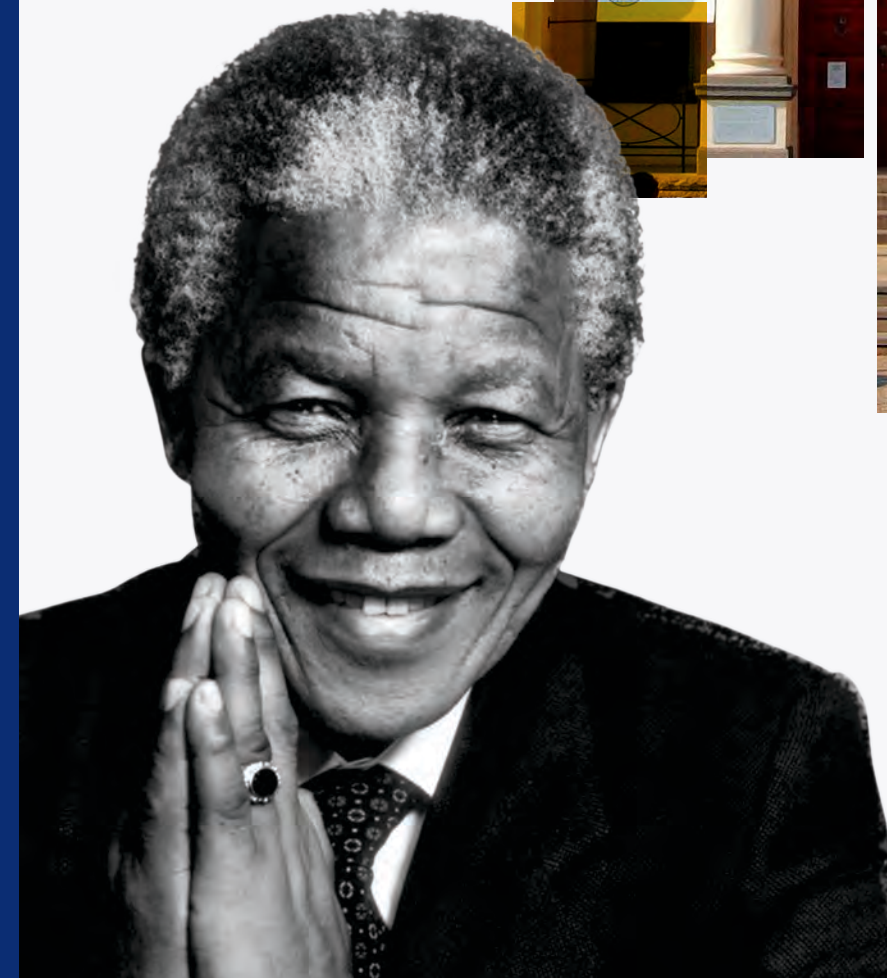
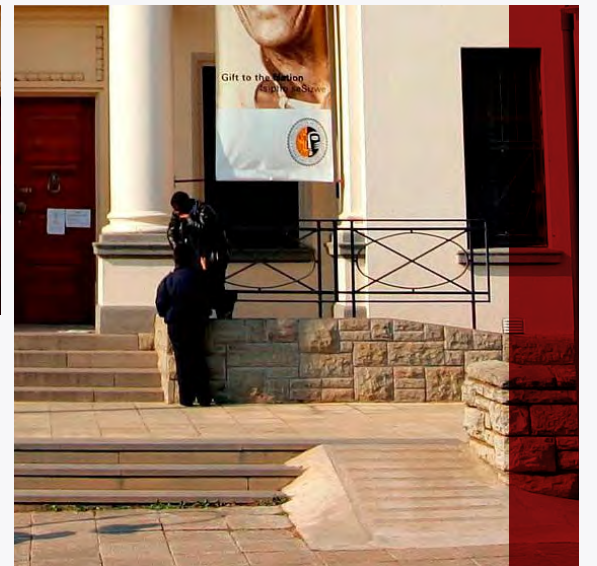
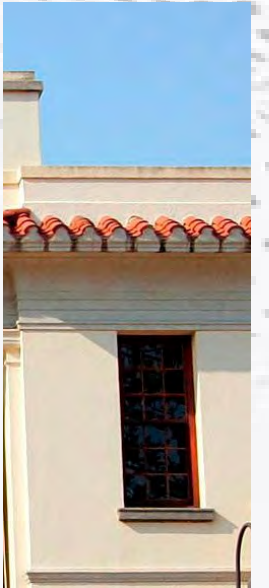
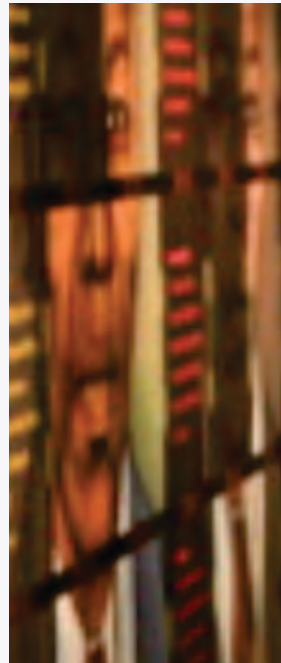
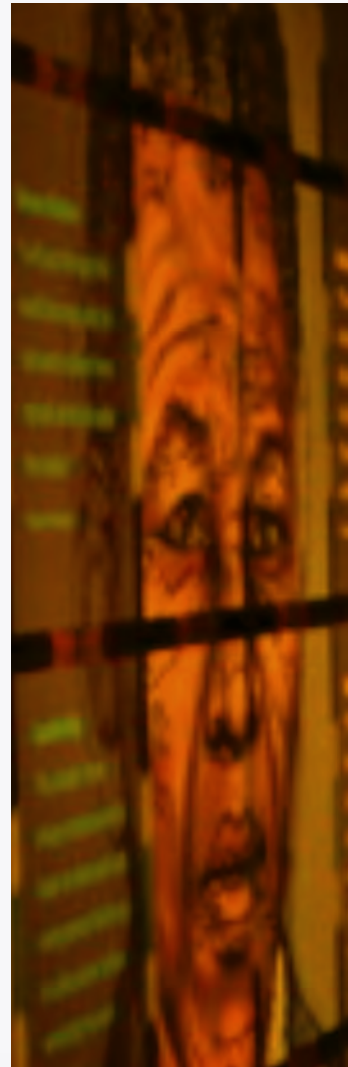
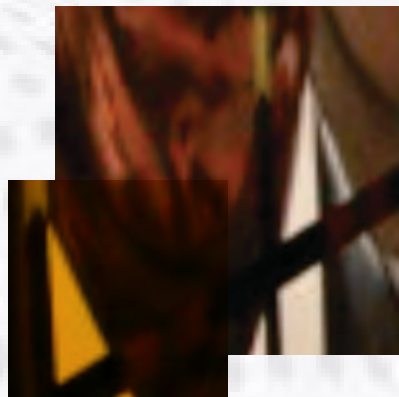
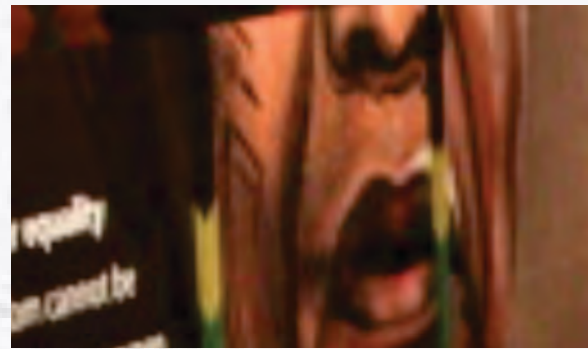
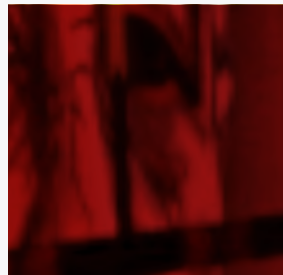




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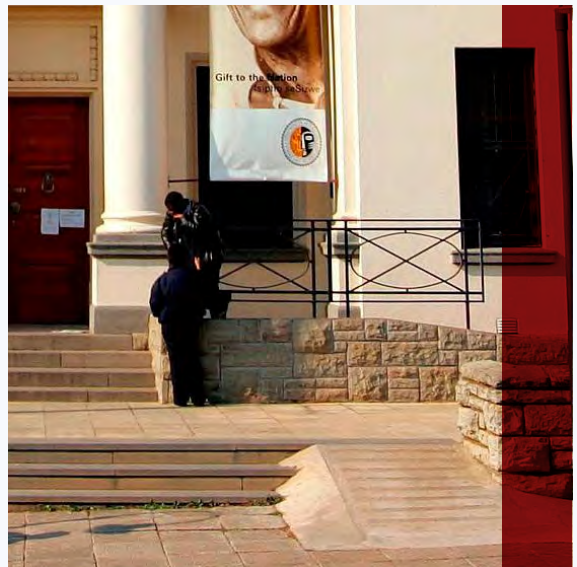
www.nelsonmandelamuseum.org.za



ANNUAL REPORT 2025/26



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ANNUAL REPORT 2025/26

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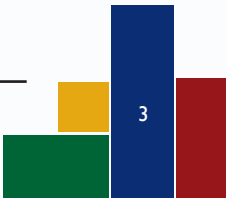
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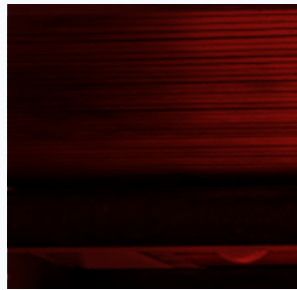
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PART A GENERAL INFORMATION



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
Bankers	ABSA Bank Sutherland Street, Mthatha
External Auditors	Auditor General South Africa
Internal auditors	Mrwebi Auditors and Accountants Inc
Secretary	Bright Source Communications

ACRONYMS

AFS	Annual Financial Statements
AGSA	Auditor General South Africa
APP	Annual Performance Plan
ARC	Audit and Risk Committee
BBBEE	Broad-Based Black Economic Empowerment
BBC	British Broadcasting Corporation
CCMA	Commission for Conciliation, Mediation and Arbitration
CCTV	Closed 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
FIICT	Finance, Infrastructure, Information and Technology
GME	Government Monitoring and Evaluation
GRAP	General Recognised Accounting Practices
HRE	Human Resources and Ethics
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

I take this opportunity to present the Annual Report for the 2025/26 financial year on behalf of the Nelson Mandela Museum (NMM). The NMM council, in its oversight role, is entrusted with the responsibility of upholding good governance and creating a conducive environment for the NMM to fulfil its mandate and thrive. Thus, the NMM council's responsibilities include approving strategy, policy, and business planning; overseeing implementation and execution; setting direction and tone; and fostering corporate governance.

The Nelson Mandela Museum was established under the Cultural Institutions Act (Act 119 of 1998), as amended by the Cultural Laws Amendment Act (Act 69 of 2001). The entity's work also falls within the broader legislative framework, including the National Heritage Resources Act (Act 25 of 1999) and the National Heritage Council Act (Act 11 of 1999). The NMM Council's oversight work is premised on the objectives of these critical Acts. These Acts and their objectives serve as a measure and framework for the Museum's governance, oversight and contribution to the heritage sector.

During the financial year we are reporting on, the NMM Council ensured that it has efficient and effective council sub-committees that are providing support to the work of the council and ensuring that there is a good reporting and communication system between the management and council, which resulted in the effective implementation of the strategy and APP by the management.

The Council remained focused on creating the conditions necessary for the effective approval, implementation and monitoring of the Museum's strategy. During 2025/2026, the NMM Council held a strategic planning session, in line with its responsibility to comply with Section 30.1.3 of the Treasury Regulations, which prescribes that the strategic plan must be updated annually on a rolling basis. The Museum's vision of being an African museum that inspires positive change in society through the legacy and values of Nelson Mandela remains central to its strategic direction.



The reporting period also included an important governance transition. Following the conclusion of the previous Council's term in October 2025, the Department of Sport, Arts and Culture (DSAC) appointed a new Council. This transition reinforced the importance of continuity, institutional stability and responsible governance in advancing the Museum's mandate.

The Nelson Mandela Museum remains primarily a cultural institution that preserves, protects, and promotes the values, legacy, and heritage of Nelson Mandela. It further positions itself as a driving force in the transformation of the South African heritage landscape. The Council's collective responsibility is to ensure that the values associated with Mandela, namely freedom, non-racism, justice and fairness, accountability, dignity and pride, courage and persistence, selflessness and service, humility, forgiveness and reconciliation and principled leadership continue to inform the Museum's educational programs and public engagement. Through this strategic choice, NMM will remain a catalyst for social change, social cohesion, nation-building, and cultural and economic transformation.

The Council is pleased with the strengthened relationships between the Museum and its key stakeholders. Stakeholder management and engagement, led by management and monitored by Council, have supported the Museum's ability to build partnerships and deliver programmes with greater impact.

These relationships include DSAC, the King Sabata Dalindyebo Municipality, OR Tambo District Municipality, the Office of the Premier, and other national and international organisations and institutions.

The museum continues to develop strategic and operational partnerships with various social partners to develop sustainable and impactful programmes. The partnerships extend from universities to various government departments, civil society organisations and institutions. These partnerships support sustainable programmes that promote education, social cohesion and efforts to address social injustice, while strengthening the Museum's contribution to communities and the broader heritage sector.

For the 2025/2026 financial year, the NMM has improved and achieved a clean audit outcome for the first time in many years, representing a significant improvement in its audit performance and an important demonstration of its commitment to good corporate governance, accountability and sound financial management. This achievement was possible through the collective contribution of different assurance providers: internal auditors, management, the Audit Committee, and external auditors. The Council is committed to sustaining this positive outcome by taking a pragmatic approach to strengthening internal controls, effective risk management, and close monitoring and evaluation of areas requiring improvement.

During the year under review, the Council met all its statutory reporting and legislative requirements, including meeting with the Executive Authority and signing the Shareholders Compact. The Shareholders Compact helps regulate an effective relationship between the Council and its appointing Executive Authority. The Council has maintained good working relations and appreciates the support rendered by the Department of Sport, Art and Culture in sustaining the work and mandate of the Nelson Mandela Museum.

Therefore, as the Council of the Nelson Mandela Museum, we wish to extend our profound gratitude to the Honourable Minister Gayton McKenzie for his leadership and commitment to the transformation of the arts, culture and heritage sector. At this juncture, it is crucial to acknowledge the commitment and contribution of fellow councillors who have participated actively in the affairs of the Museum and attended to the business of the council. Our journey has not been devoid of challenges. These circumstances have reinforced my understanding that ethical leadership requires leaders to engage constructively with difficult circumstances, seek common solutions, and, where necessary, make difficult decisions consistent with the principles of good corporate governance. Such leadership requires honesty, integrity, accountability and a clear commitment to the public interest.

I commend the dedication of management and all NMM employees, who continue to serve the Museum under difficult human and financial constraints. Through their collective efforts, the Museum has implemented and achieved some of its critical targets.

Where targets were not achieved during the reporting period, corrective measures have been put in place, as reflected elsewhere in this Annual Report.

As the Council, we remain committed to strengthening governance, supporting management, deepening stakeholder partnerships and ensuring that the Nelson Mandela Museum continues to honour Nelson Mandela's legacy through meaningful programmes and sustainable impact. Our objective is not merely to preserve the past, but to use the values and lessons of that legacy to inspire positive change in the present and future.



Ms S Dunn

Chairperson: Nelson Mandela Museum

Date: 31 August 2026

CEO OVERVIEW

The Nelson Mandela Museum was established on 11 February 2000, just ten (10) years after Nelson Mandela was released from prison. It was established under the Cultural Institutions Act (Act 119 of 1998), as amended by the Cultural Laws Amendment Act (Act 69 of 2001). Subsidiary legislation includes the National Heritage Resources Act (Act 25 of 1999) and the National Heritage Council Act (Act 11 of 1999). The Department of Sport, Arts and Culture classifies the Nelson Mandela Museum as one of the legacy projects endorsed by the cabinet of the government of South Africa. Thus, the Nelson Mandela Museum is repositioned as a signpost for transforming South Africa's heritage landscape.

The Nelson Mandela Museum has five gazetted sites: the Bhunga Building in Mthatha; the Nelson Mandela Youth and Heritage Centre in Qunu; Mvezo; the O.R. Tambo Garden of Remembrance in Nkantolo, Mbizana and Ingquza Hill Museum in Flagstaff. These last two sites mentioned above were newly gazetted on 17 December 2024. These two added sites have helped the Museum expand its storytelling of the liberation struggle.

The Mvezo site is operated by the Mvezo Great Place, led by Nkosi Mandla Mandela, and was officially gazetted as the third site of the Nelson Mandela Museum upon the museum's establishment in 2000.

The Bhunga building is situated in Mthatha, and it serves as a main Nelson Mandela Museum building, as it houses exhibitions, artefacts and gifts of Nelson Mandela. The artefacts and gifts kept in the Bhunga building are meant to be exhibited, studied, and researched by researchers, and enjoyed by members of the public and tourists. The Bhunga building is also serving as the main administration area of the Nelson Mandela Museum.

The Nelson Mandela Youth and Heritage Centre is a site of the Nelson Mandela Museum situated in Qunu, just 30 km from the Bhunga building, and this facility is a gift to the youth, particularly in the Eastern Cape. This site is known for the preservation of Nelson Mandela's famous sliding stone, which he used to play on as a boy with other village boys.



The defining features of this facility are Nelson Mandela's statue, the Mandela family, Nelson Mandela's grave, which is not far from the centre, the church where Mandela was baptised, and the primary school where Nelson Mandela started schooling. Therefore, it is a key strategic tourist attraction meant to benefit the people of Qunu village and surrounding villages. This facility hosts International Youth Camps, community-based educational activities, and women's programs. It has unique facilities such as accommodation, conference facilities, catering, exhibition halls, and sporting facilities. According to the museum plan, this centre is meant to provide job opportunities to the youth and women of Qunu. It also serves as a facility to generate the museum's second-stream of income, as the facilities are hired out to the public.

The O.R. Tambo Garden of Remembrance in Nkantolo, Mbizana. This community-based garden of remembrance is a compelling open-air exhibition. It has an online library that showcases the exhibitions on the life and times of O.R. Tambo. It also serves as a community information centre where learners access internet services to conduct research, whilst the unemployed youth use the ICT facilities to apply for employment. This site is manned by capable individuals employed by the Nelson Mandela Museum in collaboration with the community of Nkantolo.

The Ingquza Hill Memorial is located at the foot of the famous Ingquza Hill, where the Mpondo revolt took place. This site is part of the National Liberation Heritage Route, which traces, connects, and integrates all South African heritage sites associated with the country's liberation history. A capable team of young people manages and administers the Ingquza Hill Museum, under the watchful eye of the Ingquza Hill Museum Steering Committee, which works closely with the museum management.

This 2025/2026 Annual Report reflects the Nelson Mandela Museum's significant improvement, as evidenced by most departments meeting their quarterly and annual targets. This is encouraging, given that the NMM operates on a limited budget and DSAC has imposed austerity measures on expenditure. The cost-containment measures compelled leaders of the various departments and units to ensure they spent the museum's budget on strategic priorities. This implies that a conducive environment for implementing, monitoring, and evaluating the APP is created.

The Nelson Mandela Museum is one of the entities under DSAC that AGSA elected to pilot the new methodology from a full audit to a review engagement in 2024. This resulted from a strong corporate environment, and the Museum received an unqualified opinion with no findings for 2025/2026. Compared with previous years, the NMM has clean opinion outcomes, which is a huge improvement. For the Nelson Mandela Museum to receive an unqualified opinion with no findings is a clear demonstration that management takes controls, compliance and policies, particularly supply chain management policies, very seriously. Drawing on lessons learned from the prior financial year audit (2024/2025), management implemented improved controls in the 2025/2026 financial year, with specific emphasis on addressing compliance issues through strengthened controls on an ongoing basis as we work to consolidate the museum Risk Management Plan and Audit Implementation Plan.

Stakeholder engagement and management have improved, as evidenced by the public trust and confidence people have in the museum. The Nelson Mandela Museum has grown its influence and footprint outside Mthatha, Eastern Cape, as its presence is felt across South Africa. The NMM has built relationships with various institutions of higher learning, namely Nelson Mandela University, the University of Johannesburg, Walter Sisulu University, and the University of Limpopo, and has strong ties with civil society. These stakeholder relationships are a true testament to the Nelson Mandela Museum's vision of being an African

museum serving as an agent of social change. The positive impact of its vision is felt by various stakeholder segments, including women, youth, and the elderly. Therefore, the Nelson Mandela Museum continues to add value to society through its well-conceived vision and strategy. The Nelson Mandela Museum is more than just preserving Nelson Mandela's legacy and exhibiting the gifts he received from the peoples of the world; it is a platform for social dialogue and promotion of the ideals and values that Nelson Mandela represented.

Our programming ethos, as outlined in this report, reflects an organisation whose plans are deeply rooted in social cohesion, nation-building, education, social dialogue, and community development and engagement, as well as the protection, preservation, and promotion of Nelson Mandela Museum heritage resources and collections. This programming responds to Outcome 14 of the NDP, which DSAC is mandated to work on: social cohesion and nation-building. The Nelson Mandela Museum stakeholders are mobilised around the vision and mission of the museum and towards the achievement of outcome fourteen (14) of the National Development Plan (NDP).

The Nelson Mandela Museum collection is well managed in line with international standards, norms, and best practices. This is reflected in the 2025/2026 financial year, when the NMM developed a comprehensive collection inventory, which was verified during the digitisation process. Furthermore, through its well-conceived and well-coordinated maintenance and repairs program, the museum has installed new storage facilities, including rails, cabinets, fire suppression systems, surveillance cameras, and alarm systems, to improve security and tighten access control. At the centre of the collection's management is ensuring that the collection is digitised. Digitisation aims to protect and preserve the collection and encourage visitors and researchers to access and use it online. This is very important for the NMM as it plans to migrate the physical collection to a digital platform. The digitisation process is a work in progress, which reached 91% completion during the 2025/2026 financial year.

The Nelson Mandela Museum began addressing infrastructure challenges in the last financial year, with a strong focus on repairing and maintaining critical infrastructure, such as air conditioners, waterproofing and leakages, installing railings, electrical repairs, painting external walls, and fire suppression. Addressing these infrastructural challenges is a strategic choice for the museum. The Long Walk to Freedom Exhibition Complex project has been delayed due to limited funding, and the

NMM will put it on hold while it focuses on fundraising. The funds allocated to this project will be prioritised for other important areas that require attention.

The ICT infrastructure has been improved for all the sites, and new policies and strategies are being developed. Total revenue generated for the period decreased by less than 1% from R57 545 551 to R57 167 545 compared to the same period last year. The operating expenditure for the period under review, including finance costs, is R58 975 016, showing an increase of R982 296 from the expenditure recorded in the previous period. The primary driver is the aggressive implementation of infrastructure projects in 2025/26, which was subsequently recognised as expenditure in the current financial year.

The Museum's overall achievement for the year is 84% against predetermined objectives, based on budget use of 99%; this is considered acceptable, and an action plan has been developed for areas not fully achieved in the current year.

The Heritage Assets curation and Digitisation amounting to R1 050 000 is earmarked for rollover to the next financial year

The museum incurred an irregular expenditure in the year under review amounting to R94 367, which is a major improvement from the previous year. Details of this irregular expenditure are in Part E of this report

Supply Chain Management

No unsolicited bids were received during the year under review. The Nelson Mandela Museum (NMM) remains committed to maintaining high compliance standards and reducing compliance deficiencies to insignificant levels. The institution conducts continuous training and awareness workshops to educate employees on compliance requirements, control measures, and the potential impact of non-compliance on the institution. These initiatives also aim to strengthen the overall control environment and foster a culture of accountability.

A key focus of these efforts is consistently applying consequence management across the institution. Despite the training provided to Supply Chain

Management (SCM) personnel, document management continues to present challenges. This highlights the need for ongoing attention to record-keeping practices and the consistent implementation of document management controls throughout the Museum to ensure sustained compliance and operational effectiveness

Events after the reporting date

No event happened after the reporting date.

The 2025/26 financial year was marked by significant progress in advancing the Nelson Mandela Museum's mandate and strengthening its role as a leading heritage institution and custodian of Nelson Mandela's legacy. Through the implementation of strategic initiatives and programmes, the Museum continued to promote the values and ideals championed by Nelson Mandela while expanding its impact locally, nationally, and internationally. The Museum's active participation in various national and international platforms further enhanced its visibility and reinforced its position within the heritage sector.

The Museum also continued to play a pivotal role in supporting local economic development while promoting social cohesion and nation-building through its flagship programmes and stakeholder engagements. These initiatives fostered dialogue, preserved and promoted heritage, enhanced public education, and advanced the values of reconciliation, social justice, and active citizenship championed by Nelson Mandela.

As Chief Executive Officer, I am pleased to report that, despite a challenging operating environment, the Museum remained focused on delivering on its mandate and creating meaningful impact for the communities it serves. Through these achievements, the Museum reaffirmed its commitment to preserving and promoting Nelson Mandela's legacy for the benefit of present and future generations.



Mr Mandisi Msongelwa CA(SA)
Acting Chief Executive Officer
Date: 31 August 2026

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 F) have been prepared in accordance with Generally Recognised Accounting Practices

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 2026.

Yours faithfully



Acting Chief Executive Officer
Mr Mandisi Msongelwa CA(SA)
Date: 31 August 2026



Chairperson of the Council
Ms Sharmaine Dunn
Date: 31 August 2026

Strategic Overview

Vision

A leading African liberation museum that inspires positive change globally through the legacy and values of Nelson Mandela.

Mission

We are committed to preserve, protect and promote Nelson Mandela's legacy through heritage conservation, advocacy, embracing nation building, social cohesion and transformation.

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:

- **Integrity:** Upholding integrity is fundamental to honouring Nelson Mandela's legacy. It ensures that the museum operates with honesty, transparency, and ethical standards.
- **Inclusivity:** lies at the heart of Nelson Mandela's vision for a united and harmonious society. The museum embraces diversity in all its forms, fostering an environment where people of different backgrounds, perspectives, and experiences feel welcomed and represented.
- **Respect:** is the cornerstone of Nelson Mandela's philosophy and is intrinsic to the NMM's operations. This core value guides interactions with visitors, staff, and collaborators, creating an atmosphere of mutual regard, and
- **Ubuntu:** Maintaining harmony and the spirit of sharing among the members of the organisation and external stakeholders, as well as enhancing the divine spark of goodness inherent within each being

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, 75 of 1997,
- Employment Equity Act, 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 Amendment Act, 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.

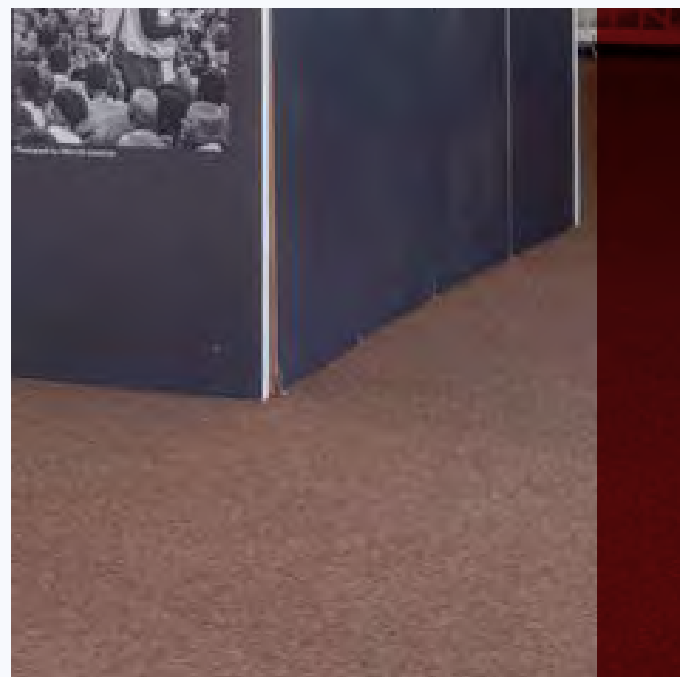


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PART B

PERFORMANCE INFORMATION



AUDITOR'S OBJECTIVES

REPORT:

PREDETERMINED

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 no 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 131-189 of the Auditor's Report, published as Part F: Financial Information.

Overview of Performance

Service Delivery Environment

This annual report presents opportunities for the museum to accelerate its national audience reach, particularly in rural areas that have not seen a museum before. Through its travelling exhibitions and colloquia, the Museum will increase its audience. Opportunities include leadership training programmes, targeting rural youth and unemployed graduates, and working with reputable universities.

As the Museum works towards programming that will deliver at the new and well-maintained Qunu youth and heritage site, it plans vibrant and thought-provoking programmes for youth.

While there are general capacity challenges, management is confident in its ability to enhance the Museum's capacity to execute the APP. Completing a heritage assets valuation is still a highlight NMM categorises as a significant stone. This has enabled the Museum to be GRAP 103 compliant. This does not exempt the Museum from continuing its mandate of conserving heritage, and it has done so correctly. This has been confirmed by the audit outcomes from the current and previous periods.

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

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

- Hosting of Nelson Mandela Museum Podcast, virtual tours, travelling exhibitions, museum app, social media activation, 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.
- The Museum is finalising digitising its work for conservation purposes and to reach existing and new audiences through digital spaces.
- The museum is working hard to diversify the revenue generation streams to ensure a sustainable museum, considering the ever-decreasing allocation to the NMM year in and year out.

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

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

Skills is another issue that has received much attention. Although museums generally face skills challenges due to an ageing workforce and their geographical location, the Nelson Mandela Museum is affected by lower skill levels. The restructuring process also misplaced those with particular skills in areas where they had no prior knowledge. Job evaluation and grading were successful in previous years, but the Museum is still working towards implementing pay progression; the NMM anticipated that it would pride itself on a joyful workforce and attract a better pool from the market. However, the reality was different: employees

questioned the process after realising there was no benefit from the outcome, and grievances were lodged. In the year, NMM worked tirelessly to resolve these grievances.

