Against Women and Children, and Human Rights Day.	No deviation.	N/A
Increase the number of local women participating in skills transfer workshops by 5% per annum.	122 women attended the Women's Day event held on 08 August 2018.	157 women participants.	66 women attended the Women's Day event held on 08 August 2019	A negative variance of 91 recorded.	Variance was as a result of a decision to host an event honouring and celebrating women in the Museum.

SUB-PROGRAMME 3.2: EDUCATION AND OUTREACH PROGRAMMES
STRATEGIC OBJECTIVE 3.2.1: DEVELOP AND IMPLEMENT QUALITY EDUCATION AND OUTREACH PROGRAMMES TO EXPAND THE AUDIENCE BASE

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Apply for funding. Complete the Discovery Centre for public use.	N/A	Source funding.	No progress.	Not achieved.	Project was placed on hold due to a lack of space. The facility is now planned for the new building being planned.

STRATEGIC OBJECTIVE 3.2.2: BUILD AND MAINTAIN PARTNERSHIPS WITH THE DEPARTMENT OF EDUCATION AND OTHER HERITAGE / CONSERVATION INSTITUTIONS

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Hold four workshops with the Educators and Subject Advisors per annum.	Life Science Educators Workshop was held on 16 August 2018 for grade 10 & 11 educators. Hosted a History Educators Workshop.	Two (2) workshops held.	Two (2) workshops held: ➤ One Social Science educators workshop was held in collaboration with subject advisors in September 2019. ➤ One Creative Arts educators workshop was held on 26 February 2020.	No deviation.	N/A
Number of collaborative projects per annum.	Happy Earth Festival took place at Botanical gardens on 19 and 20 April 2018. A total of 666 learners participated over the two days. Cell C's Take a Girl Child to Work event took place on 24 May 2018. Nelson Mandela Lecture event was hosted in collaboration with Msunduzi Museum. Mr. Sello Hatang, CEO of the Nelson Mandela foundation delivered the lecture.	Three (3) shared educational projects.	Four (4) shared educational projects were held: ➤ A Freedom Day event was held on 25 April in collaboration with the Howick Museum. Learners were taken to the Capture Site where they learned more about the History of Nelson Mandela and they also received voter education from the IEC. A total of 118 learners and 14 educators attended.	A positive variance of 1 is recorded.	We always endeavour to do more.

STRATEGIC OBJECTIVE 3.2.2: BUILD AND MAINTAIN PARTNERSHIPS WITH THE DEPARTMENT OF EDUCATION AND OTHER HERITAGE / CONSERVATION INSTITUTIONS

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
	Sibudu Heritage Competition was held on 17 August 2018 at Lihlithemba High school in eNdwedwe.		➤ The Happy Earth Festival event was held at Botanical Gardens on 11 & 12 April 2109. Museum put up a display highlighting the effects of plastic pollution in our oceans. A total of 1193 learners interacted with the display over the two days. ➤ The Cell C take a Girl Child to Work took place on 30 May 2019. Human Sciences took learners on a behind the scenes tour to learn about Archaeology. A total of 29 girls. ➤ Arbor Week was held on 3 to 5 September 2019 in collaboration with the Department of Agriculture Forestry and Fisheries (DAFF). DAFF provided trees that were planted in 5 schools targeted for the project. ➤ The schools were Mlulama High School, Hopewell Primary, Eston Primary, Faileigh Primary and Cosmoore Primary. A total of 105 learners and 9 educators participated.		
Host one seminar with various community leaders per annum.	Traditional healers Summit event was hosted in collaboration with Ezemvelo-KZN Wildlife and SANBI from 30 October to 1 November 2018.	1 seminar to be held.	The Traditional Healers Summit was hosted in collaboration with the Department of Economic Development, Tourism and Environmental Affairs from 06 - 07 November 2019.	No deviation.	N/A

STRATEGIC OBJECTIVE 3.2.3: MAINTAIN AND STRENGTHEN LOCAL AND INTERNATIONAL LINKS FOR THE ADVANCEMENT OF RESEARCH COLLABORATION

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Number of collaborative projects undertaken per annum.	Fourteen (14) collaborative projects were undertaken.	Twelve (12) collaborative projects.	Fourteen (22) collaborative projects were undertaken: <u>DNS: 13 collaborative projects:</u> ➤ Nxele: with Tarombera Mwabvu -University of Mpumalanga and Oliver Zishiri -UKZN. ➤ Williams: with Prof. Martin Villet - Rhodes University. ➤ Williams: with Dr. Haemish Robertson - UNISA. ➤ Midgley: with David Allan - Durban natural Science Museum. ➤ Midgley: Kurt Jordaens - Royal Museum for Central Africa ➤ Midgley: Martin Villet - Rhodes University. ➤ Midgley: Terence Bellingan - Albany Museum. ➤ Midgley: Dr Claudia Tocco - University of the Witwatersrand. ➤ Muratov: "Community of Practice Bioblitz" - UKZN. ➤ Heyns-Veale: Dr Anthony Bernard - South African Institute for Aquatic Biodiversity.	Target was exceeded by 10 collaborative projects.	We always endeavor to exceed expectations.
			➤ Heyns-Veale: Dr Willem Coetzer - South African Institute for Aquatic Biodiversity. ➤ Heyns-Veale: Dr Alexander Winkler - Rhodes University. ➤ Heyns-Veale: Dr Dai Herbert - National Museum of Wales. <u>DHS: 9 collaborative projects:</u> ➤ Wintjes: Digital Humanities Programme with UCT,		

STRATEGIC OBJECTIVE 3.2.3: MAINTAIN AND STRENGTHEN LOCAL AND INTERNATIONAL LINKS FOR THE ADVANCEMENT OF RESEARCH COLLABORATION

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
			➤ UP, Wits & Botswana. ➤ Whitelaw, Wintjes, Tlhoale: 500 Year Archive. University of Cape Town. ➤ Whitelaw: Interdisciplinary Project on burials with Uppsala and University of Johannesburg. ➤ Tlhoale: University of Pretoria- Anders Lindahl, Wiebke Grote and Jeanette Dyskra on pottery. ➤ Tlhoale: Steve Kotze of Durban Museum on Nkandla potters. ➤ Blundell: with Troy Meyers on Lochenberg. ➤ Blundell: with Angela Ferreira (UCT) on Nomansland archive. ➤ Laue: with J. Hollmann on rock art of southern Cape. ➤ Laue: with B. Zipfel (Wits) and L. Owens, (Birkbeck University, London) on Naginata in DHS Collections.		
Number of joint field trips undertaken per annum.	5 joint field trips were conducted.	Two (2) joint field trips.	A total of 15 field trips were undertaken. <u>DNS: 9 joint field trips</u> ➤ Umtamvuna Nature Reserve, 16 to 19 August, with Kurt Jordaens (RMCA). ➤ Shawswood, Karkloof, 14 and 22 August, with Kurt Jordaens (RMCA). ➤ Entumeni and Dlinza Forest Nature Reserves 11-13 September 2019, with UKZN. ➤ Royal Natal, Giant's Castle 9 - 17 September 2019, with Burgert Muller (National Museum -Bloemfontein). ➤ Marine sampling, launch from Durban, with SAIAB.	Target was exceeded by 13 joint field trips.	We always endeavor to exceed expectations.

STRATEGIC OBJECTIVE 3.2.3: MAINTAIN AND STRENGTHEN LOCAL AND INTERNATIONAL LINKS FOR THE ADVANCEMENT OF RESEARCH COLLABORATION

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
			➤ Town bush, with Martin Villet, (RU). ➤ Karkloof, with Burgert Muller (National Museum -Bloemfontein). ➤ Ubombo Mountain Reserve, with UKZN. ➤ Eastern Cape and Southern KZN Drakensberg, with Albany Museum, National Museum - Bloemfontein, Royal Museum for Central Africa. <u>DHS: 6 joint field trips</u> ➤ KwaMagwaza, with Hamilton (UCT) and Wright (Wits). ➤ Mapungubwe, with Huffman (Wits). ➤ National Archives - Cape Town with Meyers (Khoisan Community). ➤ Quthing -- Lesotho, with Coetzee, (Wits). ➤ uMgungundlovu, with Hamilton (UCT) and Wright (Wits). ➤ Wits Art Museum, with Viestad (Oslo University).		
Number of manuscripts reviewed for international journals per annum.	4 manuscripts reviewed.	9 manuscripts reviewed.	Seventeen (17) manuscripts were reviewed. <u>DNS: 10 manuscripts:</u> ➤ Nxele: Two manuscripts for African Zoology. ➤ Nxele: Acta Zoologica Academiae Scientiarum Hungaricae. ➤ Williams: Journal of Applied Entomology. ➤ Williams: African Entomology. ➤ Midgley: Austral Entomology. ➤ Midgley: Biodiversity Data Journal. ➤ Midgley: African Entomology.	Target exceeded by 8 manuscripts reviews.	We always endeavor to exceed expectations.

STRATEGIC OBJECTIVE 3.2.3: MAINTAIN AND STRENGTHEN LOCAL AND INTERNATIONAL LINKS FOR THE ADVANCEMENT OF RESEARCH COLLABORATION

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
			➤ Heyns-Veale: Oceans and Coastal Management. ➤ Heyns-Veale: Brazilian Academy of Science. DHS: 7 manuscripts: ➤ Blundell: South African Journal of Science. ➤ Blundell: Anthropology Southern Africa. ➤ Laue: Natalia. ➤ Whitelaw: Two (2) manuscripts for Journal of Archaeological Science. ➤ Whitelaw: rating review for NRF. ➤ Wintjes: Natalia.		

STRATEGIC OBJECTIVE 3.2.4: BUILD RELATIONSHIPS WITH OTHER MUSEUMS AND TOURIST ATTRACTIONS IN THE CITY

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Number of collaborative projects with other institutions held per annum.	Two (2) collaborations achieved. • Collaborated with Happy Earth Forum (comprising +20 stakeholders) on participating in the Happy Earth Festival held over 2 days at the Botanical Gardens (targeted at 1 500 school children).	5 collaborative projects.	Two (2) collaborations were held. ➤ Participated in the Happy Earth Festival with at least 20 other stakeholders (targeted at schools). ➤ Collaboration with Dr Gcina Mhlophe on the Rerouting Arts Festival for a storytelling programme at the Museum.	Opportunities for collaborative projects were limited.	The target was optimistic. It will be reviewed in future.

STRATEGIC OBJECTIVE 3.2.4: BUILD RELATIONSHIPS WITH OTHER MUSEUMS AND TOURIST ATTRACTIONS IN THE CITY

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
	Partnered with 3 other institutions in hosting the Museum Passport competition which was targeted at schools to encourage their support of Museums in the city.				

STRATEGIC OBJECTIVE 3.2.5: CAPACITY BUILDING

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from planned target to Actual Achievement for 2019/20	Comment on deviations
Number of students trained or supported each year. Successful award of postgraduate degrees and other tertiary qualifications.	23 students/ interns supervised/ trained: - Education Department: 16 students and interns trained. - Exhibitions Dept.: 2 students/ interns trained. - DHS: 5 students supervised at Tertiary Institutions. 2 Completed, 1 PhD and 1 MSc at Wits.	16 students/ interns supervised/ trained.	Twenty-four (41) students/ interns were supervised: - Education Department: 15 students and 1 intern trained. - Exhibitions Dept.: 1 student trained. - DHS: 14 post-graduate students. - DNS: 8 students and 2 interns.	Target was exceeded by 25 students/interns.	External grants (funding) helped to pay for placements. In addition, new staff members brought in existing supervisions (students).
Host one (per annum) NRF intern in the research departments (Natural / Human Sciences).	Nil	1 NRF intern hosted.	Nil	Not achieved.	The NRF programme was suspended for this period. The new programme is not aimed at placing interns in museums but favours universities.

PART C: GOVERNANCE

1. Introduction

Corporate governance embodies processes and systems by which the KwaZulu-Natal Museum is directed, controlled and held to account. In addition to legislative requirements based on the KwaZulu-Natal Museum's enabling legislation, corporate governance with regard to the KwaZulu-Natal Museum is applied through the precepts of the Public Finance Management Act (PFMA) and run in tandem with the principles contained in the King's Report on Corporate Governance.

Parliament, the Executive and the Accounting Authority of the public entity are responsible for corporate governance.

2. Council

The KwaZulu-Natal Museum, a Declared Cultural Institution in terms of the Cultural Institutions Act, 1998 (Act 119 of 1998) has no share capital. The Institution is governed by the Council, appointed by the Minister of Arts and Culture. On 01 September 2018 a new Council assumed office and its term is due to expire in August 2021.

2.1 The role of the Council is as follows:

The functions of Council are:-

- To formulate policy;
- To hold, preserve and safeguard all movable and immovable property of whatever kind placed in their care or loaned or belonging to the KwaZulu-Natal Museum;
- To receive, hold, preserve and safeguard all specimens and collection of all other movable property placed under its care and management under Section 10 (1) of the Cultural Institutions Act;
- To raise funds for the KwaZulu-Natal Museum;
- To manage and control the monies received by the KwaZulu-Natal Museum and to utilise those monies for defraying expenses in connection with the performance of its functions;
- To keep a proper record of the property of the KwaZulu-Natal Museum, and to submit to the Director-General any returns required by him or her in regard thereto and to cause proper books of account to be kept;
- To determine and substitute the Cultural Institutions Act and with the approval of the Minister, the object of the declared institution; and
- To generally carry out the objects of the declared institution.

Council may determine the hours and conditions to which the public may visit the KwaZulu-Natal Museum. The Council shall have the power to appoint such persons as it considers necessary to perform the functions of the KwaZulu-Natal Museum, the determination of the remuneration and terms and conditions of services shall be in accordance with the scheme approved by the Minister in consultation with the Minister of Finance.

