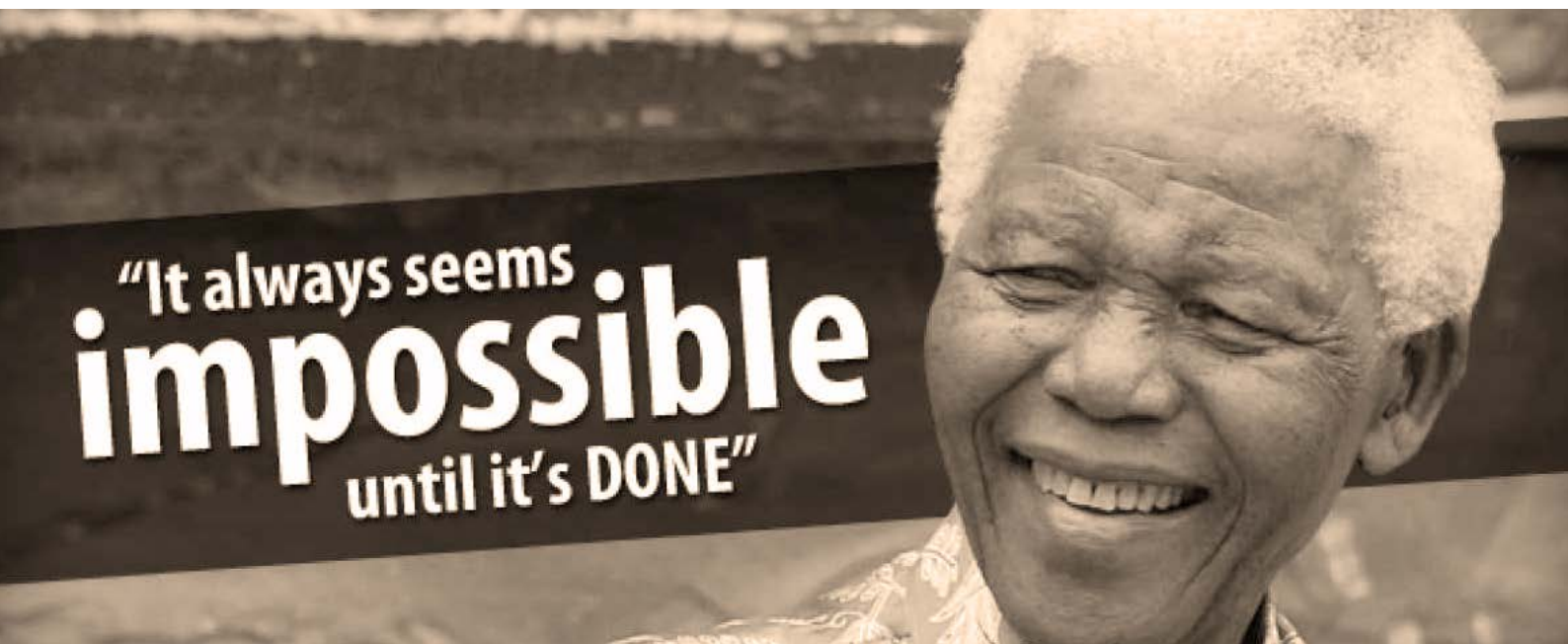


ANNUAL PERFORMANCE PLAN | 2018-2019



nhc

National Heritage Council
SOUTH AFRICA

an agency of the
Department of Arts and Culture



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The year 2018 will mark the Centenary of the first democratic President of South Africa, Dr Nelson Rolihlahla Mandela. He is one of the greatest leaders of time, that this country, continent and the world has known.

Foreword

It is my pleasure to present the 2018/19 Annual Performance Plan (APP) on behalf of the incoming Council of the National Heritage Council of South Africa (NHC).

The heritage transmitted from the past presents a legacy to future generations. It is therefore important that it is preserved and a positive legacy bequeathed to future generations. The NHC seeks to work with other stakeholders to use what has been inherited from the past to mould a better future for our nation and its people.

Our vision of A Nation Proud of its African Heritage directs us to embrace the best aspects of our past with gratitude and harness it for future generations.

The year 2018 will mark the Centenary of the first democratic President of South Africa, Dr Nelson Rolihlahla Mandela. He is one of the greatest leaders of time, that this country, continent and the world has known.

We shall celebrate his centenary not only as the people of South Africa, but also as a continent as well as the broader global community. We shall pay tribute to the contribution he made over the course of 95 years, to the struggle for freedom and cause of building humane social relations across the globe.

While celebrating Dr Mandela's legacy we will also be mindful of many sons and daughters of Africa which include heroes and heroines of our struggles for liberation, national, continental and the broader global community. In particular women such as Mama Albertina Nontsikelelo Sisulu who we admire for her courage, outstanding achievements and noble qualities as a stalwart of our struggle for liberation. She will always be remembered for her selfless service, strength, compassion and tireless commitment to the people of our country. We shall also celebrate many other women in our locals who played a huge role in supporting our struggle for liberation.

The repositioning undertaken by the previous Council is anchored on prioritisation, streamlining and realignment of the work of the NHC to ensure a sharper strategic focus. This also included a review of the funding model and resource mobilisation strategy as well as the organisational structure to improve operational efficiency and enhance the capacity to deliver on the mandate.



Dr John Mbuli
Council Chairperson

Official sign off

It is hereby certified that this Annual Performance Plan:

Was developed by the management of the National Heritage Council under the guidance of the Department of Arts and Culture;

Was prepared in line with the current Strategic Plan of the National Heritage Council;

Accurately reflects the performance targets which the National Heritage Council will endeavour to achieve given the resources made available in the budget for 2018/19.

Mr. T. Yako

Official responsible for planning

Mr. Uzwelithini Mathebula


Chief Financial Officer

Adv. Sonwabile Mancotywa

Chief Executive Officer

Dr John Mbuli

Council Chairperson

Signature: 

Signature: 

Signature: 

Signature: 

List of Abbreviations

ALHP	African Liberation Heritage Programme
APP	Annual Performance Plan
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DAC	Department of Arts and Culture
GDP	Gross Domestic Product
IT	Information Technology
IP	Intellectual Property
LHR	Liberation Heritage Route
MEXCO	Management Executive Committee
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NHC	National Heritage Council
NLDTF	National Lotteries Distribution Trust Fund
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PMO	Project Management Office
RLHR	Resistance and Liberation Heritage Route
SAHRA	South African Heritage Resources Agency
SWOT	Strength, Weaknesses, Opportunities and Threats
UNESCO	United Nations Education, Scientific and Cultural Organisation



Vision

A Nation Proud of its African Heritage.



Mission

Through development, promotion and preservation of heritage for sustainable development and transformation; we will know that we are achieving this when South Africans experience the following:

- They are knowledgeable about heritage;
- Have access to their heritage;
- Benefit from heritage;
- Utilise heritage in their lives; and
- Behave in a way that demonstrates their pride in heritage



Core Values

Within Ubuntu philosophy, the following values will guide the programmes, actions and behaviours of Council Members and employees of the NHC and all those who are acting in its name:

- Batho Pele;
- Integrity;
- Professionalism;
- Equity; and
- Creativity

Part A: Strategic Overview

Heritage is the foundation of our lives, conscience, aspirations and pride. It points to our existence and being as a nation



Adv. Sonwabile Mancotywa
Chief Executive Officer

1. CEO's Overview

Heritage is the foundation of our lives, conscience, aspirations and pride. It points to our existence and being as a nation. The diversity and uniqueness of our heritage is the strength on which we build our nationhood.

The rich and varied cultural heritage has a profound power to build our nation to become a more socially cohesive nation.

This 2018/19 Annual Performance Plan (APP) is an outcome of an extensive Council led and internally consultative planning process in pursuit of the NHC vision of building A nation proud of its African heritage.

The Council reviewed the historical performance of the NHC against emerging challenges, chief among which is the constrained economic environment which had an impact on the NHC resource base.

The NHC is undergoing repositioning in terms of implementation of its mandate and reorganising the organisational structure, this is to ensure that the organisation is resilient in meeting its obligations and fulfilling its mandate going forward. The core business of the NHC has been reorganised along four strategic pillars namely: Living Heritage Promotion, Policy, Planning and Knowledge Management; Heritage Development and the Liberation Heritage Route.

We have continued to strengthen our governance and administrative systems. We wish to build on the unbroken record of achieving twelve consecutive unqualified audit opinions since the establishment of the NHC. We are striving to attain a clean audit opinion and have identified the few remaining gaps preventing us from that, which we are closing.

Following the Cabinet approval in August 2015, the NHC will undertake further strides in the implementation of the LHR with the next important phase being the setting up of the Project Management Office (PMO) to steer the work of this project.

The NHC will continue with the LHR World Heritage listing agenda in the upcoming period. It will pay special attention to developing the amplified dossier and Integrated Management Plans, Accelerate Public

Awareness and the Information Dissemination Programme to support the amplified serial nomination dossier for World Listing.

The results of the Impact study undertaken in 2016/17-18 will also inform the work of the NHC going forward based on areas where we make most impact and where there are gaps.

The NHC 2018/19 APP is aligned with the Ministerial priorities, particularly the following:

- Nation building and social cohesion
- Focus on Africa
- Liberation Heritage Route
- Promotion of languages
- Arts and Cultural Development (Mzansi Golden Economy)
- Promotion of Community Arts
- Libraries

The NHC will also be gearing itself to contribute to the ongoing changes and transformation of the sector led by the DAC through the Revised White Paper.

The NHC will increase partnerships and collaboration with other institutions to maximise impact and counter the effect of shrinking resources against the growing needs of the heritage sector.



Adv. Sonwabile Mancotywa
Chief Executive Officer

2. Updated Situational Analysis

2.1. Performance delivery environment

The approval of the LHR by Cabinet and establishment of the PMO will present opportunities for potential investment and development of sites. These will contribute to job creation and poverty alleviation in the communities around the sites. Liberation and national heritage is to be defined and the communities will be educated about liberation as well as national heritage.

The ongoing Policy Review will give direction to the sector in terms of role clarification, elimination of duplication and consolidation of the various entities. The review of the White paper could present an opportunity for further growth of the organisation.