Organisational environment

The Museum's Accounting Authority is the Council. The stable Council has allowed the Museum to function effectively, with the management team running the Museum daily. The Council also provides oversight and strategic direction. The existing Council was appointed effective 01 November 2025, taking over from the previous Council, which had been in place since November 2022 for a term of three years. The Council was fully functional with its five committees, which are:

Council Committees from the current Council

- Finance, Infrastructure, Information and Technology Committee (FIICT)
- Human Resources and Ethics Committee (HRE)
- Audit and Risk Committee (ARC)
- Government Monitoring and Evaluation (GME)
- Heritage Fundraising Education and Public Engagement (HFEPE)

Council Committees from the previous Council

- Finance Investment Fundraising Committee (FIFC)
- HR and REMCO
- Audit and Risk Committee (ARC)
- Strategic Organisational Committee (SOC)
- Infrastructure and ICT Committee (IICT)

The Committees' functioning ensures 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 Nelson Mandela's values.

The Nelson Mandela Museum has five gazetted sites: the Bhunga Building in Mthatha; the Nelson Mandela Youth and Heritage Centre in Qunu; Mvezo; the OR Tambo Garden of Remembrance in Nkantolo, Mbizana and Ingquza Hill Museum in Flagstaff. These last two sites mentioned above were newly gazetted on 17 December 2024.

The Mvezo site is operated by the MvezoGreat Place, led by Nkosi Mandla Mandela, and was officially gazetted as the third site of the Nelson Mandela Museum upon the museum's establishment in 2000.

The gazetting of the OR Tambo Garden of Remembrance in Nkantolo and the Ingquza Hill Museum in Flagstaff into the Nelson Mandela Museum signifies a significant milestone in which these sites are formally transferred into immovable state assets whose management, preservation and funding form part of the Nelson Mandela Museum. This represents the expansion of the Museum's liberation heritage footprint and its contribution to the preservation and interpretation of South Africa's liberation history.

Through the gazetting of these sites, the Museum has expanded its reach beyond its established sites in Mvezo/Qunu and the Bhunga Building in Mthatha, creating a broader heritage network that connects different historical narratives and communities within the Eastern Cape. The OR Tambo Garden of Remembrance provides an opportunity to preserve, protect and promote the legacy of OR Tambo, while the Ingquza Hill Museum provides an important platform for interpreting the history of the Pondo Revolt and the Ingquza Hill Massacre, thereby ensuring that these significant histories are preserved, protected, and promoted for current and future generations to access.

The expansion strengthens the Museum's mandate to preserve, interpret and promote the heritage associated with South Africa's liberation struggle, expanding the reach of the museum to the broader liberation heritage route in the province. It also increases the Nelson Mandela Museum footprint, enabling the museum to contribute more to the broader heritage tourism, educational programming, community engagement and local economic development across a wider geographic area.

The gazettement further creates opportunities for the Museum to develop an integrated heritage tourism offering linking the different sites and their respective historical narratives. This has the potential to increase visitor numbers, broaden stakeholder partnerships, strengthen educational outreach and create new opportunities for revenue generation and sustainable heritage development.

Operational Challenges and Impact on Service Delivery

Despite the strategic significance of the gazettement, the management of the additional sites presents operational and capacity challenges. The geographical distance between the Museum's headquarters in Mthatha and the newly gazetted sites creates logistical and resource constraints, particularly in relation to regular staff deployment, monitoring, programming, maintenance, stakeholder engagement and the provision of consistent visitor services.

The current staffing capacity of the Museum is also not sufficiently aligned to the expanded geographic footprint and additional responsibilities arising from the management of the gazetted sites. This places additional demands on existing employees and may affect the Museum's ability to consistently deliver programmes and services across all sites.

A further challenge relates to employee participation in activities at the additional sites where such responsibilities fall outside employees' normal operational arrangements and are not accompanied by additional compensation. This has presented challenges in securing sustained staff participation and has implications for the Museum's ability to implement programmes at the gazetted sites consistently. The gazettement of the sites did not provide for additional resources and as such the added infrastructure and human resources increasingly draw on the already limited budget allocation the Nelson Mandela Museum receives.

On 17 September 2025, the institution's CEO was suspended pending an investigation into allegations of misconduct. The CEO remained on suspension at year-end. This development placed the museum under further financial and operational strain as management had to implement measures to mitigate the impact of the leadership change. In the interim, the CFO assumed the responsibilities of CEO, while the Finance Manager assumed the responsibilities of CFO.

The Museum invests in its employees, thereby increasing its revenue-generating capacity. Nelson Mandela is a brand, so the Museum has to creatively find ways to generate income from the brand while respecting it. In response to the revenue generation statement, the strategy and plan are in place; they were developed during the previous year. The Museum has to be sensible and cautious. As an international brand, it must manage itself effectively and be guided to prevent brand misuse.

Maintaining facilities is necessary, and when it is not done, it might have a catastrophic impact that could directly affect the collections. Damaged collections cannot be used again, which would be a loss to future generations. The current strategy focuses on the collection while considering future generations; the Museum has increased its security measures to ensure the artefacts' safety for future generations. This was done by improving the surveillance system and access control. Furthermore, the museum is working tirelessly to digitise its collections as another way to conserve them for future generations.

Key policy developments and legislative changes

No material legislative changes impacted the Museum's operations.

Strategic Outcome-Oriented Goals

	Strategic Goal	Outcome	Sub-programme
1	Demand variability and audience development	A preserved, protected and promoted Nelson Mandela legacy	1.1 Collections and Conservation 1.2 Exhibitions 1.3 Resource Centre Library and Archives 1.4 Research
2	Value proposition and brand position Partnerships, collaborations and networks	Inspired citizenry on ethical leadership through values and the legacy of NMM	2.1 Education and Outreach 2.2 Communications and Public Relations 2.3 Tours
3	Financial management, revenue generation and viability	A financially viable and sustainable NMM	3.1 Revenue generation strategy 3.2 Revenue generation plan
4	Continuous leadership and governance improvement Organisational capability, sustainability, innovation and achievement of results	Good governance in NMM	4.1 Administration 4.2 Corporate Services

PERFORMANCE MATRIX

Details	2023/24	2024/25	2025/26
Performance Outcomes	91%	83%	84%
Performance indication	↑	↓	↑
Audit Outcomes	Unqualified (with findings)	Unqualified (with findings)	Unqualified with no findings
Performance indication	↑	↑	↑

NMM's detailed performance for the current period.

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement for 2025/2026	Comment on deviations
A preserved, protected and promoted Nelson Mandela legacy	Full implementation of infrastructure maintenance plan	50%	78%	28%	The Museum, through a facilities service provider, embarked on an aggressive implementation of facilities management services with the additional DSAC funding.
	Implementation of Conservation	50%	76%	26%	The internal capability developed through the no-cost training on

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement for 2025/2026	Comment on deviations
Inspired citizenry on ethical leadership through the values and platforms held legacy of NMM	Management Plan (CMP)				statue conservation led the NMM to prioritise funds for the conservation of the collection as part of the Heritage Agreement with the South African Heritage Resources Agency (SAHRA).
	% of Digitisation plan Implemented	100%	91%	9%	This is considered acceptable, as it's above the 80% desired performance threshold. 3577 non-damaged objects have all been digitised from the total collection of 3925 objects. 348 objects have sustained damage and will be digitised after restorative conservation.
	Research articles Produced	4	4	0	None
	Number of learning platforms held	4	4	0	None
	Number of outreach educational programmes interactions with schools per year	4	4	0	None
Increased number of off-site, on-site and digital visitors.	Platforms utilised to profile, market, and communicate the	5	5	0	None

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement for 2025/2026	Comment on deviations
An Educated, informed, action-oriented, and ethical leadership inspired by the African liberation legacy	work of the NMM (Electronic, Digital, social media, programs, broadcast, print and expos)				
	Community engagement platforms held	2	2	0	None
	Number partnerships and agreements concluded	2	2	0	None
	Number of stakeholder engagement platforms held	2	3	1	The overachievement was primarily due to collaboration with a stakeholder who had an event that aligned with our objectives. By providing sponsorship and support, we were able to leverage their resources and audience, leading to a more successful outcome.

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement for 2025/2026	Comment on deviations
A properly configured well, well-governed, and financially viable Nelson Mandela Museum.	Revenue Generation	R3 550 000	R3 160 272	R389 725	The underachievement is primarily attributable to historical water-supply challenges in Qunu that adversely affected operations, particularly the conference and accommodation facilities. These challenges were not resolved until February 2026, thereby limiting revenue-generating opportunities for most of the financial year.
	budget revenue to be utilised for operational programmes	55%	33%	22%	The Museum allocated 55% of its operational budget to the entity's core functions. Due to inadequate DSAC baseline, which does not adequately fund the Museum's core programs; as a result, only 33% of the operational budget goes toward the institution's core functions. The following year, APP will be amended to remove the target, as there is no indication that the baseline allocation will increase in the near future.
	Achieved performance on organisational objectives	90%	89%	1%	The 2 out of the 18 targets were not met on a year-to-date basis, as measured by revenue generated and optimal use of resources. This is accepted as a reasonable

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela					
Strategic Outcome	Output	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement for 2025/2026	Comment on deviations
					achievement, as the actual achievement is above the desired performance of 80% per TIDs; however, it is still an underachievement.
	Unqualified audit outcome	Unqualified audit outcome	Unqualified audit outcome	0	None
	Payment of valid invoices within 30 days	100%	100%	0	None

The performance for the comparative year (2024/25)

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

Performance Indicator	Actual Achievement 2023/24	Actual Achievement 2024/25	Planned Target 2025/2026	Actual Achievement 2025/2026
Number of identified and implemented collection's conservation projects based on internationally acceptable standards	0	4 identified and implemented projects based on internationally acceptable standards	0	0
Number of exhibition complex built- Construction of a facility and restoration of exhibition.	0	1 exhibition complex built- Construction of a facility and restoration of exhibition.	0	0
% of Digitization plan Implemented	Approved plan and digitisation at 0%	Digitisation at 20% of the collection	100%	91%
Number of Oral History Research projects and collections evaluation Conducted or Commissioned	38	37 research projects undertaken and commissioned	0	0
Number of patrons accessed and used the traditional library and archives materials and information	771	1000 internal and external stakeholders used and accessed the library and archives materials and information)	0	0
Number of exhibitions held per year	1	1 exhibition hosted	1	1
Number of travelling exhibitions installed	10	10 travelling exhibitions installed	3	3
Designed and developed exhibition	1	0 Designed and developed exhibitions	1	1
Number of Platforms utilised to communicate and market NMM (media publicity)	58	35 Platforms utilised to profile, market and communicate about the NMM	5	5
Number of off-site, on-site and digital visitors.			1 500 000	2 333 667
Number of signature events Held			3	3

Performance Indicator	Actual Achievement 2023/24	Actual Achievement 2024/25	Planned Target 2025/2026	Actual Achievement 2025/2026
Number of international expos attended	1	0 international expo attended	0	0
Number of community engagements platforms held	3	7 community engagements held	2	2
Number of stakeholder engagements held			2	3
Number of outreach educational programmes interactions with schools per year	103	200	4	4
Number of learning engagement platforms held	18	10	4	4
Revenue Generation.		R2 385 98	R3 000 000	R3 169 272
Number of signed copies of established MOUs/MOAs	2 signed copies of established MOUs/MOAs	5 signed copies of established MOUs/MOAs	0	0
Number of stakeholder engagement platforms held	10 stakeholder engagement platforms	8 stakeholder engagement platforms	2	3
Number of sustainable economic opportunities created.	1 sustainable economic opportunity created.	4 sustainable economic opportunities created.	0	0
% of funded and implemented UAMP projects	100% of funded and implemented UAMP projects	100% of funded and implemented UAMP projects	0	0
Budget % of Total Infrastructure spent on qualifying SMMES	100% Budget of Total Infrastructure spent on qualifying SMMES	35% Budget of Total Infrastructure spent on qualifying SMMES	0	0
Approved Charter	Approved Charter	Approved Charter	0	0
Unqualified Audit Outcome	Unqualified Audit Outcome	Unqualified Audit Outcome	Unqualified Audit Outcome	Unqualified Audit Outcome
Number of strategies developed and approved	4 strategies developed and approved	1 strategy developed and approved	0	0
Number of Risk Maturity Barometer Level	5 Risk Maturity Barometer Level	3 Risk Maturity Barometer Level	0	0
Number of workplace skills	1 workplace skills plan developed.	1 workplace skills plan developed.	0	0

Performance Indicator	Actual Achievement 2023/24	Actual Achievement 2024/25	Planned Target 2025/2026	Actual Achievement 2025/2026
plan developed.				
Optimal use of resources (time, money and talent)	N/A	N/A	55% budget revenue to be utilised for operational programmes	33% budget revenue to be utilised for operational programmes
Increased efficiency and effectiveness in task Execution	N/A	N/A	Achieve 90% performance on organisational objectives	89% performance on organisational objectives
Payment of valid invoices within 30 days	N/A	N/A	100%	100%

The explanation of variances between actual and target for 2025/26 is as per the table above.

Strategy to overcome areas of underperformance

During the current financial year, the Museum did not achieve three performance indicators, namely:

- Revenue generated;
- Achievement of 90% performance against organisational objectives; and
- Utilisation of 55% of budget revenue for operational programmes.

The reasons for the underperformance and the corrective actions to address these challenges are outlined below.

Revenue Generation

The underachievement of the revenue generation target is primarily attributable to longstanding water supply challenges in Qunu, which adversely affected the Museum's operations, particularly the conference and accommodation facilities. These challenges remained unresolved until February 2026, significantly limiting revenue-generating opportunities for the majority of the financial year.

Furthermore, the absence of a formal revenue generation plan constrained the Museum's ability to proactively identify, diversify, and maximise income streams. Limited operational capacity to fully utilise the Qunu conference and accommodation facilities also restricted the optimisation of revenue from these strategic assets.

To address these challenges, a comprehensive Revenue Generation Plan has been developed and approved. Management is currently implementing the plan to diversify revenue, increase facility utilisation, and enhance the Museum's overall revenue-generating capacity.

Utilisation of Budget Revenue for Operational Programmes

The target of allocating 55% of budget revenue to operational programmes was not achieved. This was primarily because the Department of Sport, Arts and Culture (DSAC) baseline allocation did not adequately fund the Museum's core programmes and operational requirements. Consequently, only 33% of the operational budget was directed towards the institution's core functions.

Given the current funding constraints and the absence of any indication that the baseline allocation will increase in the foreseeable future, the Annual Performance Plan (APP) will be amended in the following financial year to remove this target and ensure future performance indicators align with the Museum's funding realities.

Utilisation of 55% of budget revenue for operational programmes

The Museum allocated 55% of its operational budget to the entity's core functions. Due to an inadequate DSAC baseline that does not adequately fund the Museum's core programs, only 33% of the operational budget goes toward the institution's core functions. The following year, the APP will be amended

to remove the target, as there is no indication that the baseline allocation will increase in the near future.

Changes to planned targets

During the year, the Council proposed and approved changes to the APP.

The amendments to the APP were to refine the indicators to ensure they conform with the following criteria:

- Consistency
- Measurability
- Reliability
- Presentation
- Disclosure

These changes were proposed mainly to clean up the APP and for consistency reasons. Approval was granted on 12 March 2026.

Below are all issues identified in the 2025/26 APP where there were proposed adjustments.

No	Output indicator as per the existing APP	Proposed Change of the Indicator	Reasons
1.	Unqualified with no material findings	Unqualified audit outcome	The shareholders' compact refers to the unqualified audit outcome, as legislated.
2.	Implementation of heritage resources infrastructure plan	Replace it with nothing	This indicator was erroneously included in the quarterly target, as it does not appear in the annual or APP targets. It is therefore not clearly defined, lacks a technical description indicator (TDI), and therefore does not meet SMART principles.
3	Approved youth and community strategy	Approved youth development plan	When the document was submitted for approval at the Council, it was proposed to be amended to a plan rather than a strategy, as there can never be two strategies within the entity. Then it became the plan, and it was approved.

- Under Business development: The “designed and developed exhibition” is only appearing on the quarterly targets table, not on the annual performance table. The annual performance table has been updated to reflect the performance expected for the year and the MTEF period
- Under business development: the deliverable for the “number of learning platforms held” in the quarterly targets table missed the deliverable for Quarter I, which is one. It is corrected
- The technical indicator descriptors (TID) for the “Optimal use of resources (time, budget, talent)” and “Increased efficiency and effectiveness in task execution” have been updated to incorporate the calculation method and source data. For the first indicator, it is calculated as follows: the allocated operational budgets for programmes 2 and 3 are divided by the overall operational allocation. Or it's the expenditure for programmes 2 and 3 divided by the overall operational expenditure, multiplied by 100. This proposal will also apply throughout the Strategy term.
- And the Increased efficiency and effectiveness in task execution indicator is calculated as follows: it's a simple calculation from the performance report: take the performance for the period (excluding this indicator), divide by the expected performance for the period, and multiply by 100. This proposal will also apply throughout the Strategy term.

Linking performance with budgets

The spending was in line with the approved budget.

Activity	2024/25			2025/26		
	Budget	Actual	(Over)/Under Expenditure	Budget	Actual	((Over)/Under Expenditure
Total Income	39 885 000	57 545 551	17 660 551	39 931 000	57 167 545	17 400 616
Total Expenditure	39 885 000	(57 992 722)	(18 07 7 20)	39 931 000	58 975 016	19 208 087
Total	0	(447 171)	(447 171)	0	(1 807 471)	0

Revenue Collection

Overview of the financial results of the Museum Receipts

Receipts	2024/25			2025/26		
	Budgeted revenue	Actual revenue	Over/ Under budgeted	Budgeted revenue	Actual revenue	Over/ Under budgeted
Government subsidy	35 130 000	55 130 831	(20 000 831)	36 705 000	(54 007 273)	17 302 273
Interest received	450 000	2 050 654	(1 600 654)	214 000	(2 153 570)	1 939 570
Donations received	5 000	14 655	(9 655)	12 000	(744 324)	732 324
Other revenue	4 300 000	349 411	(3 950 589)	2 835 929	(262 378)	2 573 551
Total	39 885 000	57 545 551	17 660 551	39 766 929	(57 167 545)	17 400 616

The Museum continues to face challenges in generating sufficient own revenue. However, a comprehensive revenue generation plan has been approved and is scheduled for implementation during the 2026/27 financial year. A range of revenue-generating initiatives has been identified and will be pursued to strengthen the Museum's long-term financial sustainability and diversify its income streams.

The Qunu Heritage Centre has been handed over to the Nelson Mandela Museum (NMM). While the facility is expected to contribute additional revenue, income generation has remained below anticipated levels as the site is not yet operating at full capacity. This is primarily due to limited internal capacity and specialised expertise required to manage and operate the conference and accommodation facilities effectively. Implementing the approved revenue generation plan is expected to address these challenges and optimise the site's revenue-generating potential.

The variance reported above is primarily attributable to interest earned on infrastructure-related funds, as well as increased expenditure on infrastructure projects. These projects include condition-based maintenance at the Qunu Heritage Centre, facilities management interventions, priority infrastructure improvements across the linked sites, and other maintenance-related initiatives aimed at preserving and enhancing the Museum's facilities.

Programme expenditure

Programme	2024/25			2025/26		
	Final allocation	Actual expenditure	Over/under expenditure	Final allocation	Actual expenditure	Over/under expenditure
Heritage and conservation	7 381 165	7 381 165	0	10 483 468	(10 387 110)	96 385
Public Engagements	3 915 870	3 915 870	0	4 299 056	(4 299 056)	0
Governance	39 930 085	51 996 563	(12 066 478)	25 102 476	(44 288 850)	17 378 903
Total	39 885 000	(57 992 722)	(12 066 478)	39 885 000	(58 975 016)	17 400 616

Programme	Explanation
Heritage and conservation	The Museum's budget was marginally increased only increased by 1.2% which is below inflation. Though the Museum requires additional personnel to function optimally, there was no additional budget. For example, specialist skills include marketing and communication specialists, curators, designers, conservators, web designers, and entrepreneurs. 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	The Museum met all indicators linked to this programme with the limited resources allocated. However, these programmes still face challenges related to size, audience, and geographical location.
Administration	The budget is continuously adjusted below inflation. Minimum adjustments are applied to all running costs. Over the period, the Museum will continue adjusting employees' compensation in line with inflationary projections, which aligns with the National Treasury Guidelines.

Conditional grants and earmarked funds received.

During the 2025/26 financial year, the Museum received R6 267 957 in conditional grants relating to the facilities management project.

The following represents the infrastructure information:

Unspent conditional grants and receipts	2024/25	2025/26
Statues	3 472 300	146 219
Facilities Management	163 516	-1 534 254
LWTF Complex	33 083	18 710 887
Priority projects	146 219	3 169 334
ICT	6 653 357	163 516
Qunu Conditional Maintenance	19 971 287	720 437
Back-up generator	401 987	401 986
Branding/Digital screens	1 901 162	1 206 363
Total	32 742 911	22 984 488.
Movement during the year		
Balance at the beginning of the year	39 030 588	32 742 911
Additions during the year	12 000 001	8 110 758
Income recognition during the year	(18 787 678)	(17 064 617)
	32 742 911	22 984 488

- Facilities Management- These funds are for the maintenance and improvement of existing structures.
- LWTF Complex - Allocated funds relate to Long Walk to Freedom film set consultants, and the remainder would be transferred to the LWTF construction project.
- Statues- These funds are for the construction of 2 Nelson Mandela statues in Bhunga and Qunu. The project was finalised, and the remaining funds are for conservation of those statues.
- Qunu Conditional Maintenance- This grant is for both the project management team and Qunu improvements.
- ICT - These funds are for ICT infrastructure development and equipment.
- Back-up generator- These funds were allocated for the procurement of a back-up generator for the Bhunga Building.
- Digital screens and branding- These funds were allocated for installing digital screens and branding at the Museum.
- Priority projects- These funds are for critical infrastructure projects that are being prioritised.

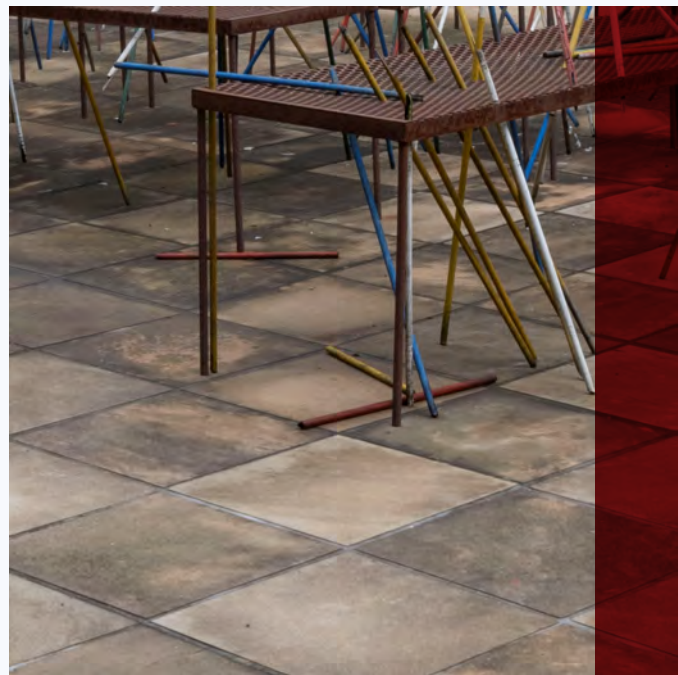


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PART B

PROGRAMME 1



PROGRAMME I: 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
- Security, Facilities and Logistics
- ICT

This programme encompasses six performance indicators, including the governance evaluations of compliance, business processes, and the consideration of sustainability of the business.

Council Meetings

NMM held nine Council Meetings, all of which were quorate throughout the year. The first meeting of the year was held on 24 April 2025, and the last meeting was on 12 March 2026, to discharge the Council's oversight duty. Additional meetings were needed for in-camera meetings on the CEO matter.

Council Committees

All five committees were effective throughout the year, with each committee meeting the required statutory obligation.

Fundraising Strategy and Activities

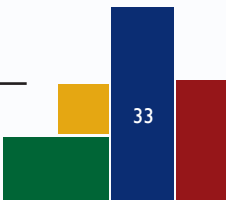
There has been no progress in resource mobilisation; the biggest challenge is limited institutional capacity. However, interventions are underway to ensure the success of the activities. These interventions range from the approved revenue plan to using already stretched personnel to introduce revenue generation in phases.

Development of policies and processes

No policies were developed, but existing human resources policies were reviewed, and strides were made to develop the revenue generation plan to address the current year's underachievement. This plan is expected to be implemented in the 2026/27 financial year.

Improvement in the Audit Report and Compliance with Laws and Regulations

The Museum has achieved an unqualified audit with no findings report from the AGSA. This is a huge achievement for the institution, considering the challenges that it faces, which are linked to limited capacity. The Museum adhered to most requirements of the PFMA, GRAP, and Treasury regulations, and there were no material misstatements. Also, the controls were effective throughout the financial year.



Human Capital Initiatives

During the 2025/26 financial year, the Human Capital function implemented a range of initiatives to enhance employee wellbeing, improve operational efficiency, strengthen employee relations, and promote organisational capacity. Key interventions included the following;

- Reviewed the organisation’s medical aid scheme and benefits to ensure value for money, resulting in the change of service provider.
- Resuscitated the use of the Employee Self-Service (ESS) system to improve the efficiency, accessibility and management of employee leave.
- Conducted an employee misconduct advocacy session to capacitate staff on expected standards of conduct and promote workplace harmony.
- Hosted an ICT intern to provide practical workplace experience while supporting the development of technical skills and organisational capacity.

These initiatives strengthened Human Capital practices and supported the museum’s overall strategic objectives.

User Asset Management Plan

As required by the Government Immovable Asset Management Act (GIAMA) required, the capital plan aligned with the Museum's strategic requirements was developed and submitted to DSAC for infrastructure developments. This helps align the strategy with the Museum's infrastructure needs. DSAC assessed the needs and funded the institution as detailed below.

Built-in environment

The Security, Facilities, and Logistics unit is responsible for the Nelson Mandela Museum’s safe and clean environment. The unit was tasked with ensuring compliance with all NMM sites that are administered by NMM, excluding the Mvezo site, which is currently being operated by the Mvezo Kingdom under Nkosi Mandla Mandela

Nelson Mandela Museum: Bhunga building

The Bhunga Building was constructed in 1927 to accommodate the United Transkei Territories General Council, a governing body dating back to 1894. The building was originally known as the Bunga Building and later became the Transkei Parliament in 1963, following the introduction of the apartheid-era Bantustan (homeland) system. In 2000, the Nelson Mandela Museum was launched, and the building became a beacon of hope. This building is part of RSA's heritage; thousands of people visit it to learn more about our Icon, Nelson Mandela.

As the custodian of government properties, the Department of Public Works and Infrastructure is responsible for maintaining the Bhunga building. However, this has proved futile, as many of the building's components continue to deteriorate. The NMM and its mother body, DSAC, decided to appoint a Facilities Management service provider to assist in maintaining its structures and ensure they are safe and compliant at all times.

Several projects have been executed in the current year, mainly:

- Electrical Repairs
- Pressure Cleaning
- Painting of external façade
- Basement Waterproofing
- Basement Steel Railings
- Installation of Burglar Bars
- Plumbing Repairs

Bhunga Building



Electrical Repairs



Painting of External Façade

Landscaping



Basement Steel Railings

Aircon servicing

NELSON MANDELA YOUTH & HERITAGE CENTRE IN QUNU

The Qunu site is fully operational after being temporarily closed for maintenance by the Department of Public Works and Infrastructure (DPWI).

The main project, Qunu-based condition maintenance, included upgrading the sewer system, which has been a challenge for the Museum for many years. The sewer upgrade was accompanied by building renovations and facelifts of certain structures to ensure the materials used can withstand the elements and are durable. NMM 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.

The project is at the practical completion stage. Contract No. 2 (major project) was awarded in July 2019. Site handover was on 12 August 2019. The planned/initial practical completion date was 12 February 2021, but this was delayed due to challenges faced. Due to prolonged delays, although the project was not phased, the Sectional handover/Beneficial Occupation and handover of the buildings was agreed upon by all the Parties and took place on 11 April 2023. The practical completion certificate for the buildings was signed on 12 July 2024. All building works were handed over to the client except for the sewer ponds and borehole. Completion of the borehole works will be determined by receipt of the permission letter from the Department of Land Affairs or approval of pipeline servitude registration.

Qunu Youth and Heritage Centre in Mthatha



Pressure Cleaning



Sewer Ponds



Landscaping, Gardening and Grass Cutting

OR TAMBO GARDEN OF REMEMBRANCE

The OR Tambo Garden of Remembrance, situated in the rural Nkantolo in the town of Bizana, is a new site under the administration of the Nelson Mandela Museum.

The Nelson Mandela Museum has earmarked the following projects to be implemented in the 2025/26 financial year:

- Electrical Repairs
- Landscaping, Gardening and Grass Cutting
- Painting of walls, steel railings and roof
- Water Pressure Cleaning
- Plumbing Repairs
- Paving Repairs

OR Tambo Garden of Remembrance



Pressure Cleaning



Installation of Paving



Landscaping, Gardening and Grass Cutting



Installation of Solar System



Construction of Guard House



Construction of Ablution Facilities

INGQUZA HILL MUSEUM

The Ingquza Hill Museum, situated in Flagstaff, is a new site gazetted under the Nelson Mandela Museum. The Nelson Mandela Museum has earmarked the following project to be implemented in the 2025/26 financial year:

- Landscaping, Gardening and Grass Cutting
- Electrical Connection and Repairs
- Roof, Ceiling, Windows and Wall Repairs
- Plumbing and Water Repairs
- Conversion of Existing Ablution Facilities to Waterborne
- Hazardous Storage Room



Landscaping, Gardening and Grass Cutting



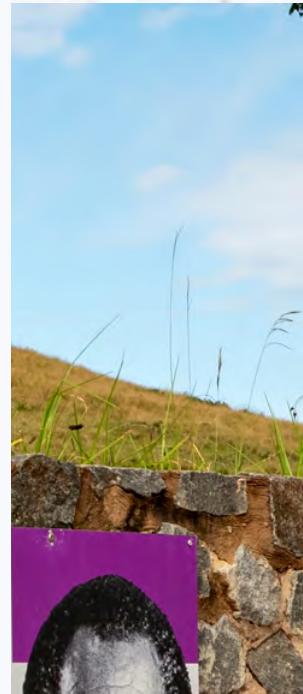
Hazardous Storage Room



Conversion of Existing Ablution Facilities to Waterborne



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an agency of the
Department of Sport, Arts and Culture



PART B

PROGRAMME 2



PROGRAMME 2

HERITAGE AND CONSERVATION

Heritage and Conservation (Programme 2) is the core business of the Nelson Mandela Museum, responsible for preserving, protecting and promoting the legacy of Nelson Mandela while safeguarding the Nelson Mandela Collection for present and future generations. The collection comprises approximately 3900 objects, which are a range of Gifts bestowed upon President Nelson Mandela, ranging from children's drawings to diplomatic gifts from heads of state, and express the admiration, gratitude and solidarity with Nelson Mandela's life and values. The preservation, protection and promotion of the collection together with Nelson Mandela's values and principles is achieved through five business units of Programme 2: (1) Collection and Conservation, (2) Research, (3) Exhibitions, (4) Tours and (5) Library. These units work collaboratively to ensure the proper conservation of collections in line with international standards, undertake research on artefacts and liberation heritage, develop permanent and travelling exhibitions, facilitate guided tours, and provide public access to information and educational resources relating to Nelson Mandela, liberation heritage, museology, and history.

The programme operates across the Bhunga Building in Mthatha, the Nelson Mandela Youth and Heritage Centre in Qunu, and the gazetted sites of the Nelson Mandela Museum, namely: Ingquza Hill Museum (Flagstaff) and the OR Tambo Garden of Remembrance (eNkantolo). The Ingquza Hill Museum and OR Tambo Garden of Remembrance were officially gazetted as part of the Nelson Mandela Museum by the Department of Sport, Arts and Culture on 17th December 2024, with the gazette confirmation issued to the Nelson Mandela Museum on the 20th November 2025. The two link sites expand the scope of preservation, protection and promotion to include the values and legacy of Oliver Tambo and the liberation heritage of rural resistance associated with the Ingquza Hill Massacre of 1960, which broadened the scope of the Nelson Mandela Museum as an entity that advances liberation heritage preservation.

The museum's strategic approach towards advancing liberation heritage places emphasis on the following priorities: Conservation of the NMM collection and sites through the implementation of an Integrated Conservation Management Plan, Digitisation of the museum collection, Inventory development and legislative protection of the collection by means of a declaration by the South African Heritage Resources Agency (SAHRA). These priorities are executed through the following areas of delivery.

Implementation of the interim Conservation Management Plan

In the absence of an approved Integrated CMP and in compliance with the Heritage Agreement signed between the Nelson Mandela Museum and the South African Heritage Resources Agency, the Museum implements an interim conservation management plan, reviewed and approved annually, which focuses on preventative housekeeping, environmental monitoring, and collection care. During the 2025/2026 financial year, the Museum planned to deliver two conservation projects but successfully delivered four. Achievements included verifying and digitising the collection, implementing environmental and pest control measures, and conserving two outdoor statues.



Preservation of outdoor statue and fumigation

Digitisation of the NMM Collections

Over the years, the museum has identified digitisation as part of its long-term conservation strategy. This enables the museum to reach a broader range of audiences, increasing accessibility and awareness of its collections, as well as supporting the digital preservation of the collection. During this financial year, the museum digitised 91% of the collection, pending the 9% of objects that need restoration before they can be digitised. The service provider was appointed on a five-year contract and will use the remainder of the contract term to digitise the remaining collection once it has been restored, while undertaking to provide both open and closed access to the collection for the general public and scholarly work, ensuring revenue generation for the upkeep of the infrastructure and its maintenance for the next 4 years. This project is expected to elevate the museum's stature and modernise the institution with modern technology available in the market.

Declaration of Collections

The museum entered into a Heritage Agreement with the South African Heritage Resource Agency (SAHRA) on 18 February 2026, paving the way for the official gazettement of the collection as a Specially Declared Heritage Collection on 30 March 2026. The declaration is in terms of Section 32(1) of the National Heritage Resources Act (NHRA), No. 25 of 1999. The declaration serves to protect the collection as a national heritage resource.

Number of Learning platforms held

The Museum conducts four learning platforms annually, one in each quarter, to promote knowledge sharing and preserve the legacy of Nelson Mandela. During the 2025/26 financial year, the following learning platforms were held

- (1) International Youth Camp in Germany
- (2) Women's Dialogue
- (3) African Liberation Heritage Indaba in partnership with the University of Limpopo
- (4) Mandela Release

These learning platforms aim to stimulate debates on issues affecting South Africans, with the intention of fostering improved social cohesion and nation-building, drawing on the values and principles of Nelson Mandela. These serve as platforms that provide a safe space for communities to air their views, understand the historical background of the country, and present community-led solutions to modern-day problems and social issues they face – effectively stimulating active citizenry. The platforms also advocate non-violent solutions that promote peace, respect for human rights, and tolerance among communities.

(I) International Youth Camp

was successfully hosted by the Nelson Mandela Museum in partnership with the Anne Frank House Museum in Lower Saxony (Germany) from 1st –13th April 2025 at the Qunu Youth & Heritage Centre. The programme aimed to expose young people to the impact of apartheid and the Holocaust, promote social cohesion, and create platforms for dialogue and cultural exchange. The second leg brought together six South African learners from four provinces and a German delegation of six learners and four officials. Participants engaged in heritage education activities, visited significant sites linked to Nelson Mandela and the Holocaust, and explored themes of history, identity, diversity and human rights through interactions with facilitators and heritage institutions.



Participants of the International Youth Camp at the Constitution Hill in Johannesburg

(2) Women's Dialogue

The Women's Dialogue was successfully hosted on 18th August 2025 at the Nelson Mandela Youth & Heritage Centre in Qunu as an intellectual platform dedicated to honouring women's contributions to society. Despite delays caused by a community strike, the programme attracted approximately 200 participants from various sectors and successfully achieved its objective of fostering dialogue and collective action on issues affecting women. Delivered in partnership with Vodacom and coordinated by a Local Organising Committee comprising Nelson Mandela Museum staff, the event featured prominent speakers, including Deputy Minister Zolile Burns-Ncamashe and MEC Sibulele Ngongo, who shared insights on women's empowerment, cultural heritage, leadership, and social transformation, highlighting the programme's value and potential for long-term sustainability.



The identified speakers – MEC Sibulele Ngongo and Deputy Minister Prince Burns-Ncamashe



Program Director of the Women's Dialogue - Ms Faith Ngandi

(3) African Heritage Liberation Indaba

The Indaba was successfully hosted on 15th -16th October 2025 as a collaborative initiative between the Nelson Mandela Museum, the University of Limpopo, and the Department of Sports, Arts and Culture in the Limpopo Province. This intellectual platform was centred around the theme "Re-imagination of the Transformative and Emancipatory Purpose of Cultural Institutions in South Africa". It provided a platform for dialogue among government officials, scholars, museums, traditional leadership, and other interest groups who reflected on heritage preservation, the protection of museum artefacts, and the role of cultural institutions in advancing social justice. Key discussions explored digital transformation and innovative technologies to enhance access to collections, the decolonisation of knowledge, and the importance of repatriation and human burial processes in promoting dignity, inclusion, and national healing.



The targeted audience and identified speakers

(4) Mandela Release

The Mandela Release Dialogue was successfully hosted on 11th February 2026 at the Nelson Mandela Museum (Bhunga Building) in collaboration with the Department of Sport, Arts and Culture. The intellectual platform reflected on Nelson Mandela’s journey, legacy, and contribution to freedom and democracy under the theme “Echoes of the Soil,” with discussions focusing on heritage, identity, reconciliation, social cohesion, and nation-building.



Stakeholders and identified speakers

Research

The museum produced four research articles for the financial year, achieving the set target as per the annual performance plan. The aim of the production of research articles is to promote Nelson Mandela's legacy and values, including liberation heritage associated with the NMM museum sites, namely: Ingquza Hill Museum and OR Tambo Garden of Remembrance, which serve to preserve liberation heritage of the 1960 Mpondo massacre and the legacy of Oliver Tambo to enhance knowledge production and promote South Africa's liberation heritage. The research unit's objectives are to position NMM as a knowledge-production institution that advances and deepens heritage literature. The four research articles produced were based on the following topics:

- i. Reviving Forgotten Voices: Oral History Fieldwork in Ingquza Hill- Flagstaff (Eastern Cape)
- ii. The Historical Significance of Healdtown Comprehensive High School as the Heritage of South African Scholarly Development.
- iii. OR Tambo: Remembering A Consensus Builder Who Fostered Moral Leadership Through Diplomacy, Commitment, and Unity
- iv. Mqhekezweni and Clarkebury – Exploring the African and Western Nodes of Education Systems that Shaped Madiba's Leadership

(i) Reviving Forgotten Voices: Oral History Fieldwork in Ingquza Hill- Flagstaff (Eastern Cape).

Oral history research fieldwork was conducted during the first quarter in Flagstaff, focusing on the Ingquza Hill Massacre of June 1960. The research was the first step to record, document and preserve oral history from elderly community members who lived through and after the Ingquza Hill Massacre of June 06 1960. The Ingquza Hill Oral history fieldwork proved a transformative encounter for researchers and participants alike, unearthing and capturing narratives that are not relics of a distant past, but a living archive with the power to reshape how South Africa remembers, heals, and rebuilds. For the Nelson Mandela Museum, this project underscored the commitment to continue fostering dialogue that focused on the aftermath of the Ingquza Hill Massacre with the aim of promoting healing, development and empowerment of the massacre's victims and community at large within the region.

(ii) The Historical Significance of Healdtown Comprehensive High School as the Heritage of South African Scholarly Development.

This article focused on Healdtown Comprehensive High School (former Healdtown Comprehensive High School Mission Institute), situated near Fort Beaufort, Eastern Cape. It aimed to strengthen the literature and celebrate Healdtown's historic contribution to education and knowledge production in South Africa's fight for liberation. The Nelson Mandela Museum commemorated International Nelson Mandela Day at the school on 18 July 2025, when Madiba's dormitory was converted into a permanent exhibition space. To mark the significance of this day, which requires 67 minutes of community work, the museum painted the school and opened the exhibition it developed and donated to the school, drawing on Nelson Mandela's tenure alongside other liberation leaders, as produced by the school. The research explored the historical significance of Healdtown Comprehensive High School, its founding principles, the legacy of its notable alumni, and its enduring relevance in modern-day democratic South Africa as an institution that has produced prominent leaders.

(iii) OR Tambo: Remembering A Consensus Builder Who Fostered Moral Leadership Through Diplomacy, Commitment, and Unity

This research focused on the life and times of Oliver Reginald Tambo as an ANC president during the organisation's underground operations in the era of apartheid in South Africa and how it helped shape post-apartheid South Africa (1967-1991). It aimed to mark OR Tambo's contribution as one of the founding fathers of the post-apartheid era in the country. It acknowledged and appreciated the lasting legacy of OR Tambo in the modern South African socio-political climate, and cast light on how leaders can draw inspiration from OR Tambo's approach to leadership.

The research contributes to honouring the legacy of OR Tambo as a struggle icon in the South African political and democratic narrative. It raises the need for the country to draw inspiration from his commitment to diplomacy, unity, and moral principles, which played a prominent role in dismantling apartheid and ultimately paved the way for the introduction of a democratic government.

(iv) Mqhekezweni and Clarkebury – Exploring the African and Western Nodes of Education Systems that Shaped Madiba’s Leadership

Research during quarter four aimed to explore the nuances of how African and Western education models shaped Nelson Mandela’s leadership style. The research employed a mixed-method approach, combining qualitative interviews and secondary data to understand the significance of the two educational systems: learning by observation, used when Madiba was groomed as a traditional leader in Mqhekezweni Great Place, and classroom-based education, which Madiba studied at Clarkebury Agricultural School. The findings from this research indicate that:

A combination of traditional African education, which was more practical, and the Western Christian education approach, which was classroom-based and emphasised individual performance, influenced Nelson Mandela’s understanding and appreciation of dialogue and democracy, diversifying his systematic approach to advocating for human rights, equality, and freedom.

The study acknowledged the impact of blended learning as a mechanism for broadening understanding and tolerance, and for upholding both traditional and modern values to advance South Africa’s Rainbow Nation metaphor as a symbol of unity, peace, and reconciliation. This research therefore presented how heritage education can influence modern society and drive social cohesion and nation-building.

Number of Outreach Educational Programmes Interactions with schools

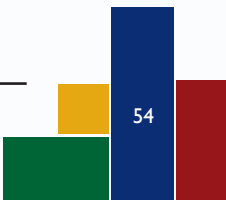
The Museum conducts four outreach programmes annually, one in each quarter, to promote and preserve the legacy, values, and memory of Nelson Mandela through educational and heritage awareness initiatives. During the 2025/26 financial year, the following outreach programmes were implemented:

- i. International Museum Day
- ii. Heritage & Literacy Day
- iii. OR Tambo Children’s Legacy
- iv. Human Rights Essay Writing Competition

The Outreach Programme promotes transformative and socially responsive education by using the Museum’s collections and the legacy of Nelson Mandela as learning resources. Through school-based programmes, educational activities, and knowledge production initiatives, the programme integrates heritage content into the curriculum, encourages scholarly engagement, and creates opportunities for constructive dialogue among learners and educators while promoting heritage awareness and lifelong learning.

(i) International Museum Day

The Education & Tours Unit continued to fulfil its mandate to design and implement outreach programmes that promote the museum’s offerings and the values of Nelson Mandela. During the quarter, the Nelson Mandela Museum partnered with the Department of Sport, Recreation, Arts and Culture and the Wild Coast Museum to commemorate International Museum Day, an annual global celebration of museums and their role in society. The museum participated in both district and provincial commemorative events, using the platform to promote heritage awareness, public engagement, and the importance of museums in preserving and sharing cultural history, thereby contributing to the unit’s strategic objectives and annual outreach targets.



(ii) Heritage and Literacy Outreach

A debate competition that was successfully hosted on 18th September 2025 by the Nelson Mandela Museum in partnership with Clarkebury Agricultural School and Old Mutual at the historically significant Clarkebury Agricultural School site. The programme engaged Grade 11 learners from four local high schools in debates focused on leadership, resilience, and the legacies of Nelson Mandela and Dr. A.B. Xuma. The initiative promoted critical thinking, public speaking, literacy, and ethical leadership development; the top three schools received trophies and medals, and all participants received certificates of participation.



Speaker and learner at the Heritage & Literacy Outreach Programme hosted at Clarkebury Agriculture High School

(iii) OR Tambo Children's Legacy

During the 2025/2026 financial year, the Education & Tours Unit achieved its outreach programme target through the successful implementation of the O.R. Tambo Children's Legacy Programme, hosted in commemoration of Oliver Tambo's month. The Nelson Mandela Museum executed the programme in partnership with the O.R. Tambo Garden of Remembrance and in collaboration with the Winnie Madikizela Mandela Local Municipality, the O.R. Tambo family, DSRAC, and Old Mutual. Established in 2024 as an annual educational initiative, the 2025 programme, themed "Legacy in Action: Oliver Tambo's Vision and the Future of Just Leadership in South Africa," engaged learners from five schools within the Winnie Madikizela Mandela Local Municipality through essay writing, isiXhosa praise singing, and book review competitions based on *Oliver Tambo: His Life and Legacy* by Luli Callinicos. The programme was coordinated by a Local Organising Committee comprising representatives from the Nelson Mandela Museum, O.R. Tambo Garden of Remembrance, municipalities, DSRAC, and Old Mutual, to preserve Oliver Tambo's history while enhancing learners' research, critical thinking, and presentation skills. The initiative commenced with messages of support from stakeholders and culminated in a prize-giving ceremony where gold, silver, and bronze medals, trophies, and certificates were awarded to participants. The successful execution of the programme strengthened the museum's outreach objectives by promoting heritage education, youth development, and the values of leadership and service embodied by Oliver Tambo and Nelson Mandela.



The participants at OR Tambo's Children's Programme

(iv) Human Rights Essay Writing Competition

The Human Rights Essay Writing Competition was successfully executed by the Nelson Mandela Museum in partnership with Old Mutual and in collaboration with Vodacom as part of the Education and Tours Unit's outreach programmes. The 7th edition of the competition received 444 entries from Gauteng, the Eastern Cape, Mpumalanga, and KwaZulu-Natal, giving learners a platform to engage with human rights themes and the values of Nelson Mandela. The top three winners were Daniel Nicholson (Gauteng), Nathi Thetha (Eastern Cape), and Songe Khala (Eastern Cape), who received smartphones with data packages and trophies, while other finalists received medals and certificates in recognition of their participation.



Top 3 winners and promotional material from sponsors

Travelling exhibitions

The unit aims to ensure broader access to the museum's collection by hosting or facilitating one (1) travelling exhibition for a specified period, as outlined in the Annual Performance Plan (APP). Through ongoing collaboration with sister organisations and museums, the unit continues to build sustainable partnerships that support knowledge sharing, enhance public access to heritage resources, and promote the advancement of new knowledge among patrons, researchers, and scholars. For the 2025/26 financial year, the Nelson Mandela Museum hosted the Between States of Emergencies exhibition, a photographic exhibition owned by the Nelson Mandela Foundation and kept at the Market Theatre Foundation:

Between State of Emergency (Photographers in Action 1985-1990).

The Market Photo Workshop, a division of the Market Theatre Foundation, loaned this exhibition to the Nelson Mandela Museum for six months (1st April – 30th September 2025), and it was installed and exhibited at Qunu Youth & Heritage Centre. The exhibition honours photographers who risked their lives and freedom to expose the brutality of apartheid in the late 1980s, specifically focusing on the State of Emergencies imposed by the apartheid government between 1985 and 1990. This exhibition was hosted for the International Youth Camp, aligning the content with the exchange programme, which focused on the South African apartheid regime and on producing new knowledge, including how photographers played a crucial role in apartheid.

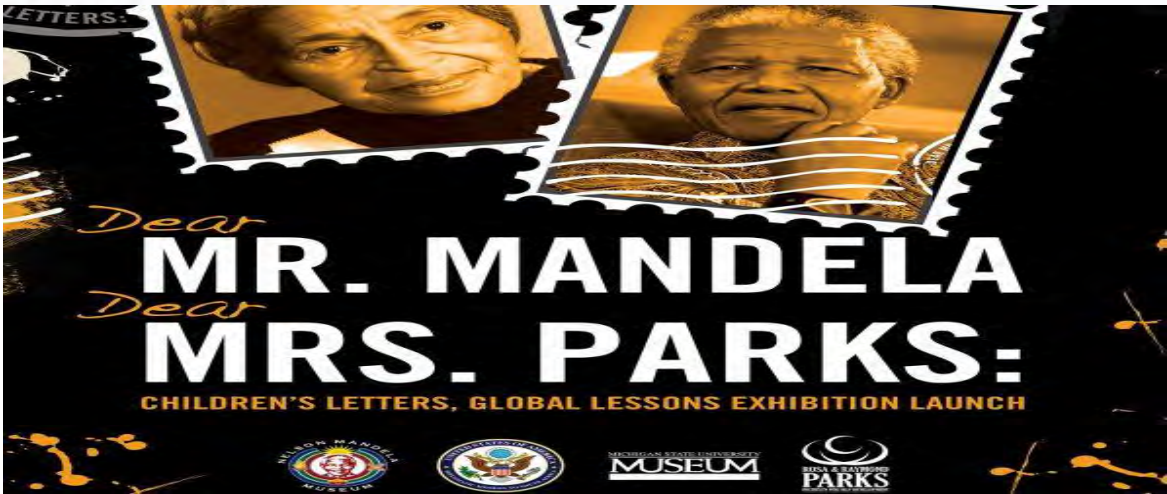


Between States of Emergencies Exhibition hosted at Qunu Youth & Heritage Centre

Further to hosting 1 exhibition per year, the Nelson Mandela Museum must loan out exhibitions to 3 strategic entities in order to promote and educate on Madiba's values and principles; the three exhibitions are as follows:

(a) Dear Mr Mandela- Dear Mrs Parks Exhibition

'Dear Mr. Mandela... Dear Mrs. Parks' Children's letter: Global Lessons exhibition is a collaborative effort between Nelson Mandela Museum and Michigan State University Museum. The Nelson Mandela Museum and Michigan State University Museum launched the exhibition in 2008 at the Nelson Mandela Museum Youth and Heritage Centre. The exhibition showcases letters written by hundreds of children around the world to Mrs Parks and Mr Mandela, illustrating values and goals shared by two leaders born on different continents. It also raises public understanding of the parallels in the struggles for equality and justice in the United States and South Africa through the children's letters. It was exhibited at Freedom Park Museum 4th July 2025- October 2025.



Dear Mandela, Dear Mrs Parks exhibition cover image

(b) Mandela and Luthuli in Conversation Exhibition

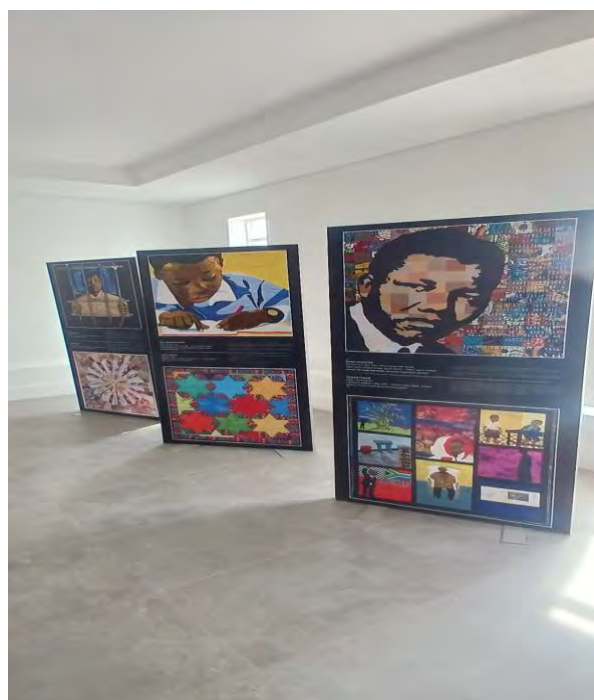
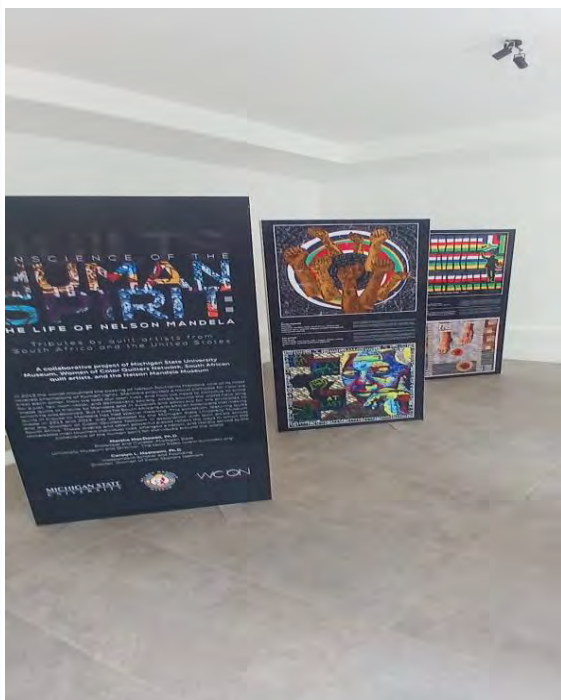
A collaboration between the Nelson Mandela Museum and Luthuli Museum in Stanger, the Nelson Mandela and Albert Luthuli in Conversation exhibition celebrates the legacy of these two South African struggle legends and Nobel Prize Laureates. The exhibition comprises more than just a collection of pictures. It is a compilation of personal exchanges between the two leaders, featuring broader conversations on their observations. It also includes their associate’s observations on various issues. This Exhibition was loaned to Mpumalanga Thandukhanya Library from 11th November -11 May 2026



The loaned-out exhibition “Mandela and Chief Albert Luthuli in Conversation”.

(c) The Quilt Travelling Exhibition

Continue supports the Museum's objective of expanding access to its collections by taking exhibitions to communities with limited access to the Nelson Mandela Museum. The exhibition, consisting of six cloth panels framed with aluminium, is currently on loan to Maqoma Museum from 16 March 2026 to 16 August 2026. It forms part of the long-standing partnership between the Nelson Mandela Museum and the Michigan State University Museum, showcasing quilt artworks created in tribute to Nelson Mandela and his values by artists from South Africa and around the world.



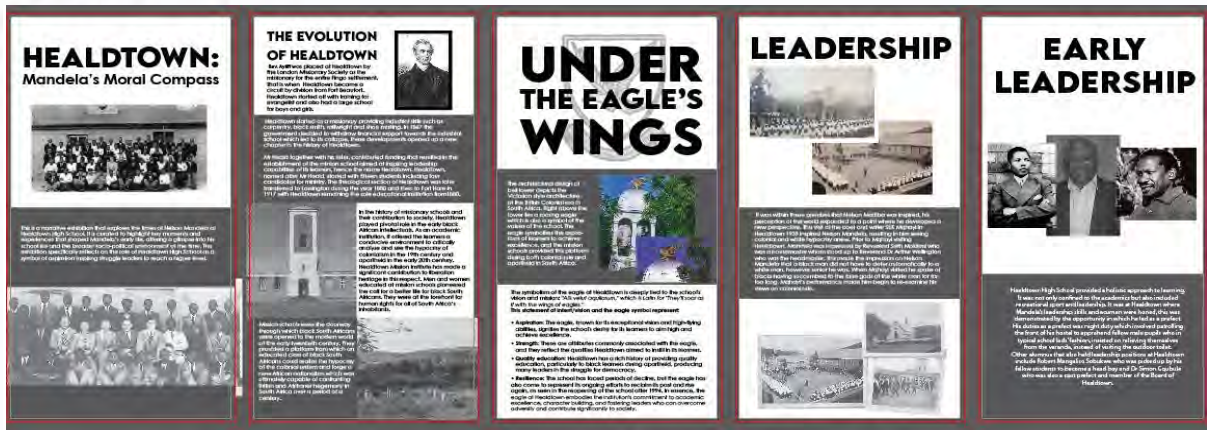
Loaned exhibition “Quilt Exhibition” installed at Maqoma Museum

Newly Developed Exhibition

A new indicator which requires that at least one new exhibition is developed per year was achieved as follows:

Healtdtown: Mandela's Morals Compass

A permanent knowledge production initiative developed by the Nelson Mandela Museum in partnership with the Department of Sport, Arts and Culture and Maqoma Museum. Launched on 18 July 2025 at Healtdtown Comprehensive High School, the exhibition highlights Healtdtown's influence on Nelson Mandela's early life, values, and development through nine interpretive panels, promoting access to heritage knowledge and preserving his legacy.



Layout of the exhibition designed and installed at Healdtown Comprehensive High School

Collections

The NMM collections are acquired through donations from various stakeholders, individuals, and communities who share their appreciation of Tata 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.

Library

The Nelson Mandela Museum Library continues to contribute positively by providing access to information resources for learners, researchers, and internal users while fulfilling its archival responsibilities in managing and preserving NMM records. The library, which comprises dedicated children's and adult sections, houses a diverse collection of fiction and non-fiction materials with a strong focus on the liberation movement, heritage, and history. Through its quality services, collection displays, and support of museum programmes and exhibitions, the library continues to promote knowledge sharing, learning, and engagement with the museum's collections.



Library collection exhibited at outreach programme

Implementation Protocol Gazette Notice

During the 2025/26 financial year, the museum continued to manage and operationalise the two additional sites under the Implementation Protocol (IP) between the Nelson Mandela Museum and the Minister of Sport, Arts and Culture (DSAC). These two sites are the Ingquza Hill Museum in Flagstaff and the Tambo Garden of Remembrance in Bizana. The Implementation Protocol (IP) was signed for three years, 2023/4 to 2025/6 financial years, with an incremental budget starting from one million rand for each site annually adjusted in line with inflation. The budget covers remuneration for fixed-term contract employees at the sites, general site maintenance, and content and programming development. A detailed close-out report was submitted to the Department of Sport, Arts and Culture at the end of the financial year.

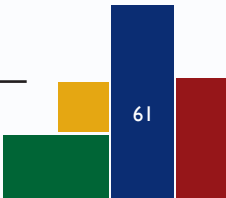
The close-out report to the implementation protocol was submitted to DSAC, and the sites were officially gazetted as Nelson Mandela Museum sites on 17th December 2024, with the gazette confirmation issued to the Nelson Mandela Museum on the 20th November 2025. Detailed business plans for both the sites, comprising a detailed budget, programming plan and infrastructure projects required to advance the sites, were developed during the financial year and submitted to DSAC to lobby for resources to optimise the use of the sites following the gazette notice, and the submission is under the review of DSAC. Activities at the sites for the 2025/26 financial year are detailed below:

Ingquza Hill Museum

The Nelson Mandela Museum continued working with the Veterans Committee at Ingquza Hill Museum to ensure community engagement and involvement. The fixed-term contract staff, the Veterans Committee and the Nelson Mandela Museum worked alongside the DSAC's Project Manager to ensure that the site remained well maintained and attracted tourism and other activities. The fixed-term staff include two security guards, one general maintenance worker, one cleaner, and an admin/tour guide. In addition to the exhibition about the Pondo Revolt, the museum, working with the Eastern Cape provincial government, held the annual Pondo Revolt massacre. In the 2025/26 financial year, the site attracted a total of 1,282 visitors and undertook numerous programmes, infrastructure development and maintenance projects. Furthermore, the Office of the Premier donated a Toyota Quantum minibus taxi to the site.

OR Tambo Garden of Remembrance

The OR Tambo Garden of Remembrance fixed-term contract staff largely continued to perform well and, as such, their contracts were renewed in order to ensure uninterrupted service delivery. The staff comprise an Admin/Tour Guide, cleaner, Librarian, and two general maintenance workers. The site houses a digital library, a media centre and an outdoor digital exhibition, programmes which collectively attracted a total of 2797 visitors.





Aerial view of the Ingquza Hill Museum



OR Tambo Garden of Remembrance



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Department of Sport, Arts and Culture



PART B

PROGRAMME 3



PROGRAMME 3

PUBLIC ENGAGEMENT

The public engagement strategy

The Public Engagement and Marketing department drives efforts to promote Nelson Mandela Museum's geographical location and brand. This is done through well-crafted community outreach programmes, community and stakeholder engagements, media engagement, trade shows and Museum events and programmes aligned to Former President Nelson Mandela. These activities and programmes within the Museum timeline attract local and international visitors to view the Museum's permanent and travelling exhibitions, artefacts, gifts, and authentic sites of significance in the footsteps of Nelson Mandela. The department also serves as a communication vehicle, disseminating information to local and national government departments, strategic partners, communities, and stakeholders. The department enhances the Museum's digital activities, promotes culture and heritage and preserves Nelson Mandela's legacy through robust programming.