2.2**Council Charter****2.2.1 Purpose of the Council**

The Council's purpose is to ensure that the KwaZulu-Natal Museum is a sustainable organization capable of fulfilling its objectives, statutory and otherwise. In order to fulfill this purpose, the Council must provide oversight on the direction and control of the business of the Institution. Council owes a fiduciary duty to the KwaZulu-Natal Museum both under the Cultural Institutions Act (Act 119) of 1998; the Public Finance Management Act, 1999 (Act No. 1 of 1999), "the PFMA" and is accountable to the Department of Arts and Culture, the Shareholder and eventually the Government of the Republic of South Africa. Council is also responsible, within the structures of corporate law and legislation, to the other stakeholders of the Museum. Council members are required to exercise due care, skill and utmost good faith in the performance of their duties.

2.2.2 THE CHAIRPERSON

The Chairperson provides leadership at Council level, represents the Council to the Minister and is responsible for ensuring the integrity and effectiveness of the Council and its committees. To this end the Chairperson is required to:

- maintain a regular dialogue with the Director in respect of all material matters affecting the Museum and to consult with the other Council members promptly where considered appropriate;
- ensure that material matters in respect of the business or governance of the Museum that he/she is aware of, are tabled at Council meetings;
- act as facilitator at meetings of the Council to ensure that material issues for consideration are tabled and ventilated effectively to ensure optimal Council decision-making and governance;
- be available for the Director between Council meetings to provide counsel and advice.
- represent the Museum in official ministerial fora and events organized by the Minister.
- communicate with the Minister on behalf of the Council

The Chairperson does not have any executive or management responsibilities.

2.2.3 THE DIRECTOR

The Director is the Accounting Officer and provides executive leadership and is accountable to the Council for the implementation of the strategies, objectives and decisions of the Council within the framework of the delegated authorities, values and policies of the Museum. The Director is appointed by the Council, in conjunction with the Department. To this end the Director is accountable to the Council to amongst other things:

- develop and recommend to the Council the long-term strategy and vision of the Museum and its quantified expression by way of critical performance targets
- develop and recommend to the Council the annual performance plans and budgets that support the Museum's long-term strategy
- ensure that the Museum has an effective management team and management structures
- ensure appropriate Institutional policies are formulated and implemented

- ensure that effective internal institutional controls and governance measures are deployed
- serve as the chief spokesperson of the Museum.

2.2.4 Statement of Council Members' Responsibility

Council members are responsible for the maintenance of adequate accounting records and the preparation and integrity of the Annual Financial Statements (AFS) and related information. The auditors are responsible for reporting on the fair presentation of the Annual Financial Statements for 2019/2020.

The AFS are prepared on a going-concern basis. Nothing has come to the attention of the members of Council to indicate that the institution will not remain a going concern for the foreseeable future.

The AFS have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP 1 to 3). The Institution's Audit and Risk Committee approved the AFS at its meeting on 15 July 2020. Council approved the AFS at its meeting on 18 July 2020.

Council is also responsible for the systems of internal controls that are designed to provide reasonable, but not absolute, assurance as to the reliability of the financial statements, and to adequately safeguard, verify, and maintain accountability for assets, and to prevent and detect material misstatements and losses.

In line with the Cultural Institutions Act of 1998 and the Public Finance Management Act of 1999, and in order to undertake its role in a more effective manner, Council has delegated its management responsibilities to the Director and suitably trained personnel appointed by and under the management of the Director. Council continues to develop policy and provide an oversight role. Nothing has come to the attention of the members of Council to indicate that any material breakdown in the functioning of these controls, procedures and systems has occurred during the year under review.

Council is very grateful to the Minister for the support that he has given. Council has reviewed and approved the Annual Performance Plan for 2019/2020. During the period under review, Council reviewed and approved the following policies:-

- Service Fees Guidelines Policy
- Fraud Prevention Policy
- Capacity Management Policy
- Collections Management Policy
- Collections Manual Human Sciences Chapter 4
- Employee Relations Policy
- Employee Reward Policy
- Policy on Employee Assistance Programme
- Policy on the Appointment of Contract and Temporary Works
- Performance Information Management Policy
- Institutional Advancement and Ethics Committee Terms of Reference
- Gender Equity Policy
- Employment Related Policy

- Geology Chapter 3b
- HIV & AIDS Policy
- Library Materials Chapter 6a
- Library Materials Chapter 6b
- Malacology Chapter 3a
- Loss Control Policy
- Emergency Financial Assistance Policy
- Hardware Usage Policy
- Finance and Procurement Committee Terms of Reference
- HR & Remuneration Committee Terms of Reference
- Audit and Risk Committee Charter
- Volunteers Policy
- Council Charter
- Capacity Management Policy
- Audit and Risk Committee Charter

2.3.1 Composition of Council

Council for the period 01 April 2019 – 31 March 2020

Name	Date Appointed	Qualifications	Other Committees	Number of Meetings Attended
Mazibuko, Prof. N.M. (Chairperson)	September 2018	BA (UNIZUL), BA (Hons) (UNIZUL), MA (Soc. Sci) (NATAL), PhD (UIC, ILLINOIS), Dip (PR) (DAMELIN)		3
Stobie, Prof. B. (Deputy Chairperson)	September 2018	Bachelor of Commerce, Certificate in the Theory of Accountancy (University of Natal) Chartered Accountant (S.A.) (Institute of C.A.s) Master of Accountancy (University of Natal)	Audit & Risk Committee and Finance and Procurement Committee	4
Jivan, Mr. U.	September 2018	B.A, LLB (UKZN)	Institutional Advancement and Ethics Committee	4
Khorommbi, Mr. T.C.	September 2018	Audiovisual Production Management	Institutional Advancement and Ethics Committee	4
Magaga, Adv. S.	September 2018	BProc (UNITRA), LLB (Wits)	Human Resources and Remuneration Committee	4
Mhlono, Ms. N.	September 2018	CTA (B.compt. Honours) (UNISA), BCom (UKZN)	Audit & Risk Committee and Finance and Procurement Committee	4
Musundwa, Ms. S.	September 2018	Masters (MA) in Media Theory and Practice, Honours in Economics (Bachelor of Commerce), Bachelor of Commerce Degree (Economics & Finance) (UCT),	Finance and Procurement Committee and Institutional Advancement and Ethics Committee	2
Nkosi, Dr. N.	September 2018	Dip.PHC Ed. University of Witwatersrand, M.B.Ch.B. University of Natal, B.Sc. University of Botswana, Lesotho and Swaziland	Human Resources and Remuneration Committee	4

Name	Date Appointed	Qualifications	Other Committees	Number of Meetings Attended
Ramagoshi, Ms. M.	September 2018	Masters in Public Administration (University of Pretoria), Bachelor of Education, Bachelor of Arts (University of Limpopo -Turfloop), Junior Secondary Teachers Certificate (Transvaal College of Education), Homecraft Teachers Certificate	Human Resources and Remuneration Committee	3

In addition to the above Council members, persons attending the Council meetings included: Mr S. Miya, Deputy Director; Mr S. Dlamini, Executive Manager: Finance & Administration; Mr S. Tantsi, Project Manager; Mrs M. Cebekhulu, Finance and Administration Officer and Mrs N. Gumede, Council Secretary.

2.4 Committees

Various Committees of the Council met to discuss specific issues and made recommendations to Council. The following Committees met during the 2019/2020 financial year:

Committees for the period 01 April 2019 – 31 March 2020

Committee	No. of Meetings Held	No. of Members	Name of Members
Audit and Risk Committee	4	5	Jordan, Mr M.A. PA (SA) (Chairperson independent); Stobie, Prof B. CA (SA); and Mthembu, Ms N. (independent); Mhlongo, Ms. N. CA (SA); Mngadi, Ms. N. (independent)
Human Resources and Remuneration Subcommittee	4	3	Magaqa, Adv. S (Chairperson); Nkosi, Dr N. and Ramagoshi, Ms. M.
Finance and Procurement Subcommittee	4	3	Stobie, Prof B. CA (SA); Mhlongo, Ms. N. CA (SA); Musundwa, Ms. S.
Institutional Advancement & Ethics Subcommittee	4	3	Khorommbi Mr. T; Jivan Mr. U; Musundwa, Ms S.

2.5 Remuneration of Council Members

	Council	Sub-Committee	Total	Honorarium	Travel reimbursement	2019/20 Total
	Meetings attended	Meetings attended	Meetings Attended	R	R	R
Mazibuko, Prof. N.M. (Chairperson)	3	-	3	45 591	1 104	46 695
Jivan, Mr U	4	4	8	20 417	4 444	24 861
Khorommbi, Mr TC	4	4	8	22 646	-	22 646
Magaga, Adv. S	4	3	7	34 143	7 027	41 170
Mhlongo, Ms N	4	8	12	27 414	-	27 414
Musundwa, Ms S	2	3	5	9 601	812	10 413
Nkosi, Dr N.	4	4	8	19 144	639	19 783
Ramagoshi, Ms M	3	2	5	10 434	120	10 554
Stobie, Prof. B	4	8	12	30 816	887	31 703
				220 206	15 032	235 238

* In addition to three Council meetings, the Chairperson attended other official engagements.

Council Members: For the period between 1 September 2018 and 31 March 2019.

	Council	Sub-Committee	Total	Honorarium	Travel reimbursement	2018/19 Total
	Meetings attended	Meetings attended	Meetings Attended	R	R	R
Mazibuko, Prof. N.M. (Chairperson)	2	-	2	22 722	-	22 722
Jivan, Mr U	2	-	2	7 664	3 922	11 586
Khorommbi, Mr TC	2	-	2	10 268	1 047	11 315
Magaga, Adv. S	2	-	4	9 605	1 212	10 817
Mhlongo, Ms N	2	4	6	13 020	-	13 020
Musundwa, Ms S	2	1	3	3 906	360	4 266
Nkosi, Dr N.	2	1	3	11 570	848	12 418
Ramagoshi, Ms M	1	2	3	9 114	616	9 730
Stobie, Prof. B	2	4	6	22 671	426	23 097
				110 540	8 430	118 970

* In addition to two Council meetings, the Chairperson attended other official engagements.

Council Members: For the period between 1 April 2018 and 31 August 2018.

	Council	Sub- Committee	Total	Honorarium	Travel reimbursement	2018/19 Total
	Meetings attended	Meetings attended	Meetings Attended	R	R	R
Mazibuko, Prof. N.M. *	2	-	2	10 717	5 178	15 895
Coovadia, Mr. D.	1	-	4	6 140	1 860	8 000
Dantile, Mr. F.	2	-	4	7 992	5 832	13 824
Magaqa, Adv. S.	2	2	4	4 912	480	5 392
Makunga, Prof. N.	1	2	3	4 912	7 851	12 763
Malapane, Dr S.	2	3	5	7 368	2 232	9 600
Nkosi, Dr. N.	2	2	4	3 684	309	3 993
Ranchod, Mr K.	2	3	5	8 596	2 604	11 200
				54 321	26 346	80 667

* In addition to two Council meetings, the Chairperson attended other official engagements.

3. Risk Management

Risks are managed in terms of the KwaZulu-Natal Museum Risk Management Policy and the Risk Assessment Management Plan and Disaster Response and Recovery Plan.

A risk assessment is conducted annually to identify risks; the risks are recorded in the risk assessment management plan. The risk assessment management plan is monitored, reviewed and approved by Council. Management reports on progress made to address the risks identified to the Audit and Risk Committee and Council on a quarterly basis.

4. Internal Control Unit

Internal Audit performs audits as per the approved internal audit strategy. The internal audit services are outsourced.

5. Internal Audit and Audit Committees

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve the KwaZulu-Natal Museum's operations. It helps the Museum accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the adequacy and effectiveness of risk management, control and governance processes.

5.1 IMPLEMENTATION STATUS OF THE 2019/20 INTERNAL AUDIT COVERAGE PLAN – 01 JULY 2020

Work to be Done	Completion Status
AFS Review (2018/19)	Completed
PMS Review - Quarter 3&4 of 2018/19	Completed
Asset Management	Completed
Supply Chain and Expenditure Management	Completed
Information Technology	Completed
Human Resource Management	Completed
Follow ups on Internal and External Audit Action plan	Completed
PMS (Quarter 3 & 4- 2019/20)	Completed

5.2 Objectives of the Committee

The main objective of the Committee is to advise Management on formulating Finance, Risk and Information Technology and Communication Policies.

The Audit and Risk Committee will advise the Council of the Museum in fulfilling its oversight responsibilities relating to:

- internal financial control and internal audits;
- risk management and ensure adequate systems and control processes are in place and reviewed regularly;
- management complying with accounting standards, regulatory and legal requirements when preparing financial reports and statements.
- the adequacy, reliability and accuracy of financial reporting and information;
- performance management;
- risks of the KwaZulu-Natal Museum operations to be addressed and covered in the scope of internal and external audits.
- compliance with the Public Finance Management Act and any other applicable legislation; and
- any other relevant issues referred to it by the Museum.

5.3 The Audit and Risk Committee's other roles are to:

- Review the annual financial statements to provide the Council of the Museum with an authoritative and credible view of the financial position of the entity, its efficiency and effectiveness and its overall level of compliance with the Public Finance Management Act and any other applicable legislation;
- Respond to the Council and recommend an Audit Plan on any issues raised by the Auditor-General in the audit report;
- Carry out such investigations into the financial affairs of the Museum as the Council may request;
- In performing its duties, the Committee will maintain effective working relationships with the Council, management, and the internal and external auditors;
- To perform their roles effectively, each committee member will obtain an understanding of the detailed responsibilities of committee membership as well as the general Museum's business, operations and risks.

5.4 Key Performance Areas of the Audit and Risk Committee

The key performance areas of the Audit and Risk Committee are as follows:

- Financial reporting
- Internal controls and systems
- Risk Management
- Performance management
- Assist Council and Management to fulfil their accounting and legal responsibilities.

5.5 Attendance of meetings by Audit and Risk Committee Members

Committees for the period 01 April 2019 – 31 March 2020

Committee	No. of Meetings Held	No. of Members	Name of Members
Audit and Risk Committee	4	5	Jordan, Mr M.A. PA (SA) (Chairperson independent); Stobie, Prof B. CA (SA); and Mthembu, Ms N. (independent); Mhlongo, Ms. N. CA (SA); Mngadi, Ms. N. (independent)

6. Compliance with Laws and Regulations

The KwaZulu-Natal Museum, in terms of Section 4 of the Cultural Institutions Act, constitutes a corporate body and accordingly, the KwaZulu-Natal Museum, the Council and all members are required to comply with the principles of good corporate governance and all laws and regulations.

The Audit and Risk Committee is in place to ensure that the KwaZulu-Natal Museum complies with all the laws and regulations.

The KwaZulu-Natal Museum has in place an internal audit function that performs a review of compliance with laws and regulations on an annual basis.

The KwaZulu-Natal Museum reports on compliance with laws and regulations on a quarterly basis. The PFMA checklist is completed and approved by Council.

7. Fraud and Corruption

The KwaZulu-Natal Museum has zero tolerance for fraud and corruption. To this end, Council has an approved Fraud Prevention Policy. The Policy addresses strategic fraud and corruption risks that must be addressed. In addition, the Museum has a whistle blower hotline where suspected or confirmed cases of fraud and corruption can be reported. The hotline is administered by the Internal Auditor of the Museum. The telephone number of the Hotline is posted on the KwaZulu-Natal Museum website for the employees and the public. It is the responsibility of all employees to immediately report all allegations or incidents of fraud and corruption. All managers are responsible for the detection, prevention and investigation of fraud and corruption and must report all incidents and allegations of fraud and corruption.

8. Minimising Conflict of Interest

Management and all staff of the KwaZulu-Natal Museum complete an annual declaration of interest form. Management and staff are encouraged to update the form as and when there is a change in circumstances. In addition, prior to the commencement of the Council meetings, Council members are required to declare potential interest on an agenda item.

9. Code of Conduct

The KwaZulu-Natal Museum has in place the Employee Relations Policy, which deals with conduct in the workplace and covers the following topics:-

- Relationship Management Strategy
- Statutory Legislative Requirements
- Conflict Resolution and Preventative Mechanisms
- Disciplinary Code and Procedure
- Grievance Procedure
- Harassment Policy

The Employee Relations Policy is stored in the public drive on the Museum network to be easily accessible to all staff members.

10. Health, Safety and Environment Issues

The KwaZulu-Natal Museum has established an internal Health and Safety Committee. The primary objective of the committee is to ensure that the Museum is health and safety regulations compliant. Health and safety matters are attended to on a day to day basis. The committee meets on a quarterly basis and a Health and Safety Report is presented at the Audit and Risk Committee on a quarterly basis. Compliance with the health and safety regulations is one of the performance indicators under the Administration Programme (Support Services Sub-programme).

11. Social Responsibility

The KwaZulu-Natal Museum is an entity under the Department of Arts and Culture and accordingly it must address the national imperatives.

As part of contributing towards skills development an agreement of understanding with the Durban University of Technology is in place to offer experiential training to final year tourism students; twenty-three students benefited from this programme. The rural outreach programme is pivotal at ensuring that the rural communities have access to Museum educational programmes by taking the Museum to the people; this initiative goes a long way in supplementing learner education since the Museum's educational programmes are curriculum aligned. The Museum celebrated the Nelson Mandela Day by conducting activities in the spirit of uplifting the communities where it operates.

12. Audit Committee Report

PART E: FINANCIAL INFORMATION

Report of the Audit and Risk Committee

We are pleased to present our report for the financial year ended 31 March 2020.

Audit and Risk Committee Members and Attendance

The Audit and Risk Committee consists of the members listed hereunder and met four times during the period under review as per its approved terms of reference.

Members

Members for the period 01 April 2019 – 31 March 2020

Name of Members	Number of Meetings Attended
1) Jordan, Mr M.A. (independent, Chairperson)	4
2) Stobie, Prof B	4
3) Mhlongo, Ms. N.	4
4) Mthembu, Ms N. (independent)	4
5) Mngadi, Ms. N. (independent as of 01 January 2020)	1
6) Maphasa, Mr L.J. (Ex-Officio)	4

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.

The Effectiveness of Internal Control

Our review of the findings of the Internal Audit work, which was based on the risk assessments conducted in the previous year revealed certain weaknesses, which were then raised with the public entity.

The following internal audit work was completed during the year under review:

- Cash management
- Procurement and payment cycle
- Budget management
- Performance information
- Safeguarding of assets including heritage assets
- The information systems environment
- Reliability and integrity of financial and operational information
- Compliance with laws, regulations and controls

In-Year Management Quarterly Report

The public entity has reported quarterly to the National Treasury and the Department of Sports, Arts and Culture as is required by the PFMA. This has been coupled with internal audit reports as one of the internal audit plan's monitoring by the Committee. Pre-scheduling of this kind of reporting has been done in support of retaining consistency going forward.

Evaluation of the Performance towards attainment of Museum's objectives/goals

The experience of the Museum in the area of attainment of both strategic and operational goals, the non-existence of a practice of paying out performance bonuses, the culture nature and size of the transactions have led the Committee to remain confident on the existing internal control such that staff evaluations that require participation or monitoring by the Committee have not merited pursuit.

Risk management and reporting

Risk management has been attended throughout the year as it must be responded to at an appropriate level of anticipation, preparation, management and monitoring in line with the predetermined risk appetite of the Museum. This has been adequately conducted by management, reported to the Committee for oversight satisfaction. This year the unanticipated impact of the COVID 19 epidemic and the lockdown necessitated the adjustment of the existing risk assessment to also serve as important input to the revision of the internal audit strategic plan.

Compliance to laws and regulations

Nothing has come to the attention of the Committee to suggest a revision of the ongoing practice of the Museum to comply to current laws and regulation.

Evaluation of Financial Statements

We have reviewed the annual financial statements prepared by the public entity and the management report issued by the Auditor-General.

Auditor's Report

The Audit and Risk Committee accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.

Further the Audit and Risk Committee notes the findings as indicated by the Auditor-General in the Management Letter, and do recognize and appreciates the plans of management to correct these findings and monitor implementation of corrective actions planned.

.....
Mr. M.A. Jordan
Acting Chairperson – Audit & Risk Committee
 12 October 2020



13. B-BBEE Compliance Performance Information

The following table should be completed in accordance with the compliance to the BBEE requirements as required by the BBEE Act and as determined by the Department of Trade and Industry. Where there has been no or only partial compliance with the criteria, the entity should provide a discussion and also indicate the measures taken to comply

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 (include a discussion on your response and indicate what measures have been taken to comply)
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	Yes	Suppliers doing business with the Museum are subjected to a vetting process i.e. each supplier must be registered on the CSD and must be up to date.
Developing and implementing a preferential procurement policy	Yes	The Museum maintains a Supply Chain Management policy that is in line with the National Treasury Preferential Procurement Policy Framework Act, 2000: Preferential Procurement Regulations, 2017
Determining qualification criteria for the sale of state-owned enterprises?	No	Not applicable
Developing criteria for entering into partnerships with the private sector?	No	Not applicable
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	Yes	The Museum has been involved in offering bursaries and internships to the previously disadvantaged students and graduates.



PART D: HUMAN RESOURCES MANAGEMENT

1. Introduction

1.1 Background and Legislative Framework

The Human Resources Plan sets the direction for the Human Resources Division to address the trends and challenges that the KwaZulu-Natal Museum encounters now and in the years to come, in the human resources management and development context. The plan also provides general information about the HR Division link with the rest of the Museum's departments. HR Division will use the HR Plan as their work plan for implementing its goals and priorities.

1.2 Human Resource Mission and Values

Mission

The HR Division regards its mission as dedicating itself to serve and support the organisation in achieving its strategic objectives. Through strategic partnerships and collaboration, the HR Division recruits, develops and retains a high performing and diverse workforce and fosters a healthy, safe, well equipped and productive work environment for employees, their families and public in order to maximise individual potential, increase organisational capacity and position the Museum as an employer of choice.

To give effect to its mission, HR endeavour to (i) Empower employees towards maximising their personal potential and deliver on and exceed organisational requirements, (ii) Continuously align HR Strategy with the Museum Strategy, Legislative requirements and Best Practices in the HR field, (iii) Promote Equity, Fairness, Objectivity and Consistency, (iv) Commit to professional conduct, promote professional HR management practices and advance the knowledge and proficiency of HR to the benefit of the KwaZulu-Natal Museum, and (v) Develop and adopt appropriate systems and procedures to ensure fair, efficient and transparent personnel administration.

Values

In this context, the values that HR subscribe to include that: (i) The human resource (employees) is Council's most valuable resource as every service or product is ultimately created or delivered through human intervention, (ii) HR is focused on maximising the human resources potential, and (iii) HR champion and support diversity.

The HR Division demonstrates the following values:

- Promote honesty, integrity, and trust: We honour our commitments and conduct business in a manner that promotes fairness, respect, honesty and trust
- Celebrate teamwork: We encourage the diversity of thoughts, experiences, and backgrounds and celebrate participation and partnership in all our endeavours
- Foster communication and transparency: We solicit the input of others and promote transparency and inclusiveness
- Focus on our customers: We have a passion for service and are committed to knowing our customers' business, anticipating their needs, and exceeding expectations
- Embrace change and innovation: We are open to possibility and foster creativity and support continuous improvement
- Champion employee development and wellness: We are committed to maximising the potential of every individual and supporting and promoting the Museum as a learning organisation Produce quality results: we believe those we serve deserve excellent service, a safe, productive, and healthy work environment, and quality results.

1.3 Key Performance Areas

The Human Resources Plan is focused on eight overarching key performance areas:

- Recruitment and Selection
- Education, Training and Development of employees
- Employment Equity & Diversity Management
- Occupational Health and Safety
- Performance Management
- Employee Relations
- Employee Wellness
- Workforce Planning and Personnel Administration

2. Human Resources Oversight Statistics

Personnel Cost by Programme/Activity/Objective

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)
Administration	-	12,032,802	27,76%	38	316,652.68
Business Development	-	9,496,511	21,90%	23	412,891.78
Public Engagement	-	7,015,323	16,18%	16	438,457.69
Total	43,357,794	28,544,636	65,84%	-	-

Personnel Cost by 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	2,291,231.00	8,03%	2	1,145,616.00
Senior Management	3,306,876.00	11,58%	5	661,375.00
Professional qualified	-	-	-	-
Skilled	-	-	-	-
Semi-skilled	-	-	-	-
Unskilled	-	-	-	-
TOTAL	5,598,107.00	-	-	799,730.00

Performance Rewards

Programme/activity/objective	Performance rewards	Personnel Expenditure (R'000)	% of performance rewards to total personnel cost (R'000)
Top Management	None	0	0
Senior Management	None	0	0
Professional qualified	None	0	0
Skilled	None	0	0
Semi-skilled	None	0	0
Unskilled	None	0	0
TOTAL		0	0

Training Costs

Programme/activity/objective	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Training Expenditure as a % of Personnel Cost.	No. of employees	Avg training cost per employee
Administration	28,544,636	R272,970.40	0.65%	20	R13,648.52
Business Development	28,544,636	R74,052.60	0.18%	15	R4,936.84
Public Programmes	28,544,636	R70,397.00	0.17%	18	R3,911.00
TOTAL		R404,866.87	1%	53	R7,874.66

Employment and vacancies

Number of posts	Number of posts filled	Vacancy Rate
65	59	9.2%

Level	As of April 2019 No. of Employees	2019/2020 Approved Posts	2019/2020 No. of Employees	2019/2020 Vacancies	% of vacancies
Top Management	2	2	2	0	0
Senior Management	8	10	8	2	3.08%
Professional qualified	34	40	36	4	6.15%
Skilled	9	9	9	0	0
Semi-skilled	4	4	4	0	0
Unskilled	0	0	0	0	0
TOTAL	57	65	59	1	9.23%

Employment changes

Salary Band	Employment at beginning of period	Appointments	Terminations	Employment at end of the period
Top Management	2	0	0	2
Senior Management	10	0	1	10
Professional qualified	39	5	1	42
Skilled	14	0	0	14
Semi-skilled	4	0	0	4
Unskilled	0	0	0	0
TOTAL	69	5	2	72

Reasons for staff leaving

Termination type	Number	% of total
Death	0	0
Resignations	2	2.7%
Expiry of Contract	0	0
Dismissal – Operational changes	0	0
Dismissal – misconduct	0	0
Dismissal – In-efficiency	0	0
Discharge due to ill health	0	0
Retirement	0	0
Other	0	0
Total	2	0
Total number of employees who left as a % of the total employment	0	2.7%

Labour Relations: Misconduct and disciplinary action

Nature of disciplinary Action	Number
Verbal Warning	0
Written Warning	0
Final Written warning	0
Dismissal	0

Equity Target and Employment Equity Status

Levels	MALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	2	2	0	0	0	0	0	0
Senior Management	3	3	0	0	1	1	3	3
Professional qualified	13	13	0	1	1	1	3	2
Skilled	10	10	0	0	0	0	0	0
Semi-skilled	0	0	0	0	0	0	0	0
Unskilled	0	0	0	0	0	0	0	0
TOTAL	28	28	0	1	2	2	6	5

Levels	FEMALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	0	0	0	0	0	0
Senior Management	2	2	0	0	1	1	6	6
Professional qualified	17	17	0	1	1	1	6	5
Skilled	4	4	0	0	0	0	0	0
Semi-skilled	4	4	0	0	0	0	0	0
Unskilled	0	0	0	0	0	0	0	0
TOTAL	27	27	0	1	2	2	12	11

Levels	Disabled Staff			
	Male		Female	
	Current	Target	Current	Target
Top Management	0	0	0	0
Senior Management	1	1	0	0
Professional qualified	0	0	0	1
Skilled	0	0	0	0
Semi-skilled	0	0	0	0
Unskilled	0	0	0	0
TOTAL	1	1	0	1

AUDIT REPORT

FOR THE YEAR ENDED 31 MARCH 2020

REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE KWAZULU-NATAL MUSEUM

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the KwaZulu-Natal Museum as set out on pages 72 to 101, which comprise the statement of financial position as at 31 March 2020, statement of financial performance, statement of changes in net assets and cash flow statement and the statement of comparison of budget information with actual information for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the KwaZulu-Natal Museum as at 31 March 2020, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999)(PFMA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.
4. I am independent of the entity in accordance with sections 290 and 291 of the *Code of ethics for professional accountants* and parts 1 and 3 of the *International Code of Ethics for Professional Accountants (including International Independence Standards)* of the International Ethics Standards Board for Accountants (IESBA codes) as well as the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA codes.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of accounting authority for the financial statements

6. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the SA Standards of GRAP and the requirements of the PFMA, and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
7. In preparing the financial statements, the accounting authority is responsible for assessing the KwaZulu-Natal Museum'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 entity or to cease operations, or has no realistic alternative but to do so.