The NHC is faced with an increased demand for partnerships, support of community heritage programmes, projects and events as well as presentations to various stakeholder fora. The limited resources have impacted on the NHC's ability to match the demand for its products and services.

In the year ahead the NHC intends to work more closely with its partners and stakeholders in collaborative efforts and partnerships to achieve the targets set out in this APP.

The NHC cannot solely depend on the DAC grant to pursue and fulfil its mandate. It has initiated a fundraising and resource mobilisation strategy to leverage on its strong brand and networks. The review of funding criteria by the NLDTF which exclude public entities like the NHC from qualifying for funding presents a challenge given the limited funding received from the government grant and the disproportionately high demand for funding and support from the heritage sector and public at large.

2.2. Organisational environment

The NHC Organisational structure has undergone review in order to align and respond to the Repositioning Agenda led by the Council.

4. OVERVIEW OF 2018 - 2021 BUDGET AND MTEF ESTIMATES

	Audited Outcome			Revised estimate	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term estimate			Average growth rate (%)	Expenditure/total: Average (%)
	2014/15	2015/16	2016/17				2017/18	2014/15-2017/18	2018/19		
Administration	36,049	33,860	31,762	32,870	-3.0%	53.9%	34,056	35,209	37,162	4.2%	48.8%
Business development	21,885	28,352	31,888	34,067	15.9%	46.1%	36,009	37,025	39,117	4.7%	51.2%
Total expense	57,934	62,212	63,650	66,937	4.9%	100.0%	70,065	72,234	76,279	4.5%	100.0%

4.1. Relating expenditure trends to strategic outcome oriented goals

The above budget will contribute towards achieving the strategic objectives and desired Strategic outcome orientated goals as outlined in the Medium Term Strategic Framework as follows:

1	2	3	4	5	6
An internationally recognised heritage organisation on the African Continent.	Mainstreaming of Liberation Heritage.	Increased knowledge and awareness about South Africa's heritage by South Africa's citizens.	The leading institution on intangible heritage in South Africa and support for tangible heritage.	Social Cohesion and nation building.	An effective, efficient and sustainable institution.

The Council continues to provide leadership, support, and strategic monitoring of the implementation of the strategy and APP.

In the SWOT and PESTEL analyses the following were noted about the NHC:

ISSUE	SWOT	PESTEL
• Digital developments and broadcast developments to reach wider audiences	O	T
• Understanding of Intellectual Property	O/T	P/L
• Policy review – will clarify mandate and roles	S/O	P
• Policy review taking too long	T	P/L
• Elimination of fragmentation emanating from Policy Review to increase cohesion of sector	O	P/L
• Possible amalgamation is creating anxiety	T	P/L
• Target audience is increasingly on the youth side – but we are not geared technologically to reach this audience	W	T
• Started a technological base we can build on for future work	S	T
• Have not appropriately responded to the challenge of unemployment in the country	W	S/P
• Employment creation opportunities in tourism	O	E
• Heritage potential for economic development	O	S
• Heritage seen as an underperforming sector	T	P/S
• Greater economic relevance of sector	O	E
• Heritage not seen as a contributor to repairing historical fault lines	T	P
• Heritage is a contested space for example 'Rhodes Must Fall' campaign and the negative backlash from some quarters	O/T	S/P
• Global resurgence of racism and ethnocentrism	T	P/S
• Nation building has been on auto pilot for too long	W/T	P/S
• No figures to measure social cohesion	O	P/S/L
• Local youth exchange programmes	O	S
• Compliance orientation and easy targets	W	L
• Bias towards political heritage	W	P/S
• Heritage Fridays to increase staff awareness	O	P/S/L
• Doing too many things	W	L
• Insufficient follow ups on good suggestions made	W	L
• Need to go beyond getting good audits and say what impact should be achieved	O	P/L
• Affirming everything African	O	P/S
• Becoming a visible learning organization	O	T
• Shrinking fiscus	T	E/P
• Budget limitations mean that NHC is not visible in small communities	W	P/E

In the 2018/19 financial year, the NHC will strive to leverage on its strengths and opportunities while endeavouring to limit the impact of weaknesses and potential threats. Among others, ongoing environmental scanning, risk management and periodic reviews will enable the organisation to make the necessary adjustments to stay on course and achieve its targets in the year ahead and the medium term.

3. Policy and legislative Review

The DAC initiated a review of the White Paper on Arts and Culture in 2013. The process is still in progress and there are no envisaged legislative and/or mandate changes in the 2018/19 financial year pending the finalisation of the Policy Review.

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ORLANDO WEST
SOWETO

Part B: PROGRAMME AND SUB PROGRAMME PLANS

Part B: Programme and sub programme plans

5. Programme Summary

Vision	Mission	Prog No.	Programme Name	Programme Aim	Sub Programme
A nation proud of its African heritage	Through development, promotion and preservation of heritage for sustainable development and transformation	1.	Administration	To provide strategic leadership and enable the NHC performance through the delivery of support services.	Office of the CEO
					Company Secretariat
					Corporate Services
		2.	Heritage Promotion	To meet NHC customer expectations through the delivery of NHC products and services	Living Heritage promotion
Policy, Planning and Knowledge Management					
Liberation Heritage Route					
					Heritage Development

6. Programme 1: Administration

The aim of the programme is to provide strategic leadership and enable the NHC performance through the delivery of support services.

The programme is made up of the following sub programmes: Office of the CEO, Marketing and Communications, Company Secretariat and Corporate Services.

6. 1. Programme 1: Strategic objectives and annual targets

	Strategic Objective		Baseline		Expected Performance Levels		Annual Targets	Medium-term targets (MTEF)		Responsible Unit
			2015-16	2016-17	2017-18		2018-19	2019-20	2020-21	
1.1	Provide Strategic Management Services	a.	Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved		Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved	Strategic Management
1.2	Promote the NHC and its programmes	a.	1x Heritage information booklet	2x Heritage Magazine and 1x Heritage information booklet published.	2x Heritage Magazine and 1x Heritage information booklet published.		Heritage Magazine published (2x issues of 5000 copies each).	Heritage Magazine published (2x issues of 5000 copies each).	Heritage Magazine published (2x issues of 5000 copies each).	Communications & Stakeholder Management
		b.	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	12x planned media engagements conducted (media coordination for projects e.g. briefings)		12x planned media engagements conducted (media coordination for projects e.g. briefings)	12x planned media engagements conducted (media coordination for projects e.g. briefings)	12x planned media engagements conducted (media coordination for projects e.g. briefings)	Communications & Stakeholder Management
		c.	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures	10 multimedia awareness campaigns conducted about key NHC projects		10 multimedia awareness campaigns conducted about key NHC projects	10 multimedia awareness campaigns conducted about key NHC projects	10 multimedia awareness campaigns conducted about key NHC projects	Communications & Stakeholder Management
1.3	Development of a highly capable organisational personnel	a.	15 training and developmental courses provided to employees	80% implementation of the approved Annual Training Plan on critical skills	80% implementation of the approved Annual Training Plan on critical skills		80% implementation of the approved Annual Training Plan on critical skills	80% implementation of the approved Annual Training Plan on critical skills	80% implementation of the approved Annual Training Plan on critical skills	Corporate Services
		b.	10 out of 14 managers retained	80% staff retention of staff in funded posts	85% staff retention of staff in funded posts		85% staff retention of staff in funded posts	90% staff retention of staff in funded posts	95% staff retention of staff in funded posts	Corporate Services
		c.	1 initiative to promote employee wellness implemented	2 initiatives to promote employee wellness implemented	3 initiatives to promote employee wellness implemented		4 initiatives to promote employee wellness implemented	4 initiatives to promote employee wellness implemented	4 initiatives to promote employee wellness implemented	Corporate Services
1.4	Financial and procurement support provided	a.	Unqualified Audit Outcome	Unqualified Audit Outcome	Unqualified Audit Outcome achieved		Unqualified Audit outcome achieved	Clean Audit outcome achieved	Clean Audit outcome achieved	Corporate Services
1.5	Provide ICT support	a.	IT client satisfaction survey rating achieved (60%) (New)	IT client satisfaction survey rating achieved (65%) (New)	IT client satisfaction survey rating achieved (70%)		IT client satisfaction survey rating achieved (75%)	IT client satisfaction survey rating achieved (80%)	IT client satisfaction survey rating achieved (85%)	Corporate Services
		b.	Local Area Network availability (95%) (New)	Local Area Network availability (95%)	Local Area Network availability (95%)		Local Area Network availability (95%)	Local Area Network availability (95%)	Local Area Network availability (95%)	Corporate Services
		c.	No target	Disaster Recovery & Business Continuity reviewed and tested.	Disaster Recovery & Business Continuity Plan approved and tested.		Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.	Corporate Services

6.2. Programme 1: Performance indicators and annual targets for 2018/19

	Strategic Objective		Indicator	3 Year Target	Baseline		Expected Performance Levels	Annual Targets	Medium-term targets (MTEF)	
					2015-16	2016-17			2017-18	2018-19
1.1	Provide Strategic Management Services.	a.	Dates by which compliance documents (APP, Quarterly Reports and Annual Report) are submitted to the DAC.	Organisation wide adherence to compliance dates achieved.	Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved
1.2	Promote the NHC and its programmes.	a.	Number of heritage publications produced.	6x issues of Heritage Magazine published.	2x Heritage Magazine and 1x Heritage information booklet published.	2x Heritage Magazine and 1x Heritage information booklet published.	Heritage Magazine produced (2x issues of 5000 copies each).	Heritage Magazine produced (2x issues of 5000 copies each).	Heritage Magazine produced (2x issues of 5000 copies each).	Heritage Magazine produced (2x issues of 5000 copies each).
		b.	Number of planned media engagements conducted.	36x Media engagements conducted (media coordination for projects e.g. briefings).	4x Media engagements conducted (media coordination for projects e.g. briefings).	12x Media engagements conducted (media coordination for projects e.g. briefings).	12x planned Media engagements conducted (media coordination for projects e.g. briefings).	12x planned Media engagements conducted (media coordination for projects e.g. briefings).	12x planned Media engagements conducted (media coordination for projects e.g. briefings).	12x planned Media engagements conducted (media coordination for projects e.g. briefings).
		c.	Number of multi-media campaigns conducted about key NHC projects.	30 multimedia awareness campaigns conducted about NHC key projects.	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures.	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures.	10 multimedia awareness campaigns conducted about key NHC projects.	10 multimedia awareness campaigns conducted about key NHC projects.	10 multimedia awareness campaigns conducted about key NHC projects.	10 multimedia awareness campaigns conducted about key NHC projects.
1.3	Development of a highly capable organisational personnel.	a.	Level of implementation of the Approved Annual Training Plan in critical skills.	80% implementation of the approved Annual Training Plan in critical skills.	50% of staff trained	80% implementation of the approved Annual Training Plan on critical skills.	80% implementation of the approved Annual Training Plan on critical skills.	80% implementation of the approved Annual Training Plan on critical skills.	80% implementation of the approved Annual Training Plan on critical skills.	80% implementation of the approved Annual Training Plan on critical skills.
		b.	Number of staff retained in funded positions.	95% staff retention in funded posts.	95% retention of staff in funded posts.	80% staff retention of staff in funded posts.	85% staff retention of staff in funded posts.	85% staff retention of staff in funded posts.	90% staff retention of staff in funded posts.	95% staff retention of staff in funded posts.
		c.	Number of initiatives to promote employee wellness.	12 initiatives to promote employee wellness implemented.	1 initiative to promote employee wellness.	2 initiatives to promote employee wellness implemented.	3 initiatives to promote employee wellness implemented.	4 initiatives to promote employee wellness implemented.	4 initiatives to promote employee wellness implemented.	4 initiatives to promote employee wellness implemented.
1.4	Financial and procurement support provided.	a.	Audit opinion (Clean).	Clean Audit Opinion Outcome.	Unqualified Audit Opinion Outcome.	Unqualified Audit Opinion Outcome.	Unqualified Audit outcome achieved.	Unqualified Audit outcome achieved.	Clean Audit outcome achieved.	Clean Audit outcome achieved.
1.5	Provide ICT support.	a.	Level of IT client satisfaction survey rating achieved (%).	IT client satisfaction survey rating achieved (85%).	IT client satisfaction survey rating achieved (60%) (New).	IT client satisfaction survey rating achieved (65%) (New).	IT client satisfaction survey rating achieved (70%).	IT client satisfaction survey rating achieved (75%).	IT client satisfaction survey rating achieved (80%).	IT client satisfaction survey rating achieved (85%).
		b.	Level of Local Area Network availability (%).	Local Area Network availability (95%).	Local Area Network availability (95%) (New).	Local Area Network availability (95%).	Local Area Network availability (95%).	Local Area Network availability (95%).	Local Area Network availability (95%).	Local Area Network availability (95%).
		c.	Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan reviewed, approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.

(Footnotes)

6.3. Programme 1: Strategic Goals, Objectives, Indicators and Annual Targets

Strategic Outcome Oriented Goals	No.	Strategic Objective	Indicator	Medium-term targets			
				2018-19	2019-20	2020-21	
An effective, efficient and sustainable institution.	1.1	a.	Provide Strategic Management Services.	Dates by which compliance documents (APP, Quarterly Reports and Annual Report) are submitted to the DAC.	Organisation wide adherence to compliance dates implemented	Organisation wide adherence to compliance dates implemented	Organisation wide adherence to compliance dates implemented
An effective, efficient and sustainable institution.	1.2	a.	Promote the NHC and its programmes.	Number of heritage publications produced.	Heritage Magazine produced (2x issues of 5000 copies each).	Heritage Magazine produced (2x issues of 5000 copies each).	Heritage Magazine produced (2x issues of 5000 copies each).
		b.		Number of planned media engagements conducted.	12x planned Media engagements conducted (media coordination for projects e.g. briefings).	12x planned Media engagements conducted (media coordination for projects e.g. briefings).	12x planned Media engagements conducted (media coordination for projects e.g. briefings).
		c.		Number of multi-media campaigns conducted about key NHC projects	10 multimedia awareness campaigns conducted about key NHC projects	10 multimedia awareness campaigns conducted about key NHC projects.	10 multimedia awareness campaigns conducted about key NHC projects.
An effective, efficient and sustainable institution.	1.3	a.	Development of highly capable organisational personnel.	Level of implementation of the Approved Annual Training Plan in critical skills.	80% implementation of the approved Annual Training Plan on critical skills.	80% implementation of the approved Annual Training Plan on critical skills.	80% implementation of the approved Annual Training Plan on critical skills.
		b.		Number of staff retained in funded positions.	85% staff retention of staff in funded posts.	85% staff retention of staff in funded posts.	90% staff retention of staff in funded posts.
		c.		Number of initiatives to promote employee wellness.	3 initiatives to promote employee wellness implemented.	4 initiatives to promote employee wellness implemented.	4 initiatives to promote employee wellness implemented.
An effective, efficient and sustainable institution.	1.4	a.	Financial and procurement support provided.	Audit opinion (Unqualified)/ (Clean).	Unqualified Audit outcome achieved.	Clean Audit outcome achieved.	Clean Audit outcome achieved.
An effective, efficient and sustainable institution.	1.5	a.	Provide ICT support.	IT client satisfaction survey rating achieved (%).	IT client satisfaction survey rating achieved (75%).	IT client satisfaction survey rating achieved (80%).	IT client satisfaction survey rating achieved (85%).
		b.		Local Area Network availability (%).	Local Area Network availability (95%).	Local Area Network availability (95%).	Local Area Network availability (95%).
		c.		Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.

6. 4. Programme 1: Quarterly Targets for 2018/19

		Indicator	Annual Targets	Reporting Frequency	Quarterly Targets				Means of verification
					2018-19	Q1	Q2	Q3	
1.1	a.	Dates by which compliance documents (APP, Quarterly Reports and Annual Report) are submitted to the DAC.	Organisation wide adherence to compliance dates achieved	Quarterly	2017/18 Q4 Report & AFS submitted.	Q1 Report and 2017/18 Annual Report submitted.	Q2 Report submitted.	Q3 Report and 2019/20 APP submitted.	Signed receipts and e-mails.
1.2	a.	Number of heritage publications produced.	Heritage Magazine produced (2x issues of 5000 copies each).	Bi-annually	No target set.	5000 copies of Heritage Magazine produced.	No target set.	5000 copies of Heritage Magazine produced.	Heritage Magazine hard & soft copy.
	b.	Number of planned media engagements conducted.	12 x Media engagements conducted (media coordination for projects e.g. briefings).	Quarterly	3x planned media engagements conducted.	4x planned media engagements conducted.	3x planned media engagements conducted.	2x planned media engagements conducted.	Media Reports.
	c.	Number of multi-media campaigns conducted about key NHC projects.	10 multimedia awareness campaigns conducted about key NHC projects.	Monthly	3x multimedia awareness campaigns conducted.	3x multimedia awareness campaigns conducted.	2x multimedia awareness campaigns conducted.	2x multimedia awareness campaigns conducted.	Multimedia management report.
1.3	a.	Level of implementation of the Approved Annual Training Plan in critical skills.	100% implementation of the approved Annual Training Plan on critical skills.	Quarterly	No target set	No target set	No target set	80% implementation of the approved Annual Training Plan on critical skills.	Approved Annual Training Plan on critical skills, Quarterly Training Reports and Certificates/Attendance Registers.
	b.	Level of staff retained in funded positions	85% staff retention in funded positions.	Quarterly	No target set.	No target set.	No target set.	85% staff retention in funded posts.	Quarterly Staff Complement Listing.
	c.	Number of initiatives to promote employee wellness.	3 initiatives to promote employee wellness implemented.	Quarterly	No target set.	1 initiative to promote employee wellness implemented.	1 initiative to promote employee wellness implemented.	1 initiative to promote employee wellness implemented.	Employee Wellness Report.
1.4	a.	Unqualified audit opinion (Clean) achieved.	Unqualified audit opinion achieved.	Annually	No target set	Unqualified audit opinion achieved	No target set	No target set	Auditor General's Report
1.5	a.	IT Client Satisfaction Survey rating achieved (%)	IT client satisfaction survey rating achieved (75%)	Annually	No target set	No target set	No target set	IT client satisfaction survey 75% rating achieved	IT Client Satisfaction Survey Report
	b.	Level of Local Area Network availability (%)	Local Area Network availability (95%)	Quarterly	95% network availability achieved	95% network availability achieved	95% network availability achieved	95% network availability achieved	IT Monthly Reports
	c.	Disaster Recovery & Business Continuity Plan approved and tested	Disaster Recovery & Business Continuity Plan approved and tested	Quarterly	No target set	No target set	Disaster Recovery & Business Continuity approved	Disaster Recovery & Business Continuity tested	Approved Disaster Recovery & Business Continuity Plan and Test Report

7. Programme 2: Heritage Promotion

The aim of the heritage Promotion programme is to meet NHC customer expectations through the delivery of NHC products and services.

The programme is made up of the following sub – programmes: Living Heritage promotion, Policy, Planning and Knowledge Management, Heritage Development and the Resistance and Liberation Heritage Route

7.1. Programme 2: Strategic objectives and annual targets

	Strategic Objective		Baseline		Expected Performance Levels		Annual Targets	Medium-term targets (MTEF)		Responsible Unit
			2015-16	2016-17	2017-18		2018-19	2019-20	2020-21	
2.1	To intensify the promotion of living heritage through collaborations and stakeholder engagements nationally and internationally.	a.	0 exchange programme participated in per year.	1 exchange programme participated in per year.	1 exchange programme participated in per year.		1 exchange programme participated in per year.	1 exchange programme participated in per year.	2 exchange programmes participated in per year.	Living Heritage
		b.	1 world heritage project that the NHC participates in annually.	1 world heritage project that the NHC participates in annually.	1 international multilateral engagement annually.		1 international multilateral engagement annually.	2 international multilateral engagements annually.	2 international multilateral engagements annually.	RLHR
		c.	9 Cultural Expressions hosted and supported.	1 cultural expression hosted and supported.	3 Cultural Expressions supported		3 Cultural Expressions supported	3 Cultural Expressions supported	3 Cultural Expressions supported	Living Heritage
		d.	9 nation building initiatives implemented and funded.	3 nation building initiatives implemented and funded.	3 nation building initiatives implemented and funded.		3 nation building initiatives implemented and funded.	3 nation building initiatives implemented and funded.	3 nation building initiatives implemented and funded.	Living Heritage
2.2	To develop a national planning, policy development and research capability that will create an enabling environment for the advancement and promotion of National Heritage content.	a.	2 knowledge partnerships implemented.	2 knowledge partnerships implemented.	2 knowledge production partnerships implemented.		2 knowledge production partnerships implemented.	2 knowledge production partnerships implemented.	2 knowledge production partnerships implemented.	RLHR
		b.	0 publication produced per year.	1 publication produced per year.	1 publication produced per year.		1 publication produced per year.	1 publication produced per year.	1 publication produced per year.	Policy, Planning and Knowledge Management
		c.	4 Position Papers produced per year.	2 Position Papers produced per year.	2 Position Papers produced per year.		2 Position Papers produced per year.	2 Position Papers produced per year.	2 Position Papers produced per year.	Policy, Planning and Knowledge Management
		d.	No target.	31-Mar-16.	Two journal articles contributed.		Two journal articles contributed.	Two journal articles contributed.	Two journal articles contributed.	Policy, Planning and Knowledge Management
		e.	2 heritage education initiatives supported.	2 heritage education initiatives supported.	1 heritage education initiative supported.		1 heritage education initiative supported.	1 heritage education initiative supported.	1 heritage education initiative supported.	Policy, Planning and Knowledge Management
		f.	No target set	Heritage Impact study initiated	Heritage Impact study initiated.		Heritage Impact Study concluded.	No target set	No target set.	Policy, Planning and Knowledge Management
2.3	To build a network of strategic partnerships to strengthen and integrate heritage development by extending the influence of the NHC and leveraging the resources through partnerships.	a.	0 community heritage projects supported and funded.	20 community heritage projects supported and funded.	21 community heritage projects supported and funded.		23 community heritage projects supported and funded.	25 community heritage projects supported and funded.	30 community heritage projects supported and funded.	Heritage Development
		b.	5.74% additional funds raised outside the DAC grant.	2% additional funds raised outside the DAC grant.	2% additional funds raised outside the DAC grant.		2% additional funds raised outside the DAC grant.	2% additional funds raised outside the DAC grant.	2% additional funds raised outside the DAC grant.	Heritage Development

	Strategic Objective		Baseline		Expected Performance Levels		Annual Targets	Medium-term targets (MTEF)		Responsible Unit
			2015-16	2016-17				2017-18	2018-19	
2.4	To coordinate the management of the Liberation Heritage Route, the African Liberation. Heritage Programme and national input in the world heritage agenda by promoting the influence of the South African heritage globally.	a.	2 commemorative events supported.	2 commemorative events supported.	2 Commemorative events supported.		2 Commemorative events supported.	3 Commemorative events supported.	3 Commemorative events supported.	RLHR
		b.	2 repatriations supported.	2 repatriations supported.	3 repatriations supported.		3 repatriations supported.	3 repatriations supported.	4 repatriations supported.	RLHR
		c.	3 presentations made to different stakeholders.	4 presentations made to different stakeholders.	5 presentations made to different stakeholders.		5 presentations made to different stakeholders.	5 presentations made to different stakeholders.	5 presentations made to different stakeholders.	RLHR
		d.	1 submission.	1 submission.	2 submissions on the African Liberation Heritage Programme.		2 submissions on the African Liberation Heritage Programme.	2 submissions on the African Liberation Heritage Programme.	2 submissions on the African Liberation Heritage Programme.	RLHR
		e.	2 sites submitted for declaration and 1 assisted with management plan, MOA with RIM, develop consolidated dossier	Production of Dossier	1 milestone achieved		1 milestone achieved	1 milestone achieved	1 milestone achieved	RLHR

7.2. Programme 2: Programme performance indicators and annual targets

	Strategic Objective	Indicator	3 Year Target	Baseline		Expected Performance Levels	Annual Targets	Medium-term targets (MTEF)			
				2015-16		2016-17	2017-18	2018-19	2019-20	2020-21	
2.1	To intensify the promotion of the living heritage through collaborations and stakeholder engagements nationally and globally.	a.	Number of exchange programmes participated in per annum.	6 exchange programmes participated in.		1 exchange programme participated in per year.	1 exchange programme participated in per year.	1 exchange programme participated in per year.	1 exchange programme participated in per year.	2 exchange programmes participated in per year.	
		b.	Number of international multilateral engagements per annum.	7 international multilateral engagements.		1 world heritage project that the NHC participates in annually.	1 international multilateral engagement annually.	1 international multilateral engagement annually.	2 international multilateral engagements annually.	2 international multilateral engagements annually.	
		c.	Number of community based cultural expressions implemented or supported.	9 cultural expressions hosted and supported.		1 cultural expression hosted and supported.	1 cultural expression hosted and supported.	3 Cultural Expressions supported.	3 Cultural Expressions supported.	3 Cultural Expressions supported.	3 Cultural Expressions supported.
		d.	Number of nation building initiatives implemented and funded.	9 nation building initiatives implemented and funded.		9 nation building initiatives implemented and funded.	3 nation building initiatives implemented and funded.	3 nation building initiatives implemented and funded.	3 nation building initiatives implemented and funded.	3 nation building initiatives implemented and funded.	3 nation building initiatives implemented and funded.
2.2	To develop a national planning, policy development and research capability that will create an enabling environment for the advancement and promotion of National Heritage content.	a.	Number of knowledge production partnerships implemented per annum.	6 knowledge production partnerships implemented.		2 knowledge partnerships implemented.	2 knowledge production partnerships implemented.	2 knowledge production partnerships implemented.	2 knowledge production partnerships implemented.	2 knowledge production partnerships implemented.	
		b.	Number of research products produced per annum.	3 publications produced.		1 publication produced per year.	1 publication produced per year.	1 publication produced per year.	1 publication produced per year.	1 publication produced per year.	
		c.	Number of policy position papers produced per year.	6 Position Papers produced.		2 Position Papers produced per year.	2 Position Papers produced per year.	2 Position Papers produced per year.	2 Position Papers produced per year.	2 Position Papers produced per year.	
		d.	Number of heritage journal articles contributed per annum.	6 journal articles contributed.		No target.	31-Mar-16.	2 journal articles contributed.	2 journal articles contributed.	2 journal articles contributed.	2 journal articles contributed
		e.	Number of heritage education initiatives supported	3 heritage education initiative supported		2 heritage education initiatives supported	2 heritage education initiatives supported	1 heritage education initiative supported	1 heritage education initiative supported	1 heritage education initiative supported	1 heritage education initiative supported

7.2. Programme 2: Programme performance indicators and annual targets (Continues)

Strategic Objective	Indicator	3 Year Target	Baseline	Expected Performance Levels			Annual Targets	Medium-term targets (MTEF)	
			2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	
	f. Number of Heritage Impact Studies concluded	1 Heritage Impact Study concluded	No target set	Heritage Impact study initiated	Heritage Impact study initiated.	1 Heritage Impact Study concluded.	No target set	No target set.	
2.3 To build a network of strategic partnerships to strengthen and integrate heritage development by extending the influence of the NHC and leveraging the resources through partnerships to the NHC.	a. Number of community heritage projects supported and funded.	80 community heritage projects supported and funded.	0 community heritage projects supported and funded.	20 community heritage projects supported and funded.	21 community heritage projects supported and funded.	23 community heritage projects supported and funded.	25 community heritage projects supported and funded.	30 community heritage projects supported and funded.	
	b. Level of funds raised outside the DAC Grant.	2% additional funds raised outside the DAC grant.	5.74% additional funds raised outside the DAC grant.	2% additional funds raised outside the DAC grant.	2% additional funds raised outside the DAC grant.	2% additional funds raised outside the DAC grant.	2% additional funds raised outside the DAC grant.	2% additional funds raised outside the DAC grant.	
2.4 To coordinate the management of the Liberation Heritage Route, the African Liberation Heritage Programme and national input in the world heritage agenda by promoting the influence of the South African heritage globally.	a. Number of commemorative events supported.	8 Commemorative events supported.	2 commemorative events supported.	2 commemorative events supported.	2 Commemorative events supported.	2 Commemorative events supported.	3 Commemorative events supported	3 Commemorative events supported	
	b. Number of repatriations supported	11 repatriations supported	2 repatriations supported	2 repatriations supported	3 repatriations supported	3 repatriations supported	3 repatriations supported	4 repatriations supported	
	c. Number of presentations on LHR made to different stakeholders	15 presentations made to different stakeholders.	3 presentations made to different stakeholders.	4 presentations made to different stakeholders.	5 presentations made to different stakeholders.	5 presentations made to different stakeholders.	5 presentations made to different stakeholders.	5 presentations made to different stakeholders.	
	d. Number of submissions on the African Liberation Heritage Programme	6 submissions on the African Liberation Heritage Programme	1 submission	1 submission	2 submissions on the African Liberation Heritage Programme	2 submissions on the African Liberation Heritage Programme	2 submissions on the African Liberation Heritage Programme	2 submissions on the African Liberation Heritage Programme	
	e. Number of milestones achieved in the World Heritage Listing Programme	3 milestones achieved	2 sites submitted for declaration and 1 assisted with management plan, MOA with RIM, develop consolidated dossier	Production of Dossier	1 milestone achieved	1 milestone achieved	1 milestone achieved	1 milestone achieved	

7.3. Programme 2: Strategic Goals, Objectives, Indicators and Annual Targets

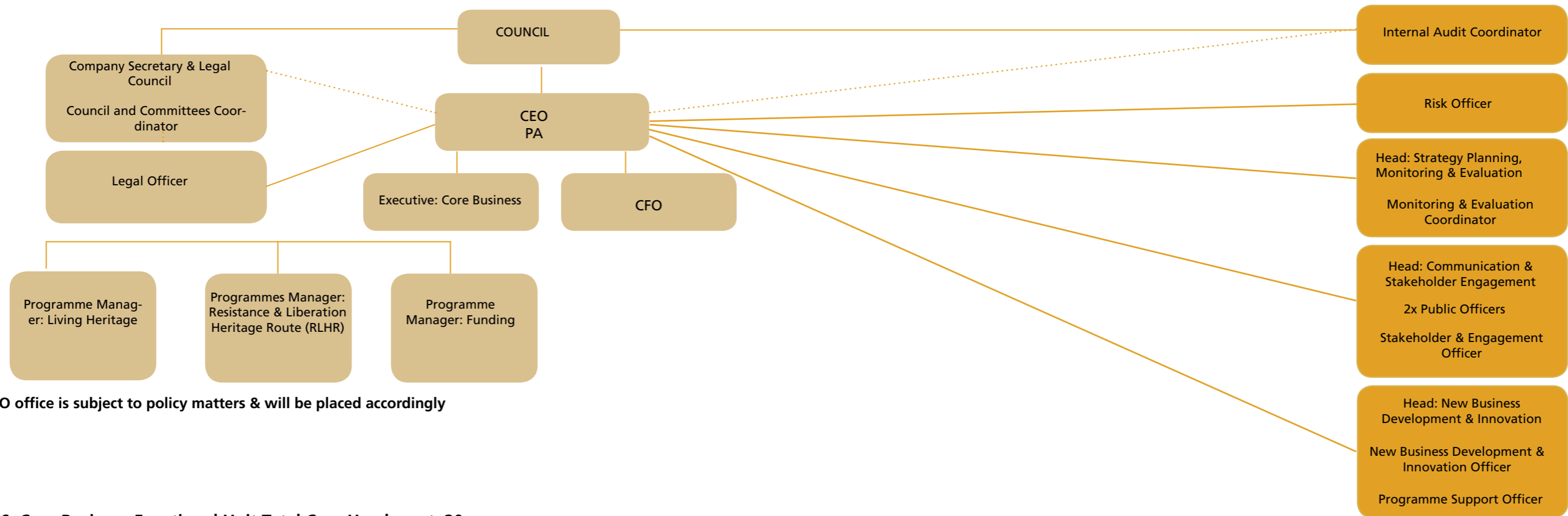
Strategic Outcome Oriented Goals	No.	Strategic Objective	Indicator	Medium-term targets		
				2018-19	2019-20	2020-21
An internationally recognised heritage organisation on the African Continent.	2.1	To intensify the promotion of the living heritage through collaborations and stakeholder engagements nationally and globally.	Number of exchange programmes participated in per annum	1 exchange programme participated in per year	1 exchange programme participated in per year	2 exchange programme participated in per year
Number of international multilateral engagements per annum			1 international multilateral engagement annually	2 international multilateral engagements annually	2 international multilateral engagements annually	
Number of community based cultural expressions implemented or supported.			3 Cultural Expressions supported	3 Cultural Expressions supported	3 Cultural Expressions supported	
Number of nation building initiatives implemented and funded.			3 nation building initiatives implemented and funded	3 nation building initiatives implemented and funded	3 nation building initiatives implemented and funded	
The leading institution on intangible heritage in South Africa and support for tangible heritage.	2.2	To develop a national planning, policy development and research capability that will create an enabling environment for the advancement and promotion of National Heritage content	Number of knowledge production partnerships implemented per annum	2 knowledge production partnerships implemented	2 knowledge production partnerships implemented	2 knowledge production partnerships implemented
Number of research products produced per annum			1 publication produced	1 publication produced	1 publication produced	
Number of policy position papers produced per year			2 Position Papers produced per year	2 Position Papers produced per year	2 Position Papers produced per year	
Number of heritage journal articles contributed per annum			Two journal articles contributed	Two journal articles contributed	Two journal articles contributed	
Number of heritage education initiatives supported			1 heritage education initiative supported	1 heritage education initiative supported	1 heritage education initiative supported	
Number of Heritage Impact studies concluded.			1 heritage impact study concluded	No target set	No target set	
The leading institution on intangible heritage in South Africa and support for tangible heritage	2.3	To build a network of strategic partnerships to strengthen and integrate heritage development by extending the influence of the NHC and leveraging the resources through partnerships to the NHC	Number of community heritage projects supported and funded	23 community heritage projects supported and funded	25 community heritage projects supported and funded	30 community heritage projects supported and funded
An effective, efficient and sustainable institution.			Level of funds raised outside the DAC Grant	2% additional funds raised outside the DAC grant	2% additional funds raised outside the DAC grant	2% additional funds raised outside the DAC grant
Mainstreaming of Liberation Heritage.	2.4	To coordinate the management of the Liberation Heritage Route, the African Liberation Heritage Programme and national input in the world heritage agenda by promoting the influence of the South African heritage globally.	Number of commemorative events supported	2 Commemorative events supported	2 Commemorative events supported	3 Commemorative events supported
Number of repatriations supported			3 repatriations supported	3 repatriations supported	4 repatriations supported	
Number of presentations on LHR made to different stakeholders.			5 presentations made to different stakeholders.	5 presentations made to different stakeholders.	5 presentations made to different stakeholders.	
Number of submissions on the African Liberation Heritage Programme			2 submissions on the African Liberation Heritage Programme	2 submissions on the African Liberation Heritage Programme	2 submissions on the African Liberation Heritage Programme	
Number of milestones achieved in the World Heritage Listing Programme			1 milestone achieved	1 milestone achieved	1 milestone achieved	

7. 4. Programme 2: Quarterly targets for 2018/19

	Indicator	Annual Targets	Reporting Frequency	Quarterly Targets					Means of verification	
				2018-19	Q1	Q2	Q3	Q4		
2.1	a.	Number of exchange programmes participated in per annum	1 exchange programme participated in per year	Quarterly	Planned exchange programme approved		Participated in 1 exchange programme	No target set.	No target set.	Progress Reports
	b.	Number of international multilateral engagements per annum	1 international multilateral engagement annually	Quarterly	Draft international multilateral engagement Plan produced		Multilateral Engagement Plan approved by MEXCO.	1 international multilateral engagement implemented	No target set	Approved Multilateral Engagement Plan and Multilateral Engagement Reports
	c.	Number of community based cultural expressions implemented or supported.	3 Cultural Expressions supported	Annually	No target set.		Prospective cultural expressions to be supported approved	3 cultural expressions supported	No target set.	Report
	d.	Number of nation building initiatives implemented and funded.	3 nation building initiatives implemented and funded	Annually	Prospective partners on nation building initiatives identified and engaged		1 nation building initiatives implemented and funded	2 nation building initiatives implemented and funded	No target set	Reports
2.2	a.	Number of knowledge production partnerships implemented per annum	2 knowledge production partnerships implemented	Annually	No target set.		Engagement Report on Negotiations with identified partners approved	1 knowledge production partnership implemented	1 knowledge production partnership implemented	Correspondence, minutes, agreement if applicable.
	b.	Number of research products produced per annum	1 publication produced	Annually	No target set		No target set	1 publication produced	No target set	Actual Publication and Council Minutes of meeting approving the publication
	c.	Number of policy position papers produced per year	2 Position Papers produced per year	Annually	Topics for the position papers approved by Council		No target set.	2 Position Papers drafted	2 Position Papers produced	Actual Position Papers and Council Minutes
	d.	Number of heritage journal articles contributed per annum	2 journal articles contributed	Quarterly	No target set		1 draft journal article produced	1 journal draft article produced	2 journal articles contributed	Approved journal articles and Council Minutes
	e.	Number of heritage education initiatives supported	1 heritage education initiative supported	Annually	No target set.		No target set.	1 heritage education initiative supported	No target set.	Reports and Council Minutes
	f.	Number of Heritage Impact Studies concluded.	1 Heritage Impact Study Concluded		No target set.		No target set.	No target set.	Heritage Impact Study Concluded	Impact Study Report
2.3	a.	Number of community heritage projects supported and funded	23 community heritage projects supported and funded	Quarterly	No target set		23 incoming projects contracted	No target set.	21 community heritage projects funded	Adjudication Report & signed contracts
	b.	Level of funds raised outside the DAC Grant (%)	2% additional funds raised outside the DAC grant	Quarterly	3 Proposals for funding submitted to potential funders		No target set.	No target set.	2% additional funds raised outside the DAC grant	Funding Proposals; correspondence; Financial Statements
2.4	a.	Number of commemorative events supported	2 Commemorative events supported	Annually	2 Concepts for Commemorative Events approved by MEXCO.		1 commemorative event supported	1 commemorative event supported	No target set	Approved Concept Documents and Event Reports
	b.	Number of repatriations supported	3 repatriations supported	Annually	No target set.		No target set.	1 repatriation supported	2 repatriations supported	Repatriation Reports
	c.	Number of presentations on LHR made to different stakeholders	5 presentations	Quarterly	1 Presentation made on liberation heritage		1 Presentation made on liberation heritage	1 Presentation made on liberation heritage	2 Presentations made on liberation heritage	Copies of presentations and correspondence
	d.	Number of submissions on the African Liberation Heritage Programme	2 submissions on the African Liberation Heritage Programme	Quarterly	1 Draft Submission on the African Liberation Heritage Programme Produced		1 Submission on the African Liberation Heritage Programme approved	1 Draft Submission on the African Liberation Heritage Programme Produced	1 Submission on the African Liberation Heritage Programme approved by MEXCO.	Submissions on the African Liberation Heritage Programme
	e.	Number of milestones achieved in the World Heritage Listing Programme	Submission of final amplified Nomination Dossier to DAC	Quarterly	Stakeholder Engagement Plan approved by MEXCO		No target set.	Amplified Dossier submitted to DAC for quality assurance	Submission of final amplified Nomination Dossier to DAC	Engagement Report, Copies of the Management Plans, Submission to DAC

8. NHC ORGANISATIONAL STRUCTURE

Top level, Support & New Business Development organisational structure Total Headcount: 21



NB: PMO office is subject to policy matters & will be placed accordingly

Figure 6: Core Business Functional Unit Total Core Headcount: 20

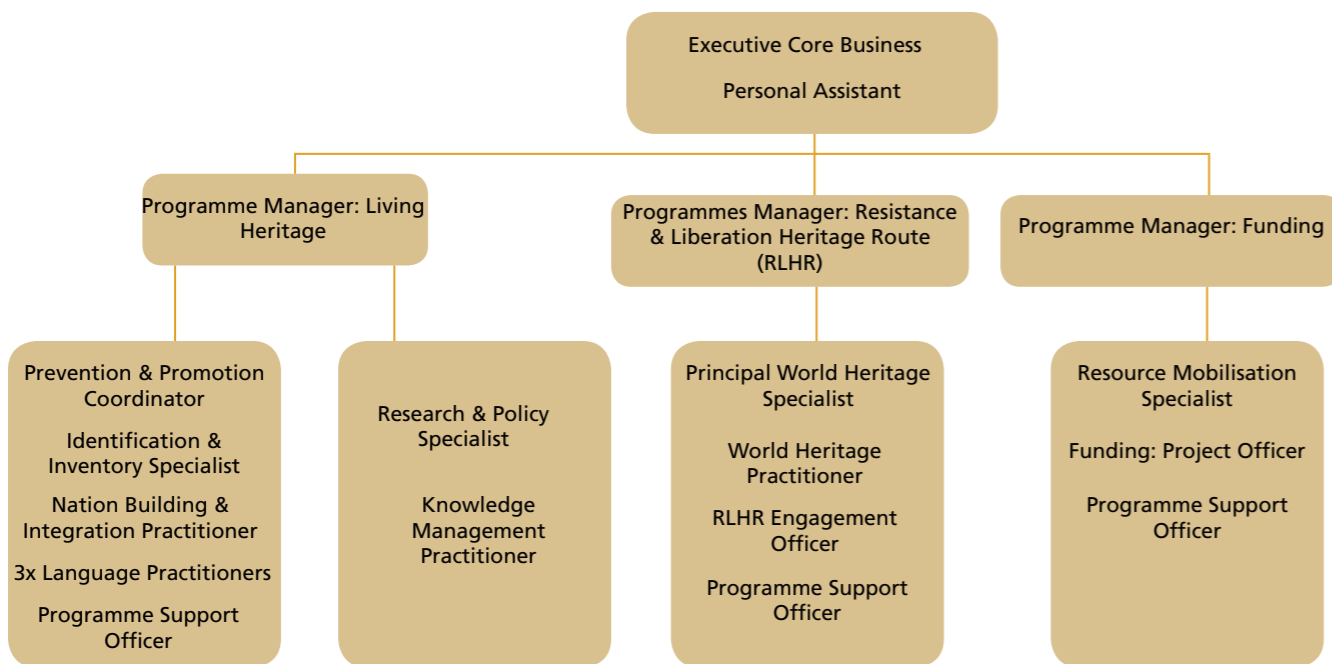
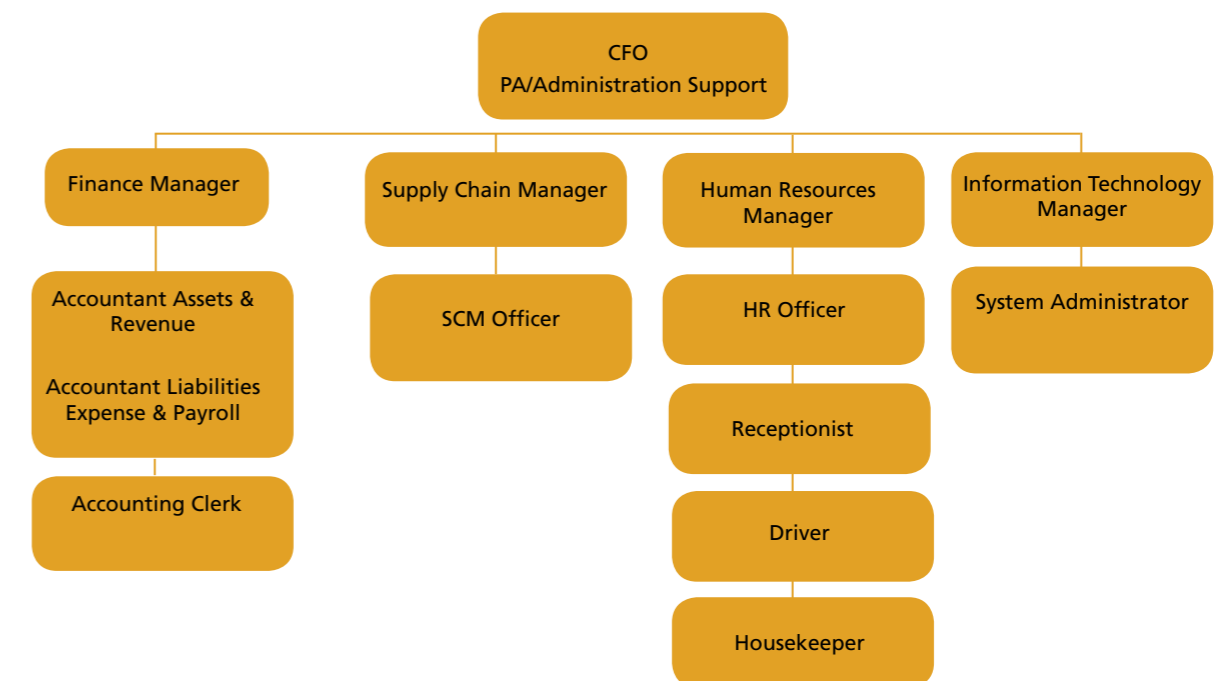


Figure 7: Corporate Services Functional Unit Total Headcount: 14





Part C: LINKS TO OTHER PLANS

9. Links to the long-term infrastructure and other capital plans

Not applicable.

10. Conditional grants

Not applicable.

11. Public entities

Not applicable.

12. Public-private partnerships

Not applicable.

13. ANNEXURES

- MATERIALITY AND SIGNIFICANT FRAMEWORK
- RISK MANAGEMENT PLAN
- AUDIT IMPROVEMENT PLAN
- COUNCIL CHARTER
- TECHNICAL INDICATOR DESCRIPTORS

A. NHC MATERIALITY AND SIGNIFICANT FRAMEWORK

	Framework		Resulting figures for 2018/19	Underlying principles
Material for Section 55 – Disclosure, in the Annual Report, of: <ul style="list-style-type: none"> Losses due to criminal conduct Irregular expenditure Fruitless and wasteful expenditure 	<p><u>Quantitative:</u></p> <p>Capital Expenditure: 10% of the capital expenditure budget line item</p> <p>Other expenditure: 10% of the related operating expenditure budget line item</p>		Depends on the related expenditure budget line item	<ul style="list-style-type: none"> Each loss due to criminal conduct, irregular expenditure or fruitless and wasteful expenditure, as identified, will be evaluated in context of the expense category to which it relates to determine whether it qualifies for disclosure in the Annual Report as required by Section 55.
	<p>The materiality levels above are subject to <u>a minimum of R1 million</u>.</p> <p><u>Qualitative:</u></p> <p>Over and above the financial considerations of materiality, any losses due to criminal conduct are considered to be material by nature, irrespective of the quantum thereof.</p> <p>It is, therefore important to note that the quantitative measures of materiality will only apply to irregular expenditure and fruitless and wasteful expenditure, whereas the qualitative measure will apply to losses due to criminal conduct.</p>			<ul style="list-style-type: none"> In line with good business practice, as well as the requirements of the Act, the NHC is committed to the prevention, detection of and taking appropriate action on all irregular expenditure, fruitless and wasteful expenditure, losses resulting from criminal conduct and expenditure not complying with the operational policies of the NHC (Sec 51(1)(b)(ii)). <p>To this end the NHC's systems and processes are designed and continually reviewed to ensure the prevention and detection of all such expenditure, irrespective the size thereof.</p>
Significant for Section 54 – Information and approval by the Minister of "Qualifying transactions", i.e.: <ul style="list-style-type: none"> participation in a significant partnership, trust, unincorporated joint venture or similar arrangement; acquisition or disposal of a significant shareholding in an organisation; acquisition or disposal of a significant asset; commencement or cessation of a significant business activity; and a significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement. 	<p><u>Quantitative:</u></p> <p>Qualifying transactions of an operational nature,</p> <ul style="list-style-type: none"> 15% of Total Assets <p>Qualifying transactions of a strategic nature.</p> <ul style="list-style-type: none"> 10% of equity <p>Regardless of the monetary value thereof, all direct equity investments:</p> <ul style="list-style-type: none"> greater than 20% require formal information to the Executive Authority; or greater than 50% require approval by the Executive Authority. <p><u>Qualitative:</u></p> <p>A qualifying transaction may also be considered significant based on considerations other than financial when, in the opinion of the Council, it is considered to be significant for the application of Section 54. The decision on which non-financial issues may be considered at any time requires careful judgement at a strategic level, and should therefore rest with the Council as the representative body of the stakeholders. As an example, the Council may consider a qualifying transaction as significant when it could impact significantly on a decision or action by the Minister.</p>			<ul style="list-style-type: none"> The PFMA is not intended to affect the autonomy of the NHC, but its stated objectives are to ensure transparency, accountability and sound management of revenue, expenditure, assets and liabilities of the institutions to which the Act applies. Therefore, the legislature could not have intended for the public entities to report and seek approval on matters of a daily basis; The business of the NHC is conducted within the framework of the mandate, objects and powers contained in the NHC Act, as well as the business and financial direction set out in the APP; The NHC also has defined accountability and approval structures from the Council, as the stakeholder representative, to the CEO and management; The responsibility for day-to-day management of the NHC vests in line management through a clearly defined organisational structure and through formally delegated authorities.

B. RISK MANAGEMENT PLAN

Strategic Objective	Unit	Risk Description		Risk Background	Control
Provide Strategic Management Services	Strategic Management Unit	Under-achievement of strategic milestones		Under-achievement levels of pre-determined objectives and targets will result in adverse audit outcome on Performance Information	Quarterly Performance Assessment Reports. All reports will be verified and quality assured by MEXCO, Internal Audit and Audit & Risk Committee. MEXCO to verify performance information on a Monthly basis
Promote the NHC and its programmes	Marketing and Communication	Reputational Damage		Communication/action/inaction by the NHC or its staff or Council Members doesn't meet the legitimate expectations of partners, the public and other stakeholders in terms of timeliness and accuracy.	Enforcement of NHC Communication Policy which includes awareness training for Council Members and staff. Integration of the Communication Policy into partnership agreements.
Provide legal services to the NHC	Company Secretariat	Inadequate compliance and response to governance, regulatory compliance, litigation and legal imperatives		Overriding of and non-adherence to internal policies, applicable laws, governance and compliance imperatives.	Relevant approved policies and procedures in place. Company Secretary and CFO jointly enforce the policies and procedures.
Development of a highly capable organisational personnel	HR	Poor organisational performance and high staff turnover		Inadequate development and retention of staff	Targeted heritage related development programmes including heritage specific qualifications. Implementation of the staff retention policy.
Financial Management	Finance	Over/underspending of the approved budget		Failure to spend as per the approved budget may lead to surrender of surpluses to National Treasury and over expenditure may lead to Unauthorised expenditure	Enforce NHC financial policies, Treasury prescripts and the PFMA. Monthly monitoring of performance; expenditure and cash flow management
Provide ICT support	Finance	Failure of ICT infrastructure		The NHC seeks to provide ICT infrastructure to its employees to fuel productivity. Where by hardware is kept up to date and operational and robust backup and recovery systems have been tested and are working.	Conduct regular back-ups of all computers and ensure that the back-ups are working. Ensure that computer hardware and software is updated according to the users specification. Implement back up power systems for individual workstations. Maintain the current UPS for the server.
Implemented exchange programmes per year	Heritage	Failure by international partners to meet foundational partnership requirements on time to launch an international exchange programme.		The NHC seeks to establish international student, professional and other suitable exchange programmes. The difficulty is that it has taken excessively long periods of time to establish viable Memoranda of understanding with identified prospective partners.	Partnering with local tertiary institutions. Detailed planning including identifying political uncertainties and major calendar events that could affect the participation of the identified prospective partners. Clarifying the package and incentives for the identified prospective partners.
International multilateral engagements	LHR	Disapproval of the LHR Nomination Dossier by the Africa Group. Failure to		The NHC seeks to establish communication channels with the countries that are linked firstly with the South African liberation struggle and African liberation. The principal aim being to lobby support to gain the inscription of nominated South African liberation heritage sites by UNESCO.	Establish sustainable communication channels with the African Group in connection with the liberation heritage.
Research outputs produced	Heritage	Failure to compile a research master plan and source a distribution channel		Historically the NHC has not had a formal master plan for research, also no distribution channels for the research outputs. The challenge is to have a targeted research plan and predetermined dissemination channels.	NHC to arrange favourable intellectual property rights with the researchers. NHC to arrange compliant and commercial publishing model and rearrange its existing budgets between publishing and research.
Heritage articles contributed to accredited journal	Heritage	The failure to publish articles in accredited journals		The NHC seeks to initiate, develop and contribute academic articles to accredited journals. Failure to submit compliant articles on time may result in failure to publish	Develop and implement a detailed project plan and secure skilled scholars. List research master plan.

C. AUDIT IMPLEMENTATION PLAN

Arts & Culture

		Select
Audit Opinion	Unqualified	Yes
Audit Issues	Qualification	No
	Emphasis of matter	No

Audit Findings Action Plan Monitoring Tool

NATIONAL HERITAGE COUNCIL OF SOUTH AFRICA - 2016/2017

Audit Findings	Description	Action Plan Description	Start Date	Completion Date	Person Responsible			Position	Progress	Narrative
					Title	First Name	Surname			
		* Describe activities in point form to address issue (use lower case):		* Select planned start and completion dates:		* Select title and enter name (use lower case):		* Select position:	*Select progress of activity:	*Enter any pertinent comments:
HR	Acting Allowance paid in excess of policy (It was discovered, during the testing of employee costs, that the percentage applied in determining the acting allowance for employees appointed to acting positions was 30%, which is in excess of the percentage provided for in the HR Policy)	1 The cause of the incorrect rate applied was due to change in policy, and because there had already been staff members that were in acting positions at the time of the review of the policy, it was resolved that the staff members not be disadvantaged by decreasing their acting allowances. The old policy rate was 30% which is the one currently applied. Funds paid in excess not will be recovered from the affected staff members. Thus HR Policies will be amended from 15% to 30% being the status quo.	1-Aug-17	30-Sep-17	Ms	Neliswa	Bam	HR Manager	100% - Task complete	Reviewed HR Policies approved by Council on 24 Nov 2017
	Medical Allowance paid in excess or remuneration package (It was discovered during the audit of employee costs, that the medical aid benefit rate paid to the employees was not documented in the HR Policy)	2 HR Policies will be to reflect the status quo.	1-Aug-17	30-Sep-17	Ms	Neliswa	Bam	HR Manager	100% - Task complete	Reviewed HR Policies approved by Council on 24 Nov 2017
Prepayments and advances		* Describe activities in point form to address issue (use lower case):		* Select planned start and completion dates:		* Select title and enter name (use lower case):		* Select position:	*Select progress of activity:	*Enter any pertinent comments:
	Inaccurate recording of prepayments and advances (It was discovered, during the testing of prepayments and advances that amounts relating to prepayments made were accounted for at incorrect amounts of R11,234).	3 Accrued interest was audited in detail in the prior year and no exception was raised. Management is of the view that some level of uniformity ought to be place. Thus AFS were not amended. The difference was treated as unadjusted immaterial difference.	1-Aug-17	30-Sep-17	Mr	Uzwelithini	Mathebula	CFO	100% - Task complete	Resolved

C. AUDIT IMPLEMENTATION PLAN (Continues)

		* Describe activities in point form to address issue (use lower case):	* Select planned start and completion dates:		* Select title and enter name (use lower case):			* Select position:	*Select progress of activity:	*Enter any pertinent comments:	
Administrative Matters	Nondisclosure of the reporting requirements of National Treasury Instruction No. 2 of 2016/17 (As per the National Treasury Instruction No. 02 of 2016/2017 Cost Containment Measures paragraph 8.1 : Accounting officers and accounting authorities must, in the annual report of their respective institutions, report the following information separately in respect of each conference or event hosted)	4	A declaration was inserted accordingly to indicate that no conference or events were hosted by the NHC posts 1 November 2016. Thus an annual report was amended.	1-Aug-17	31-Aug-17	Mr	Tembile	Yako	EM	100% - Task complete	Resolved
	No formally approved Standard Operating Procedures in place for the management of performance information	5	Standard operating procedures will be presented at MEXCO for consideration and approval.	1-Aug-17	30-Sep-17	Mr	Tembile	Yako	EM	100% - Task complete	Resolved. SOPs approved by MEXCO.
	No audit evidence kept of the date on which the bidders were uploaded on the website	6	Management will ensure that evidence is obtained of the date on which all the names of the prospective suppliers who bided for the advertised bid are uploaded onto the NHC website from our website maintenance service provider and file the document as audit evidence of compliance with the instruction note.	1-Aug-17	31-Mar-18	Ms	Zimbini	Mtimde	Acting SCM Manager	100% - Task complete	Resolved. A Checklist has been updated to ensure that full adherence to SCM prescripts.

D.

NHC COUNCIL CHARTER

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nhc
National Heritage Council
SOUTH AFRICA
an agency of the
Department of Arts and Culture

CONSTITUTION AND INTRODUCTION

The National Heritage Council (“NHC”) is a juristic entity established in terms of Section 3 of the National Heritage Council Act No. 11 of 1999, as amended (“the Act”).

The Minister of Arts and Culture (“the Minister”) has, in terms of Section 5(1) (a) of the Act, appointed members of the public of the Republic of South Africa into the Council of the NHC (“the Council”) to manage the affairs of the NHC, in terms of the Act and regulations made in terms of the Act, from time to time, and in accordance with good corporate governance principles. Nine (9) members are appointed by the MEC’s of all the Provinces responsible for arts and culture in terms of Section 5(1) (b) and the rest are members by virtue of their being Chairpersons of certain declared cultural institutions in terms of Section 5(1)(c) of the Act.

The Council is ultimately accountable and responsible to its stakeholders¹ for the performance and affairs of NHC. The Council must therefore retain full and effective control over the organisation and must give strategic direction to the management of NHC. The Council is also responsible for ensuring compliance with all relevant laws, regulations and codes.

In addition, the Council has a responsibility to the broader stakeholders which include the present and potential beneficiaries of NHC products and services, clients and employees, to achieve continuing success and prosperity for the organisation.

MEMBERSHIP

The constitution of the Council is determined by the Act, in consultation with the Department of Arts and Culture.

- 2.1 The Council shall comprise not less than 14 and not more than 27 members or such other number as the Minister may from time to time determine.
- 2.2 A member of Council shall not hold office in any political party or organisation.
- 2.3 If the Chairperson is absent from a meeting of the Council, the Vice-chairperson shall preside at that meeting. Should both be absent, the members present shall elect one of their members to preside at that meeting.
- 2.4 The role of the Chairperson will be separate from the role of the Chief Executive Officer (CEO).
- 2.5 The Councillors shall be individuals of calibre and credibility and have the necessary skills and experience.
- 2.6 The appointment, rotation, resignation and removal of Councillors shall be made in terms of the Act, in consultation with the Minister. A staggered rotation of Councillors shall take place. Council members will be formally appointed for a period of three years and may be available for re-election.
- 2.7 The Council shall consider whether its size, diversity and demographics make it effective.
- 2.8 The Minister has a right to remove any member from the Council if that member has been absent from 3 (three) consecutive Council meetings without sufficient reasons or on the recommendation of the Council, for reasons of incompetence, misconduct or incapacity.
- 2.9 It is the prerogative of the Minister to dissolve the Council. However such will be done on reasonable grounds.

² Stakeholder can be defined as a person (legal or natural) with an interest (direct or indirect) in the NHC and/or conversely whom the NHC has an interest in.

MEETINGS AND PROCEEDINGS

- 3.1 The Council will meet at least four times a year. Additional meetings will be held as and when necessary. Disclosure of the number of Council and committee meetings held in the year and attendance of each Councillor will be recorded in the Annual Report.
- 3.2 A quorum for the Council meetings will be a majority of Councillors. A meeting may be conducted by way of electronic media such as video or telephone conferencing which shall enable all members necessary to form a quorum to participate simultaneously.
- 3.3 Decisions will be made by majority of votes, and in case of an equality of votes the Chairperson of the meeting shall have a second or casting vote.
- 3.4 Minutes of all Council meetings shall record the proceedings and decisions taken, the details of which shall remain confidential.
- 3.5 Council papers will be delivered to members seven days before the meeting so as to ensure that they are properly briefed prior to the meeting.
- 3.6 A record shall be kept of the attendance of Councillors at Council meetings.
- 3.7 Unless varied by this Charter, meetings and proceedings of the Council shall be governed by the Act.
- 3.8 Each Council meeting shall include at least the following matters:
 - .1.1 Reports on:
 - strategic matters, as deemed appropriate;
 - matters of material or potential material impact, positive or negative;
 - strategic initiatives and progress in relation thereto;
 - significant risks.
 - 3.8.2 Documents requesting approval of:
 - minutes of previous meetings;
 - any matters requiring specific approval by the Council.
 - 3.8.3 Reports by:
 - Chief Executive Officer;
 - Audit and Risk Committee
 - Other Committees of Council
 - Such other reports as may be agreed upon from time to time.
 - 3.8.4 Council Committees documentation which includes:
 - reports from and/or response to questions by the Chairperson;
 - all minutes of Council Meetings tabled for information.
 - 3.8.5 Governance matters of a general or of an ad-hoc nature.

ATTENDANCE AT MEETINGS

- 4.1 Professional advisors, Heads of Units, officers or members of staff whose input may be required, may be invited to the meetings, at the discretion of the Chairperson.
- 4.2 The Chairperson shall excuse from the meeting or from any item on the agenda any of the attendees at a meeting who may have or may be considered by the Council to have a conflict of interest.
- 4.3 The member is prohibited from voting and participating in any proceedings or being present at a venue where such meeting is held, if he/she has an interest which interferes with his/her performance as Council member in a fair, unbiased and proper manner.
- 4.4 No invitee shall have a vote at meetings of the Council.

FEES

- 5.1 Remuneration to Council members shall be paid in accordance with the Act and the Guidelines as issued annually by National Treasury.
- 5.2 Council members not holding executive office but serving on Committees of the NHC shall be compensated for their services in terms of the Act.

SECRETARY

- 6.1 The Company Secretary, or in the absence of the Secretary, any other person deemed appropriate by the Council, shall be the secretary of the Council. It shall be incumbent upon this person to ensure that contents of agendas of meetings are agreed with the Chairperson, that agendas and papers are distributed timeously to Council members and attendees, that minutes are taken and agreed by members of the Council and to do all other things necessary to ensure that meetings are held as scheduled.
- 6.2 The Council has delegated the powers for selection and appointment of the Company Secretary to the Chief Executive Officer in consultation with the Chairperson. The Council shall recognise the pivotal role to be played by the Company Secretary in the achievement of good corporate governance and empower this individual accordingly. The Company Secretary must provide the Council as a whole and the individual Councillors with detailed guidance regarding their responsibilities.
- 6.3 The Company Secretary or deputy shall attend all Council meetings.

DUTIES AND RESPONSIBILITIES

- 7.1 **The NHC responsibilities**
The NHC shall:
 - 7.1.1 furnish the members with copies of the NHC code of conduct, ethics, policies and procedures;
 - 7.1.2 satisfy, in good faith, all its obligations particularly relating to the carrying out the NHC duties contemplated in the Act; and
 - 7.1.3 whenever necessary or on request, protect or refuse to disclose the identity of the individuals reporting the breach of this code, or any other rule or regulation of the NHC.

7.2 Department of Arts and Culture (“DAC”) and/or Minister’s responsibilities

The DAC and/or the Minister, shall have the responsibility to:

- 7.2.1 establish a juristic person to be known as the NHC and determine its objectives, functions and methods of work;
- 7.2.2 prescribe the way the NHC is to be managed and governed;
- 7.2.3 regulate the NHC staff matters and financial affairs;
- 7.2.4 consider advice of the Council and provide reasons in writing to the Council if the advice is not accepted;
- 7.2.5 table the NHC financial reports to Parliament of the Republic of South Africa within the specified time frame; and
- 7.2.6 regulate matters which are necessary to achieve the objects of the Act.

7.3 Council’s responsibility

- 7.3.1 The Council plays an advisory role to the Minister on certain issues, including but not limited, to:
 - 7.3.1.1 national policies on heritage matters;
 - 7.3.1.2 allocation of core funding and resources;
 - 7.3.1.3 any other matter concerning heritage that the Minister or the Council may determine
- 7.3.2 The duties of the Council include, but are not limited to, the following:
 - 7.3.2.1 investigation of ways and means of effecting the repatriation of South African heritage objects presently being held by foreign governments, public and private institutions and individuals;
 - 7.3.2.2 allocation of grants in order to promote and develop national heritage activities and resources;
 - 7.3.2.3 co-ordination of the activities of public institutions involved in heritage management;
 - 7.3.2.4 monitoring and co-ordination of the transformation of the heritage sector;
 - 7.3.2.5 consultation and liaison with relevant stakeholders on heritage matters;
 - 7.3.2.6 promotion of an awareness of the history of the people of the Republic of South Africa; and
 - 7.3.2.7 lobbying in order to secure funding for heritage management and the creation of the greater public awareness of the importance of the South African national heritage.
- 7.3.3 The Council may appoint employees necessary to perform the functions and to manage the affairs of the NHC, and shall ensure that such employees are paid suitable remuneration and benefits, as determined by the Council, in accordance with the policies and procedures of the government of the Republic of South Africa.

- 7.3.4 The Council may delegate this responsibility to the executive management of the NHC.
- 7.3.5 The Council shall appoint the chief executive officer (“CEO”), who shall be responsible for the management of the affairs of the NHC. The CEO also acts as the accounting officer responsible for accounting for all money received and the utilisation thereof.
- 7.3.6 The Council may establish sub-committees to assist it in the performance of its functions, and it may appoint, to such sub-committee, members that are considered competent or who possess specific skills and expertise.
- 7.3.7 The Council is responsible for ensuring that the NHC is financially sound and that funds are utilised to defray expenses in connection with the performance of its functions.
- 7.3.8 The Council shall, in each financial year, submit a statement of the Council’s estimated income and expenditure for the following year. Furthermore, the Council may be required to submit supplementary statements required during the course of the financial year.
- 7.3.9 The Council may invest any unexpected portion of funds, lend or borrow moneys, establish reserve funds, in accordance with the directions determined by the minister, in consultation with the Minister of Finance.
- 7.3.10 It is the role of the Council, on such terms and conditions as may be agreed upon, and subject to legislation regarding international co-operation, to support heritage activities by any South African citizen, in any territory outside the Republic of South Africa.
- 7.3.11 The Council shall regulate the procedure followed in its meetings.
- 7.3.12 The Council shall regulate a Code of Conduct and Ethics for Council members and its committees in order to prevent conflict of interest and bringing the Council into disrepute.
- 7.3.13 The Council, as the highest decision making body of the NHC, has a duty to act fairly and against bias to all persons or stakeholders of the NHC.
- 7.3.14 In order to protect the integrity of the decision making processes, impartiality and independence of the NHC, all decisions by the Council shall stand up to public scrutiny.
- 7.3.15 The members shall acquaint themselves with the laws pertaining to their function in order to determine, in performance of their duties, they:
- 7.3.15.1 are authorised by law;
- 7.3.15.2 have jurisdiction to make decisions(s); and
- 7.3.15.3 have complied with procedures required by the law.
- 7.3.16 The members make decisions using delegated powers provided by the Act. Any discretionary powers provided under the Act, shall be used for the purpose for which they were intended. In particular, the members shall not:
- 7.3.16.1 exercise power in bad faith;

- 7.3.16.2 exercise power in a way that constitutes or could be seen as unfair, bias and abuse of power;
- 7.3.16.3 exercise power that is uncertain or unclear;
- 7.3.16.4 delegate any of their powers unless authorised; and
- 7.3.16.5 exercise powers outside the ambit of their jurisdiction.
- 7.3.17 The members must be consistent in their treatment of stakeholders and should not act in a way, which is unreasonable or discriminatory.
- 7.3.18 In exercising their powers, they shall be procedurally and substantially fair.
- 7.4 **Furthermore, the Council:**
- 7.4.1 shall adhere to the Act and Code of Corporate Practices and Conduct as contained in the King III Report on Corporate Governance. Disclosure of compliance and areas of non-compliance to this Code should be disclosed in the Annual Report.
- 7.4.2 in directing NHC shall exercise leadership, enterprise, integrity and judgement based on transparency, fairness, accountability and responsibility.
- 7.4.3 is responsible for approving the strategic direction of NHC.
- 7.4.4 is responsible for approving the budgets necessary for the implementation of the strategic direction.
- 7.4.5 shall ensure that procedures are in place to monitor and evaluate the implementation of its corporate vision, strategies, policies, senior management performance criteria and business plans.
- 7.4.6 is responsible for monitoring of business and operational performance.
- 7.4.7 is responsible for monitoring the performance of senior executives and determining their rewards/ remuneration.
- 7.4.8 is ultimately responsible for ensuring that an adequate and effective process of corporate governance which includes the process of risk management is established and maintained. Reports in this regard shall be received and evaluated by the Council.
- 7.4.9 is the guardian of the values and ethics of NHC.
- 7.4.10 shall assume responsibility and accountability to stakeholders for NHC’s compliance with ethics.
- 7.4.11 ensures that at all times there is compliance with the letter and the spirit of the law, regulations, policies and relevant codes.
- 7.4.12 shall record the facts and assumptions on which it relies to conclude that the business will be a going concern in the financial year ahead or why it will not, and in that case, the steps the Council is taking.
- 7.4.13 will communicate with stakeholders and all other internal and external stakeholders openly and timeously throughout the year.

- 7.4.14 shall on an annual basis undertake performance/effectiveness assessments of the individual Councillors, the Chairperson, the CEO and the Council and the Council Committees.
- 7.4.15 is responsible for Council and key position succession planning.
- 7.4.16 carries full fiduciary responsibility and owe a duty of care and skill to NHC in terms of the Act, the Public Finance Management Act (PFMA), Common Law and the Code of Ethics.
- 7.4.17 shall adhere to the conflict of interest rules:
- 7.4.17.1 Full disclosure of the nature of a Councillor's interest, whether directly or indirectly, on any matter before the Council is required.
- 7.4.17.2 A Councillor may not vote nor be counted in the quorum on any matter in which he/she has an interest. Additionally, he/she may be recused from any meeting at the discretion of the Chairperson when such matters are discussed.
- 7.4.17.3 A register of declarations of interest shall be kept.
- 7.4.18 reserves specific powers to itself and delegates other duties. The following apply:
- 7.4.18.1 The Council shall define levels of materiality, reserving