STAKEHOLDER AND COMMUNITY ENGAGEMENT PLATFORMS

The museum hosted a number of activities in celebration of Nelson Mandela Release, Mandela Day and Commemoration Day. The museum also conducted community engagement and stakeholder engagement platforms. The events, along with stakeholder and community engagement programmes, help promote and disseminate messaging to the external community about the Museum's products, offerings, and services. These events bring different communities together to celebrate and commemorate the life and times of Nelson Mandela and make a difference in the lives of those who are disadvantaged. The museum's audiences showcase their talents and their intellect during such programmes and events.

NUMBER OF COMMUNITY ENGAGEMENT PLATFORMS HELD

2nd Annual Youth Colloquium

The Nelson Mandela Museum, in collaboration with Walter Sisulu University, Fort Hare University, Nelson Mandela University, and the National Youth Development Agency (NYDA), hosted the 2nd Edition of the Youth Colloquium at Walter Sisulu University (WSU) on the 21st of May 2025. This event was held under the compelling theme: **Unlocking Youth Activism & Economic Participation**. The theme aimed to engage youth in constructive dialogue around the challenges and opportunities facing young South Africans today. The primary objectives of the colloquium were to:

- Foster active youth engagement on political and socio-economic issues.
- Provide a platform for young voices from various academic institutions to engage in solution-oriented discussions.
- Encourage respectful discourse across political and ideological lines.
- Explore practical solutions to youth unemployment, education, economic participation, and leadership.

Key components of the programme included panel discussions, youth-led debates, and empowerment sessions focused on leadership development and advocacy skills. The colloquium responded to the pressing need for youth empowerment and engagement in socio-economic and political discourse. It leveraged the academic environment to encourage critical thinking and innovative ideas among young participants. Students critically engaged with topics such as youth unemployment and job creation strategies, access to education and entrepreneurship, civic engagement and political literacy, and social justice. The colloquium had a measurable impact in several key areas:

- Increased awareness among youth about avenues for economic participation and activism.
- Creation of inter-institutional networks that encourage ongoing dialogue and collaboration beyond the event.
- Policy recommendations were developed from the sessions and are expected to be submitted to relevant governmental and developmental bodies.

- Youth empowerment was central to the discussions, and many students expressed a renewed sense of responsibility and agency in addressing issues affecting their communities.



Youth colloquium at WSU

The colloquium received regional and national attention, with coverage by local radio stations, university media platforms, and public news agencies. Social media also played a significant role in documenting the proceedings and spreading the message of youth empowerment. Hashtags associated with the event trended locally, reflecting strong engagement, especially among students.

The 2nd Youth Colloquium marked a significant step forward in empowering young people to actively shape their futures. Through respectful, informed, and solution-driven engagement, the youth demonstrated their readiness to lead and innovate in the face of South Africa's socio-economic challenges. The colloquium underscored the urgent need to equip youth with the tools to shape a just and prosperous future. The Nelson Mandela Museum and its partners have laid a solid foundation for future editions, which are expected to grow in both impact and scope.

GBV Dialogue

Gender-Based Violence (GBV) remains one of the most pressing social challenges in South Africa. Despite national programmes and policies aimed at prevention, protection, and prosecution, the number of reported cases against women and children continues to rise.

This crisis requires an integrated, community-centred response backed by strong partnerships among government, civil society, traditional leadership, and the broader public.

As part of the Nelson Mandela Museum's commitment to social justice, human rights, and community development principles strongly upheld by Nelson Mandela, the Museum hosted a GBV Dialogue on 05 December 2025. This day marked the anniversary of Mandela's passing and presented an opportunity to reflect on his values of peace, dignity, and humanity. Additionally, the dialogue was aligned with Reconciliation Month (16 December) to reinforce national unity and healing, while supporting the objectives of the 16 Days of Activism Campaign.

The dialogue was hosted under the theme: **Advocacy for Change and Healing**. The dialogue, organised by the Department of Sport, Arts and Culture (DSAC), Department of Sport, Recreation, Arts and Culture (DSRAC), King Sabata Dalindyebo Municipality and Nelson Mandela Museum, was aimed at creating a collaborative, people-centred platform for dialogue, accountability, and action on Gender-Based Violence in the King Sabata Dalindyebo region and surrounding communities. It brought together key stakeholders to identify practical solutions, strengthen existing programmes, and align efforts in honour of Nelson Mandela's legacy of protecting human rights and uplifting vulnerable communities.



GBV Dialogue held at the Youth and Heritage Centre

The dialogue assisted in raising awareness of the rising trends of GBV against women and children and mobilising communities towards prevention, and its objectives were to:

- Strengthen intergovernmental and community partnerships in addressing GBV, involving local government, traditional leaders, NGOs, SAPS, and social services.
- Provide a platform for victims and survivors to share experiences, enabling healing and community solidarity.
- Facilitate dialogue on the root causes of GBV and identify practical strategies for behaviour change, community protection, and accountability.
- Promote Mandela's values of human rights, dignity, and justice in addressing societal challenges.
- Develop a collaborative action plan for ongoing GBV prevention programmes within KSD municipality and the region.
- Align GBV activism with Reconciliation Month to emphasise healing, unity, and nation- building.



GBV Dialogue held at the Youth and Heritage Centre

The expected outcomes of the dialogue included a clear, community-driven GBV action plan for the KSD region, with specific roles assigned to stakeholders, strengthened partnerships among government, civil society, traditional leaders, and community groups, increased awareness and mobilisation towards GBV prevention and reporting, commitments to improve survivor support services, including leveraging existing resources. Expected outcomes included new collaborations between the Nelson Mandela Museum and stakeholders for long-term GBV programming, enhanced community healing and unity aligned with Reconciliation Month, and increased visibility of Mandela's values in social justice initiatives.

The GBV Dialogue represented a powerful step toward honouring Nelson Mandela's legacy by addressing one of the most critical social issues impacting South Africa. Through collective dialogue, strategic planning, and community mobilisation, the event created sustainable and impactful responses that promote safety, justice, reconciliation, and healing.

NUMBER OF STAKEHOLDER ENGAGEMENT PLATFORMS HELD

Comrades Marathon Expo Week Participation

The Nelson Mandela Museum participated in the Comrades Marathon Expo Week held in Durban from 05 to 07 June 2025, showcasing its products and offerings. The Department of Sport, Arts and Culture (DSAC) invited the museum and its entities to form part of the expo, recognising the museum's role in promoting heritage and preserving legacy.

The Comrades Marathon Expo is a significant event that celebrates the iconic Comrades Marathon and promotes sport, culture, and community engagement. The Comrades Expo is important because it promotes the Comrades Marathon. The expo generates excitement and anticipation for the iconic ultra-marathon. It also showcases local culture and highlights the region's rich cultural heritage. Furthermore, it fosters community engagement and provides a platform for local businesses, organisations, and stakeholders to interact with the community.

The objectives of the Comrades Expo included promoting the Comrades Marathon brand by increasing awareness and visibility of the event, encouraging community participation and showcasing local talent and products. The museum's participation in the expo yielded several benefits, including:

- **Increased visibility:** The museum gained exposure to a new audience, promoting its brand and offerings.
- **Community engagement:** The expo provided an opportunity for the museum to interact with the local community, fostering relationships and potential collaborations.
- **Promoting heritage:** The museum showcased its role in preserving, conserving and promoting South Africa's cultural heritage.
- **Audience development:** The museum utilised the platform to communicate and market its offerings, attracting potential new visitors.
- **Content creation:** The museum created engaging content for its social media platforms, further expanding its online presence.

DSAC developed a customised exhibition for the museum, showcasing all its sites.





This exhibition serves as a valuable marketing tool for future expos and promotional activities, highlighting the museum's role in preserving Nelson Mandela's legacy.



Comrades Marathon Expo

Participation in the Comrades Marathon Expo Week is expected to positively impact the museum's future. This will help increase foot traffic and attract new visitors to the museum. It will also assist in partnership opportunities, as the museum may explore potential partnerships with sports and cultural organisations. The museum's involvement in the expo may enhance its reputation as a relevant and engaging cultural institution. The museum will continue to leverage such events to promote its mission and engage with the community.

Love Afrika

The museum's strategic objectives focus on promoting and preserving cultural heritage, empowering youth, and advancing local entrepreneurship. The museum supported the Love Afrika Campaign, which took place on 13 June, in the form of an SMME Masterclass. The museum actively participated in this initiative that directly contributes to:

Cultural Heritage and Tourism: The Love Afrika Campaign celebrates the gastronomy, culture, and heritage of the African continent. This aligns directly with the museum's mission to promote African culture and history locally and globally. Involvement in this campaign reinforces the museum's role as a leader in cultural tourism and heritage promotion, supporting initiatives that expand the reach and impact of African culture.

Youth Empowerment: The sponsorship of the youth artists aligns with the museum's ongoing commitment to youth development and artistic expression. By providing a platform for young artists, the museum is not only supporting their professional growth but also fostering the next generation of African creatives. This echoes the museum's role as an advocate for young talent, empowering youth to showcase their work and engage with a broader audience.

Entrepreneurship Development: The SMME Masterclass formed part of our broader efforts to support emerging entrepreneurs, particularly those in the gastronomy and heritage sectors. The museum participated in some masterclass engagements and equipped local entrepreneurs with the tools, networks, and knowledge to succeed in their businesses. This initiative is aligned with the museum's focus on community and stakeholder development and inclusive economic growth.

The museum benefited from this initiative by enhancing its community engagement and strengthening partnerships that contribute to socio-economic development. Through this partnership with the Love Afrika Campaign, the museum is strengthening its community impact by empowering local youth artists and entrepreneurs. The museum is also enhancing its visibility as a leader in promoting cultural and heritage tourism. Through this partnership, the museum is supporting inclusive socio-economic development, particularly within the emerging sectors of gastronomy and culture.

Furthermore, this partnership provided a strategic opportunity to showcase the museum's commitment to regional development and support for small businesses. The Love Afrika Campaign offered a unique platform for the museum to extend its influence within the cultural, culinary, and heritage tourism sectors, engage with a broader audience, especially those interested in African gastronomy, culture, and heritage, enhance its relationships with local artists, entrepreneurs, and cultural leaders, fostering collaborative initiatives that can drive long-term impact and promote regional trade investment, which is essential to the museum's role as a key player in driving socio-economic change in the region. By investing in this partnership, the museum leveraged its resources to significantly impact these sectors while reinforcing its core values of inclusivity, cultural preservation, and youth empowerment.

Icons Journey Marathon

The Nelson Mandela Museum, in partnership with the Icons Journey Marathon supported the 6th edition of the 400KM Icons Journey Marathon for Social Change, held from 20th until the 27th of July 2025. This annual marathon is not only a formidable physical challenge but a powerful tribute to South Africa's liberation struggle and the lives of its moral icons, most notably Nelson Mandela. First launched in 2018 to mark the centenary of Mandela's birth, the event has evolved into a national symbol of resilience, unity, and purpose, embodying the values that the Museum preserves and promotes.

The 2025 edition of the marathon involved 12 runners covering 400 kilometres over 8 days, retracing key locations from Nelson Mandela's early life and political journey. The route commenced at the University of Fort Hare and concluded at the Bhunga Building of the Nelson Mandela Museum, reinforcing the Museum's position as a custodian of national heritage and an active player in social transformation. The Museum entered into a strategic partnership with the Icons Journey Marathon by providing both logistical and financial support, to ensure the event's success and alignment with the Museum's Annual Performance Plan for the 2025/26.

The Marathon had social impact as it inspired active citizenship and youth participation, fostered pride and unity within the rural and township communities and raised awareness around health and community development. Economically, it created temporary jobs in logistics and catering, supported local vendors in hospitality, transport, and refreshments. It also revitalized historical memory through storytelling and experiential learning and promoted Mandela’s values of endurance, justice, and dignity.



Icons Journey Marathon

The 2025 Icons Journey Marathon was a profound tribute to Nelson Mandela and other liberation icons. This collaboration demonstrated how cultural institutions, civil society, and the private sector can jointly promote heritage, transformation, and social upliftment. As the footprints of the runners faded from the roads they travelled, the legacy they honoured remains ever-present and carried forward by every visitor, community member, and young South African inspired by their journey.

NUMBER OF INTERNATIONAL EXPOS ATTENDED

Africa’s Travel Indaba

The Nelson Mandela Museum participated in Africa’s Travel Indaba from 13 to 15 May 2025 at the Albert Luthuli Convention Centre in Durban. Africa’s Travel Indaba is an expo that was a resounding success, showcasing Africa's diverse tourism offerings. The event connected over one thousand four hundred (1400) delegates from seventy-seven (77) countries. The Indaba featured six hundred (600) exhibitors showcasing their products and services.

The Nelson Mandela Museum's participation was a strategy to promote the museum and communicate its products and offerings. It aimed to achieve greater social and economic impact and to showcase the museum's offerings, its footprint, and the tour packages it offers. The Indaba served as a research tool to gather visitor perceptions and comments on its current offerings, future expectations, and areas for improvement.

The museum exhibition stand featured Nelson Mandela's historical footprints. The space was strategically located next to the Robben Island Museum stand, was abuzz with visitors, and hosted meetings.



Nelson Mandela Museum Stand at the Africa's Travel Indaba

The museum arranged meetings with some exhibitors and tour operators before the start of the Indaba.



The Indaba became a platform to promote the Nelson Mandela Museum brand, sell its products and offerings, and attract tourists locally and abroad. The Museum successfully promoted its three heritage-rich sites:

- **OR Tambo Garden of Remembrance (Bizana):** Highlighted as a significant heritage site commemorating the legacy of Oliver Reginald Tambo, this garden offers educational and cultural value for tourists seeking to explore South Africa's liberation history.
- **Ingquza Hill Memorial (Flagstaff):** Marketed as a site of historical significance, where lives were lost during the anti-apartheid resistance, reinforcing the role of youth and communities in the struggle for freedom.
- **Nelson Mandela Youth & Heritage Centre (Qunu):** A major highlight of the museum's showcase was the recently reopened Qunu site, offering accommodation and conference facilities. This site embodies Nelson Mandela's early life and is now positioned as both a heritage and hospitality hub.

The stand attracted significant attention from both local and international tourists, many of whom exchanged travel insights, products, and promotional materials. This interaction opened discussions around collaborative tourism packages, positioned the museum as a key player in heritage tourism on the continent, and promoted cultural exchange and mutual learning between African and international exhibitors.

To foster greater public engagement, the museum ran an interactive competition inviting visitors to answer questions related to Nelson Mandela's life and the museum's facilities. The winner received a weekend getaway to Qunu, which served to increase awareness and drive future visitation to the site. The competition successfully drew interest and created an educational opportunity around Mandela's legacy.

The museum enjoyed notable media visibility during the Indaba, with its offerings featured in several daily articles and covered by local and national media outlets, heritage-focused publications, various online platforms and social media. A major milestone was hosting the museum's own podcast series, featuring heritage and tourism experts from across Africa, exhibitors aligned with culture, legacy, and education, and discussions on youth involvement in tourism and heritage preservation. One of the podcast highlights included the announcement that the Qunu site was graded as a Three-Star Facility by Tourism Grading Council South Africa, affirming its readiness to host both domestic and international guests to a quality standard.



Nelson Mandela Museum Podcast at Africa's Travel Indaba

NUMBER OF SIGNATURE EVENTS HELD

Nelson Mandela International Day (Healtdtown Comprehensive High School)

Nelson Mandela International Day, celebrated annually on 18th July, is a moment to reflect on the life, leadership, and legacy of one of the world's most iconic figures. In 2025, this significant day was brought to Healtdtown Comprehensive High School, a historic site in the life of Nelson Mandela, by the Nelson Mandela Museum in partnership with Raymond Mhlaba Local Municipality, the Eastern Cape Department of Sport, Recreation, Arts and Culture (DSRAC), and various stakeholders under the theme: **"Re-imagining Healtdtown Comprehensive High School through the Values of Nelson Mandela"**. This theme called for introspection and future-focused dialogue on how Mandela's values- education, resilience, justice, humility, and service can be embedded into the ethos of Healtdtown Comprehensive High School and the surrounding community.

Healtdtown Comprehensive High School holds a special place in Nelson Mandela's legacy. As a young learner, it was here that Mandela's leadership qualities began to crystallise, and where the foundation for his lifelong pursuit of justice and equality was laid. Commemorating Mandela Day at this site symbolised a return to roots and an opportunity for both remembrance and rejuvenation. The day opened with the unveiling of a powerful and moving exhibition curated by the Nelson Mandela Museum, titled **"Mandela at Healtdtown"**. This exhibition will remain a permanent educational resource on-site. A group of Healtdtown Comprehensive High School Alumni, some of whom became prominent activists and professionals, assisted with research and contributed content to the exhibition, adding layers of authenticity and lived experience to the historical archive.



Unveiling of the exhibition at Healdtown Comprehensive High School

Led by the Nelson Mandela Museum and the Department of Sport, Recreation, Arts and Culture, the restoration and Cleaning of Mandela's Hostel Block. This symbolic act of cleaning and restoring Mandela's former hostel was not just about physical preservation, but a spiritual reconnection with his legacy. Participants spoke of the emotional experience of walking where Mandela once walked, sleeping where he once dreamed, and learning where he once grew. Community members shared oral histories, adding rich narrative layers to the physical site stories of young Mandela, his discipline, his sense of justice, and his deep curiosity.



Painting of the hostel block

In the spirit of unity and youth development, sporting events were held as a build-up activity between Healdtown Comprehensive High School learners, learners from surrounding schools and youth clubs from

Fort Beaufort and surrounding villages. These activities drew in families and young people, creating an environment of joy, togetherness, and collective pride. The use of sport echoed Mandela's own belief in its power to unite people in ways little else can.

The Acting Premier delivered an impactful address centred on the event's theme. The Acting Premier also pledged support for the continued restoration of the school infrastructure and for programs that promote youth leadership and heritage preservation. A representative of Raymond Mhlaba Municipality emphasised the need for sustainable heritage tourism in the region and committed to supporting the maintenance of the hostel block, partnering with schools for heritage education programmes and mobilising resources for cultural and infrastructural development.

The Museum shared the broader vision that this was not just about one day. It's about a movement. A movement to inspire young people through Mandela's story, right here where he lived and learned. The exhibition is a gift to this school, this community, and to future generations. Notable alumni who had contributed to the exhibition shared reflections on their time at Healdtown Comprehensive High School and how Mandela's story shaped their own lives. They also urged the current learners to walk with purpose, as Madiba did and embrace education as a tool for transformation.



The Nelson Mandela International Day commemoration at Healdtown Comprehensive High School was a landmark event both symbolic and practical. It reminded the community, the province, and the nation of the transformative power of education, heritage, and unity. It was a fitting tribute to Mandela's legacy and an inspiring step forward in preserving the memory and message of one of South Africa's greatest sons.

12TH Anniversary of Nelson Mandela's passing

5 December 2025 marked the 12th anniversary of Nelson Mandela's passing. The Nelson Mandela Museum has consistently commemorated his passing as a way of paying homage to him. The anniversary is celebrated under the theme: **Celebrating the Legacy of Youth Empowerment and Heritage: Tribute to Madiba.**

This year's activities, like those in previous years, were held to help people recall how South Africans and people around the world were united by Nelson Mandela's death. These activities rekindled the spirit of reconciliation and unity with a common purpose. They brought together the community of Qunu and

surrounding areas where Nelson Mandela grew up, local officials, different congregations, traditional leadership and the youth of the local community.

The event included speeches that highlighted Mandela's life, values, and the enduring influence of his leadership in the fight for justice, equality, and human rights. It also featured prayers and moments of reflection, allowing attendees to honour Mandela's memory while reinforcing the importance of continuing his work. The event connected the local community to broader national and global efforts to preserve Mandela's legacy.

The 12th anniversary commemoration began with a wreath-laying ceremony at Mandela's statue in Qunu. This ceremony was a solemn occasion and symbolic gesture to honour his legacy, as participants, including DSRAC officials, church leaders, and community members from Qunu and surrounding areas, gathered to pay their respects. Some attendees wore traditional regalia, highlighting the day's cultural significance and reflecting the deep ties between Mandela and his heritage. The moment included a silent reflection followed by a prayer, creating a space for both personal and collective remembrance of Mandela's life and contributions.



Wreath-laying ceremony

Following the wreath-laying, the event transitioned into a formal program with speeches. The formal portion of the event gave leaders and community representatives an opportunity to reflect on Mandela's enduring

legacy. Speeches likely focused on his legacy of freedom, reconciliation, and social justice, as well as the ongoing work required to uphold the values for which he stood. This event served as both a commemoration of his life and a reminder of the continued importance of his principles in South Africa and the world.



Candle lighting ceremony

Dignitaries watered 12 trees planted by the Deputy President during his visit to Qunu. Each tree represented one year of Nelson Mandela's 12th anniversary of passing. Representatives from the Executive Mayors of KSD and OR Tambo District Municipality, the Traditional Council Chief, and community elders formed the gathering.



Watering of trees

Guests proceeded to the Nelson Mandela Museum exhibitions that included **Unthreading Mandela** - continuous life-story exhibit tracing Mandela's journey and **Imbokodo Empowerment Project** - showcase of rural women empowered by the museum along the Nelson Mandela Heritage Trail. The Imbokodo empowerment initiative successfully trained and empowered rural women, resulting in tangible hand-made products that celebrate Mandela's legacy of community upliftment. The viewing of the 12 trees and the exhibitions reflected Madiba's legacy through symbolic tree-watering and exhibitions highlighting Mandela's life and community empowerment initiatives. The 12th-anniversary event combined spiritual remembrance, reinforcing Nelson Mandela's values of unity, stewardship, and empowerment.

The anniversary event was a form of a kids' carnival, followed by an early Christmas celebration. The MEC of DSRAC officiated the event. The heart-warming kids' carnival set the tone for a day of excitement. The museum's grounds were transformed into a festive playground, with various booths, games, and activities designed for children of all ages. These included face painting, carousel rides, a bouncy castle, and interactive educational games that allowed children to learn while having fun. The kids' carnival provided an excellent opportunity for families to bond, fostering a sense of community and joy. The early Christmas theme was particularly fitting, as it helped to bring families together in the spirit of giving and celebration ahead of the holiday season.



Kids Carnival

Press releases were distributed to local and national media outlets to announce the 12th anniversary of Mandela's passing and highlight its significance. The event received significant coverage in local and national news outlets, raising awareness about the museum and its mission. SABC TV, Umhlobo Wenene FM, and Unitra Community Radio Station provided media coverage, including live coverage, promos, and interviews. Invited journalists and photographers covered the event, ensuring extensive media presence that could highlight the importance of commemorating this day. The combination of digital outreach, community involvement, and media engagement created a successful platform for commemorating his passing.

Launch of the Mandela Freedom Walk

The Nelson Mandela Museum successfully hosted the Launch of the Mandela Freedom Walk Programme on 07 February 2026. The 2026 programme marked the official launch phase of what is intended to become an annual event, with 2027 positioned as the First Official Edition of the Mandela Freedom Walk. The initiative commemorates Nelson Mandela's historic release on 11 February 1990. The walk symbolically mirrors the historic movement of 10 February 1990, when community members gathered in anticipation of the announcement of Nelson Mandela's release. A five-kilometre (5km) Freedom Walk commenced at the Moravian Church and proceeded through significant historic routes within Ngangelizwe Location, one of the old locations of Mthatha. The route included Phondo Road to Stofile Street, Thembu Road, to the Nelson Mandela Museum.

The route intentionally passed the home of internationally acclaimed artist Black Coffee (Nkosingithi Maphumulo), who, as a young activist, was injured during unrest associated with the 1990 political climate. Participants paused for reflection near his residence and again at the site of the accident at the Presbyterian Church, acknowledging the role of youth in the struggle, the risks they endured, and the broader socio-political tensions of the time. These reflection points reinforced the programme's educational and heritage value by linking lived local experiences to the national narrative of South Africa's transition to democracy. The reflection acknowledged the event of that day, the broader political tensions of the period, the lived experiences of young activists during apartheid and the resilience of families such as that of Black Coffee.



Mandela Freedom Walk

Upon arrival at the Nelson Mandela Museum, we held a structured reflection session. A freedom fighter who participated in the original 1990 walk provided a detailed account of the events leading to Nelson Mandela's release. He shared more about the underground movements and youth activism during apartheid, community mobilisation efforts advocating for his release, the political climate during Mandela's incarceration and the emotional atmosphere preceding and following his release. The programme concluded with an aerobics session facilitated by Umtata Health Club and a prize-giving segment.



Mandela Freedom Walk

Despite operating under zero budget allocation, the Museum successfully mobilised strategic partnerships to deliver the programme. The National Youth Development Agency contributed to the event's marketing and mobilised youth structures to participate. Specific contributions included:

- **Vodacom South Africa:** Provided a branded music truck at the start and finish points. Sponsored gifts and prizes for participants during the competition segment.
- **Mr Bread:** Donated 200 loaves of bread distributed to participants and vulnerable community members.
- **Engine Garage:** Sponsored water and fruit for one of the water stations.
- **Garden Court:** Provided water and fruit for participants.
- **DSRAC:** Mobilised community participation by providing six taxis to transport participants.
- **DSRAC MEC:** Contributed fruit distributed during the event.
- **Mthatha Mall:** Provided bottled water for the finishing line
- **Mthatha Health Club:** Sponsored aerobic classes for the day

This collaborative model demonstrated strong stakeholder relations and effective partnership leveraging despite financial constraints. Over two hundred (200) participants attended the Freedom Walk. Our target number was one hundred and fifty (150). The invitation was for seven (7) schools with fifteen (15) learners each, and four schools attended. The schools included Ngangelizwe High School, Zimele High School from Ngangelizwe Location, St John's College and Zingisa Comprehensive High School in town. Participation grew organically as community members joined along the route.

The programme was impactful and promoted peace, unity, and heritage awareness. It encouraged strong youth participation in historical commemoration. It strengthened community wellness through physical activity and reinforced the Museum's mandate of active heritage engagement. The initiative meaningfully commemorated the release of Nelson Mandela, strengthened stakeholder relationships and laid a strong foundation for an annual flagship heritage event.

Media and publicity

The museum's communication and marketing strategy aimed to increase public awareness of its exhibits and products, foster community and stakeholder engagement, and honour Nelson Mandela's legacy through impactful programming. Media houses prominently featured the museum through articles, interviews and event promotions across print, broadcast, online, and social media channels. The media coverage reached a diverse audience. The coverage generally portrayed the museum positively, highlighting its cultural significance and community involvement. Trends showed increased interest during key events, with sustained coverage contributing to heightened visibility. The media coverage provided valuable exposure and engagement opportunities for the museum. The museum continues its strategic media engagement to maintain momentum and expand its reach. The media houses that covered the programmes and events were

SABC404, Enca, Umhlobo Wenene FM, SAFM, Daily Dispatch, Sola Media, Unitra Community Radio, Inkonjane FM, Ingwane FM, Mthatha Express, TruFM, Mpumalanga Kapa TV.

Rebranding initiative and digital infrastructure installation (Bhunga and Qunu)

The Nelson Mandela Museum, in partnership with the Department of Sport, Arts and Culture (DSAC), has undertaken a strategic rebranding initiative to enhance its visibility, strengthen its identity, and modernise its engagement with the public. The rebranding incorporates the official logos of both DSAC and the Museum, signifying a unified commitment to preserving and promoting South Africa's cultural heritage. The first phase of the project involved conceptualising and executing a refreshed visual identity. This included integrating both the DSAC and Nelson Mandela Museum logos across various branding platforms to reinforce institutional credibility and strengthen public trust. Incorporating both logos symbolises partnership and emphasises the collaborative effort. This dual branding assures the public and stakeholders of authenticity, professionalism, oversight and a consistent brand identity that elevates recognition both locally and internationally.

Nelson Mandela Museum Podcast

The Nelson Mandela Museum podcast continues to deepen public understanding of Nelson Mandela's legacy and the ongoing work of the Nelson Mandela Museum. The podcast features an episode that explores various facets of Nelson Mandela's life, his contributions to the fight against apartheid and the role of the Nelson Mandela Museum in preserving and promoting his legacy.

The museum procured advertising 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 promotional material to use as marketing tools. Well-packaged press releases were circulated to various media houses to ensure comprehensive coverage of the museum's programmes and events.

The Museum procured paid adverts on Daily Dispatch, Sunday Times, Umhlobo Wenene FM, Unitra Community Radio, and live-streamed on social media sites. The museum was featured on different radio and TV platforms, including SAFM, SABC 1, SABC 404, eNCA, NewsRoom Africa TV, Mpuma Kapa, Umhlobo Wenene FM, News 24, Mthatha Express, Ingwane FM, Inkonjane FM, Sajonisi Youth Radio, and Alfred Nzo, during its programmes and events. The museum improved audience development and significantly increased its online presence through its social media sites. The website is under reconstruction to have a modern, live, and interactive Facebook page.

MEDIA PROMOTION

Weekend Influencer Gateway

The Nelson Mandela Museum Youth and Heritage Centre in Qunu is a world-renowned institution dedicated to preserving Nelson Mandela's legacy. To promote the museum's mission and attract a new generation of visitors, the museum planned to host an exclusive Gateway Weekend. The museum partnered with various stakeholders to support this activation, which aimed to market and showcase the museum's offerings and share its stories with a global audience. The exclusive weekend took place from 02nd to 04th May 2025, under the theme: **Mandela's Legacy Experience**.

The "Experience the Legacy" influencer activation offered a unique opportunity for brands to partner with a reputable cultural institution and promote their products or services to a targeted audience. The objective of the Experience the Legacy influencer activation was to build recognition and awareness of the centre and attract potential visitors, tourists, and customers to visit and use the centre for different activities. The objectives were to raise awareness about the Nelson Mandela Museum Youth and Heritage Centre and its mission, position the museum as a premier tourist destination in South Africa, attract a new generation of visitors, promote cultural heritage among youth and foster partnerships with influencers, media, and brands to amplify the museum's message.

The target audience included social media influencers, travel writers, and media representatives, who experienced the museum's offerings and shared their stories with a global audience. The influencers were:

- **Betusile Mcinga:** Award-winning South African gospel singer and songwriter from Mthatha.
- **Lelwar Smith:** Lifestyle and content creator, based in East London.
- **Live Mabeqa:** Dynamic entrepreneur, brand influencer, and recording artist
- **Lutho Mtukwane:** Passionate radio presenter and media personality, currently on air at UCR FM Radio.
- **uMntwanomgquba:** Fast-rising Eastern Cape comedian, content producer, and social media personality known for his authentic humour and relatable storytelling, a Content Producer and Co-Host of the popular Lavuthibhayi show on Umhlobo Wenene FM
- **OkaGcaba_SA:** Known on Facebook as To Be Honest Ndilixoki, is a highly engaging digital creator, local comedian, and brand influencer with a strong social media presence



Social media influencers, travel writers, and media representatives

In partnership with the Eastern Cape Parks and Tourism Agency (ECPTA), the Museum curated a unique experience celebrating the inspiring legacy of Nelson Mandela. The opportunity was to explore Nelson Mandela's early life, experience the cultural richness of Qunu Homestays, relax in the newly revamped executive suites, and share the journey with their audience, highlighting the beauty and heritage of the Eastern Cape. During the weekend experience, there were guided tours of significant heritage sites, a scenic hike in Qunu, and a taste of local cuisine, including dishes featuring crocodile, octopus, and ostrich at Zimnandi Eatery.



Nelson Mandela Hut at Mqhekezweni Great Place

The museum invited brands to partner to make this activation a success. Sponsorship helped meet the marketing objectives. Sponsors included Vodacom SA, who provided connectivity, merchandise, entertainment, and ECPTA with site tours and transport support; Zimnandi Eatery provided lunch catering; Spur provided Breakfast and finger platters; and Tolokazi Beer also assisted with beverages for evening events. Sponsorship opportunities included branding and visibility throughout the activation; access to influencers and media for product placements and reviews; opportunities for product showcases and demonstrations; and social media promotions with contests and exclusive networking sessions with museum staff, influencers, media, and other stakeholders.

The expected outcomes of the activation were the increased brand awareness and visibility for the Nelson Mandela Museum and Qunu Youth and Heritage Centre, the positive social media coverage and reviews from influencers, positioning of the destination as a premier tourist attraction in South Africa, content creation in the form of photos, videos and vlogs that showcase the museum's exhibits, programmes and audience development with community engagements and empowerment.

Tourism Safety Awareness

The KSD area has been identified as a tourism hotspot that has, in recent years, experienced a rise in criminal incidents affecting both visitors and tourism establishments. In response, the Municipality, in collaboration with Nelson Mandela Museum and other stakeholders, initiated the Tourism Safety Awareness Programme to promote safety, awareness, and sustainable tourism practices. The Tourism Safety Awareness Programme took place on 21 November 2025 at Mthatha Ultra City. The 2024 awareness campaign had a measurable positive impact, resulting in a noticeable decline in crime-related incidents and improved collaboration among tourism stakeholders. As a result, the Municipality resolved to hold this initiative annually.

Given the interconnected nature of tourism and the involvement of both public and private sector stakeholders, the initiative's success relied on joint efforts and collective responsibility to ensure the safety, sustainability, and growth of the tourism sector. The key objectives of the Tourism Safety Awareness Programme were to:

- Promote community understanding of tourism's economic and social benefits;
- Foster responsible and sustainable tourism practices among tourists and locals;
- Encourage the preservation of cultural and natural heritage;
- Enhance the quality of tourist experiences; and
- Stimulate tourism sector growth through informed and skilled stakeholder participation.

The Nelson Mandela Museum participated in this programme and aligned with the Museum's strategic objective of participating in civic education, promoting stakeholder engagement and enhancing tourism partnerships. The museum used this platform to market its products, collections, and educational offerings to both local and visiting audiences. The museum engaged with tourism and safety stakeholders to discuss and address the safety challenges that pose risks to the institution. It contributed to broader efforts to enhance visitor confidence and ensure sustained physical visitation to the Museum. The engagement in this programme also helped mitigate safety-related risks that negatively affect visitor numbers and overall tourism growth in the region. The museum's support and attendance at the tourism safety awareness demonstrated its commitment to stakeholder partnership, tourism promotion and visitor safety.

Madiba's Last Route Marathon

The Madiba's Last Route Marathon is an annual commemorative event celebrating the legacy of the late former President Nelson Mandela. The event originated as the Heroes Marathon, Athletics Transkei's flagship event launched over two decades ago. Initially, the marathon started at Nelson Mandela's home in Qunu and concluded at WSU Stadium.

Following Nelson Mandela's passing in 2013, the then MEC for Sport, Recreation, Arts and Culture, Honourable Pemmy Majodina, proposed that the route begin at Mthatha Airport and end at the Nelson Mandela Museum Youth and Heritage Centre in Qunu, symbolically tracing Madiba's final journey.

Because of the COVID-19 pandemic, the marathon was discontinued for several years. In 2023, the Nelson Mandela Museum took the initiative to revive the race as part of the 10th Anniversary Commemoration of Madiba's Passing. Building on the success and symbolic importance of the 2023 commemoration, Athletics Transkei, in collaboration with the Nelson Mandela Museum, has resolved to resuscitate the marathon in 2025 as a sustainable annual heritage and sporting event that promotes unity, healthy lifestyles, and local economic development.

The 2025 Madiba's Last Route Marathon was held on 16 December 2025. The race began at Mthatha Airport and finished at the Nelson Mandela Museum Qunu, where participants, families, and spectators gathered for the closing ceremony. The Nelson Mandela Museum provided the Qunu venues and facilities, including the Museum Grounds, Parking Areas, and Support Infrastructure, as an in-kind contribution. The estimated monetary value of these venues is significant, as these spaces are normally hired out for events and functions, representing a tangible financial contribution toward the success of the marathon.

The Last Route Marathon

The Madiba's Last Route Marathon 2025 featured race categories. The race was open to all participants regardless of age, gender, or background. The event was organised and

managed by Athletics Transkei, operating under the regulatory framework of Athletics South Africa (ASA) and World Athletics standards. The race attracted approximately 400 participants, including elite and community runners. Participants were drawn from local schools, clubs, and communities within O.R. Tambo District. The marathon was marketed through an integrated campaign including:

- Posters, banners, flyers across key towns and schools
- Local and national radio interviews and community stations
- Newspaper coverage and press releases
- Social media campaigns under hashtags #MadibasLastRoute and #RunForMadiba

Water stations were set up at regular intervals every 3-5 km, with donations from local businesses, municipalities, and sponsors to minimise costs. The course incorporated historical landmarks and scenic sections connected to Madiba's life and heritage, offering both a physical and emotional journey for participants. To ensure the success and sustainability of the 2025 event, Athletics Transkei and DSRAC provided financial support. This support covered logistics, marketing, athlete welfare, and legacy development linked to Madiba's heritage route.

The Madiba's Last Route Marathon 2025 is more than a sporting event; it is a living tribute to Madiba's journey, a platform for community empowerment, and a celebration of unity through sport. Through partnership between the Nelson Mandela Museum and Athletics Transkei, and with the continued support of public and private stakeholders, this event continued to inspire generations while contributing to local economic opportunities.



NUMBER OF STRATEGY DEVELOPED AND APPROVED

Youth Strategy and Plan

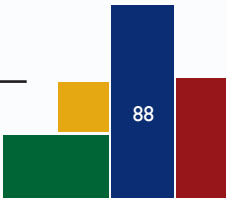
During the reporting period, the Nelson Mandela Museum continued to implement its Youth Strategy and Plan, which was developed to strengthen the Museum's contribution to youth development, participation and heritage engagement. The strategy and plan provides a structured framework for delivering programmes that respond to the developmental needs of young people while positioning the Museum as a platform for learning, cultural expression, skills development and active citizenship.

The implementation of the strategy and plan is centred on expanding youth-focused programmes and activities across the Museum's sites and strengthening collaboration with key youth development agencies, educational institutions and strategic partners. Through these partnerships, the Museum seeks to create opportunities for young people to engage meaningfully with the legacy of Nelson Mandela, heritage preservation, education, entrepreneurship, leadership and community development.

Although the annual performance target relating to the implementation of the Youth Strategy and Plan was not achieved during the first quarter, significant progress was made during the second quarter, resulting in the achievement of the planned target. This improvement reflects the Museum's ability to strengthen

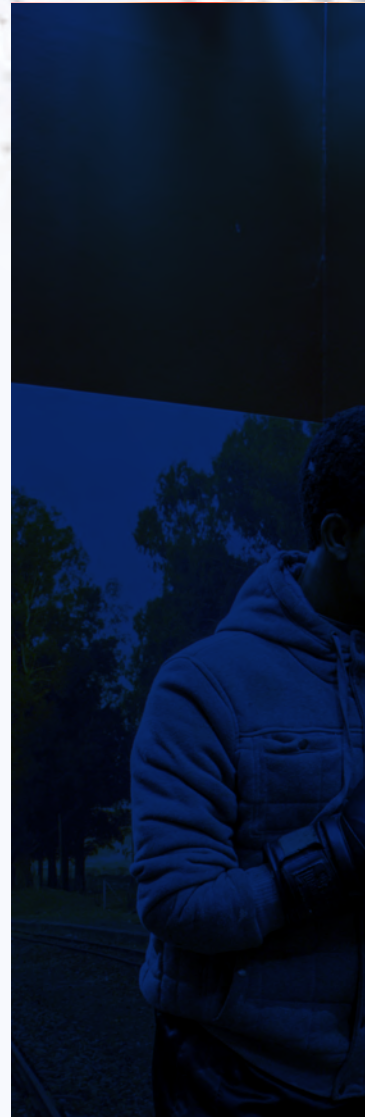
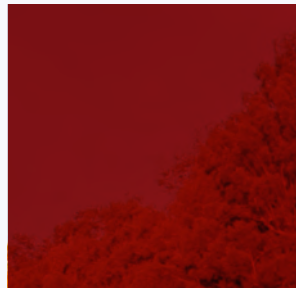
programme implementation, mobilise partners and align youth initiatives with its broader strategic objectives.

The Youth Strategy and Plan therefore remains an important instrument for ensuring that young people are not only recipients of Museum programmes, but active participants in preserving and advancing the values and legacy of Nelson Mandela.





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an agency of the
Department of Sport, Arts and Culture



PART C

GOVERNANCE



GOVERNANCE AND ADMINISTRATION

INTRODUCTION

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, Cultural Institutions Act No 119 of 1998 as amended and Corporate Governance concerning public entities which is applied through the prescripts of the Public Finance Management Act no. 1 of 1999 as amended (PFMA) and run in tandem with the protocol on corporate Governance, which encapsulates the principles contained in the King V Code on Corporate Governance. The Nelson Mandela Museum is committed to the principles of accountability, transparency, and integrity as prescribed by the King V 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 CEO's office, 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 central focus points of the programme:

Strengthening Governance and aiming to obtain an unqualified audit opinion with no material findings.

- Addressing issues raised by the Auditor-General and internal auditors to obtain an unqualified audit opinion with no material misstatements for the financial years 2025/26 and beyond;
- Strengthening organisational capacity and restructuring the Museum to be fit for the new purpose;
- Strengthening the policy environment and compliance aspects; and
- Improving the Museum's infrastructure.

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

- Obtained an unqualified audit outcome with no material findings
- Strengthened internal human resources capacity and strengthened the finance unit
- There were no material matters on compliance; and
- Development of a User Asset Management Plan in response to the infrastructure improvements.

In discharging the mandate, the Museum Council and its committees held more than four meetings, as required by the Charter.

Council and council committees

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

The Minister of Sport, Arts and Culture appoints members of the public to serve on the 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 comprises eight (8) Members appointed from diverse disciplines within the Republic of South Africa. The Council and its Committees operate under approved Charters/Terms of Reference that outline their roles and responsibilities.

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



Executive authority

The Ministry of Sport, Arts and Culture oversees the Nelson Mandela Museum and, as a result, appoints the Council. Each year, the Minister and the chairperson of the Council sign a shareholder compact that sets out key aspects of this relationship, from setting targets to measuring and evaluating them.

Council

The Museum's Accounting Authority is the Council, which provides oversight and strategic direction. The stable Council has enabled the Museum to function effectively, with the management team running it day-to-day. The existing Council was appointed on 01 November 2025 for a 3-year term ending on 30 October 2028, taking over from the previous Council, which served from 01 November 2022 to 31 October 2025. The Council was fully functional with its five committees, which are:

Council Committees from the current Council

- Finance, Infrastructure, Information and Technology Committee (FIICT)
- Human Resources Committee and Ethics (HRE)
- Audit and Risk Committee (ARC)
- Government Monitoring and Evaluation (GME)
- Heritage Fundraising Education and Public Engagement (HFEPE)

Council Committees from the previous Council

- Finance Investment Fundraising Committee (FIFC)
- HR and REMCO
- Audit and Risk Committee (ARC)
- Strategic Organisational Committee (SOC)
- Infrastructure and ICT Committee (IICT)

Current Council Committee's Responsibilities

Finance, Infrastructure, Information and Technology Committee (FIICT)

- To oversee the preparation of the Nelson Mandela Museum Annual Operating and Capital Budget as informed by its strategic plan, adopt and recommend its approval to Council through:
 - 0 Overseeing the review of assumptions that have been used in preparing the budget;
 - 0 Overseeing that the resources applied are appropriate to carry out programs;
 - 0 Overseeing the identification of potential risks and ensuring that strategies have been developed to address the risks.
- To assist the Council in fulfilling its oversight responsibilities by:
- Recommending to Council on-going reviews of financial reporting and performance and advising on actions arising from them.
- Overseeing financial planning and management of the Nelson Mandela National Museum.
- Overseeing development of financial Strategies and Policies.
- Overseeing internal financial controls, financial risk and financial compliance matters.
- Overseeing the financial reports and recommending them to Council.
- Recommending an Investment Strategy to Council and overseeing its implementation.
- Overseeing the Supply Chain Management processes.
- Overseeing Financial sustainability and organisational resilience.
- Overseeing the development of the Finance Strategy.
- To exercise oversight in the monitoring of financial performance.
- To monitor compliance in relation to the financial objectives as may be set from time to time by the Council.
- To monitor and review investments and related transactions.
- To review and approve policies and programmes related to liquidity management and capital management.
- To advise the Council on appropriate business and financial policies of the Nelson Mandela Museum taking into account the provisions and prescripts of the PFMA and the National Treasury Regulations.

- To establish policies, regulations and processes for maintaining high standards of financial compliance throughout the Nelson Mandela Museum and for providing assurance to the Council that the Nelson Mandela Museum is in compliance with all the matters necessary to fulfil its obligations as set down by enabling legislation.
- To review quarterly financial forecasts and regularly ensure the Nelson Mandela Museum's financial readiness and capabilities to meet its operational and strategic goals.
- Oversee the Infrastructural developments and ICT of the NMM
- Ensures compliance with laws and regulations

Human Resources and Ethics Committee (HRE)

- Oversee the setting and administering of remuneration at all levels.
- Oversee the establishment of a Remuneration Policy and Human Resources Policies that will promote the achievement of strategic objectives and encourage individual performance.
- Ensure that the mix of fixed and variable pay, in cash and other elements, meets the Company's needs and strategic objectives.
- Ensure that all benefits, including retirement benefits and other financial arrangements, are justified and correctly valued.
- Consider the results of the evaluation of the performance of the Chief Executive Officer, Chief Financial Officer, Senior Managers and Company Secretary in determining remuneration.
- Select an appropriate comparative group when comparing remuneration levels.
- Regularly review incentive schemes to ensure continued contribution to shareholder value and that these are administered in terms of the rules.
- Oversee the preparation and recommendation to the Council of the remuneration and human resources reports, for inclusion in the integrated report.
- Monitoring, considering and addressing emerging ethical issues that are relevant to the public interest responsibility of NMM and its members.
- Monitoring and considering: Existing, emerging and potential ethical issues, both general and specific, may proactively be identified by Committee members. Alternatively, any member, other NMM Committees, or the NMM Council may refer them to the Committee.
- The Committee monitors and considers ethical issues arising from NMM disciplinary processes and proceedings in which Council members are involved.
- Addressing: Ethical issues are addressed, where necessary, by means of the Committee making recommendations to the Council in respect of appropriate courses of action.

Audit and Risk Committee (ARC)

- The audit committee must, amongst others, review the following:
- the effectiveness of the internal control systems;
- the effectiveness of the internal audit function;
- the risk areas of the institution's operations to be covered in the scope of internal and external audits;
- the adequacy, reliability and accuracy of the financial information provided to management and other users of such information;
- any accounting and auditing concerns identified as a result of internal and external audits;
- the institution's compliance with legal and regulatory provisions; and
- the activities of the internal audit function, including its annual work programme, co-ordination with the external auditors, the reports of significant investigations and the responses of management to specific recommendations.
- The audit committee must have explicit authority to investigate matters within its powers, as identified in the written terms of reference. The audit committee must be provided with the resources it needs to investigate such matters and shall have full access to information. The audit committee must safeguard all the information supplied to it within the ambit of the law.
- An audit committee must report and make recommendations to the accounting officer, but the accounting officer retains responsibility for implementing such recommendations.
- In addition to the above, an audit committee must, in the annual report of the institution, comment on—
- the effectiveness of internal control;
- the quality of in-year management and monthly/quarterly reports submitted in terms of the Act and the Division of Revenue Act; and
- its evaluation of the annual financial statements.

- Should a report to an audit committee, whether from the internal audit function or any other source, implicate the accounting officer in fraud, corruption or gross negligence, the chairperson of the audit committee must promptly report this to the relevant executive authority.
- An audit committee may communicate any concerns it deems necessary to the executive authority, the relevant treasury and the Auditor-General.
- The audit committee must meet at least annually with the Auditor-General to ensure that there are no unresolved issues of concern

Government Monitoring and Evaluation (GME)

- Oversee the implementation and effectiveness of the organisation's governance framework.
- Monitor alignment of governance practices with King V principles and outcomes.
- Review the Council and Committee charters and recommend amendments to the Council.
- Oversee Council and Executive ethics, conduct, and declarations of interest.
- Oversee the ethics management programme and ethical culture.
- Monitor compliance with the Code of Ethics and conflict of interest policy.
- Receive and review reports on fraud, corruption, and whistleblowing disclosures.
- Ensure adequate protection of whistle-blowers and appropriate consequence management.
- Review reports on irregular, fruitless and wasteful expenditure insofar as governance and control failures are concerned.
- Ensure appropriate consequence management and remedial actions are implemented.

Heritage Fundraising Education and Public Engagement (HFEPE)

- An oversight role on the conceptualisation, planning, coordination, implementation, evaluation, and monitoring of all Museum activities related to its core functions, performance and wellbeing for the duration of the Council's term.
- To advise Council on all strategic and policy matters relating to the protection, preservation, promotion and publication of heritage resources of the Nelson Mandela Museum (NMM).
- To ensure that policy in these areas supports the mission and vision of the NMM, including its desire to play a significant role in the heritage landscape in South Africa and internationally in the advancement of Nelson Mandela's ideals.
- Reporting to Council on all the above regularly without undue delays.
- Having a duty to advise and to guide both management and the Council in line with the policy of Nelson Mandela Museum.
- the presentation of the organisation's brand, and ensuring that the products, services, and programs of the organisation remain relevant to the public.
- Overseeing quarterly reporting on the implementation of the Strategy, achievement of the set targets, and recommending corrective action to the Council and CEO.
- Overseeing the development and implementation of the Key Stakeholder Engagement and Communication and Marketing Strategies.
- To recommend for approval to the Council of the Heritage, Education, Fundraising and Public Engagement Committee regarding its collections, conservation, education, public engagement and outreach programs, library and archives (digital and physical), marketing activities, research and exhibitions.
- Making recommendations to the Council on Special Projects and their implementation thereof.
- To do research on resources within its portfolio and advise the Council on appropriate business and income-generating concepts for the Nelson Mandela Museum, considering the provisions and prescripts of the PFMA and the National Treasury Regulations.

Previous Council Committee's Responsibilities

Strategic and Oversight Committee (SOC)

- 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.
- 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

Audit and Risk Committee (ARC)

- The audit committee must, amongst others, review the following:
 - the effectiveness of the internal control systems;
 - the effectiveness of the internal audit function;
 - the risk areas of the institution's operations to be covered in the scope of internal and external audits;
 - the adequacy, reliability and accuracy of the financial information provided to management and other users of such information;
 - any accounting and auditing concerns identified as a result of internal and external audits;
 - the institution's compliance with legal and regulatory provisions; and
 - the activities of the internal audit function, including its annual work programme, co-ordination with the external auditors, the reports of significant investigations and the responses of management to specific recommendations.
- The audit committee must have explicit authority to investigate matters within its powers, as identified in the written terms of reference. The audit committee must be provided with the resources it needs to investigate such matters and shall have full access to information. The audit committee must safeguard all the information supplied to it within the ambit of the law.
- An audit committee must report and make recommendations to the accounting officer, but the accounting officer retains responsibility for implementing such recommendations.
- In addition to the above, an audit committee must, in the annual report of the institution, comment on—
 - the effectiveness of internal control;
 - the quality of in-year management and monthly/quarterly reports submitted in terms of the Act and the Division of Revenue Act; and
 - its evaluation of the annual financial statements.
- Should a report to an audit committee, whether from the internal audit function or any other source, implicate the accounting officer in fraud, corruption or gross negligence, the chairperson of the audit committee must promptly report this to the relevant executive authority.
- An audit committee may communicate any concerns it deems necessary to the executive authority, the relevant treasury and the Auditor-General.
- The audit committee must meet at least annually with the Auditor-General to ensure that there are no unresolved issues of concern

Finance, Infrastructure, Information Technology Committee (FIITC)

- 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.
- Oversee the Infrastructural development and ICT of the NMM
- Ensures compliance with laws and regulations

Human Resources and Remuneration Committee (HR and RemCo)

- 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 registry services to support NMM as a knowledge institution are in place

Composition of Council

The following is the composition of the Council:

NMM COUNCIL MEMBERS

CURRENT COUNCIL



From left to right: Dr Noncedo Khewu, Dr Andile Nontso, Ms Namhla Siqaza, Ms Faith Ngandi, Ms Sharmaine Dunn, Mr Tyrone Ontong, Ms Venessa Pretorius, Mr Wayne Buckley- Koch.

FORMER COUNCIL



From the top- left to right: Dr Siphe Potelwa, Ms Faith Mtyida-Ngandi, Mr Rolihlala Vuzane CA(SA), Middle row- left to right: Prof. Ndileka Mandela, Dr Nomvuselelo Songelwa, Ms Thandiwe Nkosi



Last row- left to right: Mr Dumisani Ngema and Dr Andile Nontso

Current councillors

November 2025 – current

Names	Designation	Date of appointment	Date of Resignation	Qualifications	Area of expertise	List of other directorships	Meetings attended
Ms S Dunn	Chairperson	November 2025	-	Advanced Diploma in Estate & Trust Administration BTech (HR) MBA BCom (Law), HDE (Education) BA (Languages)	Trust Administration HR Governance and Finance Education Languages	Council Member of Heraldry National Council (DSAC)	7
Mr W Buckley-Koch	Deputy Chairperson	November 2025	-	Nyukela: Pre-entry to Senior Management Service (Level 13-14) Bachelor of Business Administration (BBA)	Executive Leadership & Commercial Strategy Business Growth & Revenue Optimisation Corporate Strategy & Business Transformation Governance, Audit & Risk Oversight Board & Committee Leadership Strategic Marketing & Digital Transformation Financial Planning, Forecasting & Commercial Management Stakeholder, Government & Shareholder Relations Strategic Partnerships & Business Development Organisational Performance & Change Leadership	Member of Council at Ditsong Chairperson of Core Function Committee at Ditsong Independent ARC member at Metrobus	3

Names	Designation	Date of appointment	Date of Resignation	Qualifications	Area of expertise	List of other directorships	Meetings attended
Ms YV Pretorius	Council Member	November 2025	-	HR Fundamentals (still in progress)	Consumer Insights & Market Intelligence Innovation, AI & Digital Adoption HR and Ethics Legal, governance and ethics	NMF IQ Academy Market Theatre Foundation City of Johannesburg	3
Mr TG Ontong	Council Member	November 2025	-	Primary Teacher's Diploma III Certificate in Bilingualism III Bachelor of Theology Master of City and Regional Planning (MCRP) Master of Philosophy (Conservation of the Built Environment) (MPhil) Architecture and Urban Conservation Part 1 and part 2	HWC Appeals Committee Chair Heritage Conservation Management Research (Heritage Impact studies)	Iziko Museums of South Africa Heritage Western Cape (HWC) Eastern Cape Provincial Heritage Resources Agency (ECPHRA) Private Company	3
Dr A Nontso	Member	November 2025	-	1. Doctor of education in leadership and management (DEd) 2. Master of Education 3. Master's Diploma in Human Resources Management 4.BEd 5. BA 7. Cert in Business Management Cert in OHS, ISD and computer literacy	Leadership Governance Management Human Resources Stakeholder engagement	TARDI Council, FPB Council, ECRDA Board, Thembelitsha Board, ANF Board.	3
F Mtyida-Ngandi	Member	November 2025	-	Operations management certificate People management programme certificate	Marketing and Communication	Amazwi Museum Faith GIFTS Florist and Catering Pty Ltd	3

Names	Designation	Date of appointment	Date of Resignation	Qualifications	Area of expertise	List of other directorships	Meetings attended
Dr N Khewu	Member	November 2025	-	Practical project management programme certificate Public relations management certificate PhD in Education Master in Philosophy: Applied Ethics BTech: Education Management Diploma in Psychology Secondary Education Diploma Assessor Certificate (2022) Certificate of Attendance: IT and Governance Ethics (2021) Certificate of Attendance: Corporate Governance and Board Effectiveness (2019)	Human Rights Education Ethics Management and Leadership Research Policy Corporate Governance	Eastern Cape Rural Development Agency Board Kumile Wellness and Research Consultants PTY (Ltd) Noncedo Khewu Farming and Publishing Institute PTY (Ltd) Phila Wenze Wellness and Skilling Foundation NPC	3
Ms N Siqaza	Council Member	January 2026	-	Programme in Construction Adjudication Certified Fraud Examiner (CFE) Bachelor of Laws (LLB) Master's Degree in Business Leadership (MBL) Honours Degree – Bachelor of Commerce in Business Management Bachelor of Commerce National N6 Diploma	Finance Governance Procurement & Construction Law Forensic Investigation & Fraud Examination Law / Legal & Litigation Strategic Leadership & Business Management	DSAC	2

NMM Former Councillors

November 2022 to October 2025

Name	Designation	Date of appointment	Date of Resignation	Qualifications	Area of expertise	List of other directorships	Meetings attended
Dr S Potelwa	Council Chairperson	Jan 2024	Term ended 31 October 2025	• Doctor of Philosophy – Education 2019 • Master's in Visual Art 2016 • B-Tch Degree Fine Arts 2006 • Diploma in Fine Arts 2004 • Matric 2000	Philosophy Management	• Senior Lecturer at the University of Fort Hare since 2020 • Forensic Art Analyst from 2011 to 2020 • Teacher of Creative Skills and Life Orientation from 2007 to 2011 • Student Constable from 2006 to 2007	6
Dr A Nontso	Council Member	Nov 2022	Term ended 31 October 2025	• Doctor of education in leadership and management (D Ed) (WSU) • Master of education (Uofs) • Master's Diploma in Human resources Management (Rau) • BEd (WSU) • BA (WSU) • Std (Cicira College) • Cert in business mgt (Reeva success Dynamics) • Cert in OHS, ISD and computer literacy (Tyldon Community Project)	Entrepreneurship and Business	• TARDI Council, • FPB Council, • ECRDA Board, • Thembelitsha Board, • ANF Board.	5
Mr D Ngema	Council Member	Nov 2022	Term ended October 2025	• Nyukela Public Service SMS Pre-entry Programme 2020 • Bachelor of Arts 2013 • Matric 1990	Arts and Culture	• Project Manager for Roads to Independence; African Heritage Route: Matola Raid Monument and Samora Machel Museum (Nkomati in Mpumalanga) from 2017 to 2019 • Minister's Special Advisor – Ministry of Arts and Culture from 2016 to 2017 • Councillor for eThekweni Metro from	5

Name	Designation	Date of appointment	Date of Resignation	Qualifications	Area of expertise	List of other directorships	Meetings attended
Mr R Vuzane CA(SA)	Council Member	Nov 2022	Term ended October 2025	- PhD in Management Accounting-current - Master of Commerce 2020 - Bachelor of Commerce Law 2020 - Post Graduate Diploma in Taxation 2015 - Postgraduate Diploma in Applied Accounting / CTA 2014 - Postgraduate Diploma in Accounting 2011 - Bachelor of Accounting 2008	Auditing and finance	2006 to 2016 - Coordinator at the Independent Electoral Commission - Permanently employed at Kunokhar Chartered Accountants and Tax Practitioners Inc - Imboya Financial Services (Pty) Ltd - Shepard 2000 Pride 2000 (Pty) Ltd - Inkala Construction (Pty) Ltd - Great Key Local Municipality - Elundini Local Municipality - King Sabata Local Municipality - Lovedale TVET College - Buffalo City College - Sakhizwe Municipality - Mhlontlo Municipality - South African Council for the Architectural Profession - North West Housing Authority	6
Ms N. Ngandi	Council Member	Nov 2022	Term ended October 2025	- SABC People Management Programme 2012 - Practical Project Management 2010 - Event Management Skills Workshop 2008 - Office Administration 2001 - Matric 1995	Office administration	- Marketing Manager – Umhlobo Wenene FM - Book writer – first book Ibhekile launched at Amazwi Museum of Literature - Writing the second book – in progress	6
Prof. N Mandela	Deputy Chairperson	Jan 2024	Term ended October 2025	- Diploma in general nursing - Diploma in Midwifery	Health and safety	- Founder and CEO of Thembekile Mandela Foundation - Former nurse at St Aidan's Hospital - Worked as a Phlebotomist in a pathology laboratory - Former Community Nurse at Prime Cure Clinic	6
	Council	Nov 2022-Dec					

Name	Designation	Date of appointment	Date of Resignation	Qualifications	Area of expertise	List of other directorships	Meetings attended
	Member	2023				• Prime Cure Clinic	
Dr N Songelwa	Council Member	Nov 2022	June 2025	• Doctor of Philosophy – Education 2019 • Master's in Visual Art 2016 • B-Tch Degree Fine Arts 2006 • Diploma Fine Arts 2004 • Matric 2000 •	Philosophy Management	• Senior Lecturer at the University of Fort Hare since 2020 • Forensic Art Analyst from 2011 to 2020 • Teacher of Creative Skills and Life Orientation from 2007 to 2011 • Student Constable from 2006 to 2007 •	
Ms T Nkosi	Council Member	Jan 2024	Term ended 31 October 2025	• Master's Degree in Public Policy Studies • Bachelor of Arts (Honours) with Specialisation in Social • Bachelor of Administration	Human Resources and corporate governance	• Amazwi Museum	6

COMMITTEE MEMBERS OF THE CURRENT COUNCIL

Committee	Meetings held	Members	Committee members
HERITAGE FUNDRAISING EDUCATION PUBLIC ENGAGEMENT COMMITTEE	1	4	Mr TG Ontong (Chairperson) Ms V Pretorius Ms F. Ngandi Dr A Nontso
FINANCE, INFRASTRUCTURE AND ICT COMMITTEE	1	5	Mr W Buckley-Koch (Chairperson) Ms V Pretorius Ms N Siqaza Dr N Khewu Mr TG Ontong
HUMAN RESOURCE AND ETHICS COMMITTEE	2	4	Ms V Pretorius (Chairperson) Dr N Khewu Mr TG Ontong Dr A Nontso
AUDIT AND RISK COMMITTEE	1	5	Ms T Ndlovu CA(SA) (Chairperson) Dr N Khewu Mr W Bukley-Koch Ms M Myeza CA(SA) Ms N Siqaza
GOVERNANCE, MONITORING AND EVALUATION COMMITTEE	1	4	Dr A Nontso (Chairperson) Ms N Siqaza Ms. F Ngandi Dr N Khewu

COMMITTEE MEMBERS OF THE FORMER COUNCIL

Committee	Meetings held	Members	Committee members
STRATEGIC AND OVERSIGHT COMMITTEE	5	4	Mr D Ngema Ms F Mtyida-Ngandi (Chairperson from July 2025 to 31 October 2025) Dr N Songelwa (Chairperson from Jan 2024 to June 2025)
FINANCE, INVESTMENT AND FUNDRAISING COMMITTEE	6	4	Mr R. Vuzane CA(SA) (Chairperson) Ms F Ngandi Dr N Songelwa Prof. N. Mandela
HUMAN RESOURCES AND REMUNERATION COMMITTEE	4	4	Dr N. Nontso (Chairperson) Dr N Songelwa Ms T Nkosi Prof. N. Mandela (Member from July 2025 to 31 October 2025)

Committee	Meetings held	Members	Committee members
AUDIT AND RISK COMMITTEE	7	6	Ms T Ndlovu CA(SA) (Chairperson) Dr A Nontso Mr R Vuzane CA(SA) Ms M Myeza CA(SA)
INFRASTRUCTURE AND INFORMATION AND COMMUNICATION TECHNOLOGY COMMITTEE	4	4	Ms N. Mandela (Chairperson) Ms T Nkosi Mr D. Ngema Dr A. Nontso

REMUNERATION OF COUNCIL MEMBERS

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

NMM COUNCIL REMUNERATION EXCLUDING AUDIT & RISK MEMBERS

Name	Remuneration
DR N SONGELWA	10 788
PROF. N MANDELA	105 254
Dr S POTELWA	146 200
DR A NONTSO	105 046
MS F NGANDI	98 870
MS N NKOSI	99 321
**MR D NGEMA	21 576
MR R VUZANE	104 710
MS. S DUNN	36 674
MR W BUCKLEY-KOCH	39 493
MS. V PRETORIOUS	27 405
MR. G ONTONG	27 607
DR. N KHEWU	28 254
MS. N SIQAZA	20 686
*DR . J KLAAS	3 808

TOTAL R 894 681

**Mr Ngema was an employee of the state from November 2022 until September 2025, and he was not paid the honorarium. The honorarium paid to him was for October 2025 until the term ended.

*Dr Klaas resigned immediately after he attended the induction in November 2025 and was paid for the induction only.

Executive and Senior Management

Four (4) members of the Senior Leadership comprise of the CEO, CFO, Senior Manager: Heritage and Conservation, and Senior Manager: Public Engagement and Marketing. During the year under review, the CEO was suspended on 17 September 2025, with the CFO acting as the CEO and the Finance Manager Acting as the CFO.

The CEO of the Nelson Mandela Museum is accountable to the Museum's Accounting Authority.

Profile of Executive and Senior Management

No	Name	Qualification	Position
1.	Dr Vuyani Booï	PHD in Social Sciences	CEO, suspended effective from 17 September 2025
2.	Mr. Mandisi Msongelwa	CA (SA)	CFO acting as CEO
3	Mr Sibulele Makhutha	Postgraduate Diploma in Business Administration	Acting CFO
4.	Mr Bongani Mahlangu	Master of Arts(MA) in Cultural Policy and Management	Senior Manager: Heritage and Conservation
5.	Ms Nontlahla Tandwa-Dalindyebo	Master of Arts (Media Studies) ND: Journalism	Senior Manager: Public Engagement and Marketing



Top left to right: Mr M Msongelwa – Acting CEO and Mrs T Tandwa Dalindyebo – Senior Manager: Public Engagements



Bottom left to right: Mr B Mahlangu – Senior Manager Heritage and Mr S Makhutha – Acting CFO

Risk Management and Internal Control Unit

The institution has outsourced the internal control Unit; the museum is a small entity with no fully fledged risk management unit but addresses critical risk management areas. The Museum has identified the following areas of improvement to address:

- Lack of funding and inadequate alternative revenue streams
- Inadequate optimisation of the relationship with the Council
- Inability to transform the heritage landscape that contributes to socio-economic development through the preservation, protection and promotion of Nelson Mandela legacy
- Lack of innovation (new content, exhibitions, research) and inability to position the Museum internationally
- Deteriorating infrastructure, which may lead to an inability to access NMM to transform the heritage landscape
- Inadequate systematic plan for heritage skills pipeline
- Lack of business continuity
- Possible Fraud and Corruption.
- Limited resources to implement the strategy.

All these matters are reported at ARC meetings, which are the established structure for overseeing the NMM's risk management. An enterprise-wide risk assessment was conducted during the year, and the internal control system was effective throughout the year under review; the AGSA noted no material control deficiencies.

Internal Audit

The unit is outsourced to Mrwebi Auditors & Accountants Inc. because the Museum has limited capacity due to its thin organisational structure.

Internal audit and audit committees

The work and critical activities performed by both the Internal Audit and Audit Committees are outlined in the Report of the Audit and Risk Committee for the period 2025/26 below.

Compliance with laws and regulations

To ensure compliance, the museum developed the strategies and policies that would apply to the Museum, met 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, considering the best way to measure the understanding by employees of all policies.

Fraud and corruption

NMM has a fraud prevention strategy in place that promotes an anti-fraud operating environment. A hotline number option will be explored to allow anyone who suspects fraudulent activity to contact the company. An anonymous box is available for reporting cases. No cases relating to fraudulent activities were reported in the 2025/26 financial year.

Minimising a conflict of interest

The Council and employees are required to sign a declaration of interest annually as guided by the policy. There is no employee of the state is allowed to do business with government. In addition, no employee may engage in business that competes with the Museum.

Each year, the security office verifies the declarations and follows up when discrepancies arise.

Code of conduct

NMM has a code and disciplinary policy that adheres to standards, and no cases have been reported in the current year.

Health, Safety and Environmental issues

NMM has an OHS policy statement that outlines measures and compliance with OHS regulations. The museum has appointed a Safety Officer to ensure safety measures are in place. The building is compliant; a Safety Committee monitors safety measures and makes recommendations. First aiders have been trained, and staff will receive ongoing safety training.

Social Responsibility

The mandate of the NMM has been derived from the principles of social responsibility. All the performance indicators, as reported by Programme Two and some programmes by Programme One of this report, are in response to this heading.

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 R2 000 and R50 million is evaluated using the 80/20 specific goals system, where price accounts for 80 points and the service provider's particular goals account 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	To ensure efficient service delivery to the public, collaboration with the private sector is paramount. This aligns 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

AUDIT AND RISK COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2026.

Audit and risk committee members and attendance

The Audit and Risk Committee consists of the members listed below. According to the Audit and Risk Committee Charter, the Committee should meet at least four (4) times yearly. The Audit and Risk Committee held ten (10) meetings with management and internal audit. Of these, 2 meetings focused on the consideration of AFS and APR.

One meeting was held on May 26th, 2025, and another on May 28th, 2025, to review the Annual Financial Statements and Annual Performance Report.

Name of member	24/04/25	26/05/25	28/05/25	07/07/25	10/07/25	23/07/25	25/07/25	26/08/25	20/10/25	20/02/26
Mr. R. Vuzane	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-
Dr A Nontso	Yes	Yes	-	-	Yes	Yes	Yes	Yes	Yes	-
Ms M Myeza	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Ms T Ndlovu	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Mr W Buckley-Koch	-	-	-	-	-	-	-	-	-	Yes
Dr N Khewu	-	-	-	-	-	-	-	-	-	Yes
Ms N Siqaza	-	-	-	-	-	-	-	-	-	Yes

A new Council was appointed in November 2025 after the previous Council term ended, and additional Council members were delegated to the ARC.

Audit and risk committee responsibility

The Audit and Risk Committee reports that it has complied with its responsibilities arising from section 38 (10)(1) of the Public Finance Management Act and Treasury Regulation 3.1

The Audit and Risk Committee also reports that it has adopted an appropriate formal term 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.

The effectiveness of internal control

In line with the PFMA and the King V Report on Corporate Governance requirements, Internal Audit was able to provide the Audit and Risk Committee and management with complete assurance that the internal controls are appropriate and effective. From the various reports of the internal auditors and the external auditors' independent audit report on the annual financial statements, it was noted that no significant findings in financial reporting or material non-compliance with prescribed policies and procedures have been reported. Accordingly, we can report that the internal control system over financial reporting for the period under review was efficient and effective, with improvement recommendations to be implemented in the 2026/27 financial year.

Evaluation of annual financial statements

The Audit and Risk Committee has:

- Reviewed the changes in the scope from a reasonable engagement to a review engagement
- reviewed and discussed with the external auditors the audited Annual Financial Statements to be included in the annual report.
- Reviewed the external auditors' management report and management's responses thereto.
- Reviewed changes in accounting policies and practices, where applicable, of which there were none.

- Reviewed possible significant adjustments resulting from the audit, of which there were none.
- Reviewed the information on predetermined objectives as reported in the annual report.

Internal Audit

The Internal Audit function is outsourced to Mrwebi Auditors and Accountants Incorporated for a three-year period effective from 05 November 2024 to 04 October 2027.

The Audit and Risk Committee has approved the Internal Audit Plans for a three (3) year rolling plan and for the year under review, and the Internal Audit Charter. Internal Audit has executed the Internal Audit Plan accordingly and has complied with the Internal Audit Charter. The Audit and Risk Committee has received reports from the Internal Auditors, considered the content and made recommendations where necessary. The Audit and Risk Committee raised no significant issues regarding the quality of the Internal Audit reports.

Progress on the Audit Improvement Plan

- There was an improvement in the audit outcome for performance information, as there were no material misstatements as compared to the prior year
- Quarterly reviews by internal audit were done as per the plan
- NMM improved in this section, and there was no material non-compliance with legislation compared to the previous year;
- Risk management - risk assessment through a workshop was done, and the risk register was updated. The ARC monitors it quarterly.

Auditor-General of South Africa

The Audit and Risk Committee met with the external auditors to ensure there were no unresolved differences and discussed the strategy and the outcomes.



Ms T Ndlovu CA (SA)

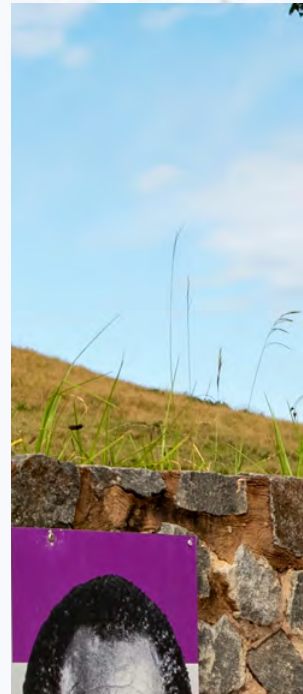
Chairperson of the Audit and Risk Committee on behalf of the Committee

Date: 31 August 2026





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PART D

HUMAN RESOURCES



HUMAN RESOURCE CAPITAL

Nelson Mandela Museum has a staff complement of 39 employees in different occupational categories, comprising a Chief Executive Officer (Head of Institution), three (3) senior managers, and four (4) middle managers. There are currently three (3) vacancies. Within the museum's Corporate Services Department, the Human Resource Unit is responsible for recruitment, staff wellness, skills development, and harmonising relations between staff members and management.

Additional employees are located at two link sites: Ingquza Hill Museum (6 employees) and OR Tambo Garden of Remembrance (5 employees). Nelson Mandela Museum oversees these employees for all HR-related administration and compensation.

NMM is undergoing a strategic analysis to assess possible gaps that may deter identifying the target human capital. The museum has identified current and future personnel needs and found methods to recruit and retain the right skills aligned with NMM's strategic objectives. Performance Management and Payroll policies also guide the organisation to ensure employees are compensated, awarded benefits, and appraised for performance above standards.

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

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

HR Priorities

Nelson Mandela has a specific focus on the following priorities;

- **Recruitment and Selection:** It is crucial for the museum to find and attract the right people with the right skills and place them in the right places. In collaboration with management and relevant committees, HR will prioritise creating compelling job descriptions, sourcing candidates through various channels, conducting interviews, and ensuring a smooth onboarding process. The museum intends to keep the vacancy rate below 10%.
- **Employee Retention and Succession Planning:** The focus is on creating a positive work culture, providing growth opportunities, and addressing employee concerns. Ensuring a pipeline of future leaders is essential for long-term organisational success. The museum must identify and develop high-potential employees for leadership roles.
- **Performance Management:** The museum will establish clear performance expectations, conduct regular feedback and review sessions, and set goals, which are critical aspects of performance management. NMM will strive to introduce an effective performance appraisal process by rewarding the best-performing employees.
- **HR Information System:** Using technology for HR processes can streamline operations and provide valuable insights. Prioritising the implementation of HRIS (Human Resources Information System) software will assist the museum in making more effective and informed HR operational decisions.

Workforce Planning Framework

The museum has a well-designed organisational structure that supports its strategic and operational needs. The museum is focused on addressing capacity gaps, particularly for newly appointed employees, to ensure current operational requirements are met. For the period under review, the museum recruited one (1) employee.

To create an environment where the Nelson Mandela Museum has the correct number of people working in the right place at the right time to enable the museum mandate, the museum has aligned its structure to its strategy.

Employee Performance Management Framework

As an enabler for a high-performing entity, Nelson Mandela Museum, HR saw it fit to redesign performance contracts in a manner that would drive the achievement of key operational areas – driving the entity's sustainability. These performance areas include Governance and Risk, Financial Management, and Key Performance Indicators (KPIs). The museum reviewed the Performance Management Policy to strengthen its performance culture. The museum ensured that all key stakeholders understood the Performance management process.

Quarterly reviews were done, and all employees met their performance standards.

Employee Wellness Programmes

Employee wellness aims to enable employee well-being and business continuity. Nelson Mandela Museum is required to build the organisational capability to navigate disruptions in the workforce, society, and business. To support this, the museum aims to plan and execute programmes that promote the health, safety, and well-being of NMM employees.

Employee Team Building was conducted this year to build team capacity, and the museum medical aid service provider conducted a health awareness programme.

Policy Development

Developing HR policies for the Nelson Mandela Museum is essential to ensure consistent and fair practices while aligning with the museum's mission and values. The museum successfully developed a number of policies that will influence the behaviour, culture, and performance of human capital within the museum; other policies were reviewed based on the general needs and challenges the museum faced during the current year under review.

Relevant stakeholders were engaged, and their inputs were considered during this process. Management recommended policies, which the council approved as part of the museum protocol.

Achievements

The following highlights have been achieved during the period under review;

- Successfully employs trained staff who possess relevant knowledge and skills.
- Creates employment opportunities for local communities, contributing to economic development through learnerships, internships and fellowship programmes.
- Skilled and knowledgeable employees provide quality guided tours and educational services to visitors for improved visitor experience.

Challenges

The following challenges were observed;

- Budget constraints that affect staff training and employee development programmes.
- Difficulty in retaining skilled employees and losing qualified employees to larger institutions offering better salaries and career opportunities.
- Finding qualified professionals in heritage conservation, museum curation, and digital archiving

Future HR Plans and Goals

Employee Engagement - It is essential to measure the workforce's engagement level periodically; one way to do this is through surveys, one-on-one meetings with selected focus groups, or periodic checks. Employees who believe management cares about them as whole people, not just as employees, are more productive, satisfied, and fulfilled.

Satisfied employees lead to happy clients, which improves service delivery. To assess employee engagement and satisfaction, a survey will be designed, and employees will be invited to participate; it will be open to museum employees.

Policy Development- The museum plans to introduce the absent HR Policies and review the existing ones to align with and respond to relevant legislation and frameworks. Terms of Reference have already been developed to kickstart this exercise.

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

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

The following table reflects the Skills Development progress:

HUMAN RESOURCES OVERSIGHT AND STATISTICS IN 2025/2026

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 2025 to 31 March 2026

Programme	Total Expenditure	Personnel Expenditure	Training Expenditure	Personnel expenditure as a % of total expenditure
Heritage and Conservation	10 387 110	6 241 193	1 400	11%
Public Engagement	4 299 046	2 687 209	10 890	5%
Corporate Services	42 482 379	8 853 008	299 004	15%
TOTAL	58 975 016	17 781 409	311 297	31%



Personnel costs by salary band for the period 1 April 2025 to 31 March 2026

Level	Personnel Expenditure	% of total personnel cost	Number of Employees	Average Personnel costs per employee
Executive management	5 571 752	35%	4	1 393 938
Middle Management	2 557 400	15%	4	639 350
Staff	9 652 257	50%	31	311 363
TOTAL	17 781 409	100%	39	455 934

Salaries, overtime, Home Owners Allowance and Medical Aid by the programme for the period 1 April 2025 to 31 March 2026

Programme	Salaries		Overtime		Home Owners Allowance	Rewards	% of performance Rewards to total personnel costs
	Amount	Salaries as a % of personnel costs	Amount	Overtime as a % of personnel costs			
Executive management	5 571 752	35%	0	0	0	0	0
Middle Management	2 557 400	15%	0	0	0	0	0
Staff	9 652 257	50%	0	0	0	0	0
TOTAL	17 781 409	100%	0	0	0	0	0

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	6 241 193	1 400	1%	1	1 400
Public Engagement	2 687 209	10 890	1%	2	5 446
Governance	8 853 008	299 004	3%	9	33 227
TOTAL	17 781 409	311 297	5%	12	25 941

Employment and Vacancies by the programme as at 31 March 2026

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	11	15%	0
Other sites	11	11	0	0
TOTAL	39	36	8%	0

Employment and Vacancies by salary band as at 31 March 2026

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	4	0%	0
Staff	31	28	10%	0
TOTAL	39	36	8%	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 at 31 March 2026

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 2025 to 31 March 2026

SMS Level	Advertising Number of vacancies per level advertised in 6 months of becoming vacant	Filling of Posts Number of vacancies per level filled in 6 months of becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months	
Executive management	0	0	0	0
TOTAL	0	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 2025 to 31 March 2026

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 2025 to 31 March 2026

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 2025 to 31 March 2026

The job evaluation was implemented in the previous year and reported in last year's report. In the current year, no job evaluation was conducted.

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	-	-	-	-	-	-	-
Middle Management	-	-	-	-	-	-	-
Staff	-	-	-	-	-	-	-

Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2025 to 31 March 2026

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

Employees with a disability	-
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Employees with salary levels higher than those determined by Job Evaluation by occupation for the period 1 April 2025 to 31 March 2026

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

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

Percentage of total employed N/A

Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2025 to 31 March 2026

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

Employees with a disability	-				
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Employment Changes

Annual turnover rates by salary band for the period 1 April 2025 to 31 March 2026

Salary band	Number of employees at beginning of period- 1 April 2025	Appointments and transfers into the Museum	Terminations and transfers out of the Museum	Turnover rate
Executive Management	4	0	0	0%
Middle Management	3	1	0	0%
Staff	30	0	2	6%
Total	37	1	2	5%

Table 3.5.2 Annual Turnover rates by critical occupation for the period 1 April 2025 to 31 March 2026

Critical occupation	Number of employees at beginning of period- April 2025	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 2025 to 31 March 2026

Termination Type	Number	% of Total Resignations
Death	-	-
Resignation	1	3%
Expiry of contract	-	-
Dismissal – operational changes	-	-
Dismissal – misconduct	-	-
Dismissal – inefficiency	-	-
Discharged due to ill-health	-	-
Retirement	-	-
Transfer to other Public Service Departments	-	-
Other	1	3%
Total	-	-
Total number of employees who left as a % of total employment	2	5%

Promotions by salary band for the period 1 April 2025 to 31 March 2026

Occupation	Employees 1 April 2025	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	4	0	0%	0	0
Middle Management	4	0	0%	0	0
Staff	31	0	0%	0	0
TOTAL	39	0	0%	0	0

The salaries were increased to respond to the inflationary adjustment. However, no promotions or any other effect could have taken the employees to another notch.

Attempts made to retain staff

Qualifying the museum staff and, per the museum study policy, encouraging them to capacitate themselves by studying and attending training courses, budget allowing. They are also encouraged to see the Nelson Mandela Museum not only as another employer but as the employer of choice, and 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	2	2	nil	0	Nil	0	nil	0
Staff	14	16	nil	0	Nil	0	nil	0
TOTAL	19	20	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	2	2	0	0	0	0	0	0
Staff	14	15	0	0	0	0	0	0
TOTAL	17	19	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 by creating and reinforcing long-term training programs. This strategy starts with a careful organisation-wide analysis of the current situation and future requirements. It employs behavioural science techniques such as behaviour modelling, sensitivity training, and transactional analysis. The Nelson Mandela Museum's objective is to enable the organisation to adapt better to the fast-changing external environment of new markets, regulations, and technologies.

RESIGNATIONS AND TERMINATIONS

There was one resignation this year and one abcondment. The 3rd vacancy is due to dismissal from the previous year.

HUMAN RESOURCES ALIGNMENT

Not applicable

LABOUR RELATIONS MATTERS

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

DISCIPLINARY CASES

There were three cases, and they are all pending.

CCMA

There was CCMA case and it was closed.

GRIEVANCES

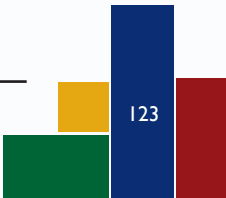
Two (2) grievances were lodged in the previous year, and they were resolved in the current year.

PERFORMANCE MANAGEMENT SYSTEM

Performance agreements are in place for most managers and staff. Reviews could not be completed on time for the year due to employee grievances. The matter has been addressed, and those employees have been reprimanded.

POLICY REVIEW

There were no reviews that were done in the current year as they all were reviewed in the previous year.



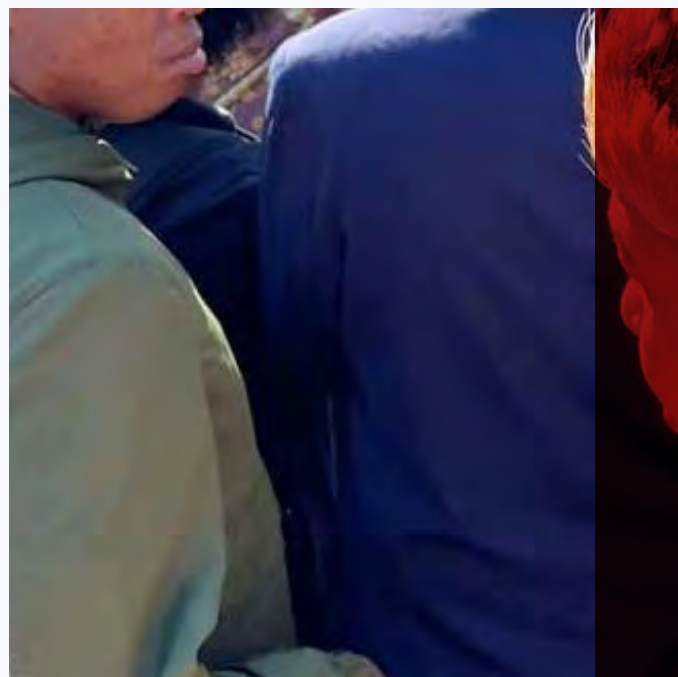


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PART E

PFMA COMPLIANCE R E P O R T



Irregular expenditure

a) Reconciliation of irregular expenditure

Description	2025/2026	2024/2025
Opening balance	4 952 662	5 450 835
Add: Irregular expenditure confirmed	94 367	582 987
Less: Irregular expenditure condoned	4 293 341	(1 081 160)
Less: Irregular expenditure not condoned and removed		
Less: Irregular expenditure recoverable		
Less: Irregular expenditure not recovered and written off		-
Closing balance	753 678	4 952 662

The Museum has not finalised the investigation into the root cause of the prior year's irregular expenditure amounting to R659 321 due to the ongoing disciplinary case of the CEO. The irregular expenditure was as follows:

The museum incurred an irregular expenditure in the year under review, amounting to R94 367 as follows:
• The irregular expenditure of R94 367 due non-adherence to procurement regulations

Reconciling notes

Description	2025/2026	2024/2025
Irregular expenditure that was under assessment in the previous years	659 321	4 624 416
Irregular expenditure that relates to prior years and identified in the current year	-	-
Irregular expenditure for the current year	94 367	328 246
Total	753 678	4 952 662

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

Description	2025/2026	2024/2025
Irregular expenditure under assessment	-	-
Irregular expenditure under determination	94 367	-
Irregular expenditure under investigation	659 321	4 952 662
Total	753 678	4 952 662

During the 2025/26 financial year, the National Treasury condoned the irregular expenditure for 2023/24, amounting to R4 293 341.

c) Details of current and previous year irregular expenditure condoned

Description	2025/2026	2024/2025
Irregular expenditure condoned	(4 293 341))	(1 081 160)
Total	(4 293 341)	(1 081 160)

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

Description	2025/2026	2024/2025
Irregular expenditure NOT condoned and removed.	-	-
Total	-	-

None

e) Details of current and previous year irregular expenditure recovered

Description	2025/2026	2024/2025
Irregular expenditure recovered	-	-
Total	-	-

None.

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

Description	2025/2026	2024/2025
Irregular expenditures written off		--
Total		--

There are no Inter-Institutional Arrangements for the NMM.

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

Disciplinary steps taken

The is a pending disciplinary hearing for the CEO, amongst other charges are relating to the irregular expenditure incurred in 2024/25.

Fruitless and wasteful expenditure

a) Reconciliation of fruitless and wasteful expenditure

Description	2025/2026	2024/2025
Opening balance	97 828	434
Add: Fruitless and wasteful expenditure confirmed	1 043	97 828
Less: Fruitless and wasteful expenditure written off		(434)
Less: Fruitless and wasteful expenditure recoverable		-
Closing balance	98 871	97 828

This relates to late returns of hired cards and speed fines. Refer to part F of AFS, note 31. The accounting officer has approved the write-off.

Reconciling notes

Description	2025/2026	2024/2025
Fruitless and wasteful expenditure that was under assessment in the current year		-
Fruitless and wasteful expenditure that relates to prior years and identified in the current year	97 828	-
Fruitless and wasteful expenditure for the current year	1 043	97 828
Total	98 871	97 828

b) Details of current and previous years' fruitless and wasteful expenditures (under assessment, determination, and investigation)

Description	2025/2026	2024/2025
Fruitless and wasteful expenditure under assessment	-	-
Fruitless and wasteful expenditure under determination	98 871	97 828
Fruitless and wasteful expenditure under investigation	-	-
Total	98 871	97 828

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

Description	2025/2026	2024/2025
Fruitless and wasteful expenditure recovered	1 043	295
Total	1 043	295

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

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure written off	0	434-
Total	0	434-

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

Disciplinary steps taken
None

Disclosure relating to material losses in terms of PFMA Section 55(2)(b)(i) &(iii))

There were no material losses through criminal conduct.

Information on late and / or non-payment of suppliers

Description	Number of invoices	Consolidated Value
Valid invoices received	269	41 054 586
Invoices paid within 30 days or agreed period	268	45 002 971
Invoices paid after 30 days or agreed period	0	0
Invoices older than 30 days or agreed period (unpaid and without dispute)	0	0
Invoices older than 30 days or agreed period (unpaid and in dispute	1	384 700

Invoices paid after 30 days or agreed period – These are invoices that were received for payment without supporting documentation.

Invoices older than 30 days or agreed period (unpaid and in dispute) – The invoices relate to the events management company that had no supporting documents and remains unpaid.

Information on Supply Chain Management

Procurement by other means

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Electronic signatures and only 2 service providers appointed by the DTI for these services	Altron Security		18860	113 652
Logistics and Equipment for International Youth Camp 2025 and only two submission were received after advertising	Kahira J Management		18863	38 0000
Excursion at Mapuzi Cliff and Hole in the Whole.	Coffee Shack Back-Packers		18865	20 000
Transportation of students	Golden Egg Taxi Rank		18857	20 600
CIPS is the only professional body that is recognised by the South African Qualifications Authority (SAQA) for procurement professionals	CIPS		18851	14 335
Advertising on newspapers	Arena Holdings		18859	93 832
Black Origin CC is an appointed service provider by SA Tourism as the exhibition managing company to manage Africa's Travel Indaba in the year 2025.	Blaq Origin CC		18894	161 979
Only two submissions were received after advertising on NMM website and e-tenders	Excesor Technology		18992	144 687
IODSA is the only Institution that specialise with this kind of training.(NMM Council Training)				
Procurement of advertisement from Sola Meia during Africa travel indaba 2025	Sola Media		19049	51 577
PA System and	Radebe		19151	10 500

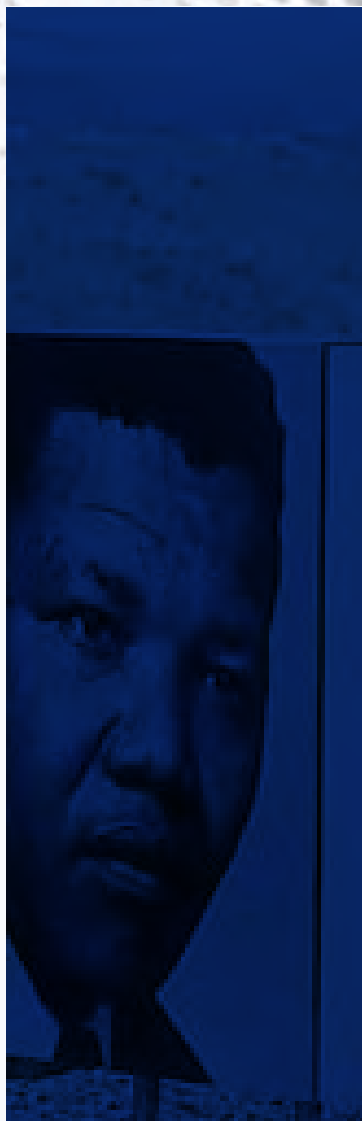
Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Livestreaming	Productions			
Fuel & Oil for back up generator	Meyers Motors		19335	105 017
Transportation of passengers to a Museum event	Axole Enterprise		19365	12 000
Excess amount of repairs of motor vehicle	S&L Panel beaters		19407	4 000
Procurement of tyres directly from suppliers	Robmart Tyre and Exhaust CC		19406	21 700
Complement theoretical thinking and advance the practical implementation of the museum's objectives, aligning with the Public Engagement and Marketing Unit and the institution's operational plan.	Digital School of Marketing		19700	10 890
Advertising and Promotions for an upcoming event on local radio stations	Radio Turf		19722	10 150
Advertising and Promotions on exclusive news magazine	Panorama Ukumaketha		19818	20 000
Advertising and Promotions for an upcoming event on local radio stations	Inkonjane F.M			4 600
The University does not allow external service providers, as it has a events management policy to manage risk. As such they have 3 on-campus catering service providers, that are used for on-campus events which are they quoted under the University.	University of Limpopo		19818	174 974
Total				1 366 331

Contract variations and expansions

No Variations and expansions to be reported



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



PART F

ANNUAL FINANCIAL STATEMENTS





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Department of Sport, Arts and Culture



EXTERNAL AUDIT REPORT



Report of the auditor-general to the Eastern Cape Provincial Legislature on the Nelson Mandela Museum

Report on the financial statements

1. I have reviewed the financial statements of the Nelson Mandela Museum set out on pages ... to ..., which comprise the statement of financial position as at 31 March 2026, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

Conclusion

2. Based on my review, nothing has come to my attention that causes me to believe that the financial statements are not prepared, in all material respects, in accordance with the Standards of Generally Recognised Accounting Practice (Standards of GRAP) as issued by the Accounting Standards Board of South Africa and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Responsibilities of the accounting authority for the financial statements

3. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with Standards of GRAP and the requirements of the PFMA; and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
4. In preparing the financial statements, the accounting authority is responsible for assessing the entity's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

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

5. My responsibility is to express a conclusion on the accompanying financial statements. I conducted my review in accordance with the International Standard on Review Engagements (ISRE) 2400 (Revised), *Engagements to review historical financial statements*. The standard requires me to conclude on whether anything has come to my attention that causes me to believe that the financial statements, taken as a whole, are not prepared in all material respects in accordance with the applicable financial reporting framework. This standard also requires me to comply with relevant ethical requirements.
6. A review of financial statements in accordance with ISRE 2400 (Revised) is a limited assurance engagement. I am required to perform procedures, primarily consisting of making

inquiries of management and others within the auditee, as appropriate, and applying analytical procedures, and evaluating the evidence obtained.

7. The procedures performed in a review engagement are substantially less than those performed in an audit conducted in accordance with International Standards on Auditing. Accordingly, I do not express an audit opinion on these financial statements.

Report on the annual performance report

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

9. I selected the following material performance indicators related to business development presented in the annual performance report for the year ended 31 March 2026. I selected those indicators that measure the entity's performance on its primary mandated functions and that are of significant national, community or public interest.

- Implementation of conservation management plan (CMP)
- % of digitization plan implemented
- Designed and developed exhibition
- Number of learning platforms held
- Research articles produced
- Number of outreach educational programmes interactions with schools per year
- Number of exhibitions held per year

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

11. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the entity's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the entity's performance against its primary mandated and prioritised functions and planned objectives are included

- the indicators are well defined and verifiable to ensure that they are easy to understand and apply consistently and that I can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report
- there is adequate supporting evidence for the achievements reported.

12. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

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

Other matter

14. I draw attention to the matter below.

Achievement of planned targets

15. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- and underachievement.

Business development

<i>Targets achieved: 88%</i> <i>Budget spent: 99%</i>		
Key indicator not achieved	Planned target	Reported achievement
% of digitisation plan implemented	100%	91%

Report on compliance with legislation

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

17. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
18. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the entity, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
19. I did not identify any material non-compliance with the selected legislative requirements.

Internal control deficiencies

20. I considered internal control relevant to my engagement on the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
21. I did not identify any significant internal control deficiencies.

Professional ethics and quality control

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

23. In accordance with the International Standard on Quality Management 1, the AGSA maintains a comprehensive system of quality management that includes documented policies and procedures on compliance with ethical requirements and professional standards.

Auditor-General

KuGompo City

31 July 2026



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure to the auditor's report

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

#	Selected legislation and regulations	Consolidated firm level requirements
1	Public Finance Management Act 1 of 1999	Section 51(1)(b)(i); 51(1)(b)(ii); 51(1)(e)(iii); 53(4); 54(2)(c); 54(2)(d); 55(1)(a); 55(1)(b); 55(1)(c)(i); 56; 57(b); 66(3)(c); 66(5)
2	Treasury Regulations, 2005	Regulation 16A3.2; 16A3.2(a); 16A6.1; 16A6.2(a); 16A6.2(b); 16A6.3(a); 16A6.3(b); 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A.7.1; 16A.7.3; 16A8.3; 16A8.4; 16A9.1(b)(ii); 16A.9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2; 16A9.2(a)(ii); 30.1.1; 31.1.2(c); 30.1.3(a); 30.1.3(b); 30.1.3(d); 30.2.1; 31.2.1; 31.2.5; 31.2.7(a); 31.3.3; 32.1.1(a); 32.1.1(b); 32.1.1(c); 33.1.1; 33.1.3
3	Companies Act 71 of 2008	Section 45(2); 45(2)(c); 45(3)(a)(ii); 45(3)(b)(i); 45(3)(b)(ii); 45(4); 46(1)(a); 46(1)(b); 46(1)(c); 112(2)(a); 129(7)
4	Construction Industry Development Board Regulations, 2004	Regulation 17; 25(7A); 25(9)(a); 25(10)
5	National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 6
6	National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2(b); 4.3; 4.4(a); 4.17; 7.2; 7.6
7	National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
8	National Treasury Practice Note 5 of 2009/10	Paragraph 3.3
9	National Treasury Practice Note 7 of 2009/10	Paragraph 4.1.2
10	Preferential Procurement Policy Framework Act 5 of 2000	Section 1; 2(1)(a); 2(1)(b); 2.1(f)
11	Preferential Procurement Regulations, 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
12	Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)



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FINAL ANNUAL FINANCIAL STATEMENTS 31 MARCH 2025



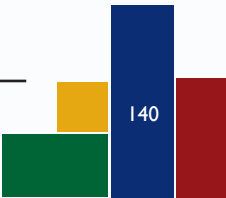


Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

General Information

Registered office	Cnr Owen Street & Nelson Mandela Drive Bunga Building Mthatha 5100
Business address	Cnr Owen Street & Nelson Mandela Drive Bunga Building Mthatha
Bankers	ABSA Bank Sutherland Street, Mthatha
Secretary	Bright Source Communications
Members	Ms S Dunn - Current Chairperson Mr W Buckley-Koch - Deputy Chairperson Mr T Ontong - HEFPE Chairperson Ms V Pretorius - HR and REMCO chairperson Ms. T Ndlovu CA(SA) - ARC Chairperson Ms F Mtyida- Ngandi Dr. A Nontso - GME Chairperson Dr N Khewu Ms N Siqaza
Preparer	The annual financial statements were internally compiled by: Chief Financial Officer

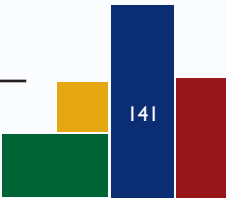


Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

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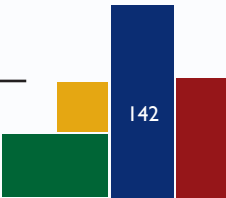
Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

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Abbreviations used:

AGSA	Auditor-General South Africa
ARC	Audit and Risk Committee
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DSAC	Departement of Sports, Arts and Culture
FIITC	Finance, Infrastructure, Information and Technology Committee
GRAP	Generally Recognised Accounting Practice
Ethics and HR	Ethics and Human Resources Committee
IAS	International Accounting Standards
IICT	Infrastructure and ICT Committee
ICT	Infrastructure and Communication Technology
NMM	Nelson Mandela Museum
PFMA	Public Finance Management Act
NT	National Treasury



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

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 Nelson Mandela 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 2026. On the basis of this review, and in view of the current financial position, the Council has every reason to believe that the Nelson Mandela 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 Nelson Mandela 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 48 of the Annual Financial Statements.

4. Nature of entity and its principal business

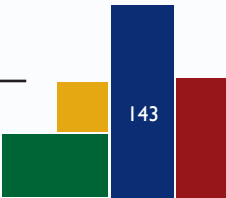
The Nelson Mandela Museum's core business is a unique blend of heritage conservation and education centred on Nelson Mandela's life and legacy. It involves the collection, exhibition, and stewardship of heritage resources linked to Madiba, with the aim of inspiring people to learn and share from his profound impact on development through education, culture, and tourism.

The Nelson Mandela Museum, a source of national pride, is spread over three significant sites: the Mvezo site, the Bhunga Building, and the 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 provisions of the Cultural Institutions Act, Act No. 119 of 1998. It is one of the Cabinet legacy projects.

As part of its expanding mandate, the Nelson Mandela Museum has been entrusted with managing two significant sites along the heritage liberation route. These sites, the OR Tambo Garden of Remembrance and Ingquza Hill Memorial, located in Mbizana and Flagstaff in the Eastern Cape, which have since been permanently gazetted to the Nelson Mandela Museum in 2025/26 further enhancing its reach and influence.

5. Materiality and Significance Framework for 2025/26

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.



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

6. Opinion and Approval

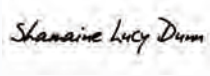
In the opinion of the Nelson Mandela Museum Council, based on the information available to date, the Annual Financial Statements set out on pages 08 to 48 present the financial position, the results of its operations, Cash Flow information of Nelson Mandela Museum and comply with the provisions of the 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 48 for the year then ended were approved by the Nelson Mandela Museum Council on 30 July 2026.

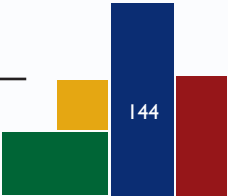
Ms S Dunn

Council Chairperson

Signed by:Shamaine Lucy Dunn
Signed at:2026-07-31 17:58:12 +02:00
Reason:Witnessing Shamaine Lucy Dunn







Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

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 Nelson Mandela 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 2025/26 financial year's budget was effectively used to achieve the mandate of the Nelson Mandela Museum.

The Nelson Mandela 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 Nelson Mandela Museum delivers its services in alignment with Government objectives. The Nelson Mandela Museum contributes to social cohesion, patriotism, unity reconciliation, economic regeneration through tourism and cultural activities, and its procurement practices, citizen participation awareness through outreach, education programs and exhibitions. The Museum programs include: Governance (which deals with administration comprises the office of the CEO, Finance and Administration, Human Resources, Security, Facilities, Logistics unit and Information, Communication and Technology) Business Development , Public Engagement and Communications.

The Nelson Mandela Museum received most of its funding from the subsidy allocations from the National Government through the Department of Sport, Arts and Culture. Total revenue collected by the Nelson Mandela Museum including finance income for the period under review decreased by 2% from R56 528 645 compared to the same period last year. The Nelson Mandela Museum's results for the year ended 31 March 2025 show a decrease in reserves from R28 314 197 to R25 062 870.

This is due to an operating deficit of R1 807 471 and reserves R12 505 996 realized during the year under review. This decrease is attributable to a lesser internal generated revenue, decrease in revenue recognised on conditional grants spending, The grant from the Department of Sport, Arts and Culture accounted for 95.80% of the total revenue while 3.56% relates to interest from investments and 0.63%% to sundry income as well as donations.

The operating expenditure for the period under review including finance costs is R58 336 116, showing an increase of R367 340 from the expenditure recorded in the previous period. The operating expenditure is made up of 30.60% fixed costs of personnel 19% administrative expenses, 2.95% Audit fee, and 41.89% 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 2025/26. The Nelson Mandela 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 the majority of key positions during the 2025/26 financial year. Subsequently, the NMM has seen the improved results in strategic areas and performance in the 2025/26 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.

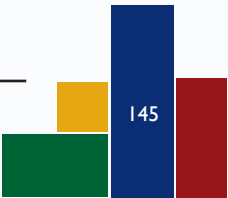
2. Services rendered by the Nelson Mandela Museum

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 Nelson Mandela 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. Tarriffs

The Nelson Mandela Museum has conferencing and accommodation facilities in Qunu; the Department of Public Works and Infrastructure handed the facility over to the Museum in July 2023 since it closed in February 2017 due to renovations.

The Museum also generates revenue through venue hire, as well as the sale of merchandise, books, and related items. The tariff policy governing these revenue-generating activities was approved by the Nelson Mandela Museum during the 2019/20 financial year and is currently being implemented on a phased-in basis.



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

4. Donations

The Nelson Mandela Museum does not charge an entrance fee to its visitors. Instead, there is a Donation Box, which is used to encourage visitors to donate and there has been a significant increase in donation for the current year.

5. Museum Shop

The Nelson Mandela Museum Memorabilia shop has been in full operations since the upgrade of the Bhunga building of the Nelson Mandela Museum Museum. The shop has been run in partnership with the Department of Sport, Recreation, Arts and Culture with the overall objective of promoting local entrepreneurs to sell their artwork to the visitors. The Nelson Mandela Museum doesn't charge for the space except to promote the local entrepreneurs. This is one of the corporate social investment (CSI) initiatives of which the Nelson Mandela Museum is leading.

6. Opinion

In the opinion of the Nelson Mandela Museum CEO, the Annual Financial Statements set out on pages 08 to 48 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.

7. Share capital / contributed capital

Indeed, the Nelson Mandela Museum 's financial accountability is aligned with its non-financial performance on its 2024/25 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.

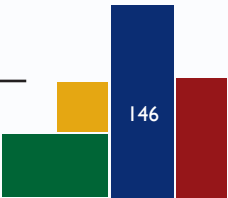
M. M Msongelwa

Acting Chief Executive Officer

Signed by:Mandisi Msongelwa CA(SA)

Signed at:2026-07-31 10:47:41 +02:00

Reason:Witnessing Mandisi Msongelwa

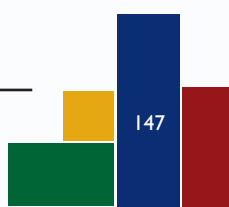


Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Statement of Financial Position as at 31 March 2026

Figures in Rand	Note(s)	2026	2025
Assets			
Current Assets			
Inventories	7	82 587	154 184
Receivables from non-exchange transactions	8	233 405	1 237 431
Cash and cash equivalents	9	31 073 666	39 532 577
		31 389 658	40 924 192
Non-Current Assets			
Property, plant and equipment	3	24 372 674	24 401 260
Intangible assets	4	-	100 000
Heritage assets	5	12 117 149	12 228 449
		36 489 823	36 729 709
Non-Current Assets		36 489 823	36 729 709
Current Assets		31 389 658	40 924 192
Total Assets		67 879 481	77 653 901
Liabilities			
Current Liabilities			
Payables from exchange transactions	6	8 008 230	5 311 040
Unspent conditional grants and receipts	12	17 371 883	26 752 126
Provisions	13	1 957 397	1 413 245
		27 337 510	33 476 411
Non-Current Liabilities			
Unspent conditional grants and receipts	12	5 612 590	5 996 781
Non-Current Liabilities		5 612 590	5 996 781
Current Liabilities		27 337 510	33 476 411
Total Liabilities		32 950 100	39 473 192
Assets		67 879 481	77 653 901
Liabilities		(32 950 100)	(39 473 192)
Net Assets		34 929 381	38 180 709
Reserves			
Revaluation reserve	10	9 866 510	9 866 510
Accumulated surplus	11	25 062 870	28 314 197
Total Net Assets		34 929 380	38 180 707



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Statement of Financial Performance

Figures in Rand	Note(s)	2026	2025
Revenue			
Revenue from exchange transactions			
Sale of goods	14	262 378	349 411
Revenue from non-exchange transactions			
Transfer revenue			
Government grants & subsidies	16	54 007 273	55 130 831
Public contributions and donations	17	744 324	14 655
Interest received- Investment	15	2 153 570	2 050 654
Total revenue from non-exchange transactions		56 905 167	57 196 140
		262 378	349 411
		56 905 167	57 196 140
Total revenue	14	57 167 545	57 545 551
Expenditure			
Employee related costs	18	(17 781 409)	(15 830 480)
Remuneration of Councilors	18	(1 201 280)	(1 279 866)
Administration and management fees	19	(9 710 485)	(9 686 948)
Depreciation and amortisation	20	(3 625 932)	(2 976 666)
Lease rentals on operating lease	21	(115 025)	(115 025)
General expenses	23	(26 540 885)	(28 103 735)
Total expenditure		(58 975 016)	(57 992 720)
Operating surplus/deficit		-	-
Deficit before taxation		(1 807 471)	(447 169)
Taxation		-	-
Deficit for the year		(1 807 471)	(447 169)

The accounting policies on pages 13 to 25 and the notes on pages 26 to 48 form an integral part of the annual financial statements.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Statement of Changes in Net Assets

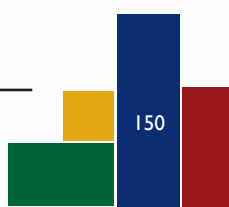
Figures in Rand	Revaluation reserve	Accumulated surplus / deficit	Total net assets
Balance at 01 April 2024	9 866 510	38 239 486	48 105 996
Changes in net assets			
Transfer to conditional grants	-	(9 862 690)	(9 862 690)
Net income (losses) recognised directly in net assets	-	(9 862 690)	(9 862 690)
Surplus for the year	-	(447 167)	(447 167)
Total recognised income and expenses for the year	-	(10 309 857)	(10 309 857)
Adjustment to opening balance - Property, Plant and Equipment	-	384 568	384 568
Total changes	-	(9 925 289)	(9 925 289)
Balance at 01 April 2025	9 866 510	28 314 197	38 180 707
Changes in net assets			
Adjustment to opening balance	-	(1 443 857)	(1 443 857)
Net income (losses) recognised directly in net assets	-	(1 443 857)	(1 443 857)
Deficit the year	-	(1 807 470)	(1 807 470)
Total recognised income and expenses for the year	-	(3 251 327)	(3 251 327)
Total changes	-	(3 251 327)	(3 251 327)
Balance at 31 March 2026	9 866 510	25 062 870	34 929 380
Note(s)	10		

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Cash Flow Statement

Figures in Rand	Note(s)	2026	2025
Cash flows from operating activities			
Receipts			
Sale of goods and services		262 378	349 412
Grants		36 905 000	34 926 850
Interest income		1 963 207	2 050 654
Cash movement on conditional grants		6 267 957	-
Donation		166 524	14 655
		45 565 066	37 341 571
Payments			
Employee costs		(18 438 556)	(16 811 564)
Suppliers		(33 064 808)	(38 411 280)
		(51 503 364)	(55 222 844)
Total receipts		45 565 066	37 341 571
Total payments		(51 503 364)	(55 222 844)
Net cash flows from operating activities	24	(5 938 298)	(17 881 273)
Cash flows from investing activities			
Purchase of property, plant and equipment	3	(2 520 614)	(8 409 331)
Net increase/(decrease) in cash and cash equivalents		(8 458 912)	(26 290 604)
Cash and cash equivalents at the beginning of the year		39 532 577	65 823 179
Cash and cash equivalents at the end of the year	9	31 073 665	39 532 575



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

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	Reference
Figures in Rand						
Statement of Financial Performance						
Revenue						
Revenue from exchange transactions						
Sale of goods	2 835 929	-	2 835 929	262 378	(2 573 551)	
Revenue from non-exchange transactions						
Transfer revenue						
Government grants & subsidies	36 705 000	-	36 705 000	54 007 273	17 302 273	
Public contributions and donations	12 000	-	12 000	744 324	732 324	
Interest - Transfer revenue	214 000	-	214 000	2 153 570	1 939 570	
Total revenue from non-exchange transactions	36 931 000	-	36 931 000	56 905 167	19 974 167	
'Total revenue from exchange transactions'	2 835 929	-	2 835 929	262 378	(2 573 551)	
'Total revenue from non-exchange transactions'	36 931 000	-	36 931 000	56 905 167	19 974 167	
Total revenue	39 766 929	-	39 766 929	57 167 545	17 400 616	
Expenditure						
Personnel	(17 218 625)	-	(17 218 625)	(17 781 409)	(562 784)	
Employee costs - Remuneration of councillors	(675 000)	-	(675 000)	(1 201 280)	(526 280)	
Administration and management fees	(5 972 491)	-	(5 972 491)	(9 710 485)	(3 737 994)	
Depreciation and amortisation	-	-	-	(3 625 932)	(3 625 932)	
Lease rentals on operating lease	(115 000)	-	(115 000)	(115 025)	(25)	
General Expenses	(15 785 813)	-	(15 785 813)	(26 540 885)	(10 755 072)	
Total expenditure	(39 766 929)	-	(39 766 929)	(58 975 016)	(19 208 087)	
	-	-	-	(1 807 471)	(1 807 471)	
Surplus before taxation	-	-	-	-	-	

Refer to note 35 for detailed explanation of variances above.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Significant Accounting Policies

Figures in Rand	Note(s)	2026	2025
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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 NMM assesses its trade receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in surplus or deficit, the NMM makes judgment as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

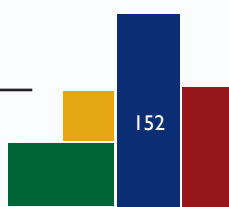
The impairment for trade receivables is calculated on a portfolio basis, based on historical loss ratios, adjusted for national and industry-specific economic conditions and other indicators present at the reporting date that correlate with defaults on the portfolio. These annual loss ratios are applied 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 2026

Significant 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 annual financial statements. Provision 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

Initial recognition

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 derecognised.

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, where the entity is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for purposes other than the production of inventories.

Items such as spare parts, standby equipment and servicing equipment are recognised when they meet the definition of property, plant and equipment, otherwise, such items are classified as inventory in accordance with GRAP 12.

Initial Measurement

Property, plant and equipment is initially measured at cost.

The cost of an item of property, plant and equipment comprises:

- The purchase price, including import duties and non-refundable taxes, after deducting trade discounts and rebates.
- Any directly attributable costs necessary to bring the asset to the location and condition required for it to operate as intended by management; and

•Replacement of components

- When a component of PPE is replaced, the cost is capitalised; and
- The carrying amount of the replaced component is derecognised.

Elements of costs.

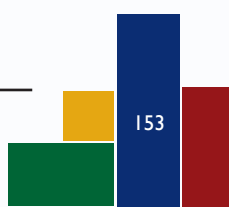
Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount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

Major inspections

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



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Significant Accounting Policies

1.5 Property, plant and equipment (continued)

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 surplus or deficit unless it is included in the carrying amount of another asset. An item of property plant and equipment is derecognised 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 surplus or deficit in the year the item is derecognised.

Assets held under right of use 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.

Impairment

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.

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

Initial recognition

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 initially recognised at cost and subsequently carried at cost less accumulated amortisation and impairment losses.

Intangible assets with finite useful lives are amortised over their useful life taking into account residual values, where appropriate. An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows or service potential. Amortisation is not provided for these intangible assets, but they are tested for impairment annually in accordance with GRAP 21, and whenever there is an indication that the asset may be impaired. For all other intangible assets amortisation is provided on a straight line basis over their useful life.

The useful lives, of the assets and, residual values and amortisation methods of intangible assets are assessed annually and may vary depending on a number of factors. Any changes in these estimates are accounted for prospectively s changes in accounting estimates in accordance with GRAP 3. In assessing useful lives, factors such as technological innovation and maintenance programmes are taken into account.

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Significant Accounting Policies

1.7 Intangible assets (continued)

Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Intangible assets are amortised 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.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows or service potential. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other intangible assets amortisation is provided on a straight-line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

1.8 Heritage assets

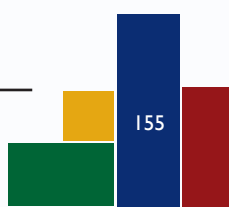
Initial Recognition

- 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.

- 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 next
- Where heritage assets are acquired through non-exchange transactions, such as donations or bequests, the cost is measured at the fair value of the asset 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.



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Significant Accounting Policies

1.8 Heritage assets (continued)

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 rebates.
- 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

b) Directly attributable costs may include :

- Cost of employee benefits, only where such costs are directly attributable to the acquisition, identification, or preparation of the heritage asset for its intended use or display, for example the initial assessment of the heritage asset.
- 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.

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:

- external sources of information and.
- internal sources of information.

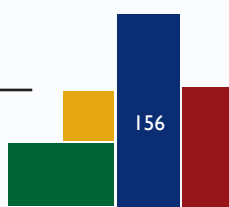
Transfers

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

Derecognition

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.



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Significant Accounting Policies

1.8 Heritage assets (continued)

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 Nelson Mandela 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.

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:

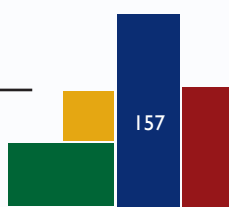
- Its value changes in response to the change in a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of prices or rates, credit rating or credit index, or other variable, provided in the case of a non-financial variable that the variable is not specific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



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Significant Accounting Policies

1.9 Financial instruments (continued)

- 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 counterpart 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
- 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;

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Significant Accounting Policies

1.9 Financial instruments (continued)

- 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

Nelson Mandela Museum 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 educational purposes. These items are expensed.

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.

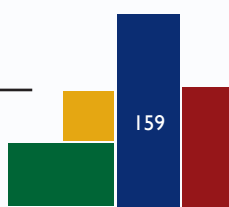
Costs of disposal are incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

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:



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Significant Accounting Policies

1.13 Impairment of cash-generating assets (continued)

- 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.

1.14 Employee benefits

Compensation of employees are

- 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 undercounted amount of short-term employee benefits expected to be paid in exchange for that service:

- as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, 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
- 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:

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

- accumulating; and
- 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.

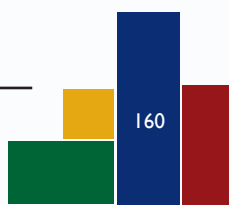
1.15 Provisions and contingencies

Contingencies are potential liabilities that might result because of a past event. The likelihood of loss or the actual amount of the loss is still uncertain. Loss contingencies are recognized when their likelihood is probable, and this loss is subject to a reasonable estimation.

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 2026

Significant 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 criterion 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 transactions.

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

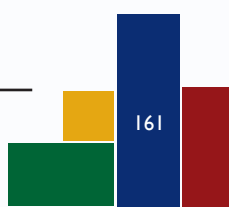
When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all the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



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Significant Accounting Policies

1.18 Revenue from non-exchange transactions

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

Control of an asset arises 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.

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.

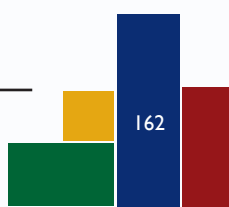
Fruitless and wasteful expenditure is accounted for in line with all relating requirements, including, but not limited to, ruling Legislation, Regulations, Frameworks, Circulars, Instruction Notes, Practice Notes, Guidelines etc (as applicable).

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.



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Significant Accounting Policies

1.21 Irregular expenditure (continued)

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):

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 year end 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.

Further to above requirements an instruction note 2022/23 was issued in December 2022 and effective from 03 January 2023. It states the following:

- Irregular expenditure previously disclosed in the annual financial statements of the budget holder and not addressed must remain in the register and recorded in the annual report of the budget holder and addressed in terms of Annexure to the instruction.
- Irregular expenditure previously disclosed in the annual financial statements of the mandated institution and not addressed must remain in the register and annual report of the mandated institution and addressed in terms of Annexure to the instruction.
- Irregular expenditure disclosed in the annual financial statements of the budget holder or mandated institution in the previous financial year must be disclosed as a comparative amount in the annual financial statements.

1.22 Budget information

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

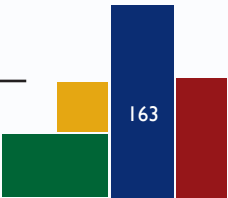
General purpose financial reporting by NMM shall provide information on whether resources were obtained and used in accordance with the legally adopted budget.

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 2025/04/01 to 2026/03/31.

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

The NMM 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 2026

Significant Accounting Policies

1.23 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 Nelson Mandela Museum or exercise significant influence over the Nelson Mandela Museum, 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 Nelson Mandela Museum in accordance with legislation, in instances where they are required to perform such functions.

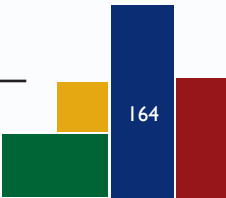
Close members of the family of a person are those family members who may be expected to influence or be influenced by that management in their dealings with the Nelson Mandela Museum. Only transactions with related parties not at arm’s length or not in the ordinary course of business are disclosed.

1.24 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 2026

Notes to the Annual Financial Statements

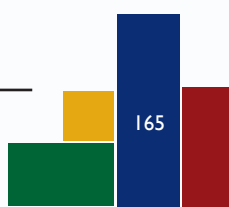
Figures in Rand	2026	2025
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2. New standards and interpretations

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:

• GRAP 1: Presentation of Financial Statements (revised)	01 April 2025
• GRAP 2: Cash Flow Statements	01 April 2023
• GRAP 3: Accounting Policies, Changes in Accounting Estimates and Errors	01 April 2023
• GRAP 9: Revenue from Exchange Transactions	01 April 2023
• GRAP 12: Inventories	01 April 2023
• GRAP 13: Leases	01 April 2023
• GRAP 14: Events after Reporting Date	01 April 2023
• GRAP 17: Property, Plant and Equipment	01 April 2023
• GRAP 19: Provisions, Contingent Liabilities and Contingent Assets	01 April 2023
• GRAP 21: Impairment of Non-Cash Generating Assets	01 April 2023
• GRAP 23: Revenue from Non-Exchange Transactions	01 April 2023
• GRAP 24: Presentation of Budget Information in Financial Statements	01 April 2023
• GRAP 25: Employee Benefits	01 April 2023
• GRAP 31: Intangible Assets	01 April 2023
• GRAP 20: Related Parties	01 April 2023
• GRAP 103: Heritage Assets (revised)	01 April 2025
• Directive 108: Statutory Receivables	01 April 2023
• GRAP 104: Financial Instruments (revised)	01 April 2025



Nelson Mandela Museum
Annual Financial Statements for the year ended 31 March 2026
Notes to the Annual Financial Statements

Figures in Rand

3. Property, plant and equipment

	2026			2025		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Buildings	23 235 081	(5 294 133)	17 940 948	20 845 226	(3 305 298)	17 539 928
Furniture and fixtures	4 498 879	(2 808 978)	1 689 901	4 498 879	(2 668 277)	1 830 602
Motor vehicles	2 549 572	(920 228)	1 629 344	2 888 186	(1 654 884)	1 233 302
Office equipment	550 565	(493 450)	57 115	537 088	(463 265)	73 823
IT equipment	5 201 024	(3 719 440)	1 481 584	5 152 057	(3 169 116)	1 982 941
Other property, plant and equipment	3 451 216	(1 877 434)	1 573 782	3 382 906	(1 642 242)	1 740 664
Total	39 486 337	(15 113 663)	24 372 674	37 304 342	(12 903 082)	24 401 260

Nelson Mandela Museum
Annual Financial Statements for the year ended 31 March 2026
Notes to the Annual Financial Statements

Figures in Rand

3. Property, plant and equipment (continued)
Reconciliation of property, plant and equipment - 2026

	Opening balance	Additions	Revaluations	Depreciation	Total
Buildings	17 539 928	2 389 855	78 558	(2 067 393)	17 940 948
Furniture and fixtures	1 830 602	-	243 045	(383 746)	1 689 901
Motor vehicles	1 233 302	577 800	-	(181 758)	1 629 344
Office equipment	73 823	13 477	13 483	(43 668)	57 115
IT equipment	1 982 941	48 967	29 930	(580 254)	1 481 584
Other property, plant and equipment	1 740 664	68 316	33 916	(269 114)	1 573 782
	24 401 260	3 098 415	398 932	(3 525 933)	24 372 674

Nelson Mandela Museum
Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements

Figures in Rand

3. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2025

	Opening balance	Additions	Revaluations	Depreciation	Total
Buildings	10 591 774	8 323 570	31 019	(1 406 435)	17 539 928
Furniture and fixtures	2 014 623	-	212 776	(396 797)	1 830 602
Motor vehicles	1 505 986	-	-	(272 684)	1 233 302
Office equipment	110 357	-	7 683	(44 217)	73 823
IT equipment	2 546 419	-	17 751	(581 229)	1 982 941
Other property, plant and equipment	1 906 506	85 761	15 458	(267 061)	1 740 664
	18 675 665	8 409 331	284 687	(2 968 423)	24 401 260

Plledged as security

None of the PPE items have been pledged as security.

Property, Plant and Equipment

Other assets is made up of library books, generator and other general assets.

Work in Progress

Property, plant and equipment 2026 and 2025

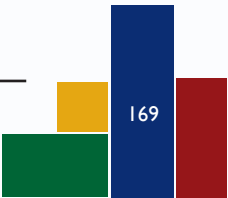
Opening balance	385 200	7 855 549
Property, plant and equipment - additions	-	385 200
Transferred to the PPE	(385 200)	(7 855 549)
	-	385 200

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements

Figures in Rand	2026	2025
3. Property, plant and equipment (continued)		
Property, plant and equipment in the process of being constructed or developed		
During 2025/26 financial a year a motor vehicle which was donated to the Museum by Mercedes Benz SA was disposed as the donation came to end.At the date of disposal, the motor vehicle was fully depreciate.		
Assets that were classified as work in progress (WIP) in the prior year, amounting to R382 500 were transferred to additions during the current year.		
Expenditure incurred to repair and maintain property, plant and equipment		
Expenditure incurred to repair and maintain property, plant and equipment included in Statement of Financial Performance		
General expenses	8 711 953	7 175 434



Nelson Mandela Museum
Annual Financial Statements for the year ended 31 March 2026
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Figures in Rand

4. Intangible assets

	2026			2025		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Intangible assets	-	-	-	300 000	(200 000)	100 000

Reconciliation of intangible assets - 2026

Intangible Assets	Opening balance 100 000	Amortisation (100 000)	Total -
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Reconciliation of intangible assets - 2025

Computer software, other	Opening balance 8 333	Revaluations 100 000	Amortisation (8 333)	Total 100 000
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Pledged as security

None of intangible assets pledged as security.

Nelson Mandela Museum
Annual Financial Statements for the year ended 31 March 2026
Notes to the Annual Financial Statements

Figures in Rand

5. Heritage assets

	2026			2025		
	Cost / Valuation	Accumulated impairment losses	Carrying value	Cost / Valuation	Accumulated impairment losses	Carrying value
Art Collections, antiquities and exhibits	10 392 669	-	10 392 669	10 392 669	-	10 392 669
Collections of rare books, manuscripts and records	153 580	-	153 580	153 580	-	153 580
Stamp collections, military insignia, medals, coin	1 724 470	(153 570)	1 570 900	1 724 470	(42 270)	1 682 200
Total	12 270 719	(153 570)	12 117 149	12 270 719	(42 270)	12 228 449

Reconciliation of heritage assets 2026

	Opening balance	Impairment losses recognised	Total
Art Collections, antiquities and exhibits	10 392 669	-	10 392 669
Collections of rare books, manuscripts and records	153 580	-	153 580
Stamp collections, military insignia, medals, coin	1 682 200	(111 300)	1 570 900
	12 228 449	(111 300)	12 117 149

Reconciliation of heritage assets 2025

	Opening balance	Impairment losses recognised	Total
Art Collections, antiquities and exhibits	10 392 669	-	10 392 669
Collections of rare books, manuscripts and records	153 580	-	153 580
Stamp collections, military insignia, medals, coin	1 724 470	(42 270)	1 682 200
	12 270 719	(42 270)	12 228 449

Nelson Mandela Museum
Annual Financial Statements for the year ended 31 March 2026
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Figures in Rand

5. Heritage assets (continued)

Heritage assets whose 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 the president of South Africa and also after he has retired.

Pledged as security

None of the intangible assets were pledged as security.

During the 2025/26, while conducting heritage asset verification, 91 items were found to be damaged and impairment amounting to R111 300 was recognised.

6. Payables from exchange transactions

Trade payables	5 257 888	5 311 042
Accrued expenses.	2 750 342	-
	8 008 230	5 311 042

7. Inventories

Consumables	82 587	154 184
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8. Receivables from non-exchange transactions

Accrued interest	190 383	-
Sundry Debtors	43 022	1 237 431
	233 405	1 237 431

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements

Figures in Rand	2026	2025
8. Receivables from non-exchange transactions (continued)		
Statutory receivables included in receivables from non-exchange transactions above are as follows:		
Opening balance	1 237 431	1 035 656
CY recoveries	(1 198 418)	(996 644)
Other receivables from non-exchange revenue	4 009	1 198 419
Accrued interest	190 383	-
	233 405	1 237 431
Total receivables from non-exchange transactions	233 405	1 237 431

Other receivables from non-exchange transactions significantly decreased due to recoveries on advance payments made in the previous year for facilities management. The Museum has a contractual obligation to pay in advance for some of the facilities management services.

The accrued interest amounting to R190 383 represents interest earned as at year-end, which was credited to the Museum's bank account subsequent to the reporting date.

9. Cash and cash equivalents

Cash on hand	45 520	3 500
Bank balances	31 028 146	39 529 077
	31 073 666	39 532 577

At year end, the Museum through donations box recorded an amount R42 020 as cash and this is reported under cash on hand and was subsequently banked on the 01 April 2026.

10. Revaluation reserve

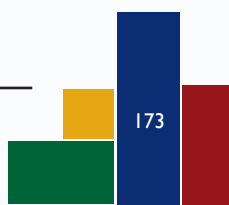
Opening balance	9 866 510	9 866 510
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In terms of GRAP 103, heritage assets were required to be revalued effectively 2015/16 financial year. In 2016/17, financial year all heritage assets were revalued to their market values. This has led to a revaluation surplus, as disclosed in the note above. Refer to note 5.

11. Accumulated surplus

	2026	2025
Balance as originally stated	28 314 197	38 239 456
Surplus/(deficit for the year)	(1 807 470)	(447 171)
Adjustment to opening balances	(1 443 857)	(9 862 690)
Adjustment of useful lives	-	384 602
	25 062 870	28 314 197

During the year, the Museum was approved to utilise interest from previous years' project funds of R1 842 799. This interest has been recognised in the statement of financial performance for the year in which it was accrued. In the current year, when the approval was granted, the accumulated surplus was used to transfer the funds to the conditional grants. Furthermore, the adjustment was made after the assessment of useful for various classes of assets.



Nelson Mandela Museum

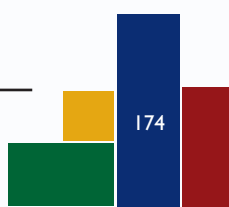
Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements

Figures in Rand	2026	2025
12. Unspent conditional grants and receipts		
Unspent conditional grants and receipts comprises of:		
Unspent conditional grants and receipts		
Qunu Development Project	720 437	3 472 300
Project ICT	163 516	163 516
Installation of burglar bars	33 083	33 083
Erection of Public Sculptures	146 219	146 219
Professional consulting services	1 601 998	6 653 357
Long Walk to Freedom Film Set	18 710 886	19 971 287
Back-Up Generator	401 987	401 987
Digital screens and branding	1 206 362	1 901 162
	22 984 488	32 742 911
Movement during the year		
Balance at the beginning of the year	32 742 911	39 030 588
Additions during the year	8 572 192	12 500 001
Income recognition during the year	(18 330 615)	(18 787 678)
	22 984 488	32 742 911
Non-current liabilities	5 612 590	5 996 781
Current liabilities	17 371 883	26 752 128
	22 984 488	32 742 911

The unspent conditional grants are all funds approved by the DSAC for the Nelson Mandela Museum to improve its infrastructure. The funds range from the maintenance of existing structures to the construction of new ones. The conditions of these grants would be basic conditions which are linked to the completion of the works. There are no other special conditions. All the grants that have not moved from the previous year to the current year are for those projects that were concluded, and NMM is awaiting approval to utilise those funds for other projects.

- 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. The project was finalised during the year.
- 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.
- Digital screens and branding- These funds were allocated for installing of digital screens and branding 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 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 2026

Notes to the Annual Financial Statements

Figures in Rand	2026	2025
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13. Provisions

Reconciliation of provisions - 2026

	Opening Balance	Additions	Utilised during the year	Total
Provision for 13th cheque	136 381	405 579	(406 767)	135 193
Provision for leave	1 276 864	1 150 545	(605 205)	1 822 204
	1 413 245	1 556 124	(1 011 972)	1 957 397

Reconciliation of provisions - 2025

	Opening Balance	Additions	Utilised during the year	Total
Provision for 13th cheque	153 027	389 048	(405 694)	136 381
Provision for leave	961 439	1 610 355	(1 294 930)	1 276 864
	1 114 466	1 999 403	(1 700 624)	1 413 245

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 provision is uncertain as the timing of when the leave will be taken is unknown and the amount.

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.

This provision is uncertain as the employer is not certain about the timing and amount of payment, as employees can resign at any time.

This provision is uncertain as the the employer in not certain about the timing and amount of payment as employees can resign anytime

14. Revenue

Sale of goods	262 378	349 411
Government grants & subsidies	54 007 273	55 130 831
Public contributions and donations	744 324	14 655
	55 013 975	55 494 897

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

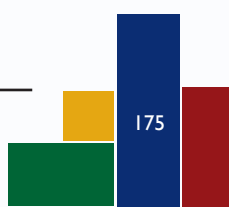
Sale of goods	262 378	349 411
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The amount included in revenue arising from non-exchange transactions is as follows:

Taxation revenue

Transfer revenue

Government grants & subsidies	54 007 273	55 130 831
Public contributions and donations	744 324	14 655
	54 751 597	55 145 486

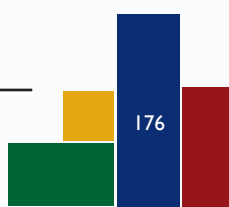


Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements

Figures in Rand	2026	2025
15. Investment revenue		
Interest revenue		
Interest - Transfer revenue 1	2 153 570	2 050 654
	-	-
	2 153 570	2 050 654
The amount included in Investment revenue arising from non-exchange transactions amounted to R2 153 570 (2025: R2 050 654).		
Investment revenue	2026	2025
Accrued interest for the year	2 614 998	4 693 960
Transferred to unspent conditional grants	(461 428)	(2 643 306)
	2 153 570	2 050 654
16. Government grants & subsidies		
Operating grants		
Government grants	54 007 273	55 130 831
Capital grants		
Government grant (capital)	17 102 273	13 286 152
	54 007 273	55 130 831
	17 102 273	13 286 152
	54 007 273	55 130 831
17. Public contributions and donations		
Public contributions and donations	744 324	14 655



Nelson Mandela Museum

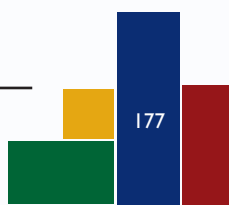
Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements

Figures in Rand	2026	2025
18. Employee related costs		
Basic	15 530 211	13 599 883
UIF	63 880	55 547
SDL	156 248	130 327
Leave pay provision charge	549 236	395 986
Defined contribution plans	954 911	1 016 748
13th Cheques	504 523	558 721
Casual labour	22 400	73 268
	17 781 409	15 830 480
Dr V Booi- Chief Executive Officer		
Annual Remuneration	1 613 812	1 561 124
Contributions to UIF, Medical and Pension Funds	18 264	17 737
	1 632 076	1 578 861
Mr M Msongelwa: Acting Chief Executive Officer		
Annual Remuneration	1 506 514	1 441 640
Acting allowance	42 625	-
Contributions to UIF, Medical and Pension Funds	17 285	16 542
	1 566 424	1 458 182
Mrs. N Dalindybo: Snr Manager Public Engagements		
Annual Remuneration	1 172 678	1 122 180
Contributions to UIF, Medical and Pension Funds	13 948	13 347
	1 186 626	1 135 527
Mr. B Mahlangu - Senior Manager Heritage		
Annual Remuneration	1 172 678	233 787
Contributions to UIF, Medical and Pension Funds	13 948	10 288
	244 075	244 075
Mr Mbedzi - Acting Snr Manager Heritage		
Annual Remuneration	-	392 602
Acting Allowance	-	403 250
Contributions to UIF, Medical and Pension Funds	-	72 789
	-	868 641
S Makhutha - Acting Chief Financial Officer)		
Annual Remuneration	814 642	-
Acting Allowance	226 665	-
UIF and SDL	5 630	-
	1 046 937	-

From September 2025 the current Chief Executive Officer is currently on suspension pending the finalisation of disciplinary process, consequently the Chief Financial Officer is acting as the Chief Executive Officer, while Finance Manager is acting as the Chief Financial Officer.

Acting period for Mr. Mbedzi was from 24 May 2022 to 31 January 2025.



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements

Figures in Rand	2026	2025
18. Employee related costs (continued)		
Remuneration of Council		
Dr S Potelwa	146 200	186 539
Dr A Nontso	105 046	127 124
Prof N Mandela	105 254	168 328
Dr N Songelwa	10 788	143 973
Mr R Vuzane	104 710	137 539
Ms. N Nkosi	99 321	109 149
Ms F Ngandi	98 870	123 261
Ms. S Dunn	36 674	-
Mr W Buckley-Koch	39 493	-
Ms. V Pretorius	27 405	-
Mr. G Ontong	27 607	-
Dr. N Khewu	28 254	-
Ms. N Siqhaza	20 686	-
Mr. D Ngema	21 576	-
Dr. J Klaas	3 808	-
Remuneration of ARC members	306 599	284 186
	1 201 280	1 279 866

The term for the previous council ended in October 2025, only 2 members were retained on the new council which started in November 2025.

19. Administrative expenditure

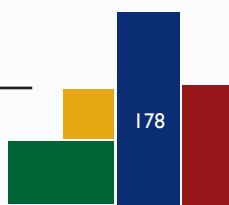
Administration and management fees - third party	9 710 485	9 686 948
	2026	2025
Bank charges	47 404	85 174
Cellular Phones	491 863	550 059
Cleaning expense	3 085 920	3 085 920
Water and Electricity	3 667 973	3 831 733
Insurance	600 672	511 787
Licenses	702 931	867 935
Internal audit fees	501 791	58 807
Staff Training	311 296	100 712
Staff Welfare	1 967	202 733
Membership and subscriptions	84 874	46 196
Telephone expenses	213 794	345 892
	9 710 485	9 686 948

Material variances are explained in note 35

20. Depreciation and amortisation

Buildings	2 067 393	1 406 435
IT Equipment	580 253	581 229
Intangible assets	100 000	833
Office Equipment	43 668	44 217
Other Property, Plant and Equipment	269 113	267 061
Motor Vehicles	181 759	272 685
Furniture and fittings	383 746	396 797
	3 625 932	2 976 666

The depreciation on buildings has increased drastically, mainly due to the recognition of WIP to assets and the procurement of new assets within the class.



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements

Figures in Rand	2026	2025
21. Lease rentals on operating lease		
Equipment		
Contractual amounts	115 025	115 025
22. Auditors' remuneration		
Fees	1 776 170	1 737 559
23. General expenses		
Advertising	1 542 714	2 588 612
Auditors remuneration	1 776 170	1 737 559
Computer expenses	-	158 825
Consulting and professional fees	3 614 721	7 026 958
Motor vehicle expenses	44 237	1 191
Fuel and oil	260 498	319 589
Printing and stationery	153 140	180 079
Repairs and maintenance	10 721 274	7 175 434
Security services	3 119 298	3 119 298
Travel - local	1 886 024	3 710 803
Exhibition Expenses	2 786 936	1 559 902
Catering and functions	359 536	202 456
Other expenses	276 337	223 950
	26 540 885	28 103 735

General expenses decreased due to less spending on travel expenses, advertising and consulting professional fees. Furthermore, the inability to generate generate to fund the operations for Qunu accommodation and conference facility had resulted in a huge decline in general expenses. .

24. Cash used in operations

Deficit	(1 807 471)	(447 169)
Adjustments for:		
Depreciation and amortisation	3 625 932	2 976 666
Movements in provisions	544 152	298 780
Asset impairment - heritage assets	111 300	-
Unspent conditional grant movements	-	(7 875 580)
Other non-cash items - donation	(577 800)	-
Changes in working capital:		
Inventories	71 597	15 568
Other receivables from non-exchange transactions	1 004 026	(201 575)
Payables from exchange transactions	2 691 191	(4 379 176)
Unspent conditional grants and receipts	(11 601 225)	(8 268 787)
	(5 938 298)	(17 881 273)

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements

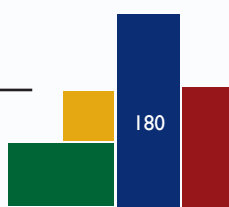
Figures in Rand	2026	2025
25. Commitments		
Authorised operational expenditure		
Already contracted for but not provided for		
• Leases	236 124	434 194
• Cleaning and Security	598 160	9 603 554
• Project management	1 208 415	5 901 811
• Other	7 684 348	7 465 978
	9 727 046	23 405 537
Not yet contracted for and authorised by members		
• Qunu condition based maintenance	3 366 071	3 266 071
Total operational commitments		
Already contracted for but not provided for	9 727 046	23 405 537
Not yet contracted for and authorised by members	3 366 071	3 266 071
	13 093 117	26 671 608

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 (expenditure)

Minimum lease payments due		
- not later than one year.	139 451	185 935
- later than one year and not later than five years;	-	139 451
	139 451	325 386

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

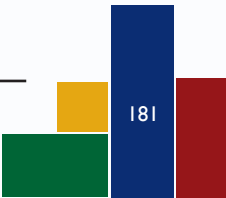


Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements

Figures in Rand	2026	2025
26. Related parties		
Relationships		
Non-executive members		The Nelson Mandela Museum Council is the Governing Accounting Authority of the Entity (refer to note 18 for details)
Controlled entities		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 1996)
Executive Management		All senior managers of the Nelson Mandela Museum are classified as Executive Management (see note 18 for details)
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 joint.
Entities under the common control of DSAC:		
National Heritage Council (NHC)		
National Arts Council (NAC)		
National Film and Video Foundation (NFVF)		
South African Heritage Resources Agency (SAHRA)		
PanSALB		
ArtsCape		
The Playhouse Company		
South African State Theatre		
Performing Arts Centre of the Free State		
The Market Theatre Foundation		
KwaZulu-Natal Museum		
Die Afrikaanse Taalmuseum & Monument		
Ditsong Museums of South Africa		
Engelenburghuis Art Collection		
Freedom Park		
Iziko Museums of South Africa		
Amazwi South African Museum of Literature		
Luthuli Museum		
uMsunduzi		
National Museum		



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements

Figures in Rand	2026	2025
26. Related parties (continued)		
South African Museum of Literature		
Robben Island Museum		
South African Heritage Resources Agency		
War Museum of the Boer Republics		
William Humphreys Art Gallery		
National Library of South Africa		
South African Library for the Blind (SALB)		
Blind SA		
Boxing South Africa		
South African Institute for Drug-Free Sport		
Compensation to members and other key management		
Short-term employee benefits	1 201 280	1 279 866

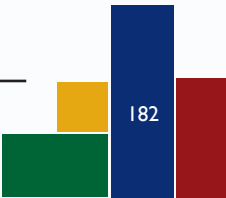
27. Change in estimate

The useful life of all the classes of Property plant and equipment was assessed in the current year. This assessment focused mainly on assets with zero values and still in use. Assets that still have values were considered to be within their correct period, and their useful lives were considered to be accurate.

These assets with zero amounts are not in the good condition, but they are currently in use due to the funds not being available to replace them. The anticipated period has been to extend the useful life of the asset by the year as it's anticipated that funds might be made available in the following year to replace these assets.

	2026	2025
Effect on statement of financial position	398 931	384 602
Effect on statement of changes in net assets	(398 931)	(384 602)
	-	-

Class	2026
Buildings	78558
Furniture and fixtures	242863
Office Equipment	13843
IT equipment	29930
Other assets	33916



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements

Figures in Rand

2026

2025

28. 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 2026	Short-Term Investments	Financial Liability at Amortised Cost	Total
Cash and Cash Equivalents	31 073 666	-	31 073 666
Trade and other payables	-	8 008 230	8 008 230
Trade and other receivables	233 405	-	233 405
	31 307 071	8 008 230	39 315 301

March 2025	Short-Term Investments	Financial Liability at Amortised Cost	Total
Cash and Cash Equivalents	39 552 577	-	39 552 577
Trade and other payables	-	(5 311 042)	(5 311 042)
Trade and other receivables	1 237 431	-	1 237 431
	40 790 008	(5 311 042)	35 478 966

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 NM M'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 2026	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	5 864 900	4 956 640	2 568 260	3 982 090	5 612 590	22 984 480
Trade and other payables	7 970 189	-	-	-	-	7 970 189
Subtotal	13 835 089	4 956 640	2 568 260	3 982 090	5 612 590	30 954 669
	13 835 089	4 956 640	2 568 260	3 982 090	5 612 590	30 954 669

March 2025	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	989 696	6 469 028	8 339 286	16 944 901	-	32 742 911
Trade and other payables	5 311 042	-	-	-	-	5 311 042
Subtotal	6 300 738	6 469 028	8 339 286	16 944 901	-	38 053 953
	6 300 738	6 469 028	8 339 286	16 944 901	-	38 053 953

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements

Figures in Rand	2026	2025
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28. Risk management (continued)

Credit risk

Credit risk consists mainly of cash deposits, cash equivalents, derivative financial instruments and trade debtors. The NMM only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party.

Market risk

Interest rate 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.

29. Going concern

The annual financial statements have been prepared on the going concern basis, based on the assumption that adequate resources will continue to be available to finance the Museum's future operations and that the realisation of assets and settlement of liabilities, commitments and obligations will occur in the ordinary course of business.

In assessing the appropriateness of the going concern basis, management considered the Museum's approved budget, expected equitable share funding from the Department, projected own-generated revenue, and the implementation of the approved Revenue Generation Strategy, which is intended to diversify and augment the entity's funding base. The budget was prepared using reasonable and supportable assumptions, taking into account historical performance, anticipated operational activities, and known funding commitments.

Management has also assessed the entity's liquidity, cash flow projections and operational requirements and has not identified any significant or material uncertainties that may cast significant doubt on the Museum's ability to continue as a going concern for the foreseeable future. Accordingly, management is satisfied that the going concern basis of accounting remains appropriate for the preparation of these annual financial statements.

30. Events after the reporting date

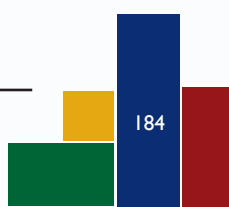
There were no events after the reporting date.

31. Fruitless and wasteful expenditure

Opening balance as previously reported	97 828	434
Add: Fruitless and wasteful expenditure identified - current	1 043	97 828
Less: Amount written off - current	-	(434)
Closing balance	98 871	97 828

The fruitless expenditure raised in the current year relates to damages on hired cars, no shows at the hotel and airports..

The fruitless expenditure written off in the previous year relates to the previous CEO, and there is no possibility of recovering it.

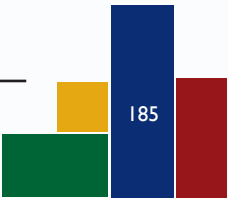


Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements

Figures in Rand	2026	2025
32. Irregular expenditure		
Opening balance as previously reported	4 952 662	5 450 835
Opening balance as restated	4 952 662	5 450 835
Add: Irregular Expenditure - current	94 367	582 987
Less: Amount condoned - current	(4 293 341)	(1 081 160)
Closing balance	753 688	4 952 662



Nelson Mandela Museum
Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements

Figures in Rand	2026	2025
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32. Irregular expenditure (continued)

Details of the irregular expenditure

During the 2025/26 financial year, the National Treasury condoned the irregular expenditure for 2023/24, amounting to R4 293 341.

During the year, an amount of R94 367[was recognised as irregular expenditure as a result of non-adherence to SCM policy.

33. Segment information

General information

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.

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.

34. Budget differences

Material differences between budget and actual amounts

Revenue	Actual	Budget	Variance %	Total
	57 167 545	(39 766 929)	30%	17 400 646

Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements

Figures in Rand	2026	2025
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34. Budget differences (continued)

Public contributions and donations R729 669: The significant increase, compared to the previous year is as a result of Toyota Quantum donated by the Eastern Cape Officer the Premier, valued to R557 300 as well as donations amounting to R122 504 from the Chinese Embassy.

Sundry income R87 033: The underperformance is primarily attributable to historical water-supply challenges in Qunu that adversely affected operations, particularly the conference and accommodation facilities.

Subsidy and government grants R16 663 373: This relates to revenue recognised from the expenditure that was incurred from the Capital budget for the current year.

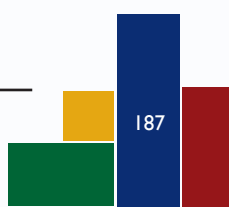
Expenditure	Actual 58 975 016	Budget (39 766 929)	Variance % 33.00 %	Total 19 208 120
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Administrative expenses R3 737 994: The significant increase in administrative expenses is attributable to increased expenses water and electricity due to expenditure recognised as results user charges paid on behalf of the Museum to DPWI by DSAC, more spending on electricity for the link sites as a result of the Museum taking full control of the sites since gazetting. Internal audit fees also increased due as they have not done much reviews in the prior year as their contract started towards the year, additional ad-hoc services allocated to the internal audit teams as well as number of planned reviews. Staff training also shows a huge increase as a result of more spending in training of Museum executive management and staff members.

Personnel costs and council remuneration R1 350 929: The increase is due to the special council meetings and the increase in basic salaries is largely due compensation of employees from the two additional sites as well as positions filled during the year.

General expenses R10 755 072: There has been significant decline on advertising expenses due to the Museum opting to use the modern technology compared to the legacy media houses as they are to reach the wide audience. There has been a huge decline in consulting fees relating to infrastructure projects as focus was more on implementation, which resulted into recognition of assets that expenditure. As a result of implementation cost containment measures, the Museum has seen a decline in travelling expenses compared to the previous year. Exhibition expenses also show an increase compared to the previous year as the Museum had developed an exhibition in the year under review. Repairs and maintenance shown a slight increase as result of continuous preventative and routine maintenance of Museum properties.

Depreciation R3 632 739: The increase is due to the additions on PPE recognised during the year, mainly under the Buildings and structures class. Furthermore, the depreciation is not budgeted for, as the allocated funds are insufficient to cover the operations and when there is a need to replace assets, the request is made to the department and it would be approved depending on availability of funds.



Nelson Mandela Museum

Annual Financial Statements for the year ended 31 March 2026

Supplementary Information

1. Donation

	2026	2025
Various donors	744 324	14 655

Various donors is made up of all donations that were received during the year of which individually were less than R1 000. An amount of R122 504 was received from Chinese Embassy and R577 300 relates to Toyota Quantum donated to Ingquza Hill Memorial site by the Office of the Premier of Eastern Cape.