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

8. 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.

9. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

10. In accordance with the Public Audit Act of South Africa 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
11. My procedures address the usefulness and reliability of the reported performance information, which must be based on the approved performance planning documents of the entity. I have not evaluated the completeness and appropriateness of the performance indicators / measures included in the planning documents. My procedures do not examine whether the actions taken by the entity enabled service delivery. My procedures also do not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
12. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for programme 2 – business development presented on pages 29 to 39 of the annual performance report of the entity for the year ended 31 March 2020.
13. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
14. I did not identify any material findings on the usefulness and reliability of the reported performance information for the selected programme.

Other matter

15. I draw attention to the matter below.

Achievement of planned targets

16. Refer to the annual performance report on pages 23 to 49 for information on the achievement of planned targets for the year and explanations provided for the under- / overachievement of a number of targets.

Report on the audit of compliance with legislation

Introduction and scope

17. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the entity's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
18. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

Other information

19. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report which includes chairperson of the councils report and the audit committee's report, as required by the PFMA. The other information does not include the financial statements, the auditor's report and the selected programme presented in the annual performance report that have been specifically reported in this auditor's report.
20. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
21. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programme presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
22. 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 in this other information, I am required to report that fact. I have nothing to report in this regard.
23. When I do receive and read the outstanding information, and if I conclude that there is a material misstatement, 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

24. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
25. I did not identify any significant deficiencies in internal control.

Auditor-General

Pietermaritzburg
30 September 2020



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure – Auditor-general's responsibility for the audit

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

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in 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 entity's internal control
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board of directors, which constitutes the accounting authority
 - conclude on the appropriateness of the board of directors, which constitutes the accounting authority's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the KwaZulu-Natal Museum 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 an 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

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

KWAZULU-NATAL MUSEUM

ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2020

DIRECTORS for the year ended 31 March 2020

Council Members for the period:

(refer Note 16 for details of emoluments)

Names of Council Members	Number of Council Meetings Attended
Mazibuko, Prof. N.M. (Chairperson)	3
Stobie, Prof. B (Deputy Chairperson)	4
Maphasa, Mr L.J. (Director)	4
Jivan, Mr U	4
Khorommbi, Mr TC	4
Magaqa, Adv. S	4
Mhlongo, Ms N	4
Musundwa, Ms S	2
Nkosi, Dr N.	4
Ramagoshi, Ms M	3

Executive Directors for the period:

(refer Note 16 for details of emoluments)

Names of Directors	Designation
Maphasa, Mr L.J.	Director
Miya, Mr S.R.	Deputy Director
Dlamini, Mr S.E.	Executive Manager: Finance and Administration
Flanagan, Mr W.	Executive Manager: Exhibitions
Midgley, Dr. J.	Principal Curator: Natural Sciences
Ntombela, Mrs T.S.	Executive Manager: Education
Blundell, Dr. G.	Principal Curator: Human Sciences

Bankers: First National Bank and South African Reserve Bank

Auditors: Auditor-General of South Africa

Registered Office

237 Jabu Ndlovu Street
Pietermaritzburg
3201

Contact Details:

Telephone: 033 - 345 - 1404
Fax: 033 - 345 - 0561

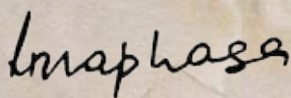
Website: <http://www.nmsa.org.za>

KWAZULU-NATAL MUSEUM**ANNUAL FINANCIAL STATEMENTS**
for the year ended 31 March 2020

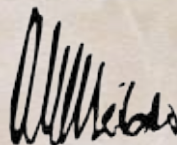
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APPROVAL OF THE ANNUAL FINANCIAL STATEMENTS

The Annual Financial Statements set out on pages 74 - 101 which are the responsibility of the Director and the Council of the Museum, were approved by them on 18 July 2020 and are signed on their behalf by:



PROF. N. M. MAZIBUKO
CHAIRPERSON



MR L. J. MAPHASA
DIRECTOR

KWAZULU-NATAL MUSEUM**ANNUAL FINANCIAL STATEMENTS**

for the year ended 31 March 2020

STATEMENT OF FINANCIAL POSITION

as at 31 March 2020

	NOTES	2019/20 R	2018/19 R
ASSETS			
Non current assets		59 005 996	59 022 609
Property, plant and equipment	2	4 861 765	5 463 133
Intangible Assets	3	871 506	323 515
Heritage Assets	4	53 272 725	53 235 961
Current assets		116 481 278	38 558 551
Inventories	5	13 296	24 428
Trade and other receivables	6	513 248	501 877
Cash and cash equivalents	7	115 954 733	38 032 245
<u>TOTAL ASSETS</u>		<u>175 487 273</u>	<u>97 581 159</u>
LIABILITIES			
Current liabilities		115 441 974	35 314 874
Deferred grants and project funding	8	111 156 426	29 517 332
Trade and other payables	9	2 251 471	4 143 472
Provisions	10	2 034 077	1 654 069
<u>TOTAL LIABILITIES</u>		<u>115 441 974</u>	<u>35 314 874</u>
NET ASSETS CAPITAL AND RESERVES			
Accumulated surplus		60 045 299	62 266 285
Accumulated surplus: from operations	24	59 113 777	61 489 285
Add: Non-repayable funding: funds available	23	931 522	777 000
<u>TOTAL NET ASSETS AND LIABILITIES</u>		<u>175 487 273</u>	<u>97 581 159</u>

KWAZULU-NATAL MUSEUM

ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2020

STATEMENT OF FINANCIAL PERFORMANCE

	NOTES	2019/20 R	2018/19 R
REVENUE			
Non exchange revenue		51 024 281	50 275 594
Transfers and subsidies	11,1	39 791 621	39 145 767
Services in-kind	11,2	11 232 660	11 129 828
Exchange revenue		1 345 187	2 009 946
Sale of goods and rendering of services	12	572 342	560 659
Interest		772 846	1 449 287
TOTAL REVENUE		52 369 469	52 285 540
EXPENDITURE			
Compensation of employees	13	(28 544 636)	(24 876 478)
Goods and services	14	(24 521 108)	(24 548 730)
Loss on disposal of assets		(50 000)	(2 857)
Depreciation and amortisation of assets	2	(1 474 711)	(853 055)
TOTAL EXPENDITURE		(54 590 455)	(50 281 120)
NET (DEFICIT) / SURPLUS FOR THE YEAR		(2 220 986)	2 004 420

KWAZULU-NATAL MUSEUM**ANNUAL FINANCIAL STATEMENTS**

for the year ended 31 March 2020

STATEMENT OF CHANGES IN NET ASSETS

	NOTES	Revaluation Reserve	Accumulated Surplus	Total Net Assets
		R	R	R
<u>Balance at 1 April 2018</u>		53 217 055	7 044 810	60 261 865
Surplus for the year		-	2 004 420	2 004 420
<u>Balance at 31 March 2019</u>	24	53 217 055	9 049 230	62 266 285
(Deficit) / Surplus for the year		-	(2 220 986)	(2 220 986)
<u>Balance at 31 March 2020</u>	24	53 217 055	6 828 244	60 045 299

KWAZULU-NATAL MUSEUM

ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2020

STATEMENT OF CASH FLOW

	NOTES	2019/20 R	2018/19 R
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash receipts		41 136 809	41 155 713
Non exchange revenue	11,1	39 791 621	39 145 767
Sale of goods and rendering of services	12	572 342	560 659
Interest received		772 846	1 449 287
Cash payments		(43 345 317)	(38 715 354)
Compensation of employees	13	(28 544 636)	(24 876 478)
Goods and services	14	(13 288 448)	(13 418 902)
Other operating expenditure	26	(1 512 233)	(419 974)
Net cash generated from operating activities	25	(2 208 508)	2 440 359
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisition of plant and equipment	2	(790 025)	(2 944 976)
Acquisition of intangible assets	3	(781 309)	(254 891)
Acquisition of heritage assets	4	(36 764)	(6 507)
Proceeds from disposal of equipment		100 000	16 000
Net cash (outflow) from investing activities		(1 508 100)	(3 190 375)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase / (Decrease) in Deferred grants and project funding	8	81 639 095	22 902 058
Net cash (outflow) from financing activities		81 639 095	22 902 058
Net increase in cash and cash equivalents		77 922 487	22 152 042
Cash and cash equivalents at the beginning of the year	7	38 032 246	15 880 204
Cash and cash equivalents at end of the year	7	115 954 733	38 032 246

KWAZULU-NATAL MUSEUM
ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2020

1 ACCOUNTING POLICIES

1.1 Basis of Preparation

The financial statements have been prepared in accordance with the effective Standards of Generally Recognised Accounting Practices (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board in accordance with Section 55(1)(b) of the Public Finance Management Act, (Act No. 1 of 1999). Assets, liabilities, revenues and expenses have not been offset except where offsetting is required or permitted by a Standard of GRAP. The accounting policies are applied consistent with those used to present the previous year's financial statements, unless explicitly stated. The details of any changes in accounting policies are explained in the relevant policy.

The annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention, except for financial instruments that have been measured at fair value.

The following statements of Generally Recognised Accounting Practice (GRAP) issued by the Accounting Standards Board are in issue but not applicable to the Museum:

GRAP 27 Agriculture
GRAP 107 Mergers
IFRS 4 Insurance contracts
IFRS 6 Exploration for and evaluation of mineral resources
IAS 12 Income taxes
SIC - 25 Income taxes - Changes in tax status of entity or its shareholders
SIC - 29 Service concession agreements: disclosures
IFRIC 12 Service concession arrangements
IFRIC 20 Stripping Costs in the Production Phase of a Surface Mine
IFRIC 21 Levies

The following statements of Generally Recognized Accounting Practice (GRAP) issued by the Accounting Standards Board have been approved and an effective date has been determined, the KwaZulu-Natal Museum may consider formulating an accounting policy.

GRAP 20 Related Parties	1 April 2019
GRAP 32 Service Concession Arrangements: Grantor	1 April 2019
GRAP 108 Statutory Receivables	1 April 2019
GRAP 109 Accounting principals and agents	1 April 2019
GRAP 110 Living and Non-Living Resources	1 April 2020

The following statements of Generally Recognized Accounting Practice (GRAP) issued by the Accounting Standards Board have been approved but an effective date has not yet been determined:

IGRAP 17 Service Concession Arrangements Where a Grantor Controls a Significant Residual Interest in an Asset.

1.2 Use of Estimates and Judgements

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future period if the revision affects both current and future periods.

In particular, information about significant areas of estimation, uncertainty and critical judgments in applying accounting policies that have the most significant effect on the amount recognised in the financial statements are described in the following notes:

Note 1.4 Property, plant and equipment
Note 1.6 Intangible assets
Note 1.16 Provisions
Note 11.2 Services in kind (deemed rental)

1.3 Inventories

Inventories are valued at the lower of cost or net realisable value. Inventory comprises museum shop stock, vending machine stock and consumable stationery. The cost of inventories comprises all costs of purchase, conversion and other costs incurred in bringing the inventories to their present location and condition, and is determined using the first-in, first-out method. Obsolete, redundant and slow moving inventories are identified on a regular basis and are written down to their estimated net realisable values.

1.4 Property, Plant and Equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. The depreciation rates are in line with the KwaZulu-Natal Museum's Fixed Asset Policy. Depreciation is charged so as to write off the cost or valuation of assets over their estimated useful lives, using the straight line method on the following basis:

KWAZULU-NATAL MUSEUM
ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31 March 2020

Property, Plant and Equipment (Continued)

Vehicles	20%
Equipment	16.6% to 25%
Furniture - wooden	16,6%
Furniture - metal	16,6%
Computers	33,3%
Scientific equipment	20%

The useful life of assets is reassessed on an annual basis and any change in estimate is taken into account in the determination of remaining depreciation and amortisation charges.

Subsequent Measurement

Subsequent expenditure relating to an item of property, plant and equipment is capitalised when it is probable that future economic benefits from the use of the asset will be increased. All other subsequent expenditure is recognised as an expense in the period in which it is incurred.

1,5 Impairment

Non-Financial Assets

The carrying amount of KwaZulu-Natal Museum assets, other than inventories, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

The recoverable amount of an asset is the greater of its value in use and its fair value less costs to sell. For the purpose of impairment testing, the condition of the asset is evaluated to ascertain its value in use. Where the asset is damaged beyond repair, the fair value of the asset is its scrap value.

An impairment loss is recognised if the carrying amount of the asset exceeds its recoverable amount. Impairment losses are recognised in profit or loss.

Reversals of Impairment

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the assets carrying amount does not exceed the carrying amount that would have been determined net of depreciation or amortisation, if no impairment loss has been recognised.

1,6 Intangible Assets

Intangible assets are shown at cost less accumulated amortisation and impairment losses. The useful life of intangibles is reassessed on an annual basis and any change in estimate is taken into account in the determination of remaining amortisation charges. The amortisation is calculated on a straight line method to write-off intangible assets over their estimated useful life as follows:-

Software: 3 Years

1,7 Assets not Reflected

The following assets are not reflected in the Statement of Financial Position:

Land and Buildings

The land and buildings are made available to the KwaZulu-Natal Museum under section 9 of the Cultural Institutions Act. The land and buildings are owned by the Department of Public Works and are leased to the KwaZulu-Museum at no consideration. It is the policy of the KwaZulu-Natal Museum to include the fair value of the rental benefit in the services in-kind item on the face of the Statement of Financial Performance.

1,8 Heritage Assets

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance, and are held indefinitely for the benefit of present and future generations. Heritage assets are recognised as an asset if, and only if: (a) it is probable that future economic benefits or service potential association with the asset will flow to the entity, and (b) the cost or fair value of the asset can be measured reliably.

1.8.1 Recognition

The museum 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 the entity and where cost or fair value of the asset can be reliably measured.

KWAZULU-NATAL MUSEUM
ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31 March 2020

Heritage Assets (Continued)

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

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

1.8.2 Measurement

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

1.8.3 Directive 7: Use of Deemed Cost for Heritage Assets Upon Initial Recognition and Adoption of a Standard

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

- (a) 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.
- (b) 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).
- (c) Measurement date (for purposes of this Directive): Measurement date is the date that an entity adopts the Standards of GRAP and is the beginning of the earliest period for which an entity presents full comparative information, in its first financial statements prepared using Standards of GRAP.

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

- (a) a revaluation in accordance with the Standards of GRAP on Property, Plant and Equipment, Intangible Assets or Heritage Assets; or
- (b) 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.

1.8.4 Initial Entries Using Deemed Cost

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

- (a) as an adjustment to the opening balance of accumulated surpluses or deficits in the opening statement of financial position prepared using Standards of GRAP; or
- (b) in revaluation surplus if an entity adopts the revaluation model in the Standards of GRAP on Property, Plant and Equipment, Intangible Assets or Heritage Assets.
- (c) The Museum has adopted the cost model for Heritage Assets.

Heritage assets shall not be depreciated but the Museum shall assess at each reporting date whether there is an indication that it may be impaired. If any such indication exists, the entity shall estimate the recoverable amount or the recoverable service amount of the heritage asset.

1.8.5 Valuation of Heritage Assets

The existence of published price quotations in an active market is the best evidence of the fair value, such as the quoted price from recent auctions published in local newspapers; however if the 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). The valuation of heritage assets was performed by a member of the valuation profession.

KWAZULU-NATAL MUSEUM
ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31 March 2020

Heritage Assets (Continued)

(a) 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).

(b) 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 the entity holds an asset that might be regarded as a heritage asset but which, on initial recognition, does not meet the recognition criteria of heritage assets because it cannot be reliably measured, relevant and useful information about it shall be disclosed in the notes to the financial statements. These items are controlled in the asset register.

(c) Valuing an Entire Collection

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

1.8.6 Heritage Asset Classification

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

- Natural History
- Cultural History
- Library Material

Object collections in the Cultural History Collection 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. The Library Collections consists of both published and unpublished material, as well as research material.

1.8.7 Heritage Assets on Loan to other Institutions

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

1.8.8 Retrospective Application

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

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

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

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

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

1.8.9 Impairments

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

KWAZULU-NATAL MUSEUM
ANNUAL FINANCIAL STATEMENTS
 for the year ended 31 March 2020

NOTES TO THE FINANCIAL STATEMENTS (continued)
 for the year ended 31 March 2020

Heritage Assets (Continued)

1.8.10 Transfers

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

1.8.11 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.

1.9 Employee Benefits

Short-term employee benefits

The cost of short term employee benefits is recognised in the period in which the service is rendered and is not discounted.

Provision for employee benefits

Provision for employee entitlement to annual leave represents the present obligation that the KwaZulu-Natal Museum has to as a result of employees' services provided to the reporting date. The provision has been calculated at undiscounted amounts based on salary rates effective on the reporting date.

1.10 Publications

Expenses related to publications are written off in the year in which they are incurred.

1.11 Trust Funds

Funds received from the National Research Foundation (NRF) and other funding bodies (per note 8) are utilised only for approved research projects and programs. Any unspent funding has to be repaid to the funding bodies.

1.12 Recognition of Trust Funds (refer note 8)

Funds are recorded as deferred income and are then recognised as income on a systematic basis over the period necessary to match the funding with the related costs.

1.13 Financial Instruments

Initial recognition and measurements

Financial instruments are recognised when the KwaZulu-Natal Museum becomes a party to the contractual provisions of the relevant instrument, and are initially measured at cost. Subsequent to initial recognition, these instruments are measured as set out below:

Cash and cash equivalents

Cash and cash equivalents are stated at cost, which is the fair value. Cash and cash equivalents comprise cash at bank and deposits held on call with banks. Credit risk and interest rate risk is fully disclosed in note 15.

Trade and other payables

Trade and other payables originated by the KwaZulu-Natal Museum are stated at cost, which is the fair value.

Trade and other receivables

Trade and other receivables are stated at cost less provision for doubtful debts. Receivables are written off when considered irrecoverable.

1.14 Related Parties

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

Only transactions with related parties not at arm's length or not in the ordinary course of business are disclosed.

KWAZULU-NATAL MUSEUM
ANNUAL FINANCIAL STATEMENTS
 for the year ended 31 March 2020

NOTES TO THE FINANCIAL STATEMENTS (continued)
 for the year ended 31 March 2020

1.15 Cash and Cash Equivalents

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held on call and notice with the bank, all of which are available for use by the KwaZulu-Natal Museum unless otherwise stated. Cash and cash equivalents are measured at fair value.

1.16 Provisions

Provisions are recognised where the institution has a present legal or constructive obligation as a result of a past event, a reliable estimate of the obligation can be made and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation.

1.17 Revenue from non-exchange Transactions

Revenue from non-exchange transactions arises when an entity receives value from another entity without directly giving approximately equal value in exchange. An asset acquired through a non-exchange transaction shall initially be measured at its fair value as at the date of acquisition. This revenue will be measured at the amount of increase in net assets recognised by the entity.

An inflow of resources from a non-exchange transaction recognised as an asset shall be recognised as a revenue, except to the extent that a liability is recognised for the same flow. As an entity satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it will reduce the carrying amount of the liability recognised as an amount equal to the reduction.

1.18 Revenue from Exchange Transactions

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows represent an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one in which the entity receives assets or services, or has liability extinguished, and gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

Fair value is the amount at which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Revenue from exchange transactions refers to revenue that accrued to the entity directly in return for services rendered and goods sold, the value of which approximates the consideration received or receivable. The full amount of the revenue is recognised and any impairment losses are subsequently recognised.

Interest Income

Interest income is recognised on a time proportion basis, taking into account the principal outstanding and the effective rate over the period to maturity, when it is probable that such income will accrue to KwaZulu-Natal Museum.

Other Income

Other income is recognised when it is probable that the future economic benefits will flow to KwaZulu-Natal Museum and it can be measured reliably.

1.19 Contingent Liabilities

Contingent liability is a possible obligation depending on whether some uncertain future event occurs, or a present obligation but payment is not probable or the amount cannot be measured reliably. Contingent liabilities are thus not recognised in the statement of financial position as a liability but are included in the disclosure notes, unless the possibility of an outflow of economic resources is remote.

1.20 Comparative Figures

Comparative figures have been adjusted to conform to changes in presentation and classification, where necessary.

1.21 Taxation

The KwaZulu-Natal Museum is exempt from income tax because it is a Section 3A Public Entity. The KwaZulu-Natal Museum is also exempt from the payment of Output VAT on revenue received. As a result, Input VAT is also not refundable from SARS.

1.22 Commitments

Items are classified as commitments when the council has committed itself to future transactions that will normally result in the outflow of resources. Commitments are not recognised in the statement of financial position as a liability, but are included in the disclosure notes in the following cases:

- approved and contracted capital commitments;
 - where the capital expenditure has been approved and the contract approved, this would include commitments that may not be recognised as asset in terms of GRAP however only incidental to the capital commitment.
- Operational commitment are related the lease commitment which are required by GRAP 13

KWAZULU-NATAL MUSEUM
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NOTES TO THE FINANCIAL STATEMENTS (continued)
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1,22 Services in-Kind

The KwaZulu-Natal Museum recognises services in-kind that are significant to its operations and / or service delivery objectives as assets and recognise the related revenue 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.

2 NON CURRENT ASSETS

PROPERTY, PLANT AND EQUIPMENT	Vehicles	Equipment -other	Furniture -wooden	Furniture -metal	Computers	Equipment -Scientific	2019/20 Total
	R	R	R	R	R	R	R
Year ended 31/3/2020:							
Net carrying amount 1/4/19	1 741 977	1 841 263	83 504	366 883	823 000	606 507	5 463 133
Gross carrying amount	2 230 916	4 323 413	440 748	1 474 069	2 550 141	1 064 395	12 083 682
Accumulated depreciation	(488 939)	(2 482 150)	(357 244)	(1 107 187)	(1 727 141)	(457 888)	(6 620 549)
Additions	-	319 751	136 781	29 339	202 234	101 920	790 025
Disposals	(230 000)	-	-	-	-	-	(230 000)
Depreciation	(361 083)	(371 106)	(18 703)	(33 137)	(292 514)	(164 850)	(1 241 393)
Net carrying amount 31/3/20	1 230 894	1 789 908	201 582	363 085	732 720	543 576	4 861 765
Gross carrying amount	2 000 916	4 643 164	577 529	1 503 408	2 752 375	1 166 315	12 643 708
Accumulated depreciation	(770 022)	(2 853 256)	(375 947)	(1 140 323)	(2 019 655)	(622 739)	(7 781 942)

PROPERTY, PLANT AND EQUIPMENT	Vehicles	Equipment -other	Furniture -wooden	Furniture -metal	Computers	Equipment -Scientific	2018/19 Total
	R	R	R	R	R	R	R
Year ended 31/3/2019:							
Net carrying amount 1/4/18	727 008	1 458 698	71 276	259 255	433 291	367 417	3 316 944
Gross carrying amount	1 056 035	3 631 016	426 384	1 348 611	2 056 235	691 862	9 210 143
Accumulated depreciation	(329 027)	(2 172 318)	(355 109)	(1 089 357)	(1 622 944)	(324 445)	(5 893 199)
Additions	1 234 881	693 783	14 364	127 906	501 510	372 533	2 944 976
Disposals	(16 000)	(446)	-	(242)	(2 168)	-	(18 857)
Depreciation	(203 912)	(310 771)	(2 135)	(20 036)	(109 633)	(133 444)	(779 930)
Net carrying amount 31/3/19	1 741 977	1 841 263	83 504	366 883	823 000	606 507	5 463 133
Gross carrying amount	2 230 916	4 323 413	440 748	1 474 069	2 550 141	1 064 395	12 083 682
Accumulated depreciation	(488 939)	(2 482 150)	(357 244)	(1 107 187)	(1 727 141)	(457 888)	(6 620 549)

Included in the Vehicles item is the Capital Work in Progress amounting to R787, 215 that relates to two vehicles that have been purchased but not yet ready for use at year end.

3 INTANGIBLE ASSETS

	Software	Total
	R	R
Year ended 31/3/2020:		
Net carrying amount 1/4/19	323 515	323 515
Gross carrying amount	632 422	632 422
Accumulated amortisation	(308 907)	(308 907)
Additions	781 309	781 309
Amortisation	(233 318)	(233 318)
Net carrying amount 31/3/20	871 506	871 506
Gross carrying amount	1 413 731	1 413 731
Accumulated amortisation	(542 225)	(542 225)
Year ended 31/3/2019:		
Net carrying amount 1/4/18	141 749	141 749
Gross carrying amount	377 531	377 531
Accumulated amortisation	(235 782)	(235 782)
Additions	254 891	254 891
Amortisation	(73 125)	(73 125)
Net carrying amount 31/3/19	323 515	323 515
Gross carrying amount	632 422	632 422
Accumulated amortisation	(308 907)	(308 907)

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NOTES TO THE FINANCIAL STATEMENTS (continued)
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4 HERITAGE ASSETS

2019/20

	Cultural History	Natural History	Library	Total
	R	R	R	R
Opening Balance	43 167 741	5 077 315	4 990 905	53 235 961
Valuation	-	-	-	-
Additions: Purchases	36 764	-	-	36 764
Additions: Donations	-	-	-	-
Revaluation	-	-	-	-
Closing Balance	43 204 505	5 077 315	4 990 905	53 272 725

2018/19

	Cultural History	Natural History	Library	Total
	R	R	R	R
Opening Balance	43 167 741	5 077 315	4 984 398	53 229 453
Valuation	-	-	-	-
Additions: Purchases	-	-	6 507	6 507
Additions: Donations	-	-	-	-
Revaluation	-	-	-	-
Closing Balance	43 167 741	5 077 315	4 990 905	53 235 961

4.1 Additions

For recognition of heritage assets, the asset needs to be controlled by the Museum as a result of past events. Such events may include: Purchase, donation, bequests, loan or transfer. Additions disclosed in respect of the 2018/19 and 2019/20 financial period, include only those items purchased.

4.2 Loans

Valid and duly authorised Loan Agreements have been concluded with all entities in accordance with the Museum's Heritage Asset Management Policy.

4.3 Collections

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

Cultural History
- 40,752 research collection catalogued items.

Natural History
- 6,848 research collection catalogued items.

Library
- 9,481 research collection catalogued items.

4.4 Impairment

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

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

Management has considered the impairment of heritage assets during the period under review and concluded that there were no impairment losses to recognise.

4.5 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 the Museum holds an asset that might be regarded as a heritage asset but which, on initial recognition, does not meet the recognition criteria of heritage assets because it cannot be reliably measured, relevant and useful information about it shall be disclosed in the notes to the financial statements. These items are controlled in the asset register and consist of broken or damaged items.

KWAZULU-NATAL MUSEUM
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NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31 March 2020

Heritage Assets (Continued)

4,6 Inability to Determine Service Potential

The Museum has assessed the degree of certainty attached to the flow of future service potential or economic benefits. The service potential of collected items are undetermined until they are subjected to evaluation and research to determine if they conform to the set collection criteria. These items cannot be recognised in the financial statements, but will be recorded and controlled in the register. These items have been verified, but research is still being undertaken to determine what they are, and if the objects meet the recognition criteria of heritage assets.

- Unassembled or fragmented artefacts: these items cannot be recognised in the financial statements, but are recorded and controlled in the register.

4,7 Assets Not Valued and not Affecting the Annual Financial Statements

- Natural History: this collection comprises of a diverse collection of material including: Marine Biology, Invertebrates and Terrestrial Vertebrates, Palaeontology, Rocks and Minerals, and Fossils. The collection is primarily of research significance. While the majority of the collection has been assessed as having no commercial value; all specimens have been physically verified.

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

5 INVENTORIES

	2019/20 R	2018/19 R
Stationery: stock on hand	2 936	11 276
Museum visitors shop: stock for resale	9 668	9 345
Vending machine stock	693	3 807
	<u>13 296</u>	<u>24 428</u>

6 TRADE AND OTHER RECEIVABLES

Trade receivables	11 020	200 770
Sundry debtors	282 670	77 848
Prepaid expense	219 558	223 259
	<u>513 248</u>	<u>501 877</u>

7 CASH AND CASH EQUIVALENTS

	R	R
<u>Cash on hand</u>	1 723	1 635
<u>Balances with First National Bank</u>	115 953 010	38 030 611
Cheque account	80 021 677	22 910 597
Daily Call account	2 650 059	2 498 427
Notice account	2 171 500	12 621 587
SARB - Infrastructure account	31 109 774	-
	<u>115 954 733</u>	<u>38 032 246</u>

8 DEFERRED GRANTS AND PROJECT FUNDING

	Balance 31/3/2019 R	Additions R	Utilised R	Balance 31/3/2020 R
8,1 Research grant: G Blundell (NRF)	-	50 733	(46 697)	4 036
8,2 Research grant: J Midgley (NRF)	-	86 941	(86 941)	-
8,3 Research grant: K Williams (NRF)	-	55 845	(55 845)	-
8,4 DAC: Capital Works: New Museum Project	27 712 366	79 845 312	(1 497 610)	106 060 068
8,5 DAC: Water Piping Project	935 600	-	-	935 600
8,6 DAC: Museum Maintenance Project	336 393	-	(149 642)	186 751
8,7 DAC: GRAP 103: Heritage Assets Project	360 541	154 961	(515 501)	-
8,8 National Lotteries Board: GRAP 103 Project	23 364	-	(23 364)	-
8,9 National Lotteries Board: Freedom Exhibition	38 120	-	(10 532)	27 588
8,10 National Lotteries Board: Oupa Novelties Trust	51 325	216 934	(51 325)	216 934
8,11 National Research Foundation	4 912	140 428	(133 947)	11 392
8,12 SANBI: Natural Sciences Collection Facility	-	18 343	(18 343)	-
8,13 JRS Biodiversity Foundation	54 709	90 299	(145 008)	-
8,14 JRS CEESA	-	104 749	(104 749)	-
8,15 Dip-Dip	-	252 595	(174 538)	78 057
8,16 DAC: Museum Maintenance Project	-	3 542 000	-	3 542 000
8,17 CATHSSETA	-	513 813	(419 813)	94 000
	<u>29 517 331</u>	<u>85 072 951</u>	<u>(3 433 856)</u>	<u>111 156 426</u>

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NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31 March 2020

Deferred Grants and Project Funding (Continued)

Summary of utilised funds:

Capital items
Operational items

3 433 857

243 749

3 190 108

Conditions of the Grants and Project Funding: (all funds are repayable if not spent)

- 8,1 Grant to finance Dr Blundell's scientific research costs
8,2 Grant to finance Dr Midgley's scientific research costs
8,3 Grant to finance Dr Williams's scientific research costs
8,4 Grant for capital works: provision of security and upgrade of the New Museum Site
8,5 Grant for capital works: upgrading of the water pipes in the Museum
8,6 Grant for repairs and maintenance of the Museum building
8,7 Funding provided to assist with the GRAP 103: Heritage Assets compliance project
8,8 Funding provided to assist with the GRAP 103: Heritage Assets compliance project
8,9 Funding for the development and construction of the Freedom Exhibition
8,10 Funding for the Oupa Novelties Trust project
8,11 Funding provided to host the National Science Week
8,12 Funding provided to improve the Natural History Collection management
8,13 Funding provided to improve the Natural History Collection management
8,14 Funding provided to improve the Natural History Collection management
8,15 Funding provided to improve the Natural History Collection management
8,16 Grant for repairs and maintenance of the Museum building - Facilities Management
8,17 CATHSETA Funding

9	TRADE AND OTHER PAYABLES	NOTES	2019/20 R	2018/19 R
	Trade creditors		2 225 225	4 140 554
	Sundry creditors		26 246	2 918
			<u>2 251 471</u>	<u>4 143 472</u>
10	PROVISIONS			
	Balance beginning of the year		1 654 069	1 184 060
	Increase in provision		380 008	470 010
	Balance end of the year		<u>2 034 077</u>	<u>1 654 069</u>

This provision is for the estimation of the value of the leave pay that would become payable at the termination date of any employment contract. The event of the full provision being fully payable at any one time is unlikely.

11.1 TRANSFERS AND SUBSIDIES

Donations Received		6 009	5 135
Funding: Department of Arts and Culture		30 646 000	30 023 000
Funding: Department of Arts and Culture: Cost of Compliance		975 000	-
Funding: Department of Arts and Culture: Municipal Charges		4 272 000	4 963 000
Funding: Department of Arts and Culture: Parking		258 000	239 000
Non-repayable Funding: Revenue	23	200 755	207 822
Project Funding: Capital Receipts	8	243 749	1 086 487
Project Funding: Income Available	8	3 190 108	2 621 323
		<u>39 791 621</u>	<u>39 145 767</u>

11.2 SERVICES IN-KIND

DPW: Services in-Kind - Rental	28,1	11 232 660	11 129 828
		<u>11 232 660</u>	<u>11 129 828</u>

The KwaZulu-Natal Museum received direct transfers from the Department of Arts and Culture to defray municipal charges like water and electricity (see Note 11.1). However, the KwaZulu-Natal Museum did not pay the municipal charges in full in the period under review because of the delayed billing by the Department of Public Works. For financial reporting purposes a trade payable has been raised at year end (see Note 9). In addition, the Department of Public Works does not charge the KwaZulu-Natal Museum for the use of the building, these are accordingly classified as services in-kind as per GRAP 23 and the fair value of the benefits have been estimated.

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NOTES TO THE FINANCIAL STATEMENTS (continued)
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	NOTES	2019/20 R	2018/19 R
12 EXCHANGE REVENUE			
Entrance charges: general		151 763	118 561
Entrance charges: schools		52 265	44 934
Holiday Program Income		70 001	58 780
Journals		36 406	42 212
Learners Resource Centre		66 600	114 676
Museum Shop sales		43 185	49 310
Other income	22	118 544	84 213
Vending machine sales		33 579	47 974
		572 342	560 659
13 COMPENSATION OF EMPLOYEES			
Salaries		19 372 911	16 814 763
Compensation Commissioner		43 806	42 856
Casual labour		87 590	112 484
Directors emoluments	16	2 412 039	2 291 231
Funeral benefit		17 252	17 631
Housing allowance		554 764	537 600
Leave gratuity		79 293	36 134
(Decrease) / Increase in leave provision		380 008	470 010
Medical aid		1 190 286	1 094 627
Pension		2 819 804	2 258 555
Service bonus		1 475 152	1 098 461
UIF		111 732	102 127
		28 544 636	24 876 478
14 GOODS AND SERVICES PER PROGRAMME			
ADMINISTRATION			
ENTITY MANAGEMENT AND			
Asset Below R500		299	8 609
Audit Committee Costs		45 504	71 586
Audit Fees: External		545 253	535 275
Audit Fees: Internal		236 541	287 577
Bank Charges		39 651	36 927
Council Costs		653 380	686 538
Disciplinary Cost		-	50 439
Doubtful Debts Written Off		31 200	6 626
Entertainment		11 543	15 581
Insurance		255 382	212 082
LAN		79 119	77 230
Main & Repairs - Computer		109 662	236 854
Multi-Functioning Printer Rental		34 114	8 655
Museum Shop Purchases	20	20 168	32 787
Museum Vending Purchases	21	28 720	31 546
Penalties		-	29 668
Postages		66 920	66 922
Staff Training		417 357	227 135
Stationery		199 399	211 956
Sundries		72 403	42 512
Telephones		84 684	80 130
Tools		1 621	5 317
Transport - Motor		190 028	234 608
Transport - Other		130 098	226 740
Travel and Subsistence		197 917	330 915
Grant Expenditure - Maintenance and Security	18	2 459 284	2 370 224
		5 910 246	6 124 438
SUPPORT SERVICES			
PUBLIC RELATIONS			
Advertising		350 454	271 817
		350 454	271 817
LIBRARY SERVICES			
Library - Photocopies		15 519	15 921
Library - Subscriptions		376 278	268 098
Grant Expenditure - Library Security		34 040	-
		425 837	284 019

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NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31 March 2020

Goods and Services (Continued)

TECHNICAL SERVICES			
Chemicals		113 924	97 227
Cleaning Materials		121 423	145 509
Licences		3 514	2 877
Main & Repair - Buildings		335 863	277 403
Main & Repair - Equipment		74 412	65 900
Main & Repair - Motor Vehicles		37 852	77 351
Security		75 065	132 622
Uniforms		98 558	67 986
DAC: Municipal Charges	11,2	4 168 856	4 722 065
DAC: Parking		233 595	235 067
DPW: Services in Kind - Rental		11 232 660	11 129 828
		16 495 722	16 953 835
BUSINESS DEVELOPMENT			
CONSERVATION, PUBLICATIONS AND			
Curatorial Materials		25 508	44 493
Publications		115 546	141 952
Grant Expenditure - Research Expenses	19	592 654	217 225
Grant Expenditure - Collections Management	19		-
		733 708	403 670
PUBLIC ENGAGEMENT			
EXHIBITIONS			
Main & Repair - Display		1 322	37 934
New Displays		38 389	105 687
Grant Expenditure - Exhibition Development	19	10 532	1 020
		50 243	144 641
EDUCATION AND OUTREACH			
PROGRAMME			
Education Dept. Programmes		415 054	295 783
Grant Expenditure - Education Programmes		139 843	70 527
		554 898	366 310
		24 521 108	24 548 730

15 FINANCIAL INSTRUMENTS

Overview

The KwaZulu-Natal Museum has exposure to the following risks from its use of financial instruments.

- Credit risk
- Liquidity risk
- Market risk
- Interest rate risk

This note presents information about the KwaZulu-Natal Museum's exposure to each of the above risks, the KwaZulu-Natal Museum's objectives, policies and processes for measuring and managing risk.

In terms of Treasury Regulation 27.2.1, issued in terms of PFMA, the accounting authority (Council) must ensure that a risk assessment is conducted regularly to identify emerging risks in the entity. The Council established the Audit and Risk Committee which is responsible for developing and monitoring the KwaZulu-Natal Museum's risk management policies.

The Audit and Risk Committee oversees how management monitors compliance with the KwaZulu-Natal Museum's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the KwaZulu-Natal Museum. The Audit and Risk Committee is assisted in its oversight role at operational level by the Internal Audit. The Internal Audit undertakes reviews of risk management control procedures, the results of which are reported to the Audit and Risk Committee.

Credit risk

Credit risk is the risk of financial loss to the KwaZulu-Natal Museum if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from KwaZulu-Natal Museum's receivables from customers.

The carrying amount of financial assets represent the maximum credit exposure. The maximum exposure to credit risk at 31 March 2020 was:

Trade and other receivables (note 6)	513 248	501 877
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NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31 March 2020

Financial Instruments (Continued)

Analysis of trade and other receivables for reporting purposes:

90 days and over	5 600	83 040
60 days	840	840
30 days	-	5 134
Current	506 808	412 863
	<u>513 248</u>	<u>501 877</u>

Trade and other receivables

The KwaZulu-Natal Museum's exposure to credit risk is influenced mainly by the individual characteristics of each customer. The composition of the KwaZulu-Natal Museum's customer base, including the default of the industry and country in which the customers operate, has less of an influence on credit risk.

The other receivables largely comprise prepaid expenses, outstanding NRF research grants as well as royalties receivable.

The KwaZulu-Natal Museum policy is to monitor its exposure to credit risk on a monthly basis. At year end, the maximum exposure to credit risk is represented by the carrying amount of each financial asset.

Investments

The KwaZulu-Natal Museum limits its exposure to credit risk by investing only in high liquid investments that are held only at the approved banking institution with maturities of three months or less and that are subject to insignificant interest rate risk.

Liquidity risk

Liquidity risk is the risk that the KwaZulu-Natal Museum will not be able to meet its financial obligations as they fall due. The KwaZulu-Natal Museum's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the KwaZulu-Natal Museum's reputation.

It is the policy of the KwaZulu-Natal Museum, in line with the National Department of Arts and Culture not to borrow monies. The KwaZulu-Natal Museum maintain a business credit card which it uses for air travel arrangements and foreign currency transactions.

Cash and cash equivalents (note 7)	<u>115 954 733</u>	<u>38 032 246</u>
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Trade and other payables

The KwaZulu-Natal Museum is only exposed to liquidity risk with regard to the payment of its payables. These payables are all due within the short-term.

Trade and other payables (note 9)	<u>2 251 471</u>	<u>4 143 472</u>
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Market risk

Market risk is the risk that changes in the market prices, such as the interest rates will affect the KwaZulu-Natal Museum's income. The objective of market risk management is to manage and control market risk exposure within acceptable parameters, while optimizing return.

Currency risk

Currency risk is the risk that arises from the exposure of foreign currency transactions and the fluctuations in the forex market. The KwaZulu-Natal Museum is exposed to this risk primarily for library subscription renewals.

Interest rate risk

Interest rate risk is the risk that arises from exposure to credit facilities. The KwaZulu-Natal Museum maintain a business credit card facility which it uses for air travel arrangements and foreign currency transactions. The payment plan is through debit order against the current account thus limiting exposure to interest charges.

Fair values

The fair values of financial assets and liabilities are the same as the carrying values reflected in the statement of financial position.

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NOTES TO THE FINANCIAL STATEMENTS (continued)
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16 DIRECTORS EMOLUMENTS

	<u>Council Meetings attended</u>	<u>Sub- Committee Meetings attended</u>	<u>Total Meetings Attended</u>	<u>Honorarium</u> R	<u>Travel reim- bursement</u> R	<u>2019/20 Total</u> R
Mazibuko, Prof. N.M. (Chairperson)	3	-	3	45 591	1 104	46 695
Jivan, Mr U	4	4	8	20 417	4 444	24 861
Khorommbi, Mr TC	4	4	8	22 646	-	22 646
Magaqa, Adv. S	4	3	7	34 143	7 027	41 170
Mhlongo, Ms N	4	8	12	27 414	-	27 414
Musundwa, Ms S	2	3	5	9 601	812	10 413
Nkosi, Dr N.	4	4	8	19 144	639	19 783
Ramagoshi, Ms M	3	2	5	10 434	120	10 554
Stobie, Prof. B	4	8	12	30 816	887	31 703
				220 206	15 032	235 238

* In addition to three Council meetings, the Chairperson attended other official engagements.

Council Members: For the period between 1 September 2018 and 31 March 2019

	<u>Council Meetings attended</u>	<u>Sub- Committee Meetings attended</u>	<u>Total Meetings Attended</u>	<u>Honorarium</u> R	<u>Travel reim- bursement</u> R	<u>2018/19 Total</u> R
Mazibuko, Prof. N.M. (Chairperson)	2	-	2	22 722	-	22 722
Jivan, Mr U	2	-	2	7 664	3 922	11 586
Khorommbi, Mr TC	2	-	2	10 268	1 047	11 315
Magaqa, Adv. S	2	-	4	9 605	1 212	10 817
Mhlongo, Ms N	2	4	6	13 020	-	13 020
Musundwa, Ms S	2	1	3	3 906	360	4 266
Nkosi, Dr N.	2	1	3	11 570	848	12 418
Ramagoshi, Ms M	1	2	3	9 114	616	9 730
Stobie, Prof. B	2	4	6	22 671	426	23 097
				110 540	8 430	118 970

* In addition to two Council meetings, the Chairperson attended other official engagements

Council Members: For the period between 1 April 2018 and 31 August 2018

	<u>Council Meetings attended</u>	<u>Sub- Committee Meetings attended</u>	<u>Total Meetings Attended</u>	<u>Honorarium</u> R	<u>Travel reim- bursement</u> R	<u>2018/19 Total</u> R
Mazibuko, Prof. N.M. *	2	-	2	10 717	5 178	15 895
Coovadia, Mr. D.	1	-	4	6 140	1 860	8 000
Dantile, Mr. F.	2	-	4	7 992	5 832	13 824
Magaqa, Adv. S.	2	2	4	4 912	480	5 392
Makunga, Prof. N.	1	2	3	4 912	7 851	12 763
Malapane, Dr S.	2	3	5	7 368	2 232	9 600
Nkosi, Dr. N.	2	2	4	3 684	309	3 993
Ranchod, Mr K.	2	3	5	8 596	2 604	11 200
				54 321	26 346	80 667

* In addition to two Council meetings, the Chairperson attended other official engagements

Executive Directors:

	<u>Salary</u> R	<u>Annual Bonus</u> R	<u>Expense Allow- ances</u> R	<u>Pension</u> R	<u>Other Benefits</u> R	<u>2019/20 Total</u> R
Maphasa, Mr L.J. (Director)	847 684	70 449	230 014	137 660	30 937	1 316 745
Miya, Mr S. (Deputy Director)	703 851	58 654	168 685	152 434	11 669	1 095 294
						2 412 039
Assistant Directors:						
Dlamini, Mr S.E. (Manager: Finance)	578 434	48 895	-	46 998	61 858	736 184
Flanagan, Mr W. (Exhibitions)	578 434	48 895	-	46 998	34 800	709 126
Midgley, Dr J. (Natural Sciences)	578 434	48 895	-	93 996	13 651	734 976
Ntombela, Mrs T.S. (Education)	578 434	48 895	-	46 998	13 651	687 978
Blundell, Dr G. (Human Sciences)	580 055	46 256	-	47 129	11 669	685 110
	4 445 326	370 939	398 699	572 212	178 236	5 965 413

KWAZULU-NATAL MUSEUM
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for the year ended 31 March 2020

NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31 March 2020

Executive Directors:

	<u>Salary</u>	<u>Annual Bonus</u>	<u>Expense Allowances</u>	<u>Pension</u>	<u>Other Benefits</u>	<u>2018/19 Total</u>
	R	R	R	R	R	R
Maphasa, Mr L.J. (Director)	803 605	66 967	214 677	130 752	33 782	1 249 782
Miya, Mr S. (Deputy Director)	669 060	55 755	159 666	145 300	11 669	1 041 449
						2 291 231

Assistant Directors:

Dlamini, Mr S.E. (Manager: Finance)	544 472	46 127	-	44 238	58 069	692 906
Flanagan, Mr W. (Exhibitions)	544 472	46 127	-	44 238	32 348	667 185
Midgley, Dr J. (Natural Sciences)	544 472	46 127	-	88 477	13 620	692 695
Ntombela, Mrs T.S. (Education)	544 472	46 127	-	44 238	13 620	648 457
Blundell, Dr G. (Human Sciences)	545 998	3 603	-	44 362	11 669	605 633
	4 196 549	310 833	374 343	541 605	174 777	5 598 107

17 RETIREMENT BENEFIT OBLIGATIONS

The KwaZulu-Natal Museum is a member of the Museums Pension Fund. This is an independent fund managed by a Board of Trustees. The Fund is a defined benefit fund. With effect from 1 April 2003 a defined contribution category has been implemented for all new employees joining the Fund after this date. The Fund provides benefits when members retire, and also when they resign or die before retirement. The disability Income Security Plan provides income replacement in the case of disablement and the Group Life Scheme provides benefits in the event of death. Employees of the KwaZulu-Natal Museum contribute to the Museums Pension Fund. As at 31 March, the following members of staff contributed to the Museums Pension Fund:

	<u>No. of Employees</u>	<u>Employees Contribution</u>	<u>Employers Contribution</u>
Defined Benefit	8	7,5%	20%
Defined Contribution	48	7,5%	15%

The funding level used to calculate the liability per employer was according to the 31 March 2019 valuation results. The actuary of the Museums Pension Fund calculated the actuarial reserves per participating institution as at 31 March 2020. According to the 31 March 2018 valuation report the fund was 100% funded. The KwaZulu-Natal Museum's updated liability as at 31 March 2020 is NIL.

The contribution to the pension fund R2,819,804 (2018/19: R2,258,555) is included in the compensation of employees.

	<u>2019/20 R</u>	<u>2018/19 R</u>
18 GRANT AND PROJECT FUNDING: CAPITAL RECEIPTS		
Deferred Grants and Project Funding (Note 8)	243 749	1 086 487

These capital receipts relate to assets that were purchased during the year, using funds from grants and project funding.

19 GRANT AND PROJECT FUNDING: TOTAL EXPENDITURE		
Deferred Grants and Project Funding (Note 8)	3 190 108	2 621 323
Non-repayable funding (Note 23)	46 234	37 672
	3 236 342	2 658 995

20 MUSEUM SHOP		
Revenue	43 185	49 310
Less: Cost of Sales	(20 168)	(32 787)
	23 017	16 523

KWAZULU-NATAL MUSEUM
ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31 March 2020

27 CHANGE IN ACCOUNTING ESTIMATE

The useful lives of certain computer equipment have been extended to 3 years. This resulted in a net increase of R49 715 in surplus.

The useful lives of certain equipment - other have been extended to 4 years. This resulted in a net increase of R116 208 in surplus.

The useful lives of certain furniture - metal have been extended to 4 years. This resulted in a net increase of R10 626 in surplus.

The useful lives of certain intangible assets have been extended to 3 years. This resulted in a net increase of R4 558 in surplus.

	2019/20 R	2018/19 R
Net effect on statement of financial performance		
<i>Decrease in expenditure</i>	-	-
<i>Decrease in depreciation and amortisation of assets</i>	181 107	230 682
Net effect on statement of financial position		
<i>Increase in assets</i>	-	-
<i>Property, plant and equipment - Computer Equipment</i>	49 715	121 396
<i>Property, plant and equipment - Other Equipment</i>	116 208	94 158
<i>Property, plant and equipment - Furniture - Wood</i>	-	-
<i>Property, plant and equipment - Furniture - Metal</i>	10 626	15 128
<i>Property, plant and equipment - Scientific Equipment</i>	-	-
<i>Intangible assets - Software</i>	4 558	-
<i>Increase in net assets</i>	-	-
<i>Accumulated surplus</i>	181 107	230 682

28 RELATED PARTIES

- 28,1** The Department of Arts and Culture National
The Department of Arts and Culture is the controlling entity of the KwaZulu-Natal Museum. It provides a monthly operational grant. Refer note 11.1 and note 8

The Department of Public Works is the legal owner of land and buildings occupied by the KwaZulu-Natal Museum at no consideration.

The fair values of the benefit received has been recognised as Services in Kind in the Statement of Financial Performance (Note 11.2).

	2019/20 R	2018/19 R
Deemed Rental	11 232 660	11 129 828
	<u>11 232 660</u>	<u>11 129 828</u>

- 28,2** Council Members
Council Members are the Non-Executive Directors appointed by the Minister of Arts and Culture to oversee and ensure good corporate governance. Council has various subcommittees such as the Finance and Procurement, Audit and Risk, Human Resources and Remuneration Committee and the Institutional Advancement and Ethics Committee that guide and assist management which is appointed by Council. Refer note 16.

KWAZULU-NATAL MUSEUM
ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31 March 2020

29 COMMITMENTS

29,1 UPGRADING AND CONVERSION OF THE OLD ST ANNE'S HOSPITAL BUILDING TO THE NEW KWAZULU-NATAL MUSEUM PROJECT

The project entails upgrading and altering the Old St Anne's Hospital building to make it conducive for the relocation of the KwaZulu-Natal Museum to the property. This entails the construction of purpose-built museum facilities such as exhibition/ display areas, collections storage facilities, education/ lecture facilities and other support facilities. Adequate parking with landscaping will be provided within the rest of the site. The Project is estimated to cost over R340 million.

The purpose of the project is to construct a purpose-built natural and cultural history museum to fully relocate the existing KwaZulu-Natal Museum and thus address the problems described under section 1 of the business plan.

The Museum Council at the meeting of 08 August 2009 approved the project proposal. The Council also approved the initial business plan for the project on 30 January 2014. On the 20 November 2017, the Department of Arts and Culture (DAC) acknowledge that it could not afford to provide a once-off funding of R340 million for the upgrade of the new museum building project, but rather will consider funding the project in phases.

At the reporting date, the KwaZulu-Natal Museum had a commitment outstanding in respect of the professional consultancy services - principal agent and project management services for infrastructure services contract; the latter commenced on 05 March 2020 and the former commenced on 29 March 2019. Both contracts have a Term of 36 months and the total value of the professional consultancy services - principal agent and project management services are R24,553,985 and R4, 534, 000 respectively. The total amount which still falls due is:

	2019/20 R	2018/19 R
Project Management Services	3 848 060	4 488 386
Professional Consultancy Services - Principal Agent	24 553 985	-
	<u>28 402 045</u>	<u>4 488 386</u>

Commitments (Continued)

29,2 LEASE COMMITMENTS: OPERATING LEASES

At the reporting date, the KwaZulu-Natal Museum had commitments outstanding under a non-cancellable operating lease, which fall due as follows:

	2019/20 R	2018/19 R
Minimum Lease Payments Due		
Within one year	73 200	84 205
In second to 3rd year	129 850	149 422
	<u>203 050</u>	<u>233 627</u>

KWAZULU-NATAL MUSEUM
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 for the year ended 31 March 2020

NOTES TO THE FINANCIAL STATEMENTS (continued)
 for the year ended 31 March 2020

30 STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS: 2019/20

The budget was approved by the Council and submitted to the executive authority in terms of section 53 (1) of the PFMA. The KwaZulu-Natal Museum presents its approved budget and the financial statements on the accrual basis.

The approved budget covers the period 1 April 2019 to 31 March 2020. The budget is approved by functional or programme classification in line with KwaZulu-Natal Museum's strategic objectives and the Annual Performance Plan approved by its Council.

Budget Adjustment

The approved budget was revised based on the actual income and expenditure up to 30 September 2019, and projections were made for the period 1 October 2019 to 31 March 2020. The final budget adjustments formed part of the Quarterly Report for the period ending 30 September 2019 and were approved by Council of KwaZulu-Natal Museum.

Changes between Original Budget and Revised Budget

The changes in the operating budget (excluding Deferred Grants: Income and Project Funding: Capital) primarily arise as a consequence of reallocations within the approved budget parameters.

The Deferred Grants Income and Project Funding: Capital items are project dependent and comprise of external funding; the positive variance is attributable to the funding received during the second half of the period under review.

	ACTUAL	Last Publicly Available Budget	REALLOCATION	Adjustment Budget	VARIANCE
	R	R	R	R	R
REVENUE	52 368 808	47 029 893	(2 651 883)	44 378 010	(4 216 203)
State Contribution	31 621 000	30 646 000	-	30 646 000	-
Interest 1	772 846	936 209	-	936 209	(163 363)
Donations	6 009	5 000	307	5 307	702
Journals 2	36 406	58 500	-	58 500	(22 094)
Entrance Charges 3	151 763	207 500	(20 758)	186 742	(34 979)
School Entrance Charges 4	52 265	87 948	-	87 948	(35 683)
Lrc Income 5	66 600	118 500	(17 908)	100 592	(33 992)
Museum Shop 6	43 185	52 186	(0)	52 186	(9 001)
Vending Machine 7	33 579	46 760	0	46 760	(13 181)
Holiday Programme	70 001	56 679	8 903	65 582	4 419
Hall Bookings 8	23 650	90 495	(16 078)	74 417	(50 767)
Other Income 9	94 894	1 955 848	(649 166)	1 306 682	(1 211 788)
Leasing: Parking	258 000	258 000	-	258 000	-
Municipal Charges	4 272 000	4 272 000	-	4 272 000	-
Services in kind - Deemed Rental	11 232 000				
Deferred Grants Income 10	3 190 107	8 238 269	(2 150 042)	6 088 227	(2 898 120)
Grants Funding: Capital	243 749	-	-	-	243 749
Non-Repayable Funding	200 755	-	192 859	192 859	7 896

EXPENDITURE	41 883 083	38 791 624	5 770 688	44 562 312	2 679 229
EXPENDITURE					
Compensation of Employees					
Administration					
Entity Management	6 411 502	5 889 120	141 577	6 030 697	(380 806)
Public Relations	954 247	1 161 989	(206 121)	955 868	1 621
Library	1 330 288	1 340 700	(9 654)	1 331 047	759
Technical Services	3 249 175	3 333 679	(77 401)	3 256 278	7 103
Business Development 11	9 496 511	9 371 474	189 747	9 561 221	64 710
Public Programmes					
Exhibitions	3 099 271	3 181 815	(65 092)	3 116 723	17 453
Education 12	3 916 053	3 840 704	50 894	3 891 597	(24 455)

**Goods and services
Administration**

Entity Management 13	6 107 373	4 339 783	5 027 090	9 366 873	3 259 500
Public Relations	350 454	295 000	24 745	319 745	(30 708)
Library	425 837	403 000	(2 591)	400 409	(25 428)
Technical Services 14	5 263 062	4 925 540	34 308	4 959 848	(303 214)
Business Development	674 170	323 020	470 903	793 923	119 752
Public Programmes					
Exhibitions 15	50 243	46 400	48 707	95 107	44 864
Education 16	554 898	339 400	143 576	482 976	(71 922)

Surplus for the year before depreciation	10 485 725	8 238 269	(8 422 570)	(184 301)	(6 895 432)
Less: Depreciation and amortisation of assets	(1 474 711)	(445 000)	-	(445 000)	-
Less: Services in Kind - Deem Rental	(11 232 000)	-	-	-	-
Surplus for the year	(2 220 986)	-	(8 422 570)	(629 301)	

KWAZULU-NATAL MUSEUM**ANNUAL FINANCIAL STATEMENTS**

for the year ended 31 March 2020

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2020

Statement of Comparison of Budget and Actual Amounts: 2019/20 (Continued)**Budget Variances****REVENUE****1. Interest**

The revised estimate of 17.4% below budget is attributable to the Maintenance Grant of R3,542,000, for the Facilities Management project. The project was delayed by the approval of the Business Plan.

2. Journals

The negative variance of 37.8% is attributable to the decrease in royalties received. The substantial amount of royalties comes from SABINET for citations of Museum Journals.

3. Entrance Charges: General

This item has underperformed by 18.7% during the period under review. Visitors were already a concern, but COVID-19 also affected numbers drastically.

4. Entrance Charges: Schools

The negative variance of 40.6% is mainly attributable to the COVID-19 pandemic.

5. Learners Resource Centre

This item has underperformed by 33.8% during the period under review. COVID-19 has contributed to the underperformance. However, interventions put in place to stop the decline noticed in previous quarters seem to have resulted in improved results.

6. Museum Shop Sales

This item has underperformed by 17.2% during the period under review. This is attributable to the decline in visitor numbers.

7. Vending Machine

This item has underperformed by 17.2% during the period under review. This is attributable to the Vending Machine breaking down in December 2019. A decision was taken to do away with the vending machine, and upgrade the Museum Shop to include a snack bar.

8. Hall Bookings

This item has performed poorly in the period under review. Measures are in place to improve performance in the 2020/21 financial year. They include the revision of rates, reviewing long standing agreements with various stakeholders that are allowed to utilize the halls at no charge (e.g. Department of Education) and increased marketing of the facilities. The facilities also received some much needed upgrades.

9. Other Income

The negative variance of 92.7 % is attributable to R375,000 for the infrastructure projects funding; as well as reclassification of R975, 000 for cost of compliance to non - exchange revenue.

10. Project Funding: Income Available

This item has underperformed by 48.5% when compare to the midterm budget estimate. This is attributable to various infrastructure projects that were not implemented during the period under review. During the course of the financial year, the Museum finalised the appointment of service providers to implement Sage Evolution 200, Sage CRM and BPM with CSD Integration and also appointed a Principal Agent for the upgrading of the Old St Anne's property. The appointment of the Facilities Manager to implement maintenance projects for the current Museum site was delayed by the approval of the Business Plan.

EXPENDITURE**Compensation of Employees****11. Business Development - Research**

The underspending of 0.68% or R64 724, is attributable to the resignation of the Research Technical in December 2019. This position will only be filled in the new financial year.

12. Public Programme -

The overspending of 0.63% or R24 455 is attributable to the Acting Allowance paid to Chief Education Officer - In-house, while AD: Education is away on maternity leave. And also the Heritage Symbols and Cultural History Intern. The Intern is part of the Education Dept. and started in Dec 2019.

Goods and Services

The expenditure section is still within the ambit of the budget. However, the significant item to note for the period under review is project funding. Also, adjustments were made to the Sundries, Staff Training, Maintenance: Building, Chemicals and Education Programme. The compensation of employees is also still within the ambit of the Mid - Term budget.

13. Administration - Entity Management

The projected underspending is largely attributable to the planned utilisation of project funding, i.e. there was a delay in the approval of the Business Plan for the Facilities Management and a delay in the appointment of the Principal Agent for the upgrade of the Old St Anne's Hospital property. These Project will commence in the 2020/21 period.

14. Administration - Technical Services

The overspending is mainly attributable to the Municipal Charges; the Mid - Term Budget was base on the on the spending trends at the time.

15. Public Engagement - Exhibitions

The 58.25% or R55 396 decline, is attributable to the underspending experienced in the 3rd quarter. This was due to the Exhibition Department focusing on the Mandela Gallery and City of Contrasts Exhibition opening, which were not initially planned.

16. Public Engagement - Education

The 14.9% or R71 921 overspending is attributable to flights for the Spring School competition in Robben Island Museum, as well as the Heritage Day Event. Furthermore, the Museum purchased copies of a book on indigenous healing. This book will be distributed in the Outreach programme and also sold at the Museum Shop.

KWAZULU-NATAL MUSEUM
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for the year ended 31 March 2020

NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31 March 2020

Statement of Comparison of Budget and Actual Amounts: 2019/20 (Continued)

Capital Expenditure

		ACTUAL	Budget	VARIANCE
		R	R	R
Vehicles		-	-	-
Equipment - Other	a	-	209 500	209 500
Furniture - Wooden	b	136 781	11 000	(125 781)
Furniture - Metal	c	29 339	9 500	(19 839)
Computers	d	-	70 000	70 000
Equipment - Scientific	e	-	-	-
Intangible Assets	f	-	654 015	654 015
		166 120	954 015	787 895

a. Equipment - Other: The Museum had to acquire back-up air-conditioning units for storerooms in light of the unreliable main air-conditioning plant. Further the Museum acquired a popcorn machine for the holiday programme.

b. Furniture - Wood: The over expenditure of R125, 781 is made of furniture to the value of R114, 982 that was acquired through grant funding, i.e. Pringle Hall upgrade project.

c. Furniture - Metal: The over expenditure of R24, 933 is attributable to the office desk that was purchased for a new employee in the Education Department.

d. Computers: The budget of R70, 000 had been set aside mainly to replace old computers, but during the course of the financial year a need arose to purchase more computer equipment for the new interns, as well as the Education Dept. staff. Computers to the value of R35, 253 were financed by grant funding.

e. Equipment - Scientific: The expenditure of R101, 920 was financed by grant funding to acquire microscope. equipment.

f. Intangible Assets: The budget was set aside for the new accounting system, Customer Relationship Management (CRM) system as well as the Business Process Management (BPM) system. The Museum conducted a scoping exercise to determine the specifications for implementing these systems and to obtain a preliminary costing estimate. The preliminary costing estimate indicated that these systems should be procured through a competitive bidding process. As a result, the project implementation commenced in first half of the 2019/20 period. Further, the Museum purchased Caseware System for R137, 016.

31 FRUITLESS AND WASTEFUL EXPENDITURE

	2019/20 R	2018/19 R
Opening Balance	1 596	5 954
Fruitless and wasteful expenditure relating to current year	-	33 735
Less penalty and interest	-	(32 139)
Penalty and interest recovered	-	(29 668)
SARS account: credit balance	-	(2 471)
Less amount condoned by the Accounting Authority	(1 596)	(5 954)
Balance to be submitted to Accounting Authority for condonation	-	1 596

An amount of R1, 596 was incurred when the declared UIF portion for October 2018 was erroneously omitted from the SARS payment, this error was rectified in November 2018. This amount was condoned by the Accounting Authority in its meeting on 17 August 2019, together with the Annual Financial Statements.

KWAZULU-NATAL MUSEUM**ANNUAL FINANCIAL STATEMENTS**

for the year ended 31 March 2020

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2020

32 GOING CONCERN

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The ability of the Museum to continue as a going concern is dependent on a number of factors. The most significant of these is that the Department of Sports, Arts and Culture continue to procure funding for the ongoing operations for the Museum.

COVID-19 IMPACT

The Museum did an assessment of COVID - 19 as at 31 March 2020, and there was no impact on the assets or liability. In responding to the COVID-19 impact, on **17 June 2020**, the Department of Sports, Arts and Culture, as part of the National Government budget reprioritisation strategy, announced a **2020/2021** budget reduce, for all its entities. The cut will affect the future financial needs of the Museum. However, the impact thereof is not enough for the Museum to cast doubt about its ability to remain as a Going Concern in the 2020/21 financial year.

33 EVENTS AFTER THE REPORTING DATE**COVID-19 IMPACT**

Since 31 December 2019, the spread of COVID-19 has severely impacted many local economies around the globe. In many countries, businesses were forced to cease or limit operations for long or indefinite periods of time. Measures taken to contain the spread of the virus, including travel bans, quarantines, social distancing, and closures of non-essential services have triggered significant disruptions to businesses worldwide, resulting in an economic slowdown.

South African government have responded with monetary and fiscal interventions to stabilise economic conditions. On 17 June 2020, the Department of Sports, Arts and Culture, as part of the National Government Budget reprioritisation strategy, has reduced the 2020/2021 budget allocations, for all its entities. The Museum's budget allocation was reduced by 6% or R2 000, 000. The Museum has determined that this is a non-adjusting event. Accordingly, the financial position and performance for the year ended 31 March 2020 have not been adjusted. The duration and impact of the COVID-19 pandemic, as well as the effectiveness of government responses, remains uncertain at this time. The Museum will keep monitoring the events and their impact on its financial position and performance in future periods.

This image shows a single sheet of cream-colored paper with horizontal dashed lines. The paper has a slightly textured appearance with some minor discoloration and faint smudges. The lines are evenly spaced and run horizontally across the entire page. There is no handwriting or other markings on the paper.



an agency of the
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