



in the footsteps ●●●
an agency of the
Department of Sport, Arts and Culture

2021 / 22 ANNUAL REPORT



Table of Content

PART A: GENERAL INFORMATION	3
PUBLIC ENTITIES GENERAL INFORMATION	4
ACRONYMS.....	5
FOREWORD BY THE CHAIRPERSON.....	6
BACKGROUND	7
GOVERNANCE.....	8
CEO OVERVIEW	10
STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT.....	15
STRATEGIC OVERVIEW	16
VISION	16
MISSION.....	16
VALUES	16
LEGISLATIVE AND OTHER MANDATES	17
CONSTITUTIONAL MANDATES	17
LEGISLATIVE MANDATES.....	17
POLICY MANDATES	17
PART B: PERFORMANCE INFORMATION.....	21
AUDITOR'S REPORT: PREDETERMINED OBJECTIVES	22
OVERVIEW OF PERFORMANCE.....	22
SERVICE DELIVERY ENVIRONMENT.....	22
ORGANISATIONAL ENVIRONMENT	23
KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES.....	23
STRATEGIC OUTCOME ORIENTED GOALS	23
PERFORMANCE INFORMATION BY PROGRAMME	24
PERFORMANCE MATRIX.....	24
PROGRAMME 1	42
PROGRAMME 2	49
PROGRAMME 3	63
PART C: GOVERNANCE.....	65
INTRODUCTION	66
GOVERNANCE AND ADMINISTRATION	66
COUNCIL AND COUNCIL COMMITTEES.....	66
COUNCIL COMMITTEES AND THEIR TERMS OF REFERENCE.....	67
EXECUTIVE AUTHORITY	67
NMM COUNCIL MEMBERS	69
AUDIT AND RISK COMMITTEE MEMBERS	69
COMMITTEES OF COUNCIL	74
REMUNERATION OF COUNCIL MEMBERS.....	75
NMM COUNCIL REMUNERATION EXCLUDING AUDIT & RISK MEMBERS	75
RISK MANAGEMENT AND INTERNAL CONTROL UNIT.....	77
INTERNAL AUDIT AND AUDIT COMMITTEES.....	77
COMPLIANCE WITH LAWS AND REGULATIONS.....	77
FRAUD AND CORRUPTION	77
MINIMISING A CONFLICT OF INTEREST	77
CODE OF CONDUCT.....	77

REPORT OF THE AUDIT AND RISK COMMITTEE FOR THE PERIOD 2021/22	79
AUDIT COMMITTEE	79
INTERNAL AUDIT	81
IN-YEAR MANAGEMENT AND MONTHLY/QUARTERLY REPORTS.....	81
EVALUATION OF FINANCIAL STATEMENTS	81
AUDITOR-GENERAL'S REPORT.....	81
PART D:.....	83
HUMAN RESOURCES	83
HUMAN RESOURCES OVERSIGHT AND STATISTICS IN 2021/2022.....	85
FILLING OF SMS POSTS	86
JOB EVALUATION.....	88
EMPLOYMENT CHANGES.....	89
PART E: ANNUAL FINANCIAL STATEMENT.....	93



in the footsteps ...
an agency of the
Department of Sport, Arts and Culture

PART A

GENERAL INFORMATION

PUBLIC ENTITIES GENERAL INFORMATION

Legal form of entity	Public Entity
Registered office	Cnr Owen Street & Nelson Mandela Drive Bhunga Building Mthatha 5100
Business address	Cnr Owen Street & Nelson Mandela Drive Bhunga Building Mthatha 5100
Controlling entity	Department of Sport, Arts and Culture
Telephone number	047 501 9500
Fax Number	047 532 3345
Email address	Info@nelsonmandelamuseum.org.za
Website	www.nelsonmandelamuseum.org.za

ACRONYMS

AFS	Annual Financial Statements
ANC	African National Congress
BBBEE	Broad-Based Black Economic Empowerment
BBC	British Broadcasting Corporation
CCMA	Commission for Conciliation, Mediation and Arbitration
CCTV	Close Circuit Television
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CNN	Central News Network
DSAC	Department of Sport, Arts and Culture
DSRAC	Department of Sports, Recreation, Arts and Culture
HOD	Head of Department
ICT	Information Communication Technology
IPAP	Industrial Policy Action Plan
KSD	King Sabata Dalindyebo Municipality
MGE	Mzansi's Golden Economy
NGO	Non- Governmental Organisation
NMM	Nelson Mandela Museum
ORT	OR Tambo District Municipality
PFMA	Public Finance Management Act
SABC	South African Broadcasting Corporation
SASSA	South African Social Security Agency
TR	Treasury Regulations



FOREWORD BY THE CHAIRPERSON

BACKGROUND

The establishment of the Nelson Mandela Museum in Mthatha was not only about opening up opportunities for local economic transformation. It must be noted that the establishment of the Nelson Mandela Museum was a deliberate political and cultural strategic intervention to set in motion the transformation and democratisation of the South African heritage landscape, which was fraught with cultural misrepresentation and racism. In fact, it is true that under apartheid, the South African cultural institutions, particularly museums, helped to engineer racism and apartheid. And through these institutions, the apartheid was institutionalised, and cultural oppression was orchestrated. Thus, the Nelson Mandela Museum seeks to challenge these divisive cultural establishments that engineered cultural misrepresentation and oppression.

It was against this background that the South African democratic dispensation brought about courage to people of South Africa to challenge these cultural misrepresentations and cultural divides. It inspired people of South Africa to be actively involved in the democratisation of civil society and cultural institutions like museums. In the main, the democratisation of South African cultural institutions like museums was critical in ensuring that the South African museums were being transformed and decolonised so that they became true cultural representations of diverse South African Societies.

This has been the role of Nelson Mandela Museum since its establishment to lead and champion the transformation of the South African heritage landscape and to be an agent of decolonising South African museums. Hence, the vision of the Nelson Mandela Museum emphasises that NMM is “an African museum that inspires positive change in society through the legacy and values of Nelson Mandela.”

Thus, the Nelson Mandela Museum as a national legacy project should not be seen as a cultural institution that preserves, protects and promotes the value, legacy and heritage of Dr Nelson Mandela only. Its mandate, as captured in its vision, is bigger and deeper than that. The NMM should be considered as a driving force behind the transformation of the South African heritage landscape. In a sense, it is a signpost of social and cultural transformation using the values and legacy of this admired global icon Nelson Mandela as a tool to bring about the desired social change and cultural transformation.

Therefore, the commemoration and celebration of Nelson Mandela’s legacy should not be used as a platform to stifle the transformation of South African society. It must present people of South Africa, of the continent and the world with an opportunity to share the values of Nelson Mandela, namely freedom, non-racialism, justice and fairness, accountability, dignity and pride, courage and persistence, selflessness and service, humility, forgiveness and reconciliation and principled leadership. This is the social and cultural transformation mandate of the museum that positions NMM as an agent of social transformation and a platform to fight all forms of social injustices. Hence, it was significant to ensure that Nelson Mandela Museum took a centre stage in confronting and fighting against social injustice and violation of human rights.

The Nelson Mandela Museum is aware that it will be self-defeating if it champions these institutionalised social and cultural forms of oppression alone. Hence, it partners and collaborates with various social partners to develop sustainable and impactful programs that would help address these social ills. The partnerships extend from universities to various state departments, organisations and institutions whose focus is to uproot all forms of social injustice and encourage education.

We are all aware that education was at the centre of Mandela’s thinking and actions. He encouraged the involvement and participation of young people in education programs that would change their lives and empower them to be responsible citizens. This is one aspect of Mandela’s legacy that the museum could not turn a blind eye to. Currently, the museum has education programs that target young people. For instance, the museum hosts winter camps and international youth camps. In all these camps, the Nelson Mandela

Museum foregrounds Mandela's values and further educates young people about Nelson Mandela's leadership styles or models and his legacy.

GOVERNANCE

The Council, in its collective, played a significant role in its oversight role. Five Council Committees (Content and Operations; Finance, Infrastructure and Fundraising; Audit and Risk; Stakeholder and Commemoration and Institutional Development) all aligned the Annual Performance Plan and the Strategy (2020-2025).

The Museum has maintained an unqualified audit outcome for five years in succession through the Council's oversight role, which are three (3) Unqualified Audit 2016/2017, 2017/2018 & 2021/2022, and three (3) Clean Audit outcomes during 2018/2019, 2019/2020 & 2020/2021 on its financial statements.

The unqualified audit outcomes for four consecutive years demonstrate our commitment to good corporate governance and accountability. Though this is an achievement, it is a challenge to maintain going forward. However, it is the task the Council and Management are fully equipped to deal with.

The Museum further commits itself to the *Thuma Mina* campaign (a campaign to commit to serving willingly) through various programmes aimed at social cohesion initiatives and projects to improve the livelihoods of South Africans. We also commit to utilising the museum to attract as many investors and philanthropists as possible to Mthatha and the entire Eastern Cape.

This report is presented in the second year after the development of the new strategy of the museum. The strategy mainly focuses on measuring outcomes or the impact of activities delivered by the museum under the theme of "**Preservation of the legacy and dissemination of knowledge and information for social cohesion and nation-building as espoused by Nelson Mandela.**" The following strategic outcomes accompany this:

- Functional, Operational, and Successful NMM.
- Well preserved collection and heritage of Nelson Mandela.
- Improved Infrastructure Programme of NMM
- Increased number of off-site, on-site, and digital visitors.
- Educated, informed, and Action-Oriented Citizenry regarding the Nelson Mandela Legacy.
- Informed policy decision-making based on Research and Evaluation Outcomes.
- Good corporate governance with an enabling workplace environment.
- A highly capable workforce with an enabling work-space environment

Utilising technology to reach out to the world and young people is still a priority known, and we will continue to provide exciting programmes to our diverse audience.

During the 2021/2022 financial year, our work was hampered by the Corona Virus Disease 2019 (Covid-19), which affected the global community. As such several programmes were revised to enable implementation during the Covid-19 year. Not only was it detrimental to programmes, but Covid-19 also affected human life. It was a terrible year in which many of us lost our loved ones.

As the Council of the Nelson Mandela Museum, we would like to thank the Honourable Minister, Nathi Mthethwa, and the entire Department of Sport, Arts and Culture personnel for the continued support in the execution of our oversight responsibility. As the Council, we have deliberated on the new strategy (2020-2025), and we are committed that ensuring governance principles are entrenched within the institution. We would also like to challenge stakeholders, including but not limited to the Eastern Cape Departments - Sports, Recreation, Arts and Culture as well as Cooperative Governance and Traditional Affairs; OR Tambo District Municipality and the KSD Municipality to be available to not only shield the organisation in times of trouble but to provide meaningful partnership to ensure that we achieve on our mandate. The dedication and sterling contribution of the museum employees led by the capable Executive Management would ensure that the Museum continues to deliver on its mandate despite several challenges that cannot go unnoticed.

To my fellow Councillors, thank you, and indeed great things are achieved when we all work together with proficiency and professionalism.

On behalf of the Nelson Mandela Museum Council, we invite all communities to walk this road with us in ensuring that the narrative of Nelson Mandela and the liberation struggle are appropriately interpreted and championed by all South Africans globally.

"To build a South Africa and the world of Mandela's dreams, we require a crop of leadership that embraces, lives and propagates the key values of Ubuntu, honesty, integrity, respect and stewardship."

PP 

Dr Nomvuselelo Songelwa
Chairperson: Nelson Mandela Museum

CEO OVERVIEW

The sporadic outbreak of the Corona Virus, commonly known as Covid-19, affected the global economy adversely, disrupted social and cultural relationships, and further impacted the economy of underdeveloped and developing countries like South Africa negatively. In fact, Covid-19 ravaged families, communities and societies and this had negative repercussions on the global economies and their recovery and transnational travelling.

The Nelson Mandela Museum was not immune from these challenges, which were mainly imposed by Covid-19. The operations of the Nelson Mandela Museum were adversely affected as staff members had to observe Covid-19 regulations and protocols. The museum introduced new and innovative procedures for undertaking museum work. The Nelson Mandela Museum is also a cultural-tourism destination that attracts domestic and international tourists and travellers. All the global cultural-tourism institutions like museums in South Africa and around the world were negatively affected by Covid-19. This triggered the governments of the world to impose travel bans, restrictions and protocols, which also affected these cultural-tourism institutions as their revenue generation depended on the tourists.

However, Covid-19 also presented the NMM with an opportunity to be innovative in discharging its core business. These innovative ways made it possible for the NMM to advance its mandate by creating its digital presence through digital platforms. This digital presence strategy made it possible for the NMM to discharge its core business. The use of technology and the creation of digital architecture improved the digital presence of the museum and created new audiences across the globe.

For instance, the museum used digital television, digital radio, and virtual exhibitions. All these innovative ways of discharging the museum's core business were developed in order to reach its audience to have its impact felt in society irrespective of the challenges brought by the Covid -19 Pandemic. This resulted in the development of a new audience. The benefit has been that the museum team learned new digital ways of communicating and of conducting museum core business and engaging and managing stakeholder relations.

As much as Covid-19 emerged shortly after the museum approved its new 2020-2025 Strategy and 2021/2022 Annual Performance Plan, the implementation of these plans was never compromised but was accelerated beyond measure through the leadership of the executive management and teamwork which was demonstrated by the museum employees. The 2021 International Youth Camp was conducted virtually with undisrupted learners' participation because the museum equipped learners with quality digital gadgets and resources. This resulted in the museum becoming a cultural institution that is technological driven to attract a new audience that is also technological advanced. The social platforms like Facebook, Twitter, Website, Instagram and WhatsApp contributed to the improvement of online visits, communication and conversations about the museum.

As an African museum that inspires society through the values of Nelson Mandela, the museum remained true to that philosophy and its convictions. Its programming constitutes a community-based development approach that encourages the creation of better livelihoods in rural areas. It focuses on its international profiling that attracts profound international interest to the museum. It is through this international profiling strategy is having solid and sound international partnerships.

We are all aware that the government budget to support the museums and to meet other government priorities was reduced and reprioritized to the weak fiscus. The government allocation to the museum was reduced because of the government re-prioritisation program which was necessitated by Covid-19 negative impact on livelihoods and the economy. However, through a limited and innovative revenue generation strategy, the NMM managed to augment its state financial allocation, which resulted in the NMM being able to implement some of its key programs as planned in its Annual Performance Plan.

The NMM infrastructure programs have always been the priority of the museum. For instance, the 2021/2022 period was used to prioritise and accelerate the museum's infrastructure programmes. The renovations of Nelson Mandela Youth and Heritage Centre (Qunu), the improvement of Facilities Management, User Management Asset Plan (UMAP), and the development of the Long Walk to Freedom Exhibition Complex are the commitments of the museum to build strong infrastructure confidence.

As you would probably know, the heart of any museum is its collections. The Nelson Mandela Museum considers its collections as its core business that defines and justifies NMM's existence. Hence, the museum has continued to prioritise its collections' safety, security and storage infrastructure. The museum continues to make new acquisitions that are in line with the museum's collections policy. Research is conducted on the collection to establish its provenance and identify existing gaps.

The museum has been humbled by achieving four (4) consecutive unqualified audit outcomes. And although this has to be sustained and internalised throughout the museum personnel. This also becomes a significant achievement to maintain such a milestone. Thus, demonstrating a constant professional working relationship between management and the Council and the execution of the implementation plan is critical and significant to the museum.

The museum's performance during the year under review was at 80%. The real cause of not achieving 100% was the Covid-19 impact, which saw other projects and activities being cancelled, and attendance numbers were significantly reduced to avoid violation of Covid-19 protocols. For example, visit schools could not be undertaken as planned and visitors to the museum were strictly limited and tours were not conducted adequately.

The museum's procurement during the year under review prioritised women-owned businesses and enterprises. As part of empowering women, the Museum encouraged and will continue to encourage women and people with disabilities to open competent companies through its educational programmes.



The closure of the Nelson Mandela Youth and Heritage Centre is a severe concern for the museum. This facility is critical for revenue generation of the museum and implementation of programs with local and economic impact on the surrounding communities. The closing of this facility from 2019-to March 2023 is concerning. It is essential for DSAC to speedily engage the Department of Public Works and Infrastructure about the acceleration of the renovations and the immediate handover of the facility to the museum. As it is now, the museum revenue generation strategy through the utilisation of this facility is defeated.

The museum remains an organisation willing to partner on pertinent issues with several organisations. In 2021/2022, the museum established partnerships with international organisations furthermore, the support from the United States Consul in Cape Town to fund the refurbishment of the 'Dear Mr Mandela, Dear Mrs Parks', the travelling exhibition is evidence of this international appeal.

The museum has achieved its set targets and thus ensuring that the budget is utilised for what it was made available for. These two thronged achievements also show that the museum's financial capacity and internal controls have improved. It also showed that the museum understands the prescripts that govern its operations.

The museum also developed and approved policies to enhance its operations and adherence to the legislation. These included the ICT Governance Framework & Policies and the OHS, etc.

The non-completion of upgrades at the Nelson Mandela Youth and Heritage Centre (Qunu) remains challenging. Firstly, the museum cancelled programmes that were running in this facility. Secondly, it contributed to income generation as it provided accommodation facilities for public use. Thirdly, local employment opportunities were also cut short.

Overview of the financial results of the Museum Receipts

Receipts	2020/21			2021/22		
	Budgeted revenue	Actual revenue	Over/ Under budgeted	Budgeted revenue	Actual revenue	Over/ Under budgeted
Government subsidy	33 686 086	33 686 086	Nil	30 924 000	38 246 734	7 322 734
Interest received	800 000	4 455 693	3 655 693	600 000	2 917 982	2 317 982
Donations received	0	11 991	11 991	0	876 728	876 728
Other revenue	30 000	100 474	70 474	74 000	125 682	51 682
Total	34 516 086	38 254 244	3 726 167	31 598 000	42 167 126	10 569 126

The museum is not yet generating revenue; however, the resource mobilisation strategy has been finalised. An array of revenue generation initiatives is in place and would be implemented should the Covid-19 be completely managed.

The variance above is due to the infrastructure-related interest received that has been ring-fenced to only infrastructure-related projects and there was an underspending on the capital budget due to DPWI not delaying the Qunu and Heritage Centre maintenance.

Programme expenditure

Programme	Final allocation	2020/21		Final allocation	2021/22	
		Actual expenditure	Over/under expenditure		Actual expenditure	Over/under expenditure
Heritage and conservation	R4 280 055	R4 280 055	Nil	5 078 806,00	5 078 806	0
Public Engagements	R4 781 829	R4 781 829	Nil	5 484 375,00	5 484 375	0
Governance	R24 389 123	24 769 144	(R380 021)	21 034 819	22 165 832	(1 131 013)
Total	33 451 007	33 831 028	(R380 021)	31 598 000	32 729 013	(1 131 013)

Reasons for variances

The primary driver of this R1 131 013 variance is the capital spending budgeted under the infrastructure budget.

The following funds are earmarked for roll-over to the next financial year

• Heritage Assets curation and Digitisation	R2 911 200
• Library infrastructure	R1 150 000
• Procurement of Motor Vehicles	R 600 000
• Procurement of Accounting and Payroll system	R 700 000
• Enhancing the NMM content	R 1 500 000
• Contingent liability	R2 090 660

The museum didn't incur any irregular, fruitless and wasteful expenditure in the year under review.

Supply Chain Management

There were no unsolicited bids during the year in question. The internal controls and operating systems were effective for the whole year. As a result of the effectiveness of controls, there was no irregular expenditure that was incurred.

The museum still faces document management challenges where the bid documents were not stored in one place. Yet, we had sent an employee to document management training to manage the risk effectively.

Events after reporting date

No event happened after reporting date.

New programmes, including Training Programme, e-legacy programme, the Women's Dialogue, and International Summit, have enabled the Museum to diversify its programming, accommodating new audiences. Through the International Summit, the museum was able to invite international speakers to participate.

Finally, This Annual Report is also a confirmation by the Museum through its Council that it has played its role in fulfilling the mandate. With Covid-19 challenges, the 2021/2022 financial year saw the Museum rekindling Nelson Mandela's values, engaging international platforms, and contributing to economic activities.



Dr Vuyani Boo
Chief Executive Officer

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 Statement of General Reporting Accounting Standards.

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

The accounting authority is responsible for establishing, and implementing a system of internal control 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 public entity for the financial year ended 31 March 2022.

Yours



Chief Executive Officer

Dr V Boo
31 August 2022

Pp



Chairperson of the Board

Dr Nomvuselelo Songelwa
31 August 2022

Strategic Overview

Vision

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela

Mission

A centre of excellence that preserves, researches, disseminates knowledge and interprets the legacy and values of Nelson Mandela.

Values

The following values will inspire the leadership and staff of the Museum and will become an organic part of the iconic posture the Museum will assume as a centre for cultural life:

Ubuntu	<i>To help without looking for personal gain</i>
Stewardship	<i>Custodians of Nelson Mandela's legacy</i>
Integrity	<i>To inculcate honesty and respect</i>
Service excellence	<i>To ensure qualitative and satisfactory service delivery</i>
Development and learning	<i>To be the hub of information sharing</i>
Innovation	<i>To be creative in developing new ideas</i>

Legislative and other Mandates

The Nelson Mandela Museum is a Schedule 3A Public Entity under the PFMA.

Constitutional Mandates

Source	Directives in terms of the constitution
Constitution of the Republic of South Africa	Recognises the injustices of the past; Honour those who suffered for justices and freedom in our land; Respect those who have worked to build and develop our country. Adopted this Constitution to: Heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights.

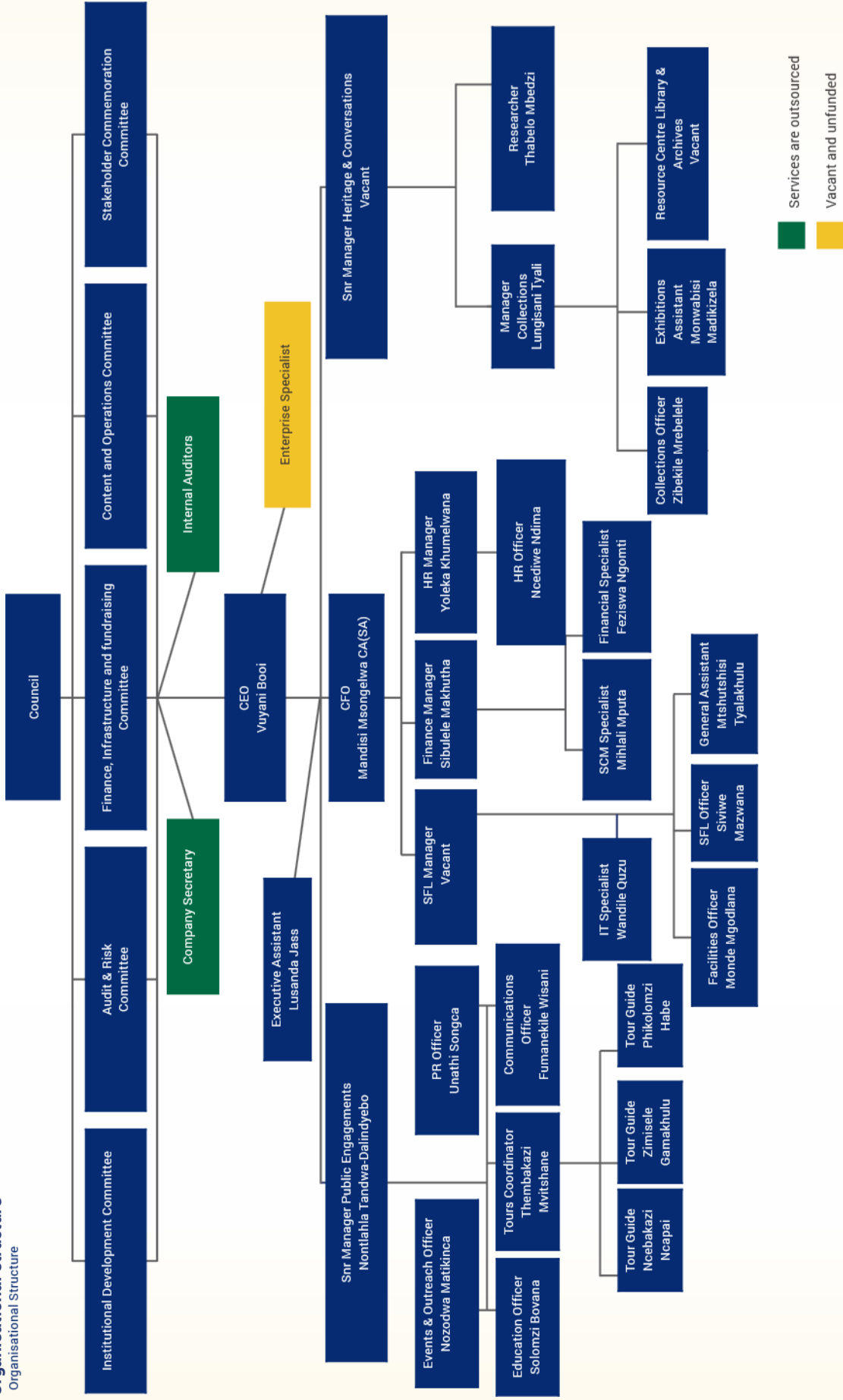
Legislative Mandates

- Cultural Institutions Act, 119 of 1998, as amended,
- National Heritage Resources Act, 25 of 1999,
- Public Finance Management Act 1 of 1999 as amended and Treasury Regulations,
- Labour Relations Act, 66 of 1995,
- Basic Conditions of Employment Act, 5 of 1997,
- Employment Equity Act No 55 of 1998,
- Public Service Regulations R1 of 5 January 2001 as amended,
- Electronic Communications and Transactions act, 25 of 2002,
- Preferential Procurement Policy Framework Act, 50 of 2000,
- Promotion of Access to Information Act, 2 of 2000,
- Promotion of Administrative Justice Act amendment act no 53 of 2002

Policy Mandates

- Deed of Donation between Arts and Culture and President Nelson Mandela, 2005.
- White Paper on Arts and Culture, 1996.
- Policy Paper on Legacy Projects, 2007.
- Public Sector Transformation, 1995.
- Broad-Based Black Economic Empowerment (BBBEE) Framework, 2007.
- Performance Management and Development System, 2010.
- Mzansi's Golden Economy and Industrial Policy Action Plan (IPAP2), 2011.

Organisational structure
Organisational Structure



Services are outsourced
Vacant and unfunded



NMM Management and Executive Assistance
In absentia: Dr Booie and Mr Makhuta



Heritage and Conservation department



Public Engagement department



Corporate Services Department



in the footsteps ...
an agency of the
Department of Sport, Arts and Culture

PART B

PERFORMANCE INFORMATION

AUDITOR'S REPORT: PREDETERMINED OBJECTIVES

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

Refer to pages 94 -96 of the Report of the Auditors Report, published as Part E: Financial Information.

Overview of Performance

Service Delivery Environment

This Annual report presents opportunities for the Museum to accelerate its national audience reach, particularly in the rural landscape that has not seen a museum before. Through its travelling exhibitions and colloquia, the Museum will increase its audience. Opportunities also include the leadership training programmes, targeting the rural youth and unemployed graduates, and working with reputable universities. The centenary year also provided opportunities for providing and improving infrastructure in Qunu.

While there are general capacity challenges, there is comfort with skills within the management to enhance the Museum's ability to execute the APP. The completion of a heritage assets valuation is still a highlight NMM categorises as a big significant stone. This has enabled the Museum to be GRAP 103 compliant.

As the Nelson Mandela Museum finalised the Annual Report, there are significant trends that are taking place in South Africa concerning the legacy of Nelson Mandela.

There are emerging trends throughout the heritage and museum sector, such as:

- Virtual tours, travelling exhibitions, App development, Social media, Active citizenry, growing demand for heritage, dialogues, the expectation for museums to contribute to economic activities, Partnerships with national and international institutions, youth engagements, etc.
- Also, due to Covid 19 challenges, the Museum is being forced to focus more on digitising its work for conservation purposes and to reach new audiences.

The White Paper Policy review may have an impact on all heritage institutions. In addition, institutions are operating in an environment where there is an economic meltdown globally and the government calls for stricter measures on how funds are utilised. This also impacts institutional flexibility on the kind of projects the Museum can participate in.

The Museum also operates under a strict financial environment, which affects the planning and implementation of various programmes.

The issue of skills is another matter that has received much attention. Though museums generally have skills challenges due to the ageing workforce, the Nelson Mandela Museum is affected by lower skill levels. The restructuring process also misplaced those with particular skills in areas they had no prior knowledge of.

The non-completion of Qunu maintenance by the Department of Public Works and Infrastructure has brought some financial strain to the Museum as it was a revenue-generating facility. Since its closure, the Museum had to terminate the contracts of other employees. Furthermore, the programmes arranged for the facility are no longer taking place, and therefore, the community is suffering. The Museum has received numerous calls from the media regarding the opening of Nelson Mandela's grave to the public. The Museum is also inundated with the same calls from its clientele. The Museum is aware that this is a family affair and cannot make any comment to that effect.

Organisational environment

The Museum's Accounting Authority is the Council. The stable Council has allowed the Museum to function effectively and with the management team to run the Museum daily. The Council also plays its oversight role while also providing strategic direction. The Council was appointed beginning November 2019. Council was fully functional with its five committees, which are:

- Stakeholder and Commemoration Committee (SCC)
- Finance, Infrastructure and Fundraising Committee (FIFC)
- Content and Operations Committee (COC)
- Audit and Risk Committee (ARC)
- Institutional Development Committee (IDC)

The Committees' functioning ensures that there is accountability at the management level while the Council can deal with Strategic issues and policies. The symbiotic relationship between the Council and the management will enhance the organisation and improve performance. It will also ensure accountability, transparency, and respect while adhering to the values of Nelson Mandela.

Of the Nelson Mandela Museum's three campuses, only Bhunga is fully operational, while Nkosi Mandla Mandela manages Mvezo. Moreover, the closure of Qunu has limited the Museum's programming as some conducted at this facility have been halted, to the detriment of the communities and visitors.

The Museum invests in its employees and thereby increases its revenue-generating capacity. Nelson Mandela is a brand, and as such, the Museum has to while respecting the brand, creatively find ways of generating income out of the brand. The Museum has to be sensible and with great caution. As an international brand, it must manage it effectively and guide against brand misuse.

Maintenance of facilities is necessary, which impacts the collections when it is not done. Damaged collections cannot be used again; which would be a loss to the future generation. The current strategy has focused on the collection in consideration for future generations, the Museum increased its security measures to ensure the artefacts' safety for the future generation. This was done by improving the surveillance system and access control.

Key policy developments and legislative changes

There were no material legislative changes that had an impact on the operations of the Museum.

Strategic Outcome Oriented Goals

	Strategic Goal	Sub-programme
1	Improve and maintain heritage development and conservation	1.1 Collections and Conservation 1.2 Exhibitions 1.3 Resource centre Library and Archives 1.4 Research
2	Improved Public Profile and access	2.1 Education and Outreach 2.2 Communications and Public Relations 2.3 Tours
3	Vibrant programming that promotes economic opportunities for the community	3.1 Conferences and Accommodation Facilities 3.2 Youth and Heritage Centre
4	Sound and Effective Governance	4.1 Administration 4.2 Corporate Services

Performance information by programme

PERFORMANCE MATRIX

In 2019/20, a new strategy was developed that is outcome-based; due to the change in Strategy, other years would not be comparable and would be disclosed in a separate table. Below is the detailed performance of NMM in the current period.

Strategic Outcome	Output	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement for 2021/2022	Comment on deviations
Well preserved collection and heritage of NMM.	Implemented a conservation management plan based on ICOM Standards	2 identified and implemented projects based on the ICOM standards	0	2	The target of 2 for the year was not achieved due to the vacancies for the leadership of the Heritage unit. The appointment was made very late in the year.
	New exhibition complex	1 exhibition complex built- Construction of a facility and restoration of exhibition.	0	1	Now that the council approved the CMP, there will be projects that will be developed based on the guidelines and procedures of the CMP. Renovations on the Qunu project by DPWI are taking longer than anticipated. The site was supposed to be handed over to the Museum in August 2021, but until today, it has not been handed over. The LWTF project cannot start until DPWI is complete. The NMM will continue with consultancy work in the

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement for 2021/2022	Comment on deviations
	Developed and implemented a digitisation plan	Approved Comprehensive digitisation plan and 20% digitisation	Approved plan and digitisation at 0%	Digitisation at 20%	meantime and put more pressure on DPWI to conclude the work. The treasury advisory note delayed the process. The tender was issued on the 18th of February 2022. The advisory note placed this process at a standstill. Management is in the process of applying with treasury to continue with his project.
Implemented Research and Evaluation Outcomes for decision making	Conducted surveys and research.	23 research conducted or commissioned	38	15	Overachievement is due to work done in partnership with other institutions. Freedom Park Museum initiated 2 projects along the Freedom liberation route. The Museum ended up incurring a limited cost for these projects.
Education informed and action-orientated citizenry	Hosted digital exhibitions and temporary exhibitions Install travelling exhibitions	1 hosted temporal exhibition 10 travelling exhibitions installed	1 10	0 0	
	Developed travelling exhibitions	0 travelling exhibitions developed	1	1	There was a grant from the US embassy specifically to develop and revamp a travelling exhibition. There were no financial implications from NMM.
Increased number of off, on-site, and digital visitors.	Packaged and segmented messages for targeted markets and audiences.	35 Platforms utilised to profile, market and communicate about the NMM	58	23	As the Museum focuses on audience development as one of its priorities, marketing its content and offerings and taking

Strategic Outcome	Output	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement for 2021/2022	Comment on deviations
					<p>the museum to the people is very critical.</p> <p>The museum utilised the digital platform in marketing and communication; more interactions were on social media platforms, website and media.</p> <p>The museum conducted a series of events and programmes and posted virtual tour links and some of the museum collections, which made more interaction in the social media space. Video clips uploaded on the sites captured more attention as well.</p> <p>The museum also procured media advertisements and received free publicity mainly, which accumulated the number of an identified target for the year.</p>
	Offsite digital visitors	100% of 10% increase in number of off-site, on-site and digital visitors.	180% of 10%	80% of 10%	<p>The overachievement is a result of content updated on social media; a single video had achieved more than 250k views. Other stakeholders like Keith Ngesi Radio are not considered in this report and Daily Dispatch, had museum features over the reporting period.</p>
	Improved marketing of the Museum within South Africa and Abroad	1f international expos attended	1	0	

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement for 2021/2022	Comment on deviations
Educated, informed, and action-oriented citizenry	The geographic spread of community engagements held	2 community engagements held	3	1	The Museum had managed to engage the Communities on adjusted restricted Lockdown regulations during quarter 1
	Geographical spread of schools and instituted of higher learning visited	100 schools visited	103	3	The museum conducted school visits during the first and second quarters, and as per the APP, no targets were to be achieved, as were the adjustments due to COVID-19 regulations. However, there were some adjustments, and we visited schools during the first and second quarters and the third quarters. The museum then overachieved the target based on the above information.
		10 learning platforms and engagements	18	8	The museum engaged with learners and students on different topics and educational activities utilising different platforms. This was done to educate and inform them about the museum's products and offerings and to provide them with an opportunity to discuss international and national content issues. Most learners and students were reached in almost all the provinces. This was done through the allocated budget and partnerships with other institutions. The Museum ended up incurring minimal costs on transportation.

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement for 2021/2022	Comment on deviations
	Accessed public scholarship/fellowship, leadership and Internship	2 public scholarship /fellowship, leadership and internship	2	0	
	Internal and external stakeholders attended to (both library and archives)	500 internal and external stakeholders attended to (both library and archives)	771	271	There was a successful marketing and publicity plan which resulted in a high turn-up of users to access the library material and attend the library events.
Functional, Operational, and Successful NMM.	Revenue Generation Strategy	R1 000 000 Revenue Generation.	R1 234 000	R234 000	The overachievement is due to a Sponsorship by MBSA, US Embassy and interest in NMM's funds. This is a good achievement for the Museum. However, as a way forward, the planned target will be reviewed as there is a fundraiser.
	Signed copies of established MOUs/MOAs	5 signed copies of established MOUs/MOAs	2	3	This underachievement is due to the NMM not achieving the target for the last quarter. However, it had engagements with potential stakeholders that NMM identified as potential partners; however, no MoU/MoA was finalised before year-end. The follow up on all engagements and conclude those partnerships before the 2022/23 FY.
		8 stakeholder engagement platforms	10 stakeholder engagement platforms	2	The NMM visited its sister museums in Kwa-Zulu Natal, including the Nelson Mandela Capture Site, Chief Albert Luthuli

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement for 2021/2022	Comment on deviations
	Economic programmes created.	4 sustainable economic opportunities created.	1 sustainable economic opportunity created.	3	Museum, and the Department of education. Only the Capture site was planned to be visited; however, from deliberations, NMM met the additional stakeholders. NMM incurred no additional costs
Improved Infrastructure Programme of NMM	Infrastructure Development Programme	100% of funded and implemented UAMP projects	100% of funded and implemented UAMP projects	0% of funded and implemented UAMP projects	Several reasons contributed to the non-achievement of this indicator; delays by DPWI in finalising renovations of the site, Covid-19 impact and the vacancy in the Heritage unit. As a way forward, the Museum has prioritised this indicator and action plans are currently being developed.
		20% Budget of Total Infrastructure spent on qualifying SMMES	100% Budget of Total Infrastructure spent on qualifying SMMES	80% Budget of Total Infrastructure spent on qualifying SMMES	The over-achievement is due to many infrastructure projects awarded to deserving and qualifying SMMES during the year.
Good corporate governance and financial management systems.	Corporate Council approved and clean administration	Approved Charter	Approved Charter	-	
		Unqualified Audit Outcome	Unqualified Audit Outcome	-	
	Developed and approved strategies	1 strategy developed and approved	4 strategies developed and approved	3 strategies developed and approved	Some strategies that were supposed to be approved in the last quarter of 2021 were only approved in the current year.
	Approved Risk Maturity Barometer	3 Risk Maturity Barometer Level	5 Risk Maturity Barometer Level	2 Risk Maturity Barometer Level	The target for the year was 3% risk maturity, and the actual results

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement for 2021/2022	Comment on deviations
A highly capable workforce with an enabling workplace environment.	Approved workplace skills development plan	1 workplace skills plan developed.	1 workplace skills plan developed.	-	Per National Treasury, the Risk assessment tool was 5%, 2% higher than the planned target.



The performance for the comparative year, i.e. 2020/21

Strategic Outcome		An African museum that inspires positive change in society through the legacy and values of Nelson Mandela			Deviation from planned target to Actual Achievement for 2020/2021	Comment on deviations
Output	Planned Target 2020/2021	Actual Achievement 2020/2021				
Well preserved collection and heritage of NMM.	Implemented a conservation management plan based on ICOM Standards	2 identified and implemented projects based on ICOM standards	0 projects	2 Projects	The department responsible could not develop the CMP in the period under review due to limitations caused by Covid 19 restrictions as it needed some research done with other institutions.	
	New exhibition complex	Approved new exhibition complex layout designs.	Concept document	Approved new exhibition complex layout designs	Development of the layout and designs were delayed due to the interruptions caused by Covid 19, which led to delays in the appointment of the technical team responsible.	
	Developed and implemented a digitisation plan	Draft plan	Draft plan	-		
Implemented Research and Evaluation Outcomes for decision making	Conducted surveys and research.	0 Research Conducted or Commissioned	0 Research Conducted or Commissioned	-		
		1 Developed Comprehensive Covid-19 Response Plan	1 Developed Comprehensive Covid-19 Response Plan	-		
Education informed and action-orientated citizenry	Hosted digital exhibitions and temporary exhibitions	2 hosted digital exhibitions	4 exhibitions	2 exhibitions	Due to Covid 19 challenges, more virtual content had to be developed.	
	Install travelling exhibitions	0 travelling exhibitions installed	0 travelling exhibitions installed	0 travelling exhibitions installed		
	Developed travelling exhibitions	2 travelling exhibitions developed	2 travelling exhibitions developed	1 travelling exhibition developed	Dear Mrs Parks, Dear Mr Mandela Travelling Exhibitions was revamped partially in 20/21 using the donated funds.	

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement for 2020/2021	Comment on deviations
Increased number of off, on-site, and digital visitors.	Packaged and segmented messages for targeted markets and audiences.	10 Platforms utilised to profile, market, and Communicate the work of the NMM (Electronic, Digital, social media)	15 platforms	5 platforms	The over-achievements are due to co-partnering with other stakeholders and other build-up programs at no additional costs.
	Offsite digital visitors	15% of 1 500 000 increase in number of off-site digital visitors	5% of 1 500 000	10% of 1 500 000	Due to lockdown, the museum had to close for almost 9 months; this impacted the number of visitors to the museum
Educated, informed, and action-oriented citizenry	Improved marketing of the Museum within South Africa and Abroad	0 international expos attended	0 International expos	-	
	The geographic spread of community engagements held	0 community engagements held	0 community engagements held	-	
	Geographical spread of schools and instituted of higher learning visited	0 schools visited	0 schools visited	-	
		9 learning platforms and engagements held	12 learning platforms and engagements	3 learning platforms and engagements	The over-achievements are due to co-partnering with other stakeholders and other build-up programmes, and no additional costs are incurred.
	Accessed public scholarship/fellowship, leadership and Internship	0 public scholarship/fellowships, leadership, and internship	0	-	
Informed citizens about Covid-19 in response to the Covid-19 plan	25 Conducted Covid-19 Awareness campaigns and supply PPEs	28 awareness campaigns	2 awareness campaigns	Due to the number of deserving targeted people, the museum had to supply more than the expected number of PPEs within the allocated budget.	
		5 conducted Covid-19 awareness campaigns and supply food parcels	6 conducted Covid-19 awareness campaigns and supply food	1 conducted Covid-19 awareness campaign and supply food parcels	Due to the number of deserving targeted people, the museum had to supply more than the expected number of food

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement for 2020/2021	Comment on deviations
Functional, Operational, and Successful NMM.	Revenue Generation Strategy	R0 Revenue Generation.	parcels		parcels within the allocated budget.
	Signed copies of established MOUs/MOAs	5 signed copies of established MOUs/MOAs	4 signed copies of established MOUs/MOAs	1 signed copy of established MOUs/MOAs	There were delays in concluding MOUs with other stakeholders as a result of lockdown as other institutions could not work virtually.
	Economic programmes created.	8 stakeholder engagement platforms	8 stakeholder engagement platforms	-	
Improved Infrastructure Programme of NMM	Infrastructure Development Programme	0 sustainable economic opportunities created.	0 sustainable economic opportunities created.	-	
		80% of funded and implemented UAMP projects	50% of funded and implemented UAMP projects	30% of funded and implemented UAMP projects	Due to the COVID-19 pandemic, the Museum had to close for almost 6 months, which resulted in halting the procurement process. As such, there was no implementation of funded UAMP projects during the lockdown period. An amendment has been made to the APP to mitigate the risk of not achieving the indicator in the coming year.
		10% Budget of Total Infrastructure spent on qualifying SMMES	13% Budget of Total Infrastructure spent on qualifying SMMES	3% Budget of Total Infrastructure spent on qualifying SMMES	The over-achievement is due to many infrastructure projects awarded to deserving and qualifying SMMEs during the last 2 quarters of the year.
Good corporate governance and financial management systems.	Corporate Council approved and clean administration	Approved Charter	Approved Charter	-	
		Unqualified Audit Outcome	Unqualified Audit Outcome	-	

Strategic Outcome	Output	Planned Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement for 2020/2021	Comment on deviations
An African museum that inspires positive change in society through the legacy and values of Nelson Mandela	Developed and approved strategies	3 strategies developed and approved	2 strategies developed and approved	1 strategy developed and approved	This is an issue of the timing difference between the development and approval dates. Two strategies were developed in Q4 of 2020, and approval was obtained in April 2021 (Q1). As a way forward, management will amend the APP to ensure no time differences exist between the development and approval dates.
A highly capable workforce with an enabling workplace environment.	Approved Risk Maturity Barometer	3 Risk Maturity Barometer Level	5 Risk Maturity Barometer Level	2 Risk Maturity Barometer Level	The target for the year was 3% risk maturity, and the actual results Per National Treasury, the Risk assessment tool was 5%, 2% higher than the planned target.
	Approved workplace skills development plan	1 workplace skills plan developed.	1 workplace skills plan developed.	-	

Strategic objectives, performance indicators, planned targets, and actual achievements

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Performance Indicator	Actual Achievement 2018/2019	Actual Achievement 2019/2020	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022
Number of identified and implemented projects based on ICOM standards	N/A	N/A	0 projects	2 identified and implemented projects based on the ICOM standards	0
Number of exhibition complex built- Construction of a facility and restoration of exhibition.	N/A	N/A	Concept document	1 exhibition complex built- Construction of a facility and restoration of exhibition.	0
Comprehensive digitisation plan and implementation- Approved comprehensive digitisation plan developed	N/A	N/A	Draft plan	Approved Comprehensive digitisation plan and 20% digitisation	Approved plan and digitisation at 0%
Number of Research Conducted or Commissioned	N/A	N/A	0 Research Conducted or Commissioned	23 research conducted or commissioned	38
Number of internal and external stakeholders attended to (both library and archives)	N/A	N/A	N/A	500 internal and external stakeholders attended to (both library and archives)	771
Developed Comprehensive Covid-19 Response Plan	N/A	N/A	1 Developed Comprehensive Covid-19 Response Plan 4 exhibitions	N/A	N/A
Number of hosted digital exhibitions	N/A	N/A	N/A	N/A	N/A
Number of hosted temporal exhibitions	N/A	N/A	N/A	1 hosted temporal exhibition	1
Number of travelling exhibitions installed	N/A	N/A	0 travelling exhibitions installed	10 travelling exhibitions installed	10
Number of travelling exhibitions developed	N/A	N/A	3 travelling exhibitions developed	0 travelling exhibitions developed	1
Number of Platforms utilised to profile, market, and Communicate the work of the NMM (Electronic, Digital, social media)	N/A	N/A	15 platforms	35 Platforms utilised to profile, market and communicate about the NMM	58

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Performance Indicator	Actual Achievement 2018/2019	Actual Achievement 2019/2020	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022
% increase in number of off-site digital visitors	N/A	N/A	5% of 1 500 000	100% of 10% increase in number of off-site, on-site and digital visitors.	180% of 10%
Number of international expos attended	N/A	N/A	0 International expos	1 international expo attended	1
Number of community engagements held	N/A	N/A	0 community engagements held	2 community engagements held	3
Number of schools visited	N/A	N/A	0 schools visited	100 schools visited	103
Number of learning platforms and engagements held	N/A	N/A	12 learning platforms and engagements	10 learning platforms and engagements	18
Number of public scholarship/fellowships, leadership, and internship	N/A	N/A	0	2 public scholarship/fellowship, leadership and internship	2
Number of Conducted Covid-19 Awareness campaigns and supply PPEs	N/A	N/A	28 awareness campaigns	N/A	N/A
Number of conducted Covid-19 awareness campaigns and supply food parcels	N/A	N/A	6 conducted Covid-19 awareness campaigns and supply food parcels	N/A	N/A
Revenue Generation.	N/A	N/A	R0	R1 000 000 Revenue Generation.	R1 234 000
Number of signed copies of established MOUs/MOAs	N/A	N/A	4 signed copies of established MOUs/MOAs	5 signed copies of established MOUs/MOAs	2 signed copies of established MOUs/MOAs
Number of stakeholder engagement platforms	N/A	N/A	8 stakeholder engagement platforms	8 stakeholder engagement platforms	10 stakeholder engagement platforms
Number of sustainable economic opportunities created.	N/A	N/A	0 sustainable economic opportunities created.	4 sustainable economic opportunities created.	1 sustainable economic opportunity created.
% of funded and implemented UAMP projects	N/A	N/A	50% of funded and implemented UAMP projects	100% of funded and implemented UAMP projects	100% of funded and implemented UAMP projects
Budget % of Total Infrastructure spent on qualifying SMMEs	N/A	N/A	13% Budget of Total Infrastructure spent on qualifying SMMEs	20% Budget of Total Infrastructure spent on qualifying SMMEs	100% Budget of Total Infrastructure spent on qualifying SMMEs
Approved Charter	N/A	N/A	Approved Charter	Approved Charter	Approved Charter
Unqualified Audit Outcome	N/A	N/A	Unqualified Audit Outcome	Unqualified Audit Outcome	Unqualified Audit Outcome
Number of strategies developed and approved	N/A	N/A	2 strategies developed and approved	1 strategy developed and approved	4 strategies developed and approved

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Performance Indicator	Actual Achievement 2018/2019	Actual Achievement 2019/2020	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022
Number of Risk Maturity Barometer Level	N/A	N/A	5 Risk Maturity Barometer Level	3 Risk Maturity Barometer Level	5 Risk Maturity Barometer Level
Number of workplace skills plan developed.	N/A	N/A	1 workplace skills plan developed.	1 workplace skills plan developed.	1 workplace skills plan developed.
Number of learning platforms and conversations held	12 Platforms conducted	7 Platforms conducted	N/A	N/A	N/A
Number of Geographical locations reached	10 Geographical locations reached	10 Geographical locations reached	N/A	N/A	N/A
Number of collections researched	103 items to research	115 items to researched	N/A	N/A	N/A
Number of sites included in the Liberation Heritage Route	N/A	N/A	N/A	N/A	N/A
Number of exhibitions maintained/developed	7 Exhibitions	6 Exhibitions	N/A	N/A	N/A
Number of interviewed conducted	25 Interviews	34 Interviews	N/A	N/A	N/A
Number of library and archives material acquired, catalogued and classified	837 items	241 items	N/A	N/A	N/A
Number of artefacts labelled and entered into the inventory	990 items	850 items	N/A	N/A	N/A
Number of learning material produced	1 Learning Material Produced	1 Learning Material Produced	N/A	N/A	N/A
Number of community engagement platforms	N/A	2 Community engagements	N/A	N/A	N/A
Number of learning engagements and conversations held	6 platforms	8 platforms	N/A	N/A	N/A
Number of branding, marketing activities and expos	4 expos and shows	5 expos attended	N/A	N/A	N/A
Number of marketing strategies developed	0 Strategy developed	0 strategy	N/A	N/A	N/A
Number of events implemented	6 events	5 events	N/A	N/A	N/A
Number of Council and Committee meetings held	5 Council Meetings	7 Council Meetings	N/A	N/A	N/A
Number of fundraising strategies developed	20 Committee Meetings	25 Committee Meetings	N/A	N/A	N/A
Number of fundraising initiatives to be held	1 fundraising strategy developed	0 fundraising strategy	N/A	N/A	N/A
Number of policies, procedures and systems developed	0 Fund Raising initiative	0 initiative	N/A	N/A	N/A
Improved Audit Outcomes	0 policies and Procedures	4 policies	N/A	N/A	N/A
Compliance with PFMA and Treasury Regulations	1 Unqualified Audit Outcome	1 unqualified audit outcome	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A

Performance Indicator	An African museum that inspires positive change in society through the legacy and values of Nelson Mandela				
	Actual Achievement 2018/2019	Actual Achievement 2019/2020	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022
Compliance with budget and supply chain management	N/A		N/A	N/A	N/A
Compliance with SCM, PFMA and Treasury Regulation	100% compliance	100% Compliance	N/A	N/A	N/A
Number of human capital initiatives	1 Workplace skills plan	1 workplace skills plan	N/A	N/A	N/A
	100% Performance contracts	100% performance	N/A	N/A	N/A
User Asset Management Plan Completed (UAMP)	1 User Asset Management Plan Completed	1 User Asset Management Plan	N/A	N/A	N/A
Number of IT governance manual developed	1 IT governance manual	0 IT governance	N/A	N/A	N/A

The explanation of variances between actual and target for 2021/22 are as per the table above

Strategy to overcome areas of underperformance

In the current financial year, five areas were underachieved, i.e. implemented projects based on the ICOM, Construction of a facility and restoration of exhibition, approved comprehensive digitisation plan developed & digitisation at 20%, signed copies of established MOUs/ MOAs and sustainable economic opportunities created. Mainly due to vacancies in the leadership of the Heritage unit. The appointment was made very late in the year, and the treasury advisory note impacted the procurement process required in each indicator. Since the advisory notice was lifted, the Museum believes that all those indicators will be met in the 2022/23 financial year. The underachievement in signing MOUs/ MOAs and sustainable economic opportunities development is due to the NMM not finalising the MoUs on time in the last quarter of the financial year. However, it had engagements with potential stakeholders that NMM identified as potential partners; however, no MoU/MoA was finalised before year-end, and Several reasons contributed to the non-achievement of this indicator; delays by DPWI in finalising renovations of the site, Covid-19 impact and the vacancy in the Heritage unit.

However, the plan is in place to ensure targets are being met. The plan will be implemented in the 2022/23 financial year.

Changes to planned targets

There were no changes from the planned APP during the 2021/22 financial year.

Linking performance with budgets

The spending was in line with the approved budget.

Activity	2020/21			2021/22		
	Budget	Actual	(Over)/Under	Budget	Actual	(Over)/Under
Total Income	32 807 602	35 559 819	2 752 217	31 598 000	42 167 126	10 569 126
Total Expenditure	32 807 602	28 241 751	4 565 875	31 598 000	32 729 013	(1 131 013)
Total	0	7 318 068	7 318 068	0	9 438 113	9 438 113

Revenue Collection

DSAC allocates all revenues as operational grants except for revenue from finance income amounting to R 2 917 982 (2021: R 4 556 167) and donations from the public.

Programme	Amount	Explanation
Heritage and conservation	5 078 806,00	There was no increase in the Museum's budget except the inflationary increase. Though the Museum requires additional personnel to function optimally, there was no additional budget for that. For example, specialist skills include marketing and communication specialist, curators, designers, conservators, and web designers, entrepreneurship. The Museum has grown, and to match its growth, such skills would have been commensurate with its intended strategic focus. This inflationary increase is far from enough for the core business operations. As a result, this harmed the size, audience, geographical location, etc., of programmes.
Public engagement and marketing	5 484 375,00	The Museum had met most of the indicators linked to this programme with the limited resources allocated. However, there is still a challenge with the size, audience, and geographical location of these programmes.

Programme	Amount	Explanation
Administration	21 034 819	The inflationary increase adjusted all running costs. Over the period, the Museum will continue adjusting employees' compensation at an average of 6,5%, which aligns with the National Treasury Guidelines.

Conditional grants and earmarked funds received

During the 2021/22 financial year, no new conditional grants were received except the additional allocation to the existing grants.



in the footsteps ●●●
an agency of the
Department of Sport, Arts and Culture

PROGRAMME 1

PROGRAMME 1

HERITAGE AND CONSERVATION

Background Information

The Nelson Mandela Museum Heritage and Conservation department/ Programmes Department is considered the Museum's primary or core department. This is because it is entrusted with the collections and conservation of artefacts that narrate the values of former President Nelson Mandela. It also focuses on developing and taking care of temporary, permanent, and travelling exhibitions, research, archives and library services. The above activities are executed in the following key areas of delivery:

Digitisation of the NMM Collections

The Unit is responsible for the comprehensive digitisation plan and its implementation. The comprehensive digitisation plan was developed and approved for the digitisation of 20% of the total collections. During this year, the digitisation process to appoint a service provider was delayed by the treasury regulation, which suspended all procurements of over R30 000, which was issued on the 18th of February 2022. This meant that the service provider for digitisation could not be appointed during this financial year. It is envisaged that this process will resume in the next financial year, which is 2022/23.

Learning platforms and conversations

Heritage and Conservation Unit is tasked with conducting ten learning platforms per year, with two for first quarter, three for second and third quarter; and another two for fourth quarter. For the year 2021/22, the actual performance was 18 due to joint seminars hosted with other institutions such as the University of Stellenbosch Museum, in partnership with the Department of Sport, Arts and Culture and the Department of Sport, Recreation, Arts and Culture. As part of keeping Nelson Mandela's memory and legacy alive, the museum hosted a seminar in July to celebrate Mandela month, in August to celebrate Women's month, in September to celebrate Heritage month, in October to create awareness of GBV and an International seminar in February to commemorate the release of Nelson Mandela and museum establishment.

These learning platforms are aimed to stimulate a debate on the values that Nelson Mandela represented. These engagements also sought a platform to advocate non-violent solutions toward world peace, respect for human rights and tolerance amongst communities and the world.

The Mandela Month seminar was hosted to celebrate the life of Nelson Mandela, which he dedicated to the fight for freedom in the country. July is Nelson Mandela's birth month, and his birthday, 18 July, is marked as International Mandela Day with activities such as 67 minutes of community service dedicated to his 67 years of active political participation.

Women's month was celebrated in August by hosting a learning platform dialogue where women shared challenges they are faced with and how to overcome them. Gender-based violence, unemployment, poverty and unemployment were the main topic discussed on the platform; Deliberations were based on finding long-lasting solutions to these structural and psychological challenges. This event was hailed as the right platform whereby women could find each other and assist each other in overcoming their challenges.

Heritage month
 GBV Awareness
 International Seminar

The Conservation section experienced operational challenges due to management changes and struggled to achieve them. This, however, did not affect the development of the CMP, which was also approved by the council. A positive achievement which position the section to be able to deliver on its mandate with ease of reference to the CMP, which provides guidelines and procedures of conservation.

The NMM Youth and Heritage Centre in Qunu has been going under renovations led by the DPWI. The renovation project has taken longer than anticipated, and the anticipated completion of August 2021 could not be met. This delay also has after the planned Long Walk to Freedom project, which will now await until the DPWI completes its renovation work.

Exhibitions

To explore Nelson Mandela's life and the contexts within which he lived and worked, the museum uses permanent, temporary and travelling exhibitions to educate and promote the legacy and values which Nelson Mandela embodied. Two permanent exhibitions: Meaning of Mandela and Collection of gifts. One temporary exhibition: Mandela and Luthuli: in Conversation.

Eight travelling exhibitions are:

Parenting a nation
 Mandela and Luthuli: In conversation
 Dear Mr Mandela Dear Mrs Parks: Children's letters
 Madiba with love
 Mandela photographic exhibition
 Quilt Exhibition
 Freedom Exhibition
 Long Walk to Freedom Exhibition

Exhibition developed

The museum developed two travelling exhibitions in partnership with other institutions. These exhibitions were the "Freedom Exhibition" curated in collaboration with the University of Winchester and a Quilt exhibition in partnership with Michigan State University Museum and Quilters Network.

Over and above the two exhibitions mentioned above, uploaded on the museum's digital platform "Dear Mr Mandela Dear Mrs Parks" and Parenting a Nation exhibition.

These exhibitions assist and extend the museum's footprints and reach out to disadvantaged communities that cannot visit the physical structure in Mthatha, Eastern Cape. They travel to different provinces of South Africa and are always in demand. The loaning term is six months with an allowance of one extension, provided no other institution requests to loan in after the lapse of the first loaning period.

Exhibitions maintained

The museum does conduct an in-house exhibit maintenance support service for its interpretive exhibits, whether permanent, temporal or travelling. Two travelling exhibitions returned to the museum that is Madiba with Love exhibition, due to security issues and Mandela and Luthuli exhibition, due to some repairs that were

needed in the exhibition. Basic cleaning of objects is done once a year or when the need arises and varies depending on the individual object's composition.

Collections

The NMM collections are acquired through donations from various stakeholders, individuals and communities that share their appreciation of uTata Nelson Mandela's contribution to the struggle against apartheid and his legacy in building a new democratic, socially cohesive and reconciled nation. The donations are received as gifts, and a donation form is provided to the donors. No donation was officially recorded in the museum collection database in this financial year.

Research

The research was conducted on 285 objects donated anonymously for scholarly purposes, publications, exhibitions, public programming and declaration of the museum collection by SAHRA.

Interviews conducted

Thirty-eight interviews were conducted to fill gaps in the current museum exhibitions and unearth untold and unrecorded information. These interviews were conducted with Freedom Park during the AmaMpondo dialogue, With the Icons Journey Marathon during Mandela Month, and with the Beyers Naude local municipality in Graaf Reinet.

AmaMpondo Dialogue with Freedom Park

The AmaMpondo Dialogue conducted in partnership with Freedom Park was focused on the Theme: Athini AmaMpondo ngoMnombo wabo. This theme was inspired by Freedom Park's submission to honour the Kings and Chiefs of the Pondo Kingdom for contributing to the fight against colonialism and apartheid. Places visited include Nyandeni Great- with Nkosi Ntando Yesizwe Ndamase; Lambani Great Place with Prince Vuyani Ndamase; Lusikisiki Mbotyi with Nkosi Malindi; Lusikisiki Magwa Tea Estate with Siphelele Mkwedini Faku; Ntlaza Great Place with Nkosi Njingayezwe Sigcau; Ntabankulu-Lwandlolubomvu with Nkosi Jongilanga Sigcau; Bizana/Isisele Traditional Council with Nkosi Maquthu Thembisile; Bizana/Ndunge Traditional Council with Nkosi Mandisi Ndunge; and Imizizi Traditional Council with Nkosi Mongezi Mditshwa with the presence of Acting Mayor – Councillor Pikwa of Ntabankulu Municipality.

Princess Stella Ndamase was the team foot soldier leader coordinating visits to all these places. Freedom Park unveiled the names of King Faku, Nkosi Sigcau and Nkosi Sigcau N.T. on the Wall of Names that lists the heroes and heroines who fought for independence and freedom. A total of 15 interviewees were interviewed during this period.

The Icon's Journey Interviews with Icons Journey Marathon

The Icon's Journey was founded in 2018 by Mr Sangoni Vulithuba, inspired by events celebrating the 100Year Centenary of Nelson Mandela's life. A marathon event was initiated for 100Km for 100 runners in celebration of 100Years of Nelson Mandela. Health and Wealth club for a runner, Vulithuba, through reading the Long Walk to Freedom biography identified the route from Mvezo to Clarkeburry as ideal for his marathon idea. Upon presenting his thoughts, the Nelson Mandela Museum and OR Tambo Municipality supported the idea. It also boosts a historic 400KM Challenge run in 8days. Mr Sangoni described it as not his choice but an automatically born out of the distance between the Alice and Mvezo route. Then, they decided to test their

mantle by running 400km to raise funds to support 4000 school children across South Africa. The fundraising will continue until December 2021, with beneficiaries receiving their gifts in January 2021.

The Icons' Journey is the fastest growing marathon in the world, with its 103KM distance surpassing that of the Comrade Marathon. The Icons Journey Marathon route is run on the footprints of Nelson Mandela from Alice to Mvezo, passing through areas of other struggle icons like Oliver Tambo and Thabo Mbeki. This makes it unique because it teaches participants the history of the sites as they pass through. A total of 12 interviews were conducted.

Oral History Interviews in Graaf-Reinet, Mvezo, and Qunu

An oral history interview was conducted in Graaf Reinet, where the Museum opened a Library; in Mvezo, where Nelson Mandela was born and in Qunu, where Nelson Mandela was raised and buried. The interviews were focused on commemorating the 8Years of the passing of Nelson Mandela. The interviewees were asked to reflect on the legacy left by the former statesman and how life has been since his passing.

Library

There was a successful marketing and publicity plan which resulted in a high turn-up of users to access the library material and attend the library events.

Collection Management

The museum has a small library within the premises which also comprises an archives section. So far, the total number of books is 1 670, and the collection is continuing. These are books about Nelson Mandela, apartheid history, Museology, Anthropology, Xhosa history and culture.

The archives section is still in its establishment stage. The collection is low in number as the museum is still collecting. Donations of such material are appreciatively accepted. Both library and archives material donations will assist in enhancing the museum offering for more education and enjoyment of its patrons.

Catalogued Library Collections

The library has catalogued its collections of books, with over 200 books catalogued and unique barcodes attached. In strengthening its cataloguing exercise, the NMM Library subscribes to Inmagic DB/Text, which it renews yearly to make the cataloguing process efficient and sustainable.

Outreach Programme

The Nelson Mandela Museum Library section established a School Library in Graaf-Reinet's Asheville High School. In Following in the footprints of uTata Nelson Mandela, whose footprints are all over the country, the Library section successfully converted an old class into a school library that would be under the watchful eye of the school, working jointly with the Department of Education's Sarah Baartman District. The DOE hired two interns working at the Library. The NMM conducted a workshop with its stakeholders to empower the interns with the necessary skills to run a Library's daily activities.

As part of its Outreach programme, the section used this opportunity to further expand its outreach by visiting two local schools: Graaf-Reinet and Sibande. The outreach was conducted in partnership with the DOE Social Work service section, which educated the learners on hygiene issues and taking care of themselves emotionally and physically. The programme was further enhanced by handing over hygienic essentials like toothbrushes, toothpaste and bath soaps to Grade 7 learners.

World Read Aloud Day

In this financial year, the Library Section hosted the World Read Aloud Day in partnership with the Nelson Mandela Institute, DSRAC and O R Tambo District Municipality, an annual event celebrated in February. Participating schools were Qunu JSS, Thandokazi SPS, Mvezo JSS, Mqhekezweni JSS, Dale College and Holy Cross Education Centre. Chemical Solutions donated 20 T-Shirts, 20 face shields, and 20 sanitisers for the participating learners. There were also 200 books from Africa Rising and another 40 from the Nelson Mandela Institute, which was donated to the participating schools.

Career Expo

The Library section also hosted Career Expo at Nyandeni in partnership with the Nkosi Nonkobongo Library (DSRAC); in March, the Career Expo in Clarkbury, in collaboration with the Department of Education.

Virtual Career Expo

The Library section also attended a Virtual Career Expo in collaboration with its internal sections: The Tours Section and the Education Section. The Expo was organised by the Department of Education and the NMM team to assist learners in making an informed decision about their career paths and opportunities available on different paths. The team used the Expo to share career opportunities available at the Museum and services that the NMM offers.

The Expo allowed the NMM team to engage other stakeholders in participation, such as UNISA, The Walter Sisulu University (WSU), University of Fort Hare, SANSA, George Library, KSD College, and the Nelson Mandela University.

Heritage Career Expo

The Library section, in partnership with the NMM Education section, attended another Career Expo at the Mtetuvumile High School. During the Expo, the Library section used the Expo to display and exhibit its book collections using the NMM bus as a mobile library. Learners were engaged in a question and answer session after a presentation on the activities and services offered by the Museum. Over 377 learners, including educators, attended this career expo.

International Museum Day

The Library and Research Units represented the NMM at the International Museum Day in Port St Johns hosted by DSRAC. It's an annual event that allows different stakeholders to share their experiences and unique activities before engaging with other international institutions during the actual International Museum Day.

Sportsground Handover: DSRAC and Multi Choice

The Library section honoured an invitation by DSRAC to attend the official handover of the sports ground by MultiChoice, which Honourable MEC Ms Bayeni officially opened in Lusikisiki. The Library section used this opportunity to exhibit, educate and encourage learners about different learning opportunities and how participating in sports can enhance their school results.

Two activities characterised the event: one School Project named Create Your Museum, and the second was the Essay Writing under the Theme: **Charlotte Maxeke and Boer Massacre**. Participation was the Roman Catholic School and Community School, including four other schools: Mandela School of Science; Khanyisa H.S.S; Ngangelizwe H.S.S.; and Holy Cross Education Centre. The Museum team participated by directing the programme and as a chief adjudicator for the essay competition.

Post St John's Mayor's Office and other stakeholders such as Tourism, the Department of Education and the Board of Trustees were in attendance. The Mandela School of Science won the essay completion in the first position allowing the winner to participate at the provincial level. With a low budget, the Library sections maximise their impact by engaging stakeholders relevant to its mandate and the Museum in general.

World Book Day and Copyright

The Library section also represented the NMM at the 2021 World Book Day & Copyright hosted by the DSRAC in partnership with OR Tambo District Municipality, collaborating with the Port St John's Local Municipality. This is an annual event that was initiated by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) to promote reading, publishing and copyright. The NMM special book collections were exhibited, showcasing some of the unique book collections the Library has. The books exhibited celebrated and exposed local writers such as Mr Mangciya from Lusikisiki with the book: **Ukutya Kwendlebe**. An opportunity was given to Grade11 learners to review the book. Five local municipalities, namely KSD, Ingquza Hill, Mhlontlo, Port St Johns and Nyandeni, were represented by learners who participated in Spelling BEE, Book Review, and Poetry Citing.

The participation of the Mayor from Port St Johns, Mrs Cingo, teachers from Coastal Inland, Librarians, municipality Council Members and community members assisted in elevating the impact and value of the event to the children.



in the footsteps ...
an agency of the
Department of Sport, Arts and Culture

PROGRAMME 2

PROGRAMME 2

PUBLIC ENGAGEMENT

The Public Engagement Strategy

The Public Engagement and Marketing department serves as a driving force in promoting Nelson Mandela Museum's geographical location, promotion and protection of the museum brand. This is done through a well-crafted community outreach programme, community engagements, expos and Museum events aligned to Former President Nelson Mandela and the Museum timeline to attract local, national and international visitors to view Museum exhibitions/gifts and the visible, authentic sites of Nelson Mandela's upbringing. The department is also a communication vehicle of information from all our departments and our strategic partners, community and stakeholders. The department enhances the Museum's digital activities and promotes. Our culture and heritage, space, and a pivotal responsibility to preserve Nelson Mandela's legacy and to live his legacy through robust programming.

LEARNING PLATFORMS

Nelson Mandela Museum's learning platforms are designed to educate and inform learners and students about museum education programmes and to encourage learners and students to debate and interrogate Nelson Mandela's values towards Social Cohesion and National Building. Museum's learning platforms further involve Youth Camps, International Camps, Career Expos and outreach programming to inform visiting schools about museum educational programmes and offerings. These platforms have expanded to the digital space where we see the Museum hosting virtual dialogues, e-legacy online classrooms for learners, and developing learning material to be distributed in schools and accessed on the website. Some programmes are hosted by the Museum in partnership with different stakeholders. The target for learning platforms is nine, but the museum exceeded the number because of partnerships with different stakeholders. The learning platforms include:

School outreach programmes

The Museum focused on the school outreach programme activations, which form part of the learning platforms and engagements. The total number of 103 schools were reached during the school outreach programme. The Nelson Mandela Booklets were distributed to schools during the outreach programmes and to the schools who visits the museum.

Human Rights Essay

The Museum hosted the Human Rights Competition on a virtual platform on the 15th of April 2021. Learners engaged in human rights as they orally presented their understanding of human rights. Human Rights Month falls perfectly within the scope of the Museum's mandate. The essay topic was to discuss what the learners know or their understanding of human rights in South Africa, and the completed essays were submitted to the Museum on the 08th of April 2021. Ten (10) best essays were selected for virtual oral presentation, which was adjudicated by a team of professional adjudicators from the Department of Education.

Students from Limpopo, Mpumalanga, Gauteng, Eastern Cape, and the KwaZulu-Natal Provinces were represented by learners in the virtual oral presentations of the essay competition. The learners' standard and level of presentations were at the highest level, but only three winners had to be chosen. The winners came

from two (2) provinces, Eastern Cape and KwaZulu Natal, respectively. All these learners were allowed to visit the Sharpeville Memorial Massacre Site to learn more about the history of human rights.

Career expo

On the 24th and 25th of May, the museum attended the Virtual Career Expo organised by the OR Tambo Education District, hosting with Careers, Exhibitions and Information Association under the theme: “Embracing Lifelong Learning”. Like many other stakeholders of the expo, the museum presented its programmes and careers and the requirements for learners to follow the careers obtained within the museum space. The expo was a success with vital information to the learners.

School roadshows

The Exhibition for A Child, a Non-Profit Organisation (NPO) working with Vodacom and the museum, took part in the school roadshow. The school roadshow is an initiative of the NPO in providing its ecosystems programme that includes health and wellness, training and skills development and cloth a child to school. The NPO identified twenty-two (22) schools to provide these services for three years. The NPO distributes sanitary towels in the recognised schools during August and September 2021. In September, the museum joined hands in the remaining schools identified by the NPO and donated soaps, toothbrushes and toothpaste to 3086 learners. During the programme, the museum got an opportunity to distribute its museum booklets to learners and the museum’s products and offerings.

Heritage Celebration

On the 16th and 17th of September 2021, the Mount Nicholas Primary School in Libode celebrated its Heritage Day. The schools invited the Nelson Mandela Museum to celebrate Heritage Month and to engage with learners on the importance of heritage and museum products and offerings. The museum participated in the two-day event with more than 250 learners from Grade One to Grade Five. The learners participated in different activities that included:

- Drama
- Poetry
- Music

Charlotte Manya Maxeke’s lecture

On the 18th of August 2021, the National Heritage Council (NHC) hosted Charlotte Manya-Maxeke Lecture under the theme: “**Intergenerational Dialogue in Celebration of Mme Charlotte Manya-Maxeke Legacy**”. The Nelson Mandela Museum was invited to form part of the lecture that was taking place physically at the Wilberforce Community Centre in Everton and on the Zoom platform. The lecture focused on her legacy, and that Maxeke believed in being a servant of the people and a leader who was never above people. The lecture also emphasised that her legacy must leave on, and the next generation must make the social issues that include hunger and poverty something of the past. This can be done by addressing issues of inequality. The guest speakers of note were:

- Nontsikelo Makaula from National Youth Development Agency
- Advocate Mojanku Gumbi, who was President Thabo Mbeki’s Former Advisor
- Dr Nduna-Watson, who is the current principal of the Wilberforce Institute

Learner Dialogues

On the 22nd of September 2021, the Department of Justice and Constitutional Development, a custodian of the constitution in collaboration with the Nelson Mandela Museum, hosted a learner dialogue under the theme: “**My Heritage, My Constitution**”. Forty (40) learners from the Nelson Mandela Science School at Mvezo, the birthplace of Nelson Mandela, formed part of the dialogue. They were dressed in their traditional

regalia and rendered cultural items as part of the entertainment. The programme encompassed a reading of the constitution's preamble and an outline of the rights and responsibilities of the national symbols. Other institutions that were part of the dialogue were the Department of Sport, Arts and Culture, the South African Human Rights Commission and the Department of education. The following printed materials were provided to learners:

- Slimline constitutions
- Small SA flags
- Careers in Justice

Nelson Mandela Museum School Debates

- **Graaff Reinet learning engagement**

As part of the build-up in preparing the handing over of the school library at Asheville High in Graaff Reinet, the Nelson Mandela Museum, Department of Higher Education and the Department of Sport, Recreation, Arts and Culture hosted a school outreach programme. The outreach programme took place at Aberdeen Library in Graaff Reinet on the 23rd and 24th of August 2021, with the activities like storytelling, board games and registration of users for e-books.

On the 24th of August 2021, there was a debate and poetry session amongst fifty (50) learners from five (5) high schools in the area and the topic of the debate: **Is Charlotte Maxeke Celebrated Enough as a Political Activist?** The learners had to argue whether they agreed or not with the topic, and their arguments had to be supported by evidence. The winning learners received laptops, digital cameras, tablets and a printer from the winning school. The prizes were handed over to the winners during the programme of the handing over of the school library.

- **Kariega learning engagement**

The museum conducted another learning engagement in the form of a debate at Uitenhage Museum on the 27th of September 2021. Ten (10) learners in each of the four (4) high schools from the Uitenhage Education District participated, and the topic for the debate: **Is Langa Massacre Commemorated Enough in Democratic South Africa?** The learners demonstrated a heightened grasp and understanding of the issues with supporting evidence for their arguments. On the 28th of September 2021, the museum participated in a fun and educational exercise with three (3) primary schools. The learners were engaged in colouring exercises and playing educational board games about the life of Nelson Mandela.

- **Heritage awareness and career expo**

On the 10th and the 11th of March 2022, the Nelson Mandela Museum and Intsika Yethu Municipality hosted the Heritage and Tourism Awareness Programme in Cofimvaba. The theme of the programme was the importance of one's identity through the use of language. The programme consisted of two (2) elements - tourism and heritage awareness and school career guidance.

Tourism and heritage awareness helped the communities understand how to better utilise their cultural heritage to promote and enhance tourism activities. Tourism and heritage awareness are new programmes offered in the education curriculum, and there is still a gap in content and resources. Museums, tourism agencies and heritage entities are important in providing practical education. The school career guidance had a special focus on museology, cultural studies, heritage and arts embedded in the programme.

COMMUNITY ENGAGEMENTS AND EVENTS

The museum hosted a number of activities in celebration of Nelson Mandela Release, Mandela Day and Commemoration Day, and community engagements that include a soup kitchen, GBV programmes and donation of food parcels. The events and community engagement programmes assist in promoting and sending the message to the external community about the Museum's services. It is where different communities gather to celebrate and commemorate the life and times of Nelson Mandela. Museum's audiences showcase their talents and their intellectuals during such programmes and events.

Freedom Day Sport

On the 27th of April 2021, a date which is known as Freedom Day, Umtata Health Club hosted an open sports day with different sporting codes that included aerobics, functional, boxing and weight lifting. The Museum attended the event in celebration of Freedom Day and featured prominently throughout the event, which was broadcasted on UCRFM and Ingwane FM. The event, which was meant to have been staged in December by Umtata Health Club in partnership with the Nelson Mandela Museum as the Summer Fitness Bonanza, was not implemented due to the Lockdown COVID-19 regulations. The event adopted a formation to promote sports and fitness – breaking the barriers of Gender Based Violence (GBV) and creating awareness on freedom, Human Rights Day, values of education, sportsmanship and family.

Open Day

On the 18th of June 2021, the Museum hosted an open day event to promote the wax figures exhibition housed at its Bhunga Building premises. These wax figures depict Nelson Mandela's life journey from birth to the day he departed. The open day event was used to introduce young artists who sought to learn about wax and clay material. The event took place during the celebrations of June 16, as its targeted youth, learners and young artists. Different stakeholders included the Executive Mayor of King Sabata Dalindyebo, representatives from OR Tambo District Municipality, Department of Education, Eastern Cape Provincial Arts Council, Department of Sport, Recreation, Arts and Culture (DSRAC), local business fraternities, banks, local artists, group of learners and the owner of Lungelo Wax Museum attended the event.

#SAYIT Campaign

On the 24th and the 25th of June 2021, the Museum attended a launch of the #YISHO SAYIT campaign at Sehushe Senior Secondary School in Ngqeleni. The launch was hosted by Songe Social Change, a Non-Profit Organisation (NGO) under Beyond Zero. #YISHO SAYIT campaign is an initiative that encourages adolescent girls and young women to speak out on issues affecting their day-to-day lived realities. The main focus of the campaign is Gender Based Violence (GBV) and how to address the role of society in response to social determinants of health, with a special emphasis on GBV, femicide and HIV prevention. The launch was attended by different NGOs, the Department of Education, Love Life, South African Police Service (SAPS), Department of Justice, Correctional Services, National Prosecuting Authority (NPA) and local schools around Nyandeni Municipality under OR Tambo District Municipality.

The Museum participated in the launch presenting its education and health awareness programmes targeting youth out of school and the community. The museum created awareness on issues of gender-based violence and substance abuse. It encouraged the youth to participate in the Museum's programmes and those of government departments and private sectors. The Museum also used the opportunity to promote its programmes, products, offerings and its platforms of engagement in the digital space. The museum's promotional material was distributed to the participants.

Soup Kitchen

Every year on the 18th of July, the Nelson Mandela Museum celebrates Nelson Mandela's birthday. The museum's initial plan for Mandela Day was to hand over a school library at Asheville High in Graaff Reinet. Due to the escalating numbers of COVID-19 cases, the country was adjusted to Alert Level 4 of the Lockdown Regulations, and the activity was then postponed. The museum devised a plan to continue with 67 minutes and organised a soup kitchen for the homeless people in Mthatha with a targeted number of hundred (100) people on the 18th of July, 25th July and 01st of August 2021 and partnered with Ibandla LaseMthini Evangelical Movement, Department of Sport Recreation Arts and Culture (DSRAC) and King Sabata Dalindyebo Municipality to feed the homeless people around the town of Mthatha.

On the 18th of July 2021, the residents of the eTipini dumping site located near Bhongweni village and Ikwezi township were served soup, bread and coffee in the morning and a full meal during lunchtime. There was a clothes donation by the Ibandla LaseMthini Evangelical Movement and tourists from the United Kingdom. On the 25th of July 2021, the programme continued to another group of homeless people in town and was conducted at the Mthatha Railway Station. On the 01st of August 2021, the programme was dedicated to people living with disability at the same venue, also taking place under strict Level 4 Regulation of COVID-19 pandemic. They were also served breakfast and lunch.

Icons Journey

The Museum is in partnership with Health is Wealth, presenting the Icons Journey Marathon since 2018, during the Nelson Mandela Centenary Year. The Icons Journey Marathon is an ultra-marathon that takes place during Mandela Month. The event route traces the former State President Nelson Mandela's footsteps in his formative years in the former Transkei. It starts from Clarkebury Senior Secondary School, one of the high schools he attended, to Mqhekezweni Great Place, where he was raised, then his Qunu home, where he is laid to rest and his birthplace Mvezo.

This year the run took place from the 31st of July until the 7th of August 2021 and cut through the Eastern Cape's Resistance and Heritage Route and, along the way, touched the birthplaces of some of South Africa's notable liberation icons like Mama Charlotte Maxeke, Chris Hani, Walter Sisulu, King Sabata Dalindyebo, Nelson Mandela and Tambo Mbeki. It took place in eight (8) days. Fifteen (15) social runners representing seven (7) different provinces participated in a 400-kilometre charity run to raise funds that will benefit four thousand (4000) school boys and girls from unprivileged communities with school shoes school uniforms, sports kits and sanitary towels for girls. The runners endured the 103 km route on day eight (8) of their challenge. During the 8-day run, one of the runners ran a 400 km race in one place in front of the Bhunga Building at the Nelson Mandela Museum. Some local people joined him in his run-in support, others doing it for fun and healthy lifestyles.

School Library

The Museum identified the school library programme and was scheduled to take place on the 18th of July 2021 as one of the museum's initiatives of spending 67 minutes and also to help learners to develop literacy skills in reading, writing and numeracy. The identification of a school library was initiated by the Nelson Mandela Museum in partnership with DSRAC, the Eastern Cape Department of Basic Education (DBE), the Office of the Premier (OTP) and Beyers Naude Municipality. The initiative also formed part of the museum and the provincial government's drive to deal with the library backlog in the Eastern Cape and make every day a Mandela day.

The school library was opened and handed over to Asheville High School in Graaff Reinet on 31 August 2021. The MEC of the Department of Sport, Recreation, Arts and Culture (DSRAC) Honourable Fezeka

Nkomonye and the Executive Mayor of Sarah Baartman District Municipality Councillor Khunjuza Kekana officially opened and handed over the library to the school.

The museum received support and donations from different local government structures and its stakeholders for the operation of the school library. The South African National Library donated books. DSRAC also donated books, recreational toys, catering and a language interpreter during the programme. The Beyers Naude Local Municipality paid temporary employees for renovations of the classroom through the expanded public works programme. Derek Light Attorneys contributed in paying an amount of R2500 for a security guard, and an alarm was installed at the library. Vodacom SA donated three (3) laptops, routers and 50G once-off data. The laptops are still kept in the principal's office at school until the Department of Public Works commits to the installation of the security gate.

Nelson Mandela Trail tour

The Eastern Cape Jazz Festival is a jazz event in the Eastern Cape which takes place annually during heritage month. It is a crucial tourism initiative dedicated to preserving the Eastern Cape's indigenous art form by presenting internationally recognised jazz masters alongside local jazz musicians.

On the 3rd of December 2021, the Nelson Mandela remembrance Concert was hosted by Eastern Cape Jazz Festival in partnership with the Nelson Mandela Museum and sponsors that included King Sabata Dalindyebo municipality, OR Tambo District Municipality, BrandSA, ECPTA, Coca Cola and Mc Donald.

The event was postponed to the 17th of December to include more local artists in the festival and to keep alive the spirit of Ubuntu embodied by the late global icon Nelson Mandela by having a more inclusive festival. However, the festival could not occur on the set date due to the reported fast raising of infections with the new variant (Omicron).

As a build-up to the concert, on the 15th of December, the Nelson Mandela Tour was conducted along the Nelson Mandela Heritage sites, including Clakerbury, Mqhekezweni and Bhunga Building. The Jazz Festival officials, the Museum officials and sponsors for the concert, were part of the tour. Coca-Cola, one of the sponsors, donated ninety-five (95) food parcels to the identified beneficiaries at Mqhekezweni. The day's activities were documented and will be available on the Nelson Mandela Museum's social media platforms and website.

8th Anniversary of Nelson Mandela's passing

In partnership with the Museum, the Department of Sport, Recreation, Arts and Culture (DSRAC) hosted the 8th commemoration of Nelson Mandela's passing. The event took place at the Nelson Mandela Museum on the 5th of December 2021, both physical and virtual. The theme for the year's event was – **Commemorating the life and time of Nelson Mandela through music in the year of Charlotte Maxeke**. The event was held in two phases: the official opening of the Nelson Mandela Museum special library and the formal programme with speeches. The second phase was to commemorate Nelson Mandela's passing through music that included orchestra, opera and indigenous music.

Mthatha International Film Festival

The Mthatha International Film Festival (MIFF) launched its first year running the film programme from the 16th until the 19th of December 2021 at Hotel Savoy in Mthatha. The MIFF, an international film programme, was attended by international acclaimed film directors like Angus Gibson, Peter Pham of Saigon Cowboy Pictures from Texas and Sherman Augustus. They participated in a virtual platform known as MIFF Live. The film festival was sponsored by the Nelson Mandela Museum, OR Tambo District Municipality, KSD Municipality, Hotel Savoy and the Small Enterprise Development Agency (SEDA).

The festival brought together the filmmakers and industry experts to promote local films and talent and create platforms for growth and learning. The festival has proven to be the inspiration of the creatives from previously disadvantaged communities in provinces like KwaZulu Natal and deep rural areas of the Eastern Cape. The activities aimed to expand and tap into an international film market while promoting local content, positioning the Eastern Cape Province as a film destination of choice and attracting foreign direct investment. Next year the festival will also include community outreach programmes that will reach more than seven (7) rural communities around Mthatha.

Mandela Release Debate

The Nelson Mandela Museum, in partnership with Drakenstein Correctional Centre, Robben Island Museum and Incarceration Nations Network, hosted the Mandela Release Debate, which marked the 32nd anniversary of the release of Nelson Mandela from prison and the 22nd anniversary of the Museum's establishment. The event took place at the Drakenstein Correctional Centre on the 11th of February 2022, both physical and virtual, under the theme: **32 years of celebrating Nelson Mandela's first walk to freedom.**

The event was held in two phases; the first phase was the official programme, where speeches were made. The second phase was the tour to the Mandela Prison House, which is situated a few hundred metres from the prison gates where the statue of Mandela stands. The first phase of the programme was embraced by Dr Allan Boesak, who was the first ANC Provincial Executive Committee in the Western Cape after the release of Nelson Mandela, Brigadier General Bongani Jonas, who was the Former Robben Islander, Rose Sonto, who was the Driver of Mandela on the release day, Mr Jack Swart who was the Robben Island Truck Driver and Mandela's Chef at Drakenstein Correctional Services and Dr Baz Dreisinger who is the Executive Director Incarceration Nations Network. The second phase was the tour of the Mandela Prison House.

Gender-Based Violence

On the 16th of March 2022, the Nelson Mandela Museum partnered with the Department of Sports, Arts and Culture (DSAC) and the Department of Sports, Recreation, Arts and Culture (DSRAC) on Gender-Based Violence and Femicide (GBVF) programme. The GBVF programme was a week-long integrated service delivery programme planned from the 14th until the 18th of March 2021. The programme culminated with an Imbizo, involvement of Traditional Leadership and community members to deal with the cultural matters concerning GBVF.

The Imbizo was motivated by the increase in the South African Police Service crime statistics report on the incidents of Gender Based Violence (GBV) in the community of Lusikisiki and the surrounding areas, where older women are raped and killed. At the same time, girls are forced into arranged marriages. The museum participated in the programme to tackle the scourge of GBVF through a sporting event at Sigcau Practising School in Flagstaff on the 16th of March 2022. On the day, the Deputy Minister of DSAC and a member of the Eastern Cape Legislature handed over a multipurpose sports facility, the sports equipment and attire to schools and community clubs. There was a training of netball coaches and a mini football and netball tournament on the day.

The Museum donated Netball Kit, eight (8) medals and a trophy with the Nelson Mandela Museum Logo. The museum's participation emphasised that sport is a vehicle for development and peacebuilding and has a huge potential for social change and accelerating gender equality. The sports activity is necessary within the museum activities; in this case, it brings awareness of GBV and things that can be done to help end violence.

BRANDING, MARKETING ACTIVITIES AND EXPOS

Trade shows and Expos serve as a platform to promote the Nelson Mandela Museum brand and its business offerings and to reposition it as the destination of choice. Trade shows and Expos allow Nelson Mandela Museum to interact with the members of the public and Tour Operators and to acquire feedback on services rendered by the museum. Through these trade shows and expos, the Museum is now known globally for its offerings and has created partnerships with international partners. There was an international expo during the financial year. However, it was conducted virtually due to the regulation of the COVID-19 pandemic. There were marketing activities hosted almost and physically to promote and market the museum's products and offerings.

Exhibition launches

FOR MADIBA WITH LOVE: On the 09th of September 2021, the KwaZulu-Natal Amafa and Research Institute officially launched the 'For Madiba with Love' travelling exhibition, curated by the Nelson Mandela Foundation and donated to the Nelson Mandela Museum. The exhibition is housed at the Oscarberg Primary School, situated at the Rorkes Drift Shiyane Interpretive Centre and is one of the projects of KwaZulu-Natal Amafa and Research Institute.

"For Madiba with Love" is a photographic exhibition produced by David Turnley, an acclaimed photographer who captured South Africa's struggle between 1985 and 1994. The award-winning Pulitzer Prize photographer further captured Nelson Mandela's release and his family. In relationship with David Turnley, Nelson Mandela Foundation donated the exhibition to the Nelson Mandela Museum for viewing by its visitors. This acclaimed photographic exhibition features visuals from 1985 - 1994.

The exhibition captures various moments of the struggle in South Africa and a variety of perspectives: portraits of Nelson Mandela and his family, Political violence and police reactions; times of a necklace; the delight on a poverty-stricken girl's face at her father's antics; the contrast of a privileged, white schoolboy and the two black women passing by him. The event was attended by a limited number of people due to COVID-19 regulations. It was attended by AMAFA Research & Institute Representatives, Regional Education Officials, Educators, Traditional Leaders, School Governing Bodies and community representatives.

QUILT TRAVELLING EXHIBITION: On the 28th of September 2021, the Nelson Mandela Museum, in collaboration with the Drosty Historical Museum in Uitenhage, launched a recently produced Quilt Travelling exhibition for the community of Gqebera. A planned two-day event embraced the showcasing of the Quilt Exhibition at Drosty Historical Museum to celebrate Heritage Month through debate and poetry sessions featuring the Senior Secondary Schools and Primary Schools around Gqebera.

On the launch day, the Primary School learners participated in activities that included a colouring session and a board game programme themed: **CATCHING THEM YOUNG**. The launch was embraced by the representatives from the Nelson Mandela museum, Drosty Historical Museum, Board Members of Drosty Historical Museum, Department of Education, community members and learners. The exhibition was developed by the South African and Michigan artists to honour the passing away of Madiba. It was then curated by the Michigan University Museum and the Women of Colour Quilters Network Association with Quilt artists across South Africa.

"DEAR MR MANDELA, DEAR MRS PARKS: CHILDREN'S LETTERS, GLOBAL LESSONS": On the 27th of October 2021, the United States Consulate General in Cape Town, Michigan State University Museum and Nelson Mandela Museum officially unveiled the newly curated exhibition: *"Dear Mr Mandela, Dear Mrs Parks: Children's Letters, Global Lessons"*. The freshly curated exhibition was funded by a grant from the United States Consulate General in Cape Town to the Nelson Mandela Museum. The grant was utilised to update the popular travelling exhibition, *"Dear Mr Mandela, Dear Mrs Parks: Children's Letters, Global Lessons,"* which was

first created in 2008 by the Nelson Mandela Museum in partnership with the Michigan State University Museum to honour Mr Mandela's 90th birthday. The original version of the exhibition has since been touring museums and cultural venues in South Africa, and there is a waiting list for the new refreshed version.

The U.S. federal grant was designed to strengthen ties between the U.S. and South Africa through projects that promote shared histories and highlight shared values, goals, and cooperation. The grant further supported the creation of a new online version of the exhibition and the development of associated educational materials.

MANDELA PHOTOGRAPHIC EXHIBITION: The Museum, in partnership with Vhumbedzi Youth Development of Thohoyandou and Africa Rising Foundation, extended the footprints of the Nelson Mandela Museum and commemorated the 08th anniversary of Nelson Mandela's passing by hosting the launch of the Mandela Photographic Exhibition. The launch took place at Tshaulu Ha- Begwa in Thulamela Municipality under Vhembe District municipality on the 11th of December 2021. The launch was embraced by local schools, out-of-school youth, community members and Early Childhood Development Centres (ECDC). The exhibition will penetrate new audiences, reach out to disadvantaged communities and boost the museum's profile and awareness.

The exhibition was designed to celebrate ten years of the Nelson Mandela Museum's existence and 20 years of Nelson Mandela's release from prison. It allows schools, international, domestic and local people to benefit from such an extraordinary history of Nelson Mandela and give much more interest to people who visit the museum. A total of fifty (50) kids' tables and twenty-five (25) small tables were donated, and a netball kit was also donated to Milton Mpfumedzeni Secondary School by Africa Rising Foundation.

International Expo

The Museum participated in the West Africa virtual expo from the 16th to the 18th of November 2021 to increase demand for Nelson Mandela Museum as a must-see attraction and contribute to sustainable tourism. The virtual expo was organised by Brighton Exhibition and was designed to suit international business delegates with limited time for viewing and engagement. It provided international countries with a professional business platform to share industrial information and technologies and to prepare business, investments and joint ventures.

The expo attracted companies from various regions to showcase a comprehensive array of exhibiting products. The museum had a 9-square metre exhibition booth featuring virtual brochures, pictures and videos showcasing the Nelson Mandela Museum products. Live chats with interaction were open to the exhibitors. There were arranged meetings for interaction with other visitors online. Approximately one thousand five hundred (1500) visitors were in attendance and viewed exhibition booths during the virtual expo.

OR Tambo Business Expo

The Eastern Cape Parks and Tourism Agency (ECPTA), OR Tambo Tourism and the Nelson Mandela Museum participated in the Inaugural OR Tambo Business Expo on the 5th of March 2022 at BT NGEBS Mall in Mthatha. The expo's objective was to share information with critical economic industries and other role players in the tourism sector and share ideas on investments and joint ventures. The expo was also to help uplift and give a business the much-needed platform to market themselves and gain extensive business knowledge from various business development workshops. The expo targeted the prospective and emerging businesses in and around the O.R. Tambo District. The museum shared a stand with ECPTA and the O.R. Tambo Tourism unit. The museum exhibited its travelling exhibition, promotional material like brochures, informative backdrop banners, wall banners and pull-up banners with all the products and offerings of the museum. Schools around Mthatha and the community within the OR Tambo District Municipality visited the stand during the expo.

MEDIA AND COMMUNICATION

The museum procured advertisement space from various publications to promote its geographical location and offerings. The Museum is featured in different media houses conducting its programmes and events. The Museum developed brochures and folders to be used as marketing tools of the Museum. The Museum procured paid adverts that published its products and offerings on Skyways Magazine, SAFARI, the Municipal Focus and Mzantsi Travel. The Museum also procured paid adverts on Daily Dispatch, Sunday Times, and Daily Sun, live streamed on Keith Ngesi Digital TV and social media sites. The museum is featured on different radio and TV platforms that include SABC 1, SABC 404, Morning Live, eTV, eNCA, Umhlobo Wenene FM, TruFM, Daily Dispatch, Daily Sun, Ingwane FM, Vukani FM, Alfred Nzo Community Radio and Department of Correctional Services YouTube and Unitra Community Radio during its programmes and events. The museum received improved audience development and increased its online presence significantly as it introduced e-programmes for website content and social media sites.



Seminar in celebration of Mandela release



Human Rights essay winners



Human Rights Essay competition Winners



SAFM Live Broadcast of Mandela Release dialogue



Outreach program with vodacom 2



Outreach program in Partnership with Vodacom



Official opening of Travelling Exhibition called Madiba with Love in KZN



Learners of Asherville High School with their donated Laptops



NMM Adult Library



NMM Childrens Library



GBV program in Lusikisiki led by Deputy Minister of Sport Arts and Culture Ms N Mafu



Educational Tour at the Museum



Educational tour at the museum



A hub of education and Knowledge



Official Handing over of a School library at Asherville High School in Graaf Reinet



DSRAC MEC officially cutting the Ribbon for the opening of Asherville High school library



Madiba with Love Travelling exhibition Launch KZN 1



Library outreach during the handing over of School Library



Drakenstein celebration of Mandela release



DSRAC Librarians embraced handing over of school library



Asherville High School Library opening



Learners of Asherville High School with their donated Laptops



Drakenstein in celebration of Mandela release



Drakenstein celebration of Mandela release



in the footsteps ●●●
an agency of the
Department of Sport, Arts and Culture

PROGRAMME 3

PROGRAMME 3

Administration

The primary purpose of this programme is to ensure sound and effective Governance. This Branch has been organised to carry out its work according to the following sub-programmes:

Chief Executive and Finance Offices
Human Resources
Support Services

This programme has eleven performance indicators ranging from measuring the council meetings and its committees, fundraising strategies and their implementation, Governance, which evaluates the compliance and business processes; and the User Asset Management Plan.

Council Meetings

NMM held seven Council Meetings, which all quorate throughout the year. The first meeting for the year was held in April 2021, and the last meeting was in January 2022 for the Council to dispense their oversight duty. The additional meetings resulted from a need to approve strategies and concept documents.

Council Committees

All five committees were effective the whole year, with each meeting more than four times a year, exceeding the number expected by the charter of four times. The extra meetings are necessitated by extra work that had to be completed.

Fundraising Strategy and Activities

The Museum has appointed a resource mobilisation team to augment its budget for the core business. The team was appointed in November 2021, and the plan has been developed.

Development of policies and processes

This performance indicator is linked to the CEO's office. However, in 2017/18, the Museum reviewed and developed strategies and policies for the first time since 2010. In 2021/2022, there were four strategies instead of one because there were delays in approval from the previous years, and they were approved in the first council meeting of the 2021/2022 financial year. These strategies are required to run the operations of the Museum effectively. All strategies would be reviewed once every 3-year cycle or when the need arises to encompass new economic changes.

Improvement in the Audit Report and Compliance with Laws and regulations

The Museum has retained the unqualified audit report from the AGSA.
The majority of the requirements of PFMA, GRAP, and Treasury regulations were adhered to.

Human Capital Initiatives

Only two performance indicators are within this umbrella, i.e. Work Place Skills Plan and internships/scholarships/fellowships/internships created. These indicators had been adhered to per the strategic document's requirements.

User Asset Management Plan

As required by Government Immovable Asset Management Asset (GIAMA), the capital plan aligned with the Museum's strategic requirements had been developed and submitted to DSAC for infrastructure developments.

Built-in environment

The Security, Facilities, and Logistics unit is responsible for the Nelson Mandela Museum's safe and clean environment. The Nelson Mandela Museum has two sites: Nelson Mandela Youth & Heritage Centre (NMY&HC) in Qunu and the Bhunga building site in Mthatha.

Nelson Mandela Museum: Bhunga building

Nelson Mandela Youth & Heritage Centre in Qunu

The Qunu site is temporarily closed due to maintenance conducted by the Department of Public Works and Infrastructure (DPWI).

The main project, Qunu-based condition maintenance, includes upgrading the sewer system, which has been a challenge to the Museum for many years. The sewer upgrade will be accompanied by the renovation of the buildings and some facelifts of certain structures that will ensure that the material used can withstand the elements of nature and are durable. NNM has committed to co-fund the project for capital works items to be included in this project's scope. To ensure adherence to all technical requirements.

However, the building should have been handed over in July 2021, but this was not achieved due to challenges that included variation orders (VO's) that were not approved on time, weather conditions and some changes in completion dates of some areas. The challenges cited by DPWI are as follows;

- the approval of the Environmental Impact Assessment Report, which has since been approved,
- the approval of the Water Use License Application (WULA), which was approved in June 2022.
- Variation orders (VO) for unforeseen items take longer to be approved.

All these challenges have led to DPWI not meeting the deadlines and revising the completion date to March 2023.

The Museum has decided on a beneficial handover with the technical team effective from September 2022.

The identified areas to be handed over are as follows:

All blocks would be handed over except for the guardhouse, information centre and courtyard area.



in the footsteps ...
an agency of the
Department of Sport, Arts and Culture

PART C

GOVERNANCE

Introduction

Governance and administration

Corporate Governance embodies processes and Systems by which Public entities are directed, controlled, and held to account. In addition to legislative requirements based on the Public entity's enabling legislation and the Companies Act, Corporate Governance concerning public entities is applied through the prescripts of the Public Finance Management Act no. 1 of 1999 (PFMA) and run in tandem with the protocol on corporate Governance, which encapsulates the principles contained in the King IV Report on Corporate Governance. The Nelson Mandela Museum commits itself to the Principles of accountability, transparency, and integrity as prescribed by the King IV Code of Corporate Governance.

Therefore, this programme is responsible for overall institutional coordination, accountability, planning, policy development, monitoring, and risk management. The main entities involved in this programme are the Museum Council, the office of the CEO, and the Corporate Services Function, including finance.

The broad Objectives of this programme include:

- Ensuring strategy, policy, oversight, and accountability;
- Ensuring organisational sustainability and accountability;
- Co-ordinating the institutional functioning;
- Providing adequate support to the council and ensuring implementation of council strategic and policy directions; and
- Rendering a corporate services function in all respects.

In the period under review, the following were the major focus points of the programme:

Strengthening Governance and aiming to maintain an unqualified audit opinion with no material misstatements;

Addressing issues raised by the Auditor-General and internal auditors to sustain an unqualified audit opinion with no material misstatements for the financial years 2021/22 and beyond;

Strengthening organisational capacity and restructuring the Museum to be fit for the new purpose;

Strengthening the policy environment and compliance aspects; and

Improve in infrastructural needs of the Museum.

In line with these priorities, the following progress was achieved:

Strengthening internal human resources capacity and strengthening the finance unit to achieve a better outcome; and

User Asset Management Plan

In the discharge of their mandate, the Museum Council and council committees had more than four meetings as required by the Charter.

Council and Council Committees

The Nelson Mandela Museum is established by an Act of parliament, the Cultural Institutions Act no. 119 of 1998, as amended by the Minister of Arts and Culture.

The Minister of Arts and Culture appoints members of the public to form Council as the Accounting Authority for the Museum's affairs in terms of the enabling Act and its Regulations in line with corporate governance principles. Currently, the Museum council/Accounting Authority consists of ten (10) Members appointed

from diverse disciplines within the Republic of South Africa. The Council and its Committees operate in terms of approved Charters/Terms of Reference that spell out their roles and responsibilities.

Below is the Nelson Mandela Museum's organisational structure that outlines the Council's position, its committees, management, and all the Museum staff.

Council Committees and their Terms of Reference

Executive Authority

The Ministry of Arts and Culture has overall oversight of the Nelson Mandela Museum. The Minister of Arts and Culture appoints the Council of the Nelson Mandela Museum. The Council reports to the Minister of Arts and Culture. Each year, the Minister and the chairperson of the Council sign a shareholder compact.

Council

During the year, the term of the Council came to an end, and the Minister of DSAC appointed the new Council. The new Council, composed of 10 members, governs the Nelson Mandela Museum. The Council has five committees, namely:

Content and Operations Committee (COC)

- Advise the council on strategic heritage policy matters and Marketing.
- Ensures alignment of heritage policies to the vision and mission of NMM
- Oversees the audit and collection register of NMM
- Advises council on disposal of NMM artefacts
- Makes decisions on loan requests.
- Oversees the development of marketing strategies and policies.

Audit and Risk Committee (ARC)

- Oversees internal & external audit function
- Examines the AFS before submission to the council
- Reviews the annual report so that it presents a balanced record of NMM
- Monitors the risk appetite of NMM
- Monitors achievements against corporate governance standards on internal controls

Finance, Infrastructure and Fundraising Committee (FIFC)

- Oversees financial planning and management
- Monitors financial performance of NMM
- Monitors compliance with financial objectives as set out by the council in line with the PFMA and Treasury Regulations
- Reviews quarterly economic forecasts and reports
- Approves the budget adjustments
- Assists the Nelson Mandela Museum Council in planning, coordinating, and implementing fundraising initiatives to support the Nelson Mandela Museum's programs, projects, and activities.
- Provides direction to ensure that the Nelson Mandela Museum is donor-centric and adheres to fundraising best practices.

Institutional Development Committee (IDC)

Oversees human resources policy development
Ensures workforce needs and plans support the organisation's vision
Ensures that institutional development imperatives are accomplished
Ensures that an organisational structure supportive of the vision of NMM is in place
Provides the upkeep of security, facilities, and logistics
Ensures that the ICT architecture is deployed
Ensures that registry services to support NMM as a knowledge institution are in place

Stakeholder and Commemoration Committee (SCC)

Planning, coordination, implementation, evaluation and monitoring of all Museum activities.
Reporting to Council on all the above regularly without undue delays.
Having a duty to advise and guide both management and the Council in line with the policy of the Nelson Mandela Museum

Composition of Council

The following is the composition of our councillors:

NMM COUNCIL MEMBERS

NMM COUNCIL MEMBERS



DR N. SONGELWA
Chairperson of the Council



ADV. T NEVONDWE
Deputy Chairperson



CLLR K GONTSE



CLLR M BAVUMA



CLLR T NDLOVU



CLLR S MZAMO



CLLR Z HLATSHWAYO



DR MASUKU



CLLR J NHLAPHO-HLOPE



PROF. B MNGOMEZULU

OUTSTANDING PICTURES: CLLR S MDLANGAZI, CLLR N MANDELA AND CLLR K NGQILA

AUDIT AND RISK COMMITTEE MEMBERS



ADV. T NEVONDWE



ADV. S PETER



CLLR T NDLOVU



MR N. BALOYI

Name	Designation	Date of appointment	Date of Resignation	Qualifications	Area of expertise	Meetings attended
PROF B MNGOMEZULU	Chairperson of Content committee	2019	-	PhD in African Political History (Rice University-Texas-USA) May 2004 M.A in Politics (UNISA) September 2007	Heritage and conservation	23
MR K GONTSE	Chairperson of Institutional Development Committee	2019	-	National Diploma in Security Risk Management (UNISA) National Intelligence Agency Security Managers Course	Business and organisational development	23
MR S MZAMO	Member of Community development and fundraising committee	2019	-	Master of Business Administration Business School Netherlands (BSN) -	Community development	31
ADV T NEVONDWE	Member of the Institutional development committee	2019	-	Masters of Laws (LLM) University of Venda (2005)	Business administration, finance and Institutional development	20
DR N SONGELWA	Council Chairperson	2019	-	Doctor of Philosophy in Social Science, University of Witwatersrand, 2009 College of Agriculture and Life Sciences, Cornell University, New York International Certificate on Environmental Education, 2000 International Certificate on Environmental Education, Rhodes University, 1998 Master of Philosophy of Science Education, University of Western Cape, 1995 Bachelor of Education, University of Transkei, 1991 Bachelor of Science.		9

Name	Designation	Date of appointment	Date of Resignation	Qualifications	Area of expertise	Meetings attended
				University of Transkei, 1986		
MR M R BAVUMA	Council Member	2019	-	Honours Degree: IsiXhosa, Nelson Mandela University (2017) National Diploma: Journalism, Nelson Mandela University, (2005)		28
MS J NHLAPHO-HLOPE	Council Member	2019	-	Masters of Business Administration, Hensley Business School: University of Reading, 2012 MA population and Development, Institute of Social Science: Erasmus University, The Hague, 1998. BA Social Science, University of Swaziland, 1987		15
DR S MASUKU	Council Member	2019	2021-	Doctor of Philosophy in Education (Environmental Education) Rhodes University, Environmental Learning Research Centre – South Africa, 2015-2019 Master of Education in Environmental Education (cum laude) Rhodes University - South Africa, 1997 to 1999 Master of European Leisure Studies Vrije Universiteit Brussels - Belgium, Katholieke Universiteit Brabant - The		25

Name	Designation	Date of appointment	Date of Resignation	Qualifications	Area of expertise	Meetings attended
				Netherlands, Loughborough University - The United Kingdom, Universidad de Deusto – Spain, 1991 to 1992 BA Humanities & Concurrent Diploma in Education – The University of Swaziland, 1981 to 1986		
MS Z HLATSHWAYO	Chairperson of Stakeholder Commemoration	2019	-	Masters class in Strategy Execution, Stellenbosch University, Business School, 2018 Introduction to Public Sector Monitoring & Evaluation, Stellenbosch University, Business School, 2018 Introduction to Project management. University of Cape Town, 2017. Postgraduate, Management Advancement Programme, University of the Witwatersrand. Postgraduate Diploma, in Education, University of Botswana, 1988 B.A. Humanities, University of Botswana, 1987		16
DR S MASUKU	Council Member	2019	2021	Doctor of Philosophy in Education (Environmental Education) Rhodes University,		15

Name	Designation	Date of appointment	Date of Resignation	Qualifications	Area of expertise	Meetings attended
				Environmental Learning Research Centre – South Africa, 2015-2019 Master of Education in Environmental Education (cum laude) Rhodes University - South Africa, 1997 to 1999 Master of European Leisure Studies Vrije Universiteit Brussels - Belgium, Katholieke Universiteit Brabant - The Netherlands, Loughborough University - The United Kingdom, Universidad de Deusto – Spain, 1991 to 1992 BA Humanities & Concurrent Diploma in Education – The University of Swaziland, 1981 to 1986		
MR S MDLANGAZI	Council member	2021	-	Bachelor of Social Science BTech-Public Management Master's in Public Administration		5
MS T NDLOVU	Chairperson of Finance, Infrastructure & Fundraising Committee	2021	-	CA(SA) Finance Auditing & Accounting Profession		26
MS N MANDELA	Council member	2021	-	Diploma in general nursing Diploma in Midwifery		7
DR K NGQILA	Council member	2021	-	-Bachelor of Arts		17

Name	Designation	Date of appointment	Date of Resignation	Qualifications	Area of expertise	Meetings attended
				-BA (Anthropology) -MA (Anthropology) -BSoc Science in Hons (Politics & International Relations) -PhD (Anthropology) -Computer Literacy Basic Course -Certificate in Gender, HIV/AIDS, Counselling & home-based care -Certificate in Project Management		

In October 2021, Dr Masuku resigned as a Council member.

COMMITTEES OF COUNCIL

Committee	Meetings held	Members	Committee members
STAKEHOLDER COMMEMORATION COMMITTEE	5	5	Ms Hlatshwayo Mr Bavuma Mr Mzamo Mr Mdlangazi Ms Mandela
FINANCE, INFRASTRUCTURE, AND FUNDRAISING COMMITTEE	10	4	Adv. Nevondwe Mr Gontse Mr Bavuma Ms Ndlovu
CONTENT AND OPERATIONS COMMITTEE	5	5	Prof Mngomezulu Mr Bavuma Dr Ngqila Ms Nhlapho-Hlope Mr Mzamo
AUDIT AND RISK COMMITTEE	5	4	Adv Nevondwe Ms Ndlovu Adv Gugwini-Peter (independent member) Mr Baloyi (independent member)
INSTITUTIONAL DEVELOPMENT COMMITTEE	7	6	Mr. Gontse Mr. Mzamo Ms. Nhlapho-Hlope Prof. Mngomezulu Ms. Mandela Dr. Mandela

REMUNERATION OF COUNCIL MEMBERS

The Council of Nelson Mandela is a part-time body, and they are paid per sitting, as reflected in the table below.

NMM COUNCIL REMUNERATION EXCLUDING AUDIT & RISK MEMBERS

Name	Remuneration	Other Allowances	Other reimbursement	Total
PROF B MNGOMEZULU	R 159 066	-	-	R 159 066
MR K GONTSE	R 204 482	-	-	R 204 482
MR S MZAMO	R 16 203	-	-	R 16 203
ADV T NEVONDWE	R 138 930	-	-	R 138 930
MR S MADIKIZELA	R 2 036	-	-	R 2 036
DR N SONGELWA	R 117 313	-	-	R 117 313
MR M BAVUMA	R 123 740	-	-	R 123 740
DR S MASUKU	R 54 703	-	-	R 54 703
MS N MANDELA	R 50 165	-	-	R 50 165
DR N NGQILA	R 82 292	-	-	R 82 292
MS T NDLOVU	R 157 373	-	-	R 157 373
MR S MDLANGAZI	0	-	-	0
MS NHLAPHO-HLOPE	R0	-	-	R0
MS HLATSHWAYO	R0	-	-	R0
TOTAL	R 1 106 303			R 1 106 303

Mr Mdlangazi, Ms Nhlapho-Hlope and Ms Hlatshwayo are not paid honoraria for Museum Business attendance as they are state employees.

There are four members of the Executive Management, comprising the following: CEO, CFO, Senior Manager, Heritage and Conservation, and Senior Manager: Public Engagement and Marketing. There are also four middle managers

The Nelson Mandela Museum management is jointly and severally accountable to the Accounting Authority of the Museum through the Office of the CEO.

Profile of Executive Management

No	Name	Qualification	Position
1.	Dr Vuyani Booï	PHD	CEO
2.	Mr. Mandisi Msongelwa	CA (SA)	CFO
3.	Vacant	Vacant	Senior Manager: Heritage and Conservation
4.	Ms Nontlahla Tandwa	Master of Arts (Media Studies) ND: Journalism	Senior Manager: Public Engagement and Marketing



EXECUTIVE MANAGEMENT



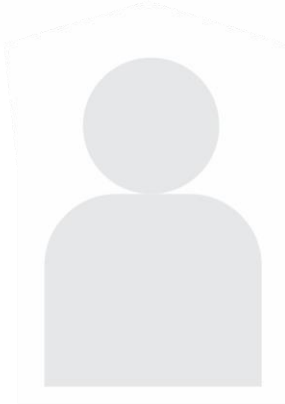
DR VUYANI BOOI
PhD in Social Sciences

CHIEF EXECUTIVE
OFFICER



MR M MSONGELWA
CA (SA)

CHIEF FINANCIAL
OFFICER



VACANT

SENIOR MANAGER-
HERITAGE & CONSERVATION



MS. N TANDWA-DALINDYEBO
Master of Arts (Media Studies)
ND: Journalism

SENIOR MANAGER: PUBLIC
ENGAGEMENT AND MARKETING

Risk Management and Internal Control unit

The institution has outsourced the internal control; the risk management had been effective throughout the year with the following areas of improvements to address:

- Lack of well-established ICT systems with an appropriate IT governance framework.
- Inadequate safety and security control measures for artefacts
- Lack of disaster management plan in place (a natural disaster may damage artefacts)
- Inadequately planned revenue generation (no charge/ tariff for tour guiding in the Museum, entrance fee, facilities rental.)

An enterprise-wide risk assessment was conducted, and the internal control system was effective for the year under review, there was no material breach in controls.

Accordingly, we report that the general system of internal control for the period under review were effective and efficient. The internal controls are operating satisfactorily to ensure that the financial records may be relied upon to prepare the Annual Financial Statements and that accountability for assets and liabilities is maintained.

INTERNAL AUDIT AND AUDIT COMMITTEES

The work and critical activities performed by both Internal Audit and Audit Committees are outlined in the Report of the Audit and Risk Committee for the period 2021/22 below.

COMPLIANCE WITH LAWS AND REGULATIONS

To ensure compliance, we developed the strategies and policies that would apply to the Museum, meet with management to ensure the policies and procedures being created were feasible for individual departments, determined the best format of policies, and ensured that the procedure manuals were easily accessible to the employees and considering the best way to measure the understanding by employees of all policies.

FRAUD AND CORRUPTION

NMM has the fraud prevention strategy in place, which advocates an antifraud operating environment. A hotline number is available for each person who suspects the fraudulent activity to contact. An anonymous box can also be used to complain if the action relates to an employee. In the 2021/22 financial year, no cases were reported relating to fraudulent activities.

MINIMISING A CONFLICT OF INTEREST

All the employees are required to sign a declaration of interest each year, and all the employment contracts state that no employee would do a business that would compete with the Museum. At the same time, the Museum still employs that employee.

Each year the security office would verify the declarations and follow up where there have been discrepancies.

CODE OF CONDUCT

There have been no cases reported in the current year.

Health Safety and Environmental issues

NMM has an OHS policy statement stipulating measures and compliance according to OHS regulations. The museum has appointed a Safety Officer to ensure safety measures are in place. The building is compliant; there is also a Safety Committee responsible for monitoring the safety measures and making recommendations. There are first aiders that were trained, and more safety training will be conducted on staff.

B-BBEE Compliance performance information

Criteria	Response Yes/No	Discussion
Determining qualification criteria for the issuing of licenses concessions or other authorisations in respect of economic activity in terms of any law?	No	
Developing and implementing a preferential procurement policy?	Yes	Ensuring that any acquisition of goods or services between R30 000 and R50 million is evaluated using the 80/20 preference point system where price accounts for 80 points and the service provider's BBEE level of compliance accounts for 20 points.
Determining qualification criteria for the sale of state-owned enterprise?	No	NA
Developing criteria for entering into partnerships with the private sector?	Yes	As part of ensuring efficient service delivery to the public, the collaboration with the private sector is paramount. This is in line with our stakeholder engagement strategy to partner with reputable and value-adding private sector stakeholders.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad-Based Black Economic Empowerment?	No	NA

Report of the Audit and Risk Committee for the period 2021/22

Introduction

The Committee is pleased to present its close-out annual report for the financial year ending 31 March 2022.

This report is presented in accordance with the requirements of the Public Finance Management Act No. 1 of 1999, as amended and the recommendations contained in the Fourth King Report on Governance for South Africa and the King Code of Governance Principles (King IV).

Audit Committee Responsibility

The Committee reports that it has complied with its responsibilities arising from sections 51 (1) (a) (ii) and 77 of the Public Finance Management Act read with Treasury Regulation 27.1.

The 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.

Internal Audit

The purpose of the Internal Audit function is to provide independent, objective assurance and consulting services designed to add value and improve the Museum's operations. This function helps the Museum to accomplish its objectives and translation thereof to operational activities by bringing a systematic and disciplined approach to evaluating and improving the effectiveness of risk management, control, and governance processes. Internal Audit has unrestricted access to all functions, records, property, and personnel of the Museum and the Audit Committee. Adequate resources for the three years plan review are annually allocated to the Internal Audit function. Internal Audit reports administratively to the Accounting Officer and functionally to the Audit Committee.

The audit approach combines two types of audit engagements: assurance and consulting (advisory) services. Internal Audit is at all times when conducting their work or any other tasks assigned to them, guided by the International Standards for the Professional Practice of Internal Auditing and the Code of Ethics, as published by the Institute of Internal Auditors and complies with the relevant sections in the Public Finance Management Act (Act No. 1 of 1999), as amended, and related Treasury Regulations.

Audit Committee

The Audit Committee is an independent body that reports to the Accounting Officer through its Chairperson. The overall objective of the Audit Committee is to assist in ensuring that there are effective organisational management and control measures that are applied by the Executive Management to discharge their duties relating to:

- Safeguarding of assets
- The adequate operation of procedures and controls
- Financial reporting process
- Performance information management
- System of internal control over financial reporting
- Audit process

- Museum processes for monitoring compliance with laws and regulations and the code of conduct

The Audit Committee is also responsible for reviewing the Annual Financial Statements and Performance Information reports, as required by the Public Finance Management Act and the related Treasury Regulations. The Audit Committee does not perform any management functions or assume any management responsibilities but functions as an objective and independent oversight committee, making recommendations to the Accounting Officer for their approval or final decision. Overall, the Audit Committee executes its responsibilities through close liaison and communication with management, Internal and External Auditors, and where it deems necessary, engages with the Executive Authority.

Audit Committee members and attendance

The Audit Committee consists of the members listed below, of which four are independent in line with good corporate governance practice. The Committee meets at least four times per annum per its approved terms of reference. During the year under review, the Committee held four meetings.

The following is a schedule of members and attendance records for meetings:

Name of Member	18 th May 2021	23 rd July 2021	27 th July 2021	14 th October 2021	25 th January 2022
Adv. T Nevondwe (Chairperson)	Present	Present	Present	Present	Present
Adv. Simthandile Peter	Present	Present	Present	Present	Present
Mr N Baloyi	Present	Present	Present	Present	Present
Ms T Ndlovu	Present	Present	Present	Present	Present

Effectiveness of Internal controls

The internal controls system applied by the NMM over financial and risk management is effective, efficient, and transparent.

In line with the PFMA and the King IV Report on Corporate Governance requirements, Internal Audit and management, who are responsible for the development and maintenance of internal control and sound governance systems, provide reports to the Audit Committee to give assurance on the appropriateness and effectiveness of measures in place or the development of new measures.

During the year, the committee addressed Risk Management, Performance Information Reporting, Financial Information Reporting, Compliance Environment, Internal Auditing, Fraud and Investigations Reporting Legal Matters, and engaged with the Auditor-General's reports for the NMM.

The role played by the committee was instrumental in identifying corrective actions and providing guidance on necessary enhancements to the controls and processes that affect the Museum compliance, risk, and performance environment, as well as the responsibilities that the NMM has to its external environment.

The Committee is satisfied that the NMM's assets are safeguarded and that liabilities and working capital are well managed. Upon assessing various reports from the Internal Auditors, the External Audit Report on the Annual Financial Statements, and the Management Report of the Auditor-General South Africa, it is noted that limited matters were reported that indicate material deficiencies in the system of internal control or any

deviations therefrom. Accordingly, it can be reported that the internal control system over financial reporting for the period under review were mostly efficient and effective.

Internal Audit

The Committee is satisfied that the internal audit function is operating effectively and has effectively addressed the risks pertinent to the Museum in its audits. The internal audit plan was approved for this financial year and is closely monitored by the Audit Committee.

In-Year Management and Monthly/Quarterly Reports

The Committee is satisfied with the content and quality of monthly and quarterly reports prepared in terms of the PFMA issued by the Accounting Officer of the Museum during the year under review.

Evaluation of Financial Statements

The Committee has:

- Reviewed and discussed the audited Annual Financial Statements to be included in the Annual Report with the Auditor-General South Africa and the Accounting Officer
- Reviewed the Auditor-General South Africa's management report and management's response thereto
- Reviewed changes in accounting policies and practices
- Reviewed the Museum's compliance with legal and regulatory provisions
- Reviewed significant adjustments resulting from the audit

Auditor-General's Report

We have reviewed the Museum's implementation plan for audit issues raised in the previous year and are satisfied that the matters have been adequately resolved. The Audit Committee concurs and accepts the Auditor-General's conclusions 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.

Conclusions

We want to extend our appreciation to the Executive Authority, Accounting Authority, management, and internal and external auditors for their efforts to address concerns raised by the audit committee.

Approval

The report represents activities from the day of the Committee's occupation of an office.



Adv. T Nevondwe

Audit and Risk Committee Chairperson

Nelson Mandela Museum

31 August 2022



in the footsteps ●●●
an agency of the
Department of Sport, Arts and Culture

PART D

HUMAN RESOURCES

Part D:

Human Resources

Nelson Mandela Museum has a staff complement of 28 employees in different occupational categories, comprising of Chief Executive Officer (Head of Institution), three (3) senior managers, and four (4) middle managers. There are currently two (2) vacancies. The human Resource Unit, under the museum's Corporate Services Department, is responsible for recruitment, staff wellness, development of skills capacity, and harmonising relations between staff members and the management.

NMM is undergoing a strategic analysis to assess possible gaps that may deter identifying the target human capital. It is of utmost importance that the museum identifies current and future personnel needs and finds methods to recruit and retain the right skills aligned to NMM's overall strategic objectives. The staff Retention policy is in place, and job evaluation is underway to determine the value of the museum's current positions against what is offered by the labour market. There are also Performance Management and Payroll policies; these policies serve as a guide to ensure that employees are compensated, awarded benefits, and appraised for performing above their standards.

The museum empowers the employees to stay healthy by providing health and financial awareness programmes. Regular workshops are organised to help in improving employee health and productivity.

NMM has applied for a skills levy grant to develop and improve employees' skills. The museum has a major shortfall in skills development, resulting from a lack of financial resources and discouragement in staff members' participation in personal development programmes.

NMM STAFF



Absentees: Dr V. Boo; Mr S. Makhuta, Ms N. Matikinca, Mr Z. Mrebelele, Ms N. Ncapai & Mr M. Tyalakhulu

The table in this report will show the number of staff members sent for training by the museum.

The museum also encourages its staff members to register for diplomas and degrees in fields of their choice related to museum work and in line with their responsibilities in the museum. The unit undertakes a skills audit exercise at the beginning of each financial year to analyse the training needs and plan to have the desired skills.

The following table reflects the Skills Development progress:

HUMAN RESOURCES OVERSIGHT AND STATISTICS IN 2021/2022

• Personnel Related Expenditure

- The following tables summarise the final audited personnel-related expenditure by programme and by salary bands. In particular, it indicates the following:
 - amount spent on personnel
 - amount spent on salaries, overtime, homeowner's allowances, and medical aid.

Personnel expenditure by the programme for the period 1 April 2021 and 31 March 2022

Programme	Total Expenditure	Personnel Expenditure	Training Expenditure	Personnel expenditure as a % of total expenditure
Heritage and Conservation	4 971 863	2 102 551	12 755	42.28%
Public Engagement	3 682 652	1 921 088	127 137	52.16%
Corporate Services	24 074 498	10 406 255	47 291	43.22%
TOTAL	32 729 013	14 429 894	187 183	44.08%

Personnel costs by salary band for the period 1 April 2021 and 31 March 2022

Level	Personnel Expenditure	% of total personnel cost	Number of Employees	Average Personnel costs per employee
Executive management	3 908 887	27%	4	977 221
Middle Management	2 075 227	14%	4	518 807
Staff	8 445 780	59%	20	422 289
TOTAL	14 429 894	100%	28	515 353

Salaries, overtime, Home Owner's Allowance and Medical Aid by the programme for the period 1 April 2021 and 31 March 2022

Programme	Salaries		Overtime		Home Owners Allowance	% of performance Rewards to total personnel costs
	Amount	Salaries as a % of personnel costs	Amount	Overtime as a % of personnel costs		
Executive management	3 908 887	27%	-	-	-	2%
Middle Management	2 075 227	14%	-	-	-	3%
Staff	8 445 780	59%	-	-	360 720	4%
TOTAL	14 429 894	100%	-	-	360 720	9%

Training costs

Business Unit	Personnel Expenditure	Training Expenditure	Training expenditure as % of personnel costs	Number of employees trained	Average training cost per employee
Heritage and Conservation	2 102 551	12 755	0,60%	7	1 822
Public Engagement	1 921 088	127 137	6,61%	3	42 379
Governance	10 406 255	47 291	0,45%	11	4 299
TOTAL	14 429 894	187 183	1,29%	21	8 508

Employment and Vacancies by the programme as on 31 March 2022

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Heritage and Conservation	11	10	9%	0
Public Engagement and Marketing	4	4	0	0
Governance	13	12	8%	0
TOTAL	28	26	7%	0

Employment and Vacancies by salary band as on 31 March 2022

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Executive Management	4	4	0	0
Middle Management	4	2	50%	0
Staff	20	20	0	0
TOTAL	28	26	7%	0

Filling of SMS Posts

The tables in this section provide information on employment and vacancies related to members of the Senior Management Service by salary level. It also provides information on advertising and filling SMS posts, reasons for not complying with prescribed timeframes, and disciplinary steps.

SMS post information as on 31 March 2022

SMS Level	Total Number of funded SMS posts	Total Number of SMS posts filled	% of SMS posts filled	Total Number of SMS posts vacant	% of SMS posts vacant
Executive Management	4	4	100%	0	0%
TOTAL	4	4	100%	0	0%

Advertising and filling of SMS posts for the period 1 April 2021 and 31 March 2022

SMS Level	Advertising	Filling of Posts	Number of vacancies per level not filled in 6 months but filled in 12 months
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months of becoming vacant	
Executive management	0	0	0
TOTAL	0	0	0

Reasons for not having complied with the filling of funded vacant SMS – Advertised within six months and filled within 12 months after becoming vacant for the period 1 April 2021 and 31 March 2022

Reasons for vacancies not advertised within six months

N/A

Reasons for vacancies not advertised within twelve months

N/A

Notes

- In terms of the Public Service Regulations Chapter 1, Part VII C.1A.3, departments must indicate good cause or reason for not complying with the filling of SMS posts within the prescribed timeframes.

Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2021 and 31 March 2022

Reasons for vacancies not advertised within six months

N/A

Reasons for vacancies not filled within six months

N/A

Notes

- In terms of the Public Service Regulations Chapter 1, Part VII C.1A.3, departments must indicate good cause or reason for not complying with the filling of SMS posts within the prescribed timeframes. In the event of non-compliance with this regulation, the relevant executive authority or head of the department must take appropriate disciplinary steps in terms of section 16A (1) or (2) of the Public Service Act.

Job Evaluation

Job valuation by Salary band for the period 1 April 2021 and 31 March 2022

Posts Upgraded Posts downgraded

Salary band	Number of posts on approved establishment	Number of Jobs Evaluated	% of posts evaluated by salary bands	Number	% of posts evaluated	Number	% of posts downgraded
Executive Management	4	0	0%	0	0%	0	0%
Middle Management	4	0	0%	0	0%	0	0%
Staff	20	0	0%	0	0%	0	0%

Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2021 and 31 March 2022

Gender	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	0	0	0	0	0

Employees with a disability	0
-----------------------------	---

Employees with salary levels higher than those determined by Job Evaluation by occupation for the period 1 April 2021 and 31 March 2022

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
N/A	0	N/A	N/A	N/A
N/A	0	N/A	N/A	N/A
N/A	0	N/A	N/A	N/A
N/A	0	N/A	N/A	N/A

Total number of employees whose salaries exceeded the level determined by job evaluation

Percentage of total employed 0%

Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2021 and 31 March 2022

Gender	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	0	0	0	0	0

Employees with a disability	0
-----------------------------	---

Employment Changes

Annual turnover rates by salary band for the period 1 April 2021 and 31 March 2022

Salary band	Number of employees at beginning of period- 1 April 2021	Appointments and transfers into the Museum	Terminations and transfers out of the Museum	Turnover rate
Executive Management	4	0	0	0
Middle Management	4	0	0	0
Staff	20	0	0	0%
Total	28	0	0	0%

Table 3.5.2 Annual Turnover rates by critical occupation for the period 1 April 2021 and 31 March 2022

Critical occupation	Number of employees at beginning of period- April 2021	Appointments and transfers into the Museum	Terminations and transfers out of the Museum	Turnover rate
N/A				
Total				

Reasons why staff left the Museum for the period 1 April 2021 and 31 March 2022

Termination Type	Number	% of Total Resignations
Death	1	4%
Resignation	2	7%
Expiry of contract	1	4%
Dismissal – operational changes		
Dismissal – misconduct		
Dismissal – inefficiency		
Discharged due to ill-health		
Retirement		
Transfer to other Public Service Departments		
Other		
Total	4	
Total number of employees who left as a % of total employment		15%

Promotions by salary band for the period 1 April 2021 and 31 March 2022

Occupation	Employees 1 April 2021	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Executive Management	0	0	0	0	0
Middle Management	0	0	0	0	0
Staff	0	0	0	0	0
TOTAL	-	-	-	-	-

Attempts made to retain staff

Qualifying the museum staff and, per the museum, study policy is encouraged to capacitate themselves by studying and attending training courses, budget allowing. They are also encouraged to see the Nelson Mandela Museum not only as just another employment agency but as the employer of choice, even as an institution that seeks to transform the lives of South Africans through the story of Nelson Mandela. In other words, the museum staff is encouraged to see themselves as change agents.

Labour Relations: Misconduct and disciplinary action

Ill health	0
Expiry of contract	0
Nature of Disciplinary Action	0
Verbal warning	0
Written warning	0
Final written warning	0
Dismissal	0

Equity Target and Employment Equity Status

Level	MALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Executive management	3	2	nil	0	Nil	0	nil	0
Middle management	1	2	nil	0	Nil	0	nil	0
Staff	12	12	nil	0	Nil	0	nil	0
TOTAL	16	16	0	0	0	0	0	0

Level	FEMALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Executive management	1	2	0	0	0	0	0	0
Middle management	1	2	0	0	0	0	0	0
Staff	8	8	0	0	0	0	0	0
TOTAL	10	12	0	0	0	0	0	0

Disabled Staff

Level	DISABLED STAFF			
	Male		Female	
	Current	Target	Current	Target
Executive management	0	0	0	0
Middle management	0	0	0	0
Staff	1	1	0	0
TOTAL	1	1	0	0

Organisational Development

The Nelson Mandela Museum Council adopted a strategy of planned theory and systematic change in the employees' attitudes, beliefs, and values through the creation and reinforcement of long-term training programs. This strategy starts with a careful organisation-wide analysis of the current situation and future requirements. It employs techniques of behavioural sciences such as behaviour modelling, sensitivity training, and transactional analysis. The Nelson Mandela Museum's objective is to enable the organisation to adopt-better to the fast-changing external environment of new markets, regulations, and technologies.

RESIGNATIONS AND TERMINATIONS

There were two resignations; both employees got better offers. The museum has experienced a tragic loss of one employee due to death, and the one employee's contract expired on 31 March 2022.

HUMAN RESOURCES ALIGNMENT

The restructuring process aimed to align the museums' staff according to the training they have received. The restructuring process also aims at auditing the skills and capacity of staff members.

LABOUR RELATIONS MATTERS

The National Health and Allied Workers Union (NEHAWU) is one of the recognised unions at the Nelson Mandela Museum since most staff are its members. NEHAWU appointed two staff members as Shop stewards to represent the interest of their members.

DISCIPLINARY CASES

None.

CCMA

One CCMA case.

GRIEVANCES

There were two grievances lodged, and they were both resolved.

PERFORMANCE MANAGEMENT SYSTEM

Performance agreements are in place for all managers and staff, and Reviews are completed for all four quarters. Each manager submits quarterly reports to the relevant council committees to monitor the Institution's annual targets' performance.

POLICY REVIEW

Most Museum policies have been reviewed through departmental Senior Managers and submitted to the relevant council committees.



in the footsteps ●●●
an agency of the
Department of Sport, Arts and Culture

A large, semi-transparent portrait of Nelson Mandela is the central focus. He is smiling and has his hands clasped in front of him. The portrait is overlaid with a grid of colored squares in shades of red, blue, green, and yellow, which are the colors of the South African flag. The text "PART E" is written in large, white, bold, sans-serif capital letters across the bottom of the portrait.

PART E

Report of the auditor-general to Parliament on Nelson Mandela Museum

Report on the audit of the annual financial statements

1. I have audited the financial statements of the Nelson Mandela Museum, which comprise the statement of financial position as at 31 March 2022, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as 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 Nelson Mandela Museum as at 31 March 2022, and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the PFMA.

Context for the opinion

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

Emphasis of matter

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

Irregular expenditure

7. As disclosed in note 31 to the financial statements, the balance of irregular expenditure of R4,5 million (2020-21: R4,5 million) was incurred over a number of years and has not been recovered, condoned or written off.

Responsibilities of the accounting officer for the financial statements

8. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with GRAP and the requirements of PFMA, and for such internal control as the accounting officer determines is necessary to enable the preparation

of financial statements that are free from material misstatement, whether due to fraud or error.

9. In preparing the financial statements, the accounting officer is responsible for assessing the 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 museum or to cease operations, or has no realistic alternative but to do so.

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

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

Report on the audit of the annual performance report

Introduction and scope

12. In accordance with the Public Audit Act 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.
13. My procedures address the usefulness and reliability of the reported performance information, which must be based on the museum's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the museum enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
14. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programme presented in the museum's annual performance report for the year ended:

Programmes	Pages in the annual performance report
Programme: Business development	

15. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
16. I did not raise any material findings on the usefulness and reliability of the reported performance information for this programme: Business development.

Other matters

17. We draw attention to the matter below. Our conclusion are not modified in respect of these matters.

Achievement of planned targets

18. Refer to the annual performance report on page xx - xx for information on the achievement of planned targets for the year and management's explanations provided for the underachievement and overachievement of targets.

Report on the audit of compliance with legislation

Introduction and scope

19. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the museum's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

Annual financial statements, performance and annual report

20. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework, as required by section 55(1)(b) of the PFMA. Material misstatements identified by the auditors in the submitted financial statements were corrected, which resulted in the financial statements receiving an unqualified opinion.

Other information

21. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report, the audit committee's report and the company secretary's report, as required by the Companies Act, 71 of 2008 (Companies Act). The other information does not include the financial statements, the auditor's report

and those selected programmes presented in the annual performance report that have been specifically reported in this auditor's report.

22. 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 on it.
23. 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 programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

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. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion, the findings on the annual performance report and the findings on compliance with legislation included in this report.
25. Management did not prepare financial statements that are in compliance with the Standards of GRAP and an annual performance report that is in compliance with performance standards. Oversight did not properly review the annual financial statements and the annual performance report to ensure accuracy and completeness of reported information.
26. Management did not fully implement controls over the performance information, administrative expenditure reviews, cash flow statements, GRAP requirements or financial reporting processes, such as regular reviews and reconciling of information disclosed against the standard requirements.

AUDITOR-GENERAL

East London
31 July 2022



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence



in the footsteps 
in the footsteps
Department of Sport, Arts and Culture

Annual Financial Statements
for the year ended 31 March 2022

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

General Information

Country of incorporation and domicile	South Africa
Registered office	Cnr Owen street & Nelson Mandela Drive Bunga Building Mthatha 5100
Business address	Cnr Owen street & Nelson Mandela Drive Bunga Building Mthatha 5100
Controlling entity	Department of Sport, Arts and Culture
Bankers	ABSA Bank Sutherland Street, Mthatha
Preparer	Chief Financial Officer
Internal Auditors	Lunika Inc
Secretary	Taleni Godi Inc
Council Members	Dr N Songelwa - Council Chairperson Adv L T Nevondwe- Deputy Chairperson and ARC Chairperson Ms T Ndlovu -FIFC Chairperson (Joined February 2021) Ms Z Hlatshwayo - SCC Chairperson Mr A K Gontse - IDC Chairperson Prof B Mngomezulu - COC Chaiperson Ms J Nhlapho-Hlophe Mr M Bavuma Mr S Mzamo Dr S Masuku (Resigned in October 2021) Ms N Mandela (Joined in March 2021) Mr S Mdlangazi (Joined in March 2021) Dr K Ngqila (Joined in March 2021)

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Index

The reports and statements set out below comprise the annual financial statements presented to the Executive Authority:

	Page
Museum Council Report	4 - 5
Chief Executive Officer's Report	6 - 7
Statement of Financial Position	8
Statement of Financial Performance	9
Statement of Changes in Net Assets	10
Cash Flow Statement	11
Statement of Comparison of Budget and Actual Amounts	12
Accounting Policies	13 - 25
Notes to the Annual Financial Statements	26 - 44
The following supplementary information does not form part of the annual financial statements and is unaudited:	
Supplementary Information	45

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Index

Abbreviations used:

AGSA	Auditor General South Africa
ARC	Audit and Risk Committee
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COC	Content and Operations Committee
DSAC	Department of Sport, Arts and Culture
FIFC	Finance, Infrastructure and Fundraising Committee
GRAP	Generally Recognised Accounting Practice
IAS	International Accounting Standards
IDC	Institutional Development Committee
NMM	Nelson Mandela Museum
NT	National Treasury
PFMA	Public Finance Management Act
SCC	Stakeholder Commemoration Committee

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Museum Council Report

1. General Information**1.1 The Role of the Council of the Nelson Mandela Museum**

In accordance with the provisions of the Public Finance Management Act, Act 1 of 1999, (PFMA) as amended by Act 29 of 1999, and the Treasury Regulations, the Council of the Nelson Mandela Museum, (the Council) is the Accounting Authority. Its role includes the submission to the Executive Authority and Auditor General South Africa (AGSA) information such as Annual Financial Statements and Performance Information within two months after the end of the financial year.

2. Statement of Responsibility

The Public Finance Management Act (Act 1 of 1999) as amended, requires the Council to ensure that the Nelson Mandela Museum keeps full and proper records of its financial affairs. The Annual financial statements should fairly present the state of affairs of the Museum, its financial results, its performance against predetermined objectives and its financial position at the end of the year in terms of the Generally Recognised Accounting Practice (GRAP).

The Annual Financial Statements are the responsibility of the Council. The AGSA is responsible for independently auditing and reporting on the Annual Financial Statements.

The Annual Financial Statements have been prepared in accordance with Statements of Generally Recognised Accounting Practice. These Annual Financial Statements are based on appropriate accounting policies, supported by reasonable and prudent judgments and estimates.

The Council has reviewed the budget and cash flow projections for the year ending 31 March 2022. On the basis of this review, and in view of the current financial position, the Council has every reason to believe that the Museum is a going concern in the period ahead and has continued to adopt the going concern basis in preparing the Annual Financial Statements.

The Council determines, introduces and implements systems of internal control and risk management that are designed to provide reasonable assurance against material misstatements and losses. The entity also maintains these controls to safeguard assets against unauthorised use or disposal, and for the maintenance of proper accounting records and the reliability of the financial information used within the Museum.

The controls contain self-monitoring mechanisms, and actions are taken to correct deficiencies as they are identified. The internal audit function is in place and has been functional throughout the year, and there are no material breakdown in the functioning of these controls, procedures and systems which has occurred during the year under review.

3. Financial Results

Full details of the financial results are set out on pages 08 to 44 of the Annual Financial Statements.

4. Nature of Entity and its Principal Business

The core business is the conservation of heritage centred on Nelson Mandela, collecting, exhibiting and exercising stewardship over heritage resources linked to Madiba to inspire people to learn and share from his legacy, impact on development through education, culture and tourism.

The Museum is spread over three sites, namely the Mvezo site, Bhunga Building and Nelson Mandela Youth and Heritage Centre (Qunu). It is a public entity falling under the National Department of Sport, Arts and Culture (DSAC) and was established in accordance with the prescripts of the Cultural Institutions Act, Act No. 119 of 1998 and is one of the Cabinet legacy projects.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

5. Materiality and Significance Framework for 2021/22

In terms of the Public Finance Management Act, Act No. 1 of 1999 as amended, read with paragraph 28.1.5 of the National Treasury Regulations, the Council has developed and agreed to a framework of acceptable levels of materiality and significance.

6. Opinion and Approval

In the opinion of the Nelson Mandela Museum Council, based on the information available to date, the Annual Financial Statements set out on pages 08 to 44 present the financial position, the results of its operations, Cash Flow information of Nelson Mandela Museum and comply with the provisions of the Treasury Regulations and the Public Finance Management Act (Act 1 of 1999, as amended) for the year then ended.

The Annual Financial Statements set out on pages 08 to 44 for the year then ended were approved by the Museum Council on 31 July 2022.

Dr N Songelwa
Council Chairperson



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Chief Executive Officer`s Report**1. General Review of the State of Affairs**

The Council's commitment to provide strategic oversight and finances saw the museum continuing with its national and international footprints. The available budget was used to achieve the set objectives both on the 5 year Strategy and Annual Performance Plan. The 2021/22 financial year's budget was effectively used to achieve the mandate of the museum.

The museum was also able to balance various needs within the confines of its approved budget. It managed to utilize its infrastructure to promote the mandate. This also translated to maintaining the infrastructure. As an organ of state, the Museum delivers its services in alignment with Government objectives. The Museum contributes to social cohesion, patriotism, unity, reconciliation, economic regeneration through tourism and cultural activities, and its procurement practices, citizen participation and awareness through outreach, education programs and exhibitions. The Museum programs include: Governance (which deals with administration and Council support), Human Resources, Public Engagement and Communication, Heritage Resources and Infrastructure Services.

The Nelson Mandela Museum received most of its funding from the subsidy allocations from the National Government through DSAC. Total revenue collected by the Nelson Mandela Museum including finance income for the period under review increased by 18,58% from R35 560 084 compared to the same period last year. The Nelson Mandela Museum's results for the year ended 31 March 2022 show an increase in cash reserves from R33 874 545 to R43 543 826. This is due to an operating surplus of R9 567 851 realized during the year under review. This increase is attributable to a net of inflationary increase in grant allocation, interest received from investments as well as capital spending from rolled over funds. The grant from the DSAC accounted for 92,78% of the total revenue while 6,92% relates to interest from investments and 0,3% to sundry income as well as donations.

The operating expenditure for the period under review including finance costs is R32 729 013, showing an increase of R4 487 022 from the expenditure recorded in the previous period. The operating expenditure is made up of 44 % fixed costs of personnel, 8% administrative expenses, 5% Audit fee, and 43% other operating expenses, which constitute the core business of the organization with expense categories like exhibition expenses and advertising and promotion forming a major part, and Security expenses as major contributors as well.

The Nelson Mandela Museum is a going concern in the year 2021/22. The museum will continue to adopt a going concern basis in preparing its annual financial statements in the period ahead as the budget indicates. The institution filled all key positions during the 2021/22 financial year. Subsequently, the NMM has seen the improved results in strategic areas and performance in the 2021/22 financial year.

While a great deal of work still needs to be done to improve the baseline funding to facilitate meeting targets set in the Museum's strategic plan, the results for the year under review demonstrate progress, and management remains committed to achieving the strategic objectives set by Council.

2. Services rendered by the Nelson Mandela Museum

The core business of the Nelson Mandela Museum is education and conservation of Heritage Resources centred around Nelson Mandela in context, collecting, exhibiting and exercising stewardship over heritage resources linked to Madiba, inspire people to learn and share from his legacy, impact on development through education, culture and tourism. To achieve this objective, the Museum uses guided and unguided tours, public programs (indoors and outdoors), formal outreach like the use of popular programmes to reach people and make an impact. Social dialogues and seminars are also used to reach out to a wider public.

3. Tariffs

The museum has conferencing and accommodation facilities in Qunu, the facility has been closed since February 2017, due to renovations. However, renovations did not immediately take place as planned. That also affected the reopening plan of the facility. Currently, the museum tariff raising is through the sale of merchandise, books, etc. The museum approved the tariffs policy in 2019/20 financial year for Bhunga building related activities.

4. Donations Box

The museum does not charge an entrance fee to its visitors. Instead, there is a Donation Box, which is used to encourage visitors to donate. However, there has not been much activity when it comes to donations this current year.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

5. Museum Shop

The Nelson Mandela Museum Memorabilia shop has been in full operation since the upgrade of the Bhunga building of the Museum. The shop has been run in partnership with the DSAC with the overall objective of promoting local entrepreneurs to sell their artwork to the visitors. The museum does not charge for the space except to promote the local entrepreneurs. These are one of the corporate social investment (CSI) initiatives of which the museum is leading.

6. COVID-19 Impact

In December 2019, a novel strain of coronavirus was reported to have surfaced in China. Since then, the virus has spread to more than 100 countries, including South Africa. On 23 March 2020, President Cyril Ramaphosa announced measures to combat the spread of the Covid19 coronavirus in South Africa through a three weeks nationwide lockdown with severe restrictions on travel and movement. 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.

The duration and impact of the COVID19 pandemic, as well as the effectiveness of government and central bank responses, remains unclear at this time. It is not possible to reliably estimate the duration and severity of these consequences, as well as their impact on the financial position and results of the Museum for future periods. The council is not aware of any other material event which occurred after the reporting date and up to the date of this report.

7. Opinion

In the opinion of the Nelson Mandela Museum CEO, the Annual Financial Statements set out on pages 08 to 44 present the financial position, the results of its operations, Cash Flow information of Nelson Mandela Museum and comply with the provisions of the Treasury Regulations and the Public Finance Management Act (Act 1 of 1999, as amended) for the year then ended.

8. Conclusion

Indeed, the museum's financial accountability is aligned with its non-financial performance on its 2021/22 annual performance plan. The museum wittingly improved its financial management capacity as a tool to enhance both its performance and audit. The improved internal systems have enhanced the capacity of the museum to provide an excellent service to the public and also be able to account for its finances. It is also safe to state that the museum remains an important resource that promotes the values and legacy of Nelson Mandela. As the museum improves its systems, so is its personnel's capacity development.

Dr. V Booie
Chief Executive Officer



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Statement of Financial Position as at 31 March 2022

Figures in Rand	Note(s)	2022	2021
Assets			
Current Assets			
Inventories	6	291 158	317 045
Receivables from non-exchange transactions	7	399 507	201 494
Cash and cash equivalents	8	78 397 247	72 247 396
		79 087 912	72 765 935
Non-Current Assets			
Property, plant and equipment	3	9 704 984	4 727 749
Intangible assets	4	208 333	29 779
Heritage assets	5	9 868 320	9 947 120
		19 781 637	14 704 648
Total Assets		98 869 549	87 470 583
Liabilities			
Current Liabilities			
Payables from exchange transactions	13	7 223 400	2 211 104
Unspent conditional grants and receipts	11	9 821 093	12 733 031
Provisions	12	1 527 116	2 499 832
		18 571 609	17 443 967
Non-Current Liabilities			
Unspent conditional grants and receipts	11	36 741 276	36 152 072
Total Liabilities		55 312 885	53 596 039
Net Assets		43 556 664	33 874 544
Reserves			
Revaluation reserve	9	9 866 510	9 945 310
Accumulated surplus	10	33 690 154	23 929 234
Total Net Assets		43 556 664	33 874 544

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Statement of Financial Performance

Figures in Rand	Note(s)	2022	2021
Revenue			
Revenue from exchange transactions			
Sundry Income	15	125 682	142 856
Interest received - investment	16	2 917 982	3 128 956
Total revenue from exchange transactions		3 043 664	3 271 812
Revenue from non-exchange transactions			
Transfer revenue			
Government grants & subsidies	17	38 246 734	32 287 602
Public contributions and donations	18	876 728	670
Total revenue from non-exchange transactions		39 123 462	32 288 272
Total revenue	14	42 167 126	35 560 084
Expenditure			
Employee related costs	19	(14 429 894)	(14 166 304)
Administration	20	(2 737 013)	(3 160 997)
Depreciation and amortisation	21	(1 716 314)	(1 021 211)
Lease rentals on operating lease	23	(128 558)	(170 014)
General Expenses	22	(13 717 234)	(9 723 465)
Total expenditure		(32 729 013)	(28 241 991)
Surplus for the year		9 438 113	7 318 093

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Statement of Changes in Net Assets

Figures in Rand	Revaluation reserve	Accumulated surplus / deficit	Total net assets
Balance at 01 April 2020	9 866 510	16 611 141	26 477 651
Changes in net assets			
Changes in Heritage Assets	78 800	-	78 800
Net income (losses) recognised directly in net assets	78 800	-	78 800
Surplus for the year	-	7 318 093	7 318 093
Total recognised income and expenses for the year	78 800	7 318 093	7 396 893
Total changes	78 800	7 318 093	7 396 893
Balance at 01 April 2021	9 945 310	23 929 234	33 874 544
Changes in net assets			
Correction of Revaluation of heritage assets	(78 800)	-	(78 800)
Assessment of useful lives adjustment	-	322 807	322 807
Net income (losses) recognised directly in net assets	(78 800)	322 807	244 007
Surplus for the year	-	9 438 113	9 438 113
Total recognised income and expenses for the year	(78 800)	9 760 920	9 682 120
Total changes	(78 800)	9 760 920	9 682 120
Balance at 31 March 2022	9 866 510	33 690 154	43 556 664

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Cash Flow Statement

Figures in Rand	Note(s)	2022	2021
Cash flows from operating activities			
Receipts			
Grants		38 048 720	32 287 602
Interest income		2 917 982	3 128 956
Other cash item	15	125 682	142 591
Donations		163 903	670
		41 256 287	35 559 819
Payments			
Employee costs		(14 429 896)	(14 213 736)
Suppliers		(12 517 372)	(11 522 595)
		(26 947 268)	(25 736 331)
Net cash flows from operating activities	24	14 309 019	9 823 488
Cash flows from investing activities			
Purchase of property, plant and equipment	3	(5 836 436)	(2 063 828)
Cash flows from financing activities			
Decrease in conditional grant		(2 322 734)	(3 753 602)
Net increase/(decrease) in cash and cash equivalents		6 149 849	4 006 058
Cash and cash equivalents at the beginning of the year		72 247 396	68 241 339
Cash and cash equivalents at the end of the year	8	78 397 245	72 247 397

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis

	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual
--	-----------------	-------------	--------------	------------------------------------	--

Figures in Rand

Statement of Financial Performance**Revenue****Revenue from exchange transactions**

Sundry Income	74 000	-	74 000	125 682	51 682
Interest received - investment	600 000	-	600 000	2 917 982	2 317 982
Total revenue from exchange transactions	674 000	-	674 000	3 043 664	2 369 664

Revenue from non-exchange transactions**Transfer revenue**

Government grants & subsidies	30 924 000	-	30 924 000	38 246 734	7 322 734
Public contributions and donations	-	-	-	876 728	876 728

Total revenue from non-exchange transactions	30 924 000	-	30 924 000	39 123 462	8 199 462
---	-------------------	---	-------------------	-------------------	------------------

Total revenue	31 598 000	-	31 598 000	42 167 126	10 569 126
----------------------	-------------------	---	-------------------	-------------------	-------------------

Expenditure

Personnel	(16 588 120)	-	(16 588 120)	(14 429 894)	2 158 226
Administration	(3 218 560)	-	(3 218 560)	(2 737 013)	481 547
Depreciation and amortisation	-	-	-	(1 716 314)	(1 716 314)
Lease rentals on operating lease	-	-	-	(128 558)	(128 558)
General Expenses	(11 791 320)	-	(11 791 320)	(13 717 234)	(1 925 914)
Total expenditure	(31 598 000)	-	(31 598 000)	(32 729 013)	(1 131 013)

Surplus before taxation	-	-	-	9 438 113	9 438 113
--------------------------------	---	---	---	------------------	------------------

Refer to note 32 for a detailed explanation of variances above 10%.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Accounting Policies

Figures in Rand	Note(s)	2022	2021
-----------------	---------	------	------

1. Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act (Act 1 of 1999).

The annual financial statements have been prepared on an accrual basis of accounting using the going concern assumption and are in accordance with historical cost basis incorporating the principal accounting policies as set below unless specified otherwise. Accounting policies for material transactions, events or conditions not covered by the GRAP reporting framework, have been developed in accordance with paragraphs 7, 11 and 12 of GRAP 3 and the hierarchy approved in Directive 5 issued by the Accounting Standards Board. Assets, Liabilities, Revenues and expenses have not been offset except where offsetting is required or permitted by a Standard of GRAP. These accounting policies are consistent with the previous period, unless explicitly stated. The details of any changes in the accounting policies are explained in the relevant policy. The principal accounting policies adopted in the preparation of these Financial Statements are set out below.

1.1 Presentation currency

These annual financial statements are presented in South African Rand, which is the functional currency of the NMM. Unless stated otherwise, all figures have been rounded off to the nearest Rand.

1.2 Going concern assumption

These annual financial statements have been prepared based on the expectation that the NMM will continue to operate as a going concern for at least the next 12 months.

1.3 Comparative Information

When the presentation or classification of items in the Annual Financial Statements are amended, prior period comparative amounts are restated. The nature and the reason for reclassification are disclosed. Where accounting errors have been identified in the current year, the correction is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly. Where there has been a change in accounting policy in the current year, the adjustment is made retrospectively as far as practicable, and the prior year comparatives are restated accordingly.

1.4 Significant judgements and sources of estimation uncertainty**Trade receivables / Held to maturity investments and/or loans and receivables**

The entity assesses its loans and receivables for impairment at each reporting period. In determining whether an impairment loss should be recorded in Statement of Financial Performance, the entity makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

The impairment for loans and receivables is calculated on a portfolio basis, based on historical loss ratios, adjusted for national and industry-specific economic conditions and other indicators present at the reporting date that correlate with defaults on the portfolio. These annual loss ratios are applied to loan balances in the portfolio and scaled to the estimated loss emergence period.

Allowance for slow moving, damaged and obsolete stock

An allowance for stock that is identified as out of market and redundant is provided for. Any stock that is physically identified as damaged is written off when discovered.

Impairment testing

Management used value in use or fair value less cost to sell to determine the recoverable amount of assets that may have been impaired.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Accounting Policies**1.4 Significant judgements and sources of estimation uncertainty (continued)****Provisions**

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in note of AFS. Provisions are measured in the management's best estimate of the expenditure required to settle the obligation at the reporting date.

1.5 Property, plant and equipment

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

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

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is de-recognised.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment.

Items such as spare parts, standby equipment and servicing equipment are recognised when they meet the definition of property, plant and equipment.

Major inspection costs, which are a condition of continuing use of an item of property, plant and equipment and which meet the recognition criteria above, are included as a replacement in the cost of the item of property, plant and equipment. Any remaining inspection costs from the previous inspection are derecognised.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Buildings	Straight-line	10-20 years
Furniture and fixtures	Straight-line	6-20 years
Motor vehicles	Straight-line	5 years
Office equipment	Straight-line	6-10 years
IT equipment	Straight-line	3-10 years
Other property, plant and equipment	Straight-line	5-10 years

The assets residual value and the useful life are reviewed and adjusted if appropriate, at each financial year-end. Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately. The depreciation charge for each period is recognized in the profit or loss unless it is included in the carrying amount of another asset. An item of property plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from the derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the profit or loss in the year the item is derecognized.

Assets held under a finance lease are depreciated over their expected useful lives on the same basis as owned assets. If there is no reasonable certainty that the entity will obtain ownership by the end of the lease term, the assets are depreciated over the shorter of the lease term and its useful life. Donated held under donations are depreciated over the right of use period.

Impairments

The residual value and useful life and the depreciation method is reviewed annually and, any changes are recognized as a change in accounting estimates in the Statement of Financial Performance. The entity tests for impairment where there is an indication that the asset may be impaired. An assessment of whether there is an indication of impairment is done at the reporting date. Where carrying amount of an item of property, plant and equipment is greater than the estimated recoverable amount (or service amount), it is written down immediately to its recoverable amount (recoverable service amount) and an impairment loss is charged to the Statement of Financial Performance.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Accounting Policies

1.6 Subsequent Expenditure

Repairs and maintenance are generally charged to expenses during the financial period in which they are incurred. However, major renovations are capitalized and included in the carrying amount of the asset when it is probable that the future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the company. Major renovations are depreciated over the remaining useful life of the related asset.

1.7 Intangible assets

The cost of an intangible asset is recognised when:

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

Intangible assets are depreciated over their useful life taking into account residual values, where appropriate. The useful lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In reassessing useful lives, factors such as technological innovation and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

1.8 Heritage assets

Initial Recognition

(a) Heritage assets are recognised as an asset if, and only if

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

(b) For recognition of heritage assets, the assets need to be controlled by Nelson Mandela Museum as a result of past events. Such events may include: Purchased, donated, bequeathed, transfer and loans. In the event where Nelson Mandela Museum is restricted from disposing of the asset it will still be recognised due to the fact that it is controlled by Nelson Mandela Museum. It is the judgment of Nelson Mandela Museum to assess the degree of certainty attached to the flow of future economic benefits.

Initial measurement

Heritage assets are measured at cost.

- Due to the nature of assets controlled by Nelson Mandela Museum assets shall be valued according to circumstances
- All asset acquired by means of purchase should initially be measured at cost. Where no cost can be determined the fair value will be determined as at the date of acquisition
- In instances where heritage assets are donated or bequeathed to Nelson Mandela Museum at no cost, the cost will then be the fair value as at the date of acquisition.
- In determining the fair value of a heritage asset acquired through a non-exchange transaction, Nelson Mandela Museum will apply the principles of revaluation in determining the fair value.

Elements of costs

After recognition as an asset, a class of heritage assets is carried at its cost less any accumulated impairment losses

- (a) The cost of the heritage asset comprises of the following:
- its purchase price, including import duties and non-refundable purchases taxes, after deducting trade discounts and rebate
 - any cost directly attributable to bringing the heritage asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Accounting Policies

1.8 Heritage assets (continued)

(b) These costs can included cost such as:

- * Cost of employee benefits, for example the initial assessment of heritage asset

Subsequent measurement

- In accordance with GRAP 103, an entity should choose either the cost model or the revaluation model for subsequent measurement of an entire class of heritage asset.
- In accordance with the Cost Model, after recognition as an asset a class of heritage assets measured in accordance with the Cost Model, shall be carried at its cost less any accumulated impairment loss.
- In accordance with the Revaluation Model, after recognition as an asset, a class of heritage assets, whose fair value can be measured reliably, shall be carried at a revalued amount, being its fair value at the date of the revaluation less any subsequent impairment losses. Revaluations shall be made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the reporting date.
- Nelson Mandela Museum has elected the cost model and shall apply the policy to an entire class of heritage assets.

Impairment

- (a) A heritage asset shall not be depreciated, but Nelson Mandela Museum shall assess at each reporting date whether there is an indication that it may be impaired. If any such indications exist, Nelson Mandela Museum shall estimate the recoverable amount or the recoverable service amount of the heritage asset in accordance with the Standards of GRAP on Impairment of Cash- generating assets and Impairment of non-cash-generating asset.
- (b) In assessing whether there is an indication that an asset may be impaired and Nelson Mandela Museum shall consider, as a minimum the following indications:
 - (i) External sources of information and.
 - (ii) internal sources of information.

Transfers

- (a) Transfers from heritage assets are only made when the particular asset no longer meets the definition of a heritage asset.
- (b) Transfers to heritage assets are only made when the asset meets the definition of a heritage asset.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Accounting Policies**1.8 Heritage assets (continued)****Derecognition**

- a. The carrying amount of a heritage asset shall be derecognised:
- on disposal (including disposal through a non-exchange transaction), or when no future economic benefits or service potential are expected from its use or disposal.

Compensation for impairment

Compensation from third parties for heritage assets that have been impaired, lost or given up shall be included in surplus or deficit when the compensation becomes receivable.

De-Accessioning

An item will be considered for de-accessioning if it no longer meets and complies with the statement of purpose of the archival collection of the museum or is damaged beyond repair and unusable.

Heritage assets, which are culturally significant resources and which are shown at cost, are not depreciated due to the uncertainty regarding their estimated useful lives. The impact on the financial statements is that heritage assets have been valued at a nominal value of R1 and will be subsequently valued at market-related rates.

The carrying amount of a Heritage asset is derecognised:

- (a) On disposal
 (b) When no future economic benefits or services potential are expected from use or disposal

The Collections and Gifts to Nelson Mandela are considered to be Heritage Assets (the value of these assets is determined not by the commercial but rather by their historical significance) and therefore are irreplaceable.

Accounting policies for material transactions, events or conditions not covered by the GRAP reporting framework, have been developed in accordance with paragraphs 7, 11, and 12 of GRAP 3 and the hierarchy approved in Directive 5 issued by the Accounting Standards Board.

1.9 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, and minus any reduction (directly or through the use of an allowance account) for impairment or uncollectibility.

A concessionary loan is a loan granted to or received by an entity on terms that are not market related.

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Derecognition is the removal of a previously recognised financial asset or financial liability from an entity's statement of financial position.

A derivative is a financial instrument or other contract with all three of the following characteristics:

- Its value changes in response to the change in a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of prices or rates, credit rating or credit index, or other variable, provided in the case of a non-financial variable that the variable is not specific to a party to the contract (sometimes called the 'underlying').

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Accounting Policies**1.9 Financial instruments (continued)**

- It requires no initial net investment or an initial net investment that is smaller than would be required for other types of contracts that would be expected to have a similar response to changes in market factors.
- It is settled at a future date.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, an entity shall estimate cash flows considering all contractual terms of the financial instrument (for example, prepayment, call and similar options) but shall not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate (see the Standard of GRAP on Revenue from Exchange Transactions), transaction costs, and all other premiums or discounts. There is a presumption that the cash flows and the expected life of a group of similar financial instruments can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the cash flows or the expected life of a financial instrument (or group of financial instruments), the entity shall use the contractual cash flows over the full contractual term of the financial instrument (or group of financial instruments).

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

A financial asset is:

- cash;
- a residual interest of another entity; or
- a contractual right to:
 - receive cash or another financial asset from another entity; or
 - exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

A financial liability is any liability that is a contractual obligation to:

- deliver cash or another financial asset to another entity; or
- exchange financial assets or financial liabilities under conditions that are potentially unfavourable to the entity.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Liquidity risk is the risk encountered by an entity in the event of difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Loan commitment is a firm commitment to provide credit under pre-specified terms and conditions.

Loans payable are financial liabilities, other than short-term payables on normal credit terms.

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

A financial asset is past due when a counterparty has failed to make a payment when contractually due.

A residual interest is any contract that manifests an interest in the assets of an entity after deducting all of its liabilities. A residual interest includes contributions from owners, which may be shown as:

- equity instruments or similar forms of unitised capital;
- a formal designation of a transfer of resources (or a class of such transfers) by the parties to the transaction as forming part of an entity's net assets, either before the contribution occurs or at the time of the contribution; or

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Accounting Policies

1.9 Financial instruments (continued)

- a formal agreement, in relation to the contribution, establishing or increasing an existing financial interest in the net assets of an entity.

Transaction costs are incremental costs that are directly attributable to the acquisition, issue or disposal of a financial asset or financial liability. An incremental cost is one that would not have been incurred if the entity had not acquired, issued or disposed of the financial instrument.

Financial instruments at amortised cost are non-derivative financial assets or non-derivative financial liabilities that have fixed or determinable payments, excluding those instruments that:

- the entity designates at fair value at initial recognition; or
- are held for trading.

Financial instruments at cost are investments in residual interests that do not have a quoted market price in an active market, and whose fair value cannot be reliably measured.

Financial instruments at fair value comprise financial assets or financial liabilities that are:

- derivatives;
- contingent consideration of an acquirer in a transfer of functions between entities not under common control to which the Standard of GRAP on Transfer of Functions Between Entities Not Under Common Control (GRAP 106) applies
- combined instruments that are designated at fair value;
- instruments held for trading. A financial instrument is held for trading if:
 - it is acquired or incurred principally for the purpose of selling or repurchasing it in the near-term; or
 - on initial recognition it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short term profit-taking;
 - non-derivative financial assets or financial liabilities with fixed or determinable payments that are designated at fair value at initial recognition; and
 - financial instruments that do not meet the definition of financial instruments at amortised cost or financial instruments at cost.

1.10 Tax

Current tax assets and liabilities

NMM is exempt from taxation in terms of the Income Tax Act and VAT Act.

1.11 Leases

Operating leases - lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

1.12 Inventories

Inventories of the entity consist of books that are for sale and also used for donations to Invited participants to certain important museum events.

Inventories are initially measured at cost and subsequently at the lower of cost or net realizable value. Any write-down to net realizable value is recognized in the profit or loss. Cost comprises direct materials, direct labour costs and those overheads that have been incurred in bringing the inventories to their present location and condition (based on normal operating capacity). Cost is calculated using the first-in, first-out (FIFO) method. Net realizable value is the estimated selling price in the ordinary course of business, less any costs of completion and disposal.

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

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Accounting Policies

1.13 Impairment of cash-generating assets

Cash-generating assets are assets used with the objective of generating a commercial return. Commercial return means that positive cash flows are expected to be significantly higher than the cost of the asset.

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (amortisation).

Carrying amount is the amount at which an asset is recognised in the statement of financial position after deducting any accumulated depreciation and accumulated impairment losses thereon.

A cash-generating unit is the smallest identifiable group of assets used with the objective of generating a commercial return that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets.

Costs of disposal are incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

Depreciation (Amortisation) is the systematic allocation of the depreciable amount of an asset over its useful life.

Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal.

Recoverable amount of an asset or a cash-generating unit is the higher its fair value less costs to sell and its value in use.

Useful life is either:

- the period of time over which an asset is expected to be used by the NMM; or
- the number of production or similar units expected to be obtained from the asset by the NMM.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Accounting Policies

1.14 Employee benefits

Compensation of employees

Short-term employee benefits include items such as:

- wages, salaries and third party contributions;
- short term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service;
- bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service;

Other post retirement obligations

The entity does not provide post-retirement health care benefits, housing subsidies and gratuities.

Recognition Criteria

When an employee has rendered service to an entity during a reporting period, the entity shall recognise the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:

(a) as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, an entity shall recognise that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and

(b) as an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset (see, for example, the Standards of GRAP on Inventories (GRAP 12), Property, Plant and Equipment (GRAP 17), Intangible Assets (GRAP 31) and Heritage Assets (GRAP 103)).

An entity shall recognise the expected cost of short-term employee benefits in the form of compensated absences under paragraph as follows:

(a) in the case of accumulating compensated absences, when the employees render service that increases their entitlement to future compensated absences; and

(b) in the case of non-accumulating compensated absences, when the absences occur.

An entity may compensate employees for absence for various reasons including annual leave, sick leave, short-term disability and maternity or paternity leave.

Entitlement to compensated absences falls into two categories:

(a) accumulating; and

(b) non-accumulating.

Accumulating compensated absences are those that are carried forward and can be used in future periods if the current period's entitlement is not used in full.

Accumulating compensated absences may be either vesting (in other words, employees are entitled to a cash payment for unused entitlement on leaving the entity) or non-vesting (when employees are not entitled to a cash payment for unused entitlement on leaving). An obligation arises as employees render service that increases their entitlement to future compensated absences. The obligation exists, and is recognised, even if the compensated absences are non-vesting, although the possibility that employees may leave before they use an accumulated non-vesting entitlement affects the measurement of that obligation.

1.15 Provisions and contingencies

Provisions are recognised when:

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

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Accounting Policies**1.16 Commitments**

Items are classified as commitments when an entity has committed itself to future transactions that will normally result in the outflow of cash.

Disclosures are required in respect of unrecognised contractual commitments.

Commitments for which disclosure is necessary to achieve a fair presentation should be disclosed in a note to the financial statements, if both the following criteria are met:

- Contracts should be non-cancellable or only cancellable at significant cost (for example, contracts for computer or building maintenance services); and
- Contracts should relate to something other than the routine, steady, state business of the entity – therefore, salary commitments relating to employment contracts or social security benefit commitments are excluded.

1.17 Revenue from exchange transactions

Revenue from exchange transactions refers to revenue that accrues to the entity directly in return for services rendered or goods sold, the value of which approximates the consideration received or receivable, excluding indirect taxes, rebates and discounts.

There is a specific criteria in order to determine if the entity is acting as principal or agent. The recognition criteria must be met before revenue is recognised. An exchange transaction is one in which the entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to other party in exchange.

Measurement

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates. Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Sale of goods

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

Rendering of services

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

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

When services are performed by an indeterminate number of acts over a specified time frame, revenue is recognised on a straight-line basis over the specified time frame unless there is evidence that some other method better represents the stage of completion. When a specific act is much more significant than any other acts, the recognition of revenue is postponed until the significant act is executed.

When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

Service revenue is recognised by reference to the stage of completion of the transaction at the reporting date.

1.18 Revenue from non-exchange transactions

Revenue comprises gross inflows of economic benefits or service potential received and receivable by NMM, which represents an increase in net assets, other than increases relating to contributions from owners.

Control of an asset arise when the NMM can use or otherwise benefit from the asset in pursuit of its objectives and can exclude or otherwise regulate the access of others to that benefit.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Accounting Policies**1.18 Revenue from non-exchange transactions (continued)**

Exchange transactions are transactions in which one entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of cash, goods, services, or use of assets) to another entity in exchange.

Recognition

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

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

Measurement

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

When, as a result of a non-exchange transaction, the NMM recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

1.19 Borrowing costs

Borrowing costs are interest and other expenses incurred by an entity in connection with the borrowing of funds.

Borrowing costs are recognised as an expense in the period in which they are incurred.

1.20 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

Fruitless and wasteful expenditure is accounted for in line with all relating requirements, including, but not limited to, ruling Legislation, Regulations, Frameworks, Circulars, Instruction Notes, Practice Notes, Guidelines etc (as applicable).

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

1.21 Irregular expenditure

Irregular expenditure as defined in section 1 of the PFMA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including:

- (a) this Act; or
- (b) the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or
- (c) any legislation providing for procurement procedures in the government.

National Treasury practice note no. 4 of 2008/2009 which was issued in terms of sections 76(1) to 76(4) of the PFMA requires the following (effective from 1 April 2008):

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Accounting Policies**1.21 Irregular expenditure (continued)**

Irregular expenditure that was incurred and identified during the current financial and which was condoned before year end and/or before finalisation of the financial statements must also be recorded appropriately in the irregular expenditure register. In such an instance, no further action is also required with the exception of updating the note to the financial statements.

Irregular expenditure that was incurred and identified during the current financial year and for which condonement is being awaited at yearend must be recorded in the irregular expenditure register. No further action is required with the exception of updating the note to the financial statements.

Where irregular expenditure was incurred in the previous financial year and is only condoned in the following financial year, the register and the disclosure note to the financial statements must be updated with the amount condoned.

Irregular expenditure that was incurred and identified during the current financial year and which was not condoned by the National Treasury or the relevant authority must be recorded appropriately in the irregular expenditure register. If liability for the irregular expenditure can be attributed to a person, a debt account must be created if such a person is liable in law. Immediate steps must thereafter be taken to recover the amount from the person concerned. If recovery is not possible, the accounting officer or accounting authority may write off the amount as debt impairment and disclose such in the relevant note to the financial statements. The irregular expenditure register must also be updated accordingly. If the irregular expenditure has not been condoned and no person is liable in law, the expenditure related thereto must remain against the relevant programme/expenditure item, be disclosed as such in the note to the financial statements and updated accordingly in the irregular expenditure register.

1.22 Non- Cash Generating Assets

Non-cash Generating assets are assets other than Cash Generating Assets. Recoverable services amount is the higher of the Non- cash generating asset's value less costs to sell and its value in use.

Impairment of non-cash generating assets

An impairment is a loss in the future economic benefits or service potential of an asset over and above the systematic recognition of the loss of the asset's future economic benefit or service potential through depreciation. Value in use of a Non-cash-generating asset is the present value of the asset's remaining service potential. A commitment to discontinue or restructure an operation in the near future is an indication of a reversal of an impairment loss of an asset belonging to the operation where such commitment constitutes a significant long term change with a favourable effect on the entity in the extent or manner of the use of that asset.

1.23 Budget information

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

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

The approved budget is prepared on a cash basis and presented by economic classification linked to performance outcome objectives.

The approved budget covers the fiscal period from 2021/04/01 to 2022/03/31.

The budget for the economic entity includes all the entities approved budgets under its control.

The annual financial statements and the budget are on the same basis of accounting therefore a comparison with the budgeted amounts for the reporting period have been included in the Statement of comparison of budget and actual amounts.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Accounting Policies

1.24 Related parties

The entity operates in an economic sector currently dominated by entities directly or indirectly owned by the South African Government. As a consequence of the constitutional independence of the three spheres of government in South Africa, only certain entities within the national sphere of government are considered to be related parties.

Related parties refers to all transactions with parties that have the ability to control (or jointly control) the NMM or exercise significant influence over the NMM, or vice versa, or an entity that is subject to common control or joint control.

Management are those persons responsible for planning, directing and controlling the activities of the NMM, including those charged with the governance of the NMM in accordance with legislation, in instances where they are required to perform such functions.

Close members of the family of a person are those family members who may be expected to influence or be influenced by that management in their dealings with the NMM.

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

1.25 Events after reporting date

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

The NMM will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand

2022

2021

2. New standards and interpretations**2.1 Standards and interpretations effective and adopted in the current year**

In the current year, the constitutional institution has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

Standard/ Interpretation:	Effective date: Years beginning on or after
• GRAP 1: Presentation of Financial Statements	01 April 2021
• GRAP 2: Cash Flow Statements	01 April 2021
• GRAP 3: Accounting Policies, Changes in Accounting Estimates and Errors	01 April 2021
• GRAP 9: Revenue from Exchange Transactions	01 April 2021
• GRAP 12: Inventories	01 April 2021
• GRAP 13: Leases	01 April 2021
• GRAP 14: Events after Reporting Date	01 April 2021
• GRAP 17: Property, Plant and Equipment	01 April 2021
• GRAP 19: Provisions, Contingent Liabilities and Contingent Assets	01 April 2021
• GRAP 23: Revenue from Non- Exchange Transactions	01 April 2021
• GRAP 21: Impairment of Non-Cash Generating Assets	01 April 2021
• GRAP 24: Presentation of Budget Information in Financial Statements	01 April 2021
• GRAP 25: Employee Benefits	01 April 2021
• GRAP 31: Intangible Assets	01 April 2021
• GRAP 20: Related Parties	01 April 2021
• GRAP 103: Heritage Assets	01 April 2021
• Directive 108: Statutory Receivables	01 April 2021

2.2 Standards and interpretations issued, but not yet effective

The constitutional institution has not applied the following standards and interpretations, which have been published and are mandatory for the constitutional institution's accounting periods beginning on or after 01 April 2022 or later periods:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• GRAP 104 (as revised): Financial Instruments	01 April 2025	Unlikely there will be a material impact

Trading as Nelson Mandela Museum
Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand

3. Property, plant and equipment

	2022		2021	
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation
			Carrying value and accumulated impairment	
Buildings	7 200 498	(1 942 309)	5 258 189	3 184 920
Furniture and fixtures	3 796 609	(2 978 973)	817 636	3 118 172
Motor vehicles	1 630 044	(879 015)	751 029	713 128
Office equipment	1 223 568	(855 585)	367 983	1 155 723
IT equipment	3 114 695	(1 957 357)	1 157 338	2 512 359
Other property, plant and equipment	2 503 535	(1 150 726)	1 352 809	2 499 614
Total	19 468 949	(9 763 965)	9 704 984	13 183 916
			(8 456 167)	4 727 749

Trading as Nelson Mandela Museum
Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand

3. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2022

	Opening balance	Additions	Depreciation	Assessment of useful lives	Total
Buildings	1 504 791	4 015 578	(262 180)	-	5 258 189
Furniture and fixtures	183 413	678 436	(250 109)	205 896	817 636
Motor vehicles	313 941	916 914	(479 826)	-	751 029
Office equipment	352 277	67 846	(82 448)	30 313	367 988
IT equipment	912 879	602 336	(357 877)	-	1 157 338
Other property, plant and equipment	1 460 448	3 920	(162 426)	50 867	1 352 809
	4 727 749	6 285 030	(1 594 866)	287 076	9 704 989

Trading as Nelson Mandela Museum
Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand

3. Property, plant and equipment (continued) Reconciliation of property, plant and equipment - 2021

	Opening balance	Additions	Disposals	Depreciation	Total
Buildings	1 823 284	-	-	(318 493)	1 504 791
Furniture and fixtures	308 433	-	-	(125 838)	183 413
Motor vehicles	411 716	-	-	(97 780)	313 941
Office equipment	34 892	369 828	-	(52 443)	352 277
IT equipment	994 727	212 576	(12 222)	(282 202)	912 879
Other property, plant and equipment	3 762	1 481 424	-	(25 792)	1 460 448
	3 576 814	2 063 828	(12 222)	902 093	4 727 749

Pledged as security

None of the PPE items have been pledged as security.

Property, plant and equipment in the process of being constructed or developed

Cumulative expenditure recognised in the carrying value of property, plant and equipment

Buildings - Fencing in progress	3 988 578	-
---------------------------------	-----------	---

The Museum has taken the Qunu fencing capital project into its asset register as an asset that is work in progress. The Qunu fencing project, which the Museum is co-funding is part of the capital works that are being done by DPWI.

Reconciliation of Work-in-Progress 2022

Additions/capital expenditure	Included within Other PPE	Total
	3 988 578	3 988 578

Trading as Nelson Mandela Museum
Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand

4. Intangible assets

	2022		2021			
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Computer software, other	657 360	(449 027)	208 333	357 360	(327 581)	29 779

Reconciliation of intangible assets - 2022

	Opening balance	Additions	Amortisation	Total
Computer software, other	29 779	300 000	(121 446)	208 333

Reconciliation of intangible assets - 2021

	Opening balance	Amortisation	Total
Computer software, other	148 896	(119 117)	29 779

Pledged as security

None of the intangible assets were pledged as security:

Trading as Nelson Mandela Museum
Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand

5. Heritage assets

	2022		2021	
	Cost / Valuation	Accumulated impairment losses	Carrying value	Cost / Valuation
Art Collections, antiquities and exhibits	7 991 850	-	7 991 850	7 991 850
Other Heritage Assets	153 580	-	153 580	232 380
Stamp collections, military insignia, medals, coin	1 722 890	-	1 722 890	1 722 890
Total	9 868 320	-	9 868 320	9 947 120

Reconciliation of heritage assets 2022

	Opening balance	Revaluation increase/(decre ase)	Total
Art Collections, antiquities and exhibits	7 991 850	-	7 991 850
Other Heritage Assets	232 380	(78 800)	153 580
Stamp collections, military insignia, medals, coin	1 722 890	-	1 722 890
	9 947 120	(78 800)	9 868 320

Reconciliation of heritage assets 2021

	Opening balance	Revaluation increase/(decre ase)	Total
Art Collections, antiquities and exhibits	7 991 850	-	7 991 850
Other Heritage Assets	153 580	78 800	232 380
Stamp collections, military insignia, medals, coin	1 722 890	-	1 722 890
	9 868 320	78 800	9 947 120

Trading as Nelson Mandela Museum
Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand

5. Heritage assets (continued)

Heritage assets which fair values cannot be reliably measured

The heritage assets consist of gifts (not limited to insignia, medals, coins, stamps, objects of decorative or fine arts, stationery, precious metal and weaponry) that Nelson Mandela had been given when he was still a president of South Africa and also after he has retired.

Pledged as security

None of the Heritage assets were pledged as security.

6. Inventories

Finished goods	291 158	317 045
----------------	---------	---------

7. Receivables from non-exchange transactions

Sundry Debtors	399 507	201 494
----------------	---------	---------

Statutory receivables included in receivables from non-exchange transactions above are as follows:

Opening Balance	296 505	138 767
Recoveries	(45 327)	(42 638)
Other receivables from non-exchange revenue	244 092	201 128
Provision for doubtful debts	(95 763)	(95 763)
	399 507	201 494

Total receivables from non-exchange transactions

	399 507	201 494
--	---------	---------

8. Cash and cash equivalents

Cash and cash equivalents consist of:

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand	2022	2021
8. Cash and cash equivalents (continued)		
Bank balances	603 500	603 500
Short-term deposits	77 793 747	71 643 896
	78 397 247	72 247 396

9. Revaluation reserve

Opening balance	9 945 310	9 866 510
Change during the year	(78 800)	78 800
	9 866 510	9 945 310

In terms of GRAP 103, heritage assets were required to be revalued effectively 2015/16 financial year. In 2016/17, financial year all heritage assets were revalued to their market values. This has led to a revaluation surplus, as disclosed in the note above. Refer to note 5

10. Accumulated surplus

	2022	2021
Balance as originally stated	23 929 234	16 611 134
Other movement	322 799	-
Surplus/ (Deficit for the year)	9 438 121	7 318 092
	33 690 154	23 929 234

11. Unspent conditional grants and receipts

Unspent conditional grants and receipts comprises of:

Unspent conditional grants and receipts

Qunu Development Project	5 767 338	10 684 534
Facilities Management	2 279 492	2 450 085
Long Walk to Freedom Film Set	36 741 276	33 300 000
Back-Up Generator	401 987	401 987
ICT Project	702 401	1 378 621
Erection of public sculptures	636 792	636 792
Installation of burglar bars	33 083	33 083
	46 562 369	48 885 102

Movement during the year

Balance at the beginning of the year	48 885 103	52 638 705
Additions during the year	5 000 000	-
Conditions met and transferred to revenue	(7 322 734)	(3 753 603)
	46 562 369	48 885 102

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand	2022	2021
11. Unspent conditional grants and receipts (continued)		
Non-current liabilities	36 741 276	36 152 072
Current liabilities	9 821 093	12 733 031
	46 562 369	48 885 103

Reconciliation of conditional grants	Opening Balance	Additions	Conditions met and transferred to revenue	Total
Qunu Development Project	10 684 535	-	(4 917 198)	5 767 337
ICT Project	1 378 621	-	(676 220)	702 401
Installation of burglar bars	33 083	-	-	33 083
Erection of public sculptures	636 792	-	-	636 792
Facilities Management	2 450 085	1 000 000	(1 170 592)	2 279 493
Long Walk to Freedom Film Set	33 300 000	4 000 000	(558 724)	36 741 276
Back-up Generator	401 987	-	-	401 987
	48 885 103	5 000 000	(7 322 734)	46 562 369

Facilities Management- These funds are for the maintenance and improvement of existing structures

Long walk to freedom - Allocated funds relates to Long walk to freedom film set consultants and the remainder would be transferred to the LWTF construction project.

Erection of Statues- These funds are for the construction of 2 Nelson Mandela statues in Bhunga and Qunu.

Qunu Development project- This grant is for both the project management team and Qunu improvements.

ICT Project- These funds are for ICT infrastructure development and equipment.

Back-up generator- These funds were allocated for the procurement of back-up generator for Bhunga Building.

Installation of burglar bars- These funds were allocated for installing burglar bars at the Museum.

The current portion, as disclosed above, is made of; Consultants for long walk to freedom film set that are expected to start utilising the budget in a period that is less than 12 months. Also, other projects, namely, Qunu Condition Based Maintenance, Erection of Public Sculptures, ICT project, Facilities Management and Project Management are also anticipated to continue spending allocated funds as per budget in the period less than 12 months.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand	2022	2021
-----------------	------	------

12. Provisions**Reconciliation of provisions - 2022**

	Opening Balance	Additions	Utilised during the year	Total
Provision for 13th cheque	93 739	98 782	(93 739)	98 782
Provision for incentive bonus	1 794 478	1 128 600	(1 794 478)	1 128 600
Provision for leave	611 615	299 374	(611 255)	299 734
	2 499 832	1 526 756	(2 499 472)	1 527 116

Description and nature of provisions**Leave Provision**

The leave provision covers the NMM's liabilities for annual leave, which are classified as short-term benefits, as explained under accounting policies 1.14 and 1.15.

The current portion of this liability includes all of the accrued annual leave calculated as the entitled number of days multiplied by the total cost to the company rate per month. Where employees worked for less than a year, pro-rata payments will be made.

The NMM policy expects all employees to take the total amount of accrued leave within the next 12 months.

Provision for 13th cheque

This covers a benefit offered to all permanent employees by the Museum, excluding the management, as its remuneration is on the total cost. This will be calculated as 1/13 of the total cost to the company.

Provision for performance bonus

This is for incentivising the employees who perform beyond the expectation. This provision is as per the performance policy of the Museum.

In all the provisions stated above, calculations are as per the clear guidelines with no assumptions required.

Reconciliation of provisions - 2021

	Opening Balance	Additions	Utilised during the year	Total
Provision for 13th cheque	78 736	93 738	(78 735)	93 739
Provision for incentive bonus	1 717 585	1 794 477	(1 717 584)	1 794 478
Provision for leave	592 452	1 144 854	(1 125 691)	611 615
	2 388 773	3 033 069	(2 922 010)	2 499 832

13. Payables from exchange transactions

Trade payables	7 223 400	2 211 104
----------------	-----------	-----------

The increase in payables is due to a transfer of funds from conditional grants to payables for work that has been in they year but not paid.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand	2022	2021
14. Revenue		
Sundry Income	125 682	142 856
Interest received - investment	2 917 982	3 128 956
Government grants & subsidies	38 246 734	32 287 602
Public contributions and donations	876 728	670
	42 167 126	35 560 084

The amount included in revenue arising from exchanges of goods or services are as follows:

Sundry Income	125 682	142 856
Interest received - investment	2 917 982	3 128 956
	3 043 664	3 271 812

The amount included in revenue arising from non-exchange transactions is as follows:

Transfer revenue		
Government grants & subsidies	38 246 734	32 287 602
Public contributions and donations	876 728	670
	39 123 462	32 288 272

15. Other Revenue

Sundry Income	125 682	142 856
---------------	---------	---------

16. Investment revenue

Interest revenue		
Bank	2 917 982	3 128 956

The amount included in Investment revenue arising from exchange transactions amounted to R 2 917 982. (2021: R3 128 956)

There was no interest income, calculated using the effective interest rate, on financial instruments not at fair value through surplus or deficit.

17. Government grants & subsidies

Operating grants		
Equitable Share	30 924 000	28 534 000
Capital grants		
Government grant	7 322 734	3 753 602
	38 246 734	32 287 602

Operating grant is the subsidy of NMM for operations and capital grants linked to note 11 for conditional grants.

18. Public contributions and donations

Public contributions and donations	876 728	670
------------------------------------	---------	-----

Refer to supplementary information for detailed explanation.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand	2022	2021
19. Employee related costs		
Basic	12 698 194	11 945 170
UIF	52 560	47 458
SDL	129 748	125 838
Other payroll levies	21 913	26 305
Leave pay provision charge	(86 936)	44 871
Defined contribution plans	696 594	790 561
13th Cheques	288 126	271 008
Incentive Bonus	610 848	896 820
Casual Labour	18 847	18 273
	14 429 894	14 166 304

Mr B Tyhulu- Chief Executive Officer

Annual Remuneration	1 055 992	949 206
Contributions to UIF, Medical and Pension Funds	8 186	10 682
Other	136 617	-
	1 200 795	959 888

Mr M Msongelwa-Chief Financial Officer

Annual Remuneration	1 147 099	1 119 525
Acting Allowance	77 116	214 989
Performance Bonuses	171 992	212 869
Contributions to UIF, Medical and Pension Funds	12 285	16 211
	1 408 492	1 563 594

Remuneration of Ms N Tandwa

Annual Remuneration	846 841	810 811
Performance Bonuses	84 684	122 140
Contributions to UIF, Medical and Pension Funds	8 458	10 215
	939 983	943 166

Remuneration of Ms N Thwala - Senior Manager

Annual Remuneration	175 068	810 811
Performance Bonuses	-	107 850
Contributions to UIF, Medical and Pension Funds	1 063	10 215
	176 131	928 876

Remuneration of Dr V Booi - Senior Manager

Annual Remuneration	182 778	-
Contributions to UIF, Medical and Pension Funds	708	-
	183 486	-

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand	2022	2021
19. Employee related costs (continued)		
Remuneration of Council		
Dr N Songelwa - Chairperson	117 313	36 494
Adv T Nevondwe- Deputy Chairperson and ARC Chairperson	138 930	67 479
Ms T Ndlovu - FIFC Chairperson	157 373	-
Prof. B Mngomezulu - COC Chairperson	159 066	71 737
Mr A Gontse - IDC Chairperson	204 482	94 802
Mr S Madikizela - FIFC Chairperson (Former)	2 036	36 192
Mr M Bavuma	123 740	70 180
Mr S Mzamo	16 203	83 108
Dr S Masuku	54 703	54 002
Adv. S Peter- ARC Member	56 142	37 428
Mr N Baloyi - ARC Member	74 856	37 428
Dr N Ngqila	82 292	-
Ms N Mandela	50 165	-
	1 237 301	588 850

Mr Mzamo (partly paid the remuneration while he was not an employee of the state), Ms Hlatshwayo, Mrs Nhlapho-Hlophe and Mr S Mdlangazi are not paid honoraria for attendance of NMM business as they are the employees of the State.

20. Administration expenditure

Administration and management fees - third party	2 737 013	3 160 997
--	-----------	-----------

	2022	2021
Bank Charges	38 483	33 932
Cell phone expenses	330 112	314 069
Cleaning expenses	827 103	527 370
Courier charges	6 434	17 430
Water and Electricity	504 606	713 433
Insurance	306 017	287 311
Legal fees	-	52 801
Accounting Software	168 881	165 365
Internal Audit Fees	149 311	70 984
Staff Training	187 183	95 147
Staff Welfare	51 921	587 221
Membership and Subscriptions	38 821	24 839
Telephone expenses	99 773	271 095
Workman's Compensation	28 368	-
	2 737 013	3 160 997

21. Depreciation and amortisation

Property, plant and equipment	262 180	318 492
Furniture and fittings	250 109	125 384
IT Equipment	357 877	282 202
Intangible assets	121 446	119 118
Office Equipment	82 448	52 443
Other Property, Plant and Equipment	162 426	25 792
Motor Vehicles	479 828	97 780
	1 716 314	1 021 211

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand	2022	2021
22. General expenses		
Advertising	1 536 541	867 057
Auditors remuneration	1 667 867	1 388 414
Computer expenses	467 175	246 543
Consulting and professional fees	3 972 063	2 729 498
Motor vehicle expenses	-	1 708
Fuel and oil	139 760	62 564
Printing and stationery	211 881	135 464
Repairs and maintenance	190 283	64 151
Security (Guarding of municipal property)	2 590 564	2 586 870
Travel - local	1 976 089	279 333
Functions and Catering	120 595	8 379
Exhibition Expenses	669 714	927 680
Other Expenses	174 702	425 804
	13 717 234	9 723 465
23. Lease rentals on operating lease		
Equipment		
Contractual amounts	128 558	170 014
24. Cash generated from operations		
Surplus	9 438 113	7 318 093
Adjustments for:		
Depreciation and amortisation	1 716 314	1 021 211
Donation in kind	(712 825)	-
Movements in provisions	(972 716)	111 058
Changes in working capital:		
Inventories	25 887	(75 261)
Other receivables from non-exchange transactions	(198 014)	(158 490)
Payables from exchange transactions	5 012 260	1 606 877
	14 309 019	9 823 488

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand	2022	2021
25. Commitments		
Authorised operational expenditure		
Already contracted for but not provided for		
• Leases	227 106	373 987
• Cleaning and security	1 670 038	5 402 862
• Professional team	5 937 983	2 033 054
• Facilities Management	1 316 385	2 450 085
• Others	1 834 046	868 462
	10 985 558	11 128 450
Total operational commitments		
Already contracted for but not provided for	10 985 558	11 128 450
Total commitments		
Total commitments		
Authorised operational expenditure	10 985 558	11 128 450
Others above is made of commitments that are relating to Photocopiers, Couriers, Travel Agent, Telephone line etc. There are no escalation rates and contingent rents.		
Operating leases - as lessee (expense)		
Minimum lease payments due		
- within one year	124 662	140 245
- in second to fifth year inclusive	109 079	233 742
	233 741	373 987

Operating lease payments represent rentals payable by the NMM for the rental of 3 printers from XEROX for a period of 3 years.

26. Related parties

Relationships

Non Executive Management

The Nelson Mandela Museum Council is the Governing Accounting Authority of the Institution (see details in note 18)

Controlling entity

The Nelson Mandela Museum has been established by the South African Government through the Department of Sport, Arts and Culture in terms of the Cultural Institutions Act 1998 (Act No. 119 of 1998) and is ultimately controlled by the National Minister of Arts and Culture (see note 14)

Executive Management

All senior managers of the Nelson Mandela Museum are classified as Executive Management (See details in note 18)

Other Related Parties

All transactions with parties that have the ability to control (or jointly control) the NMM or exercise significant influence over the NMM, or vice versa, or an entity that is subject to common control or joint control

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand

2022

2021

27. Risk management**Financial risk management**

The entity's principal financial liability comprises of trade and other payables and financial lease liability. The main purpose of these financial liabilities is to raise finance for the entity's operations. The entity has a financial asset in the form of cash and short-term deposits, which arise direct from its operations.

March 2022	Short-Term Investments	Financial Liability at Amortised Cost	Total
Cash and Cash Equivalents	78 397 247	-	78 397 247
Trade and Other Receivables	399 507	-	399 507
Trade and Other Payables	-	(7 223 400)	(7 223 400)
	78 796 754	(7 223 400)	71 573 354

March 2021	Short Term Investments	Financial Liability at Amortised Cost	Total
Cash and Cash Equivalents	72 247 396	-	72 247 396
Trade and Other Receivables	201 494	-	201 494
Trade and Other Payables	-	(2 211 104)	(2 211 104)
	-	(2 211 104)	-
	72 448 890	(2 211 104)	70 237 786

Liquidity risk

The entity's risk to liquidity is a result of the ability to cover future commitments. The entity manages liquidity risk through ongoing review future commitments and credit facilities. The table below analyses the NMM's financial liabilities and unsettled derivative financial liabilities into relevant maturity groupings based on the remaining period at the statement of financial position to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

March 2022	Less than 3 months or on demand	More than 3 months but less than 6 months	More than 6 months but less than 9 months	More than 9 months but not exceeding 1 year	More than 1 year	Total
Infrastructure funds	-	1 812 883	3 825 810	4 182 400	36 741 276	46 562 369
Trade and other payables	7 223 400	-	-	-	-	7 223 400
	-	-	-	-	-	-
	7 223 400	1 812 883	3 825 810	4 182 400	36 741 276	53 785 769

March 2021	Less than 3 months or on demand	More than 3 months but less than 6 months	More than 6 months but less than 9 months	More than 9 months but not exceeding 1 year	More than 1 year	Total
Infrastructure funds	-	450 000	2 100 000	10 183 031	36 152 072	48 885 103
Trade and other payables	2 211 104	-	-	-	-	2 211 104
Subtotal	2 211 104	450 000	2 100 000	10 183 031	36 152 072	51 096 207
	2 211 104	450 000	2 100 000	10 183 031	36 152 072	51 096 207

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand	2022	2021
-----------------	------	------

27. Risk management (continued)**Credit and interest risk**

The Museum's exposure to various risks associated with the financial instruments is disclosed under financial risk management. The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of financial assets mentioned above.

The entity's activities expose it primarily to the risks of fluctuations in interest rates. Interest rate risk refers to the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

28. Going concern

The annual financial statements have been prepared on the basis based on the assumption that the funds will be available to finance future operations and that the realisation of assets and settlement of liabilities. Commitments and obligations will occur in the course of business in the near future.

29. Events after the reporting date

On 10 May 2022, the council took a decision that the bonus for the year ending 31 March 2022 and the years to follow will no longer be paid due to economic constraints. Funds will be utilized to implement job evaluation.

This event is not an adjusting event, as the decision was taken after the year-end.

30. Fruitless and wasteful expenditure

Opening balance as previously reported	-	22 801
Add: Fruitless and wasteful expenditure identified - current	14 092	-
Less: Amount transferred to debtors	(14 092)	(22 801)
Closing balance	-	-

Amount recovered

The fruitless expenditure debtors that were raised in the previous year and current year relates to over-payment of supplier, late return of hired cars and speeding fines, subsequently were recovered and closed.

31. Irregular expenditure

Opening balance as previously reported	4 456 190	4 456 190
--	-----------	-----------

Details of irregular expenditure not condoned

An application has been made to the National Treasury requesting a condonation of irregular expenditure incurred during 2016/2017 financial years. The Museum is still awaiting for the outcome.	4 456 190	4 456 190
--	-----------	-----------

32. Reconciliation between budget and statement of financial performance

Reconciliation of budget surplus/deficit with the surplus/deficit in the statement of financial performance:

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand	2022	2021
32. Reconciliation between budget and statement of financial performance (continued)		
Net surplus per the statement of financial performance	9 438 113	7 318 093
Adjusted for:		
Infrastructure interest	(2 533 664)	(2 668 956)
Grants	(712 728)	-
Variances in expenditure	(3 093 624)	-
Net surplus per approved budget	3 098 097	4 649 137

33. Budget differences**Material differences between budget and actual amounts**

Revenue	Actual	Budget	Variance %	Total
	42 167 126	(31 598 000)	33,00 %	10 569 159

Interest received: The increase is due to interest earned on project funds, which was budgeted operationally.

Public Contributions: The donations was not budgeted for in the current year. Two donations were received from Mercedes Benz South Africa and US Embassy.

Sundry income: The variance is due to sale of merchandise, bid documents and other sundry revenue which was not budgeted.

Subsidy and government grants: This relates to revenue recognised from the expenditure that is incurred from the Capital budget that is for multi years.

Expenditure	Actual	Budget	Variance %	Total
	32 729 014	(31 598 000)	6,00 %	1 131 020

Administration expenses: The variance is due to under-spending in municipal charges, staff welfare and telephone expenses.

Personnel costs: The reduction is due to vacancies that were experienced by NMM in Senior positions.

Depreciation: This is a non-monetary item and wear and tear is not budgeted for. The allocation from DSAC is only limited for operational budget.

General expenses: This relates to the expenditure incurred from the Capital budget that was allocated for multi years.

34. Segment information**General information**

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand	2022	2021
-----------------	------	------

34. Segment information (continued)**Identification of segments**

In order for an entity to report on a segment, the following 3 criteria's should be met:

- (a) It must generate economic benefits or service potential (including economic benefits or service potential relating to transactions between activities of the same entity);
- (b) Results must regularly reviewed by management to make decisions about resources to be allocated to that activity and in assessing it's performance; and
- (c) For which separate financial information is available

Information reported about these segments is used by management as a basis for evaluating the segments' performances and for making decisions about the allocation of resources. The disclosure of information about these segments is also considered appropriate for external reporting purposes. The museum is generating the economic benefits as an entity not through its different divisions. The review is for the museum as a whole not for divisions, the decisions are made for the museum as a whole not for certain divisions. Assets are managed and control by admin department, assets are not allocated as per division and separate financial information per division is not available. The Nelson Mandela Museum is single segment and we are reported as segment at the DSAC.

35. Change in estimate**Property, plant and equipment**

The useful lives and residual values of property, plant and equipment were assessed in the period under review

and there was no change from management estimates from the previous year.

The useful lives were not changed at the class level.

The above review of the useful lives had the following impact:

The review had a zero impact on statement of comprehensive income and statement of financial position.

Impact

Net depreciation

Impact	Total
Net depreciation	129738

The effect of change in estimate was adjusted in the current year as the effect was immaterial.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2022

Supplementary Information**1. Donations**

	2022	2021
Donor		
Various donors	-	670
Mercedes Benz SA	712 825	-
US Embassy	163 902	-
	876 727	670

A Sponsorship was received during the 2021/22 financial year from Mercedes-Benz SA in a form of motor vehicle valued R712 825. For the purposes of using the Vehicle as a mobile museum to reach out to rural communities through mobile exhibitions and educational programmes, engage learners on educational programmes and create awareness about Museums in general as well as the core values of the Nelson Mandela.

A sponsorship valued R284 984 was received from the US Embassy, towards the development of Dear Mr Mandela/ Mrs Parks travelling exhibition. First portion was received in the previous year and R163 902 was received in the current year.



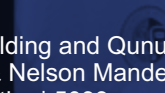
in the footprints ●●●

an agency of the
Department of Sport, Arts and Culture

NELSON
MANDELA
MUSEUM



NELSON
MANDELA
MUSEUM



Bunga Building and Qunu
Corner Owen St & Nelson Mandela Drive
Mthatha | 5099
PO Box 52808 | Mthatha | 5099

T: +27 (0) 47 501 9500 | F: +27 (0) 47 532 3345

www.nelsonmandelamuseum.org.za



RP
ISBN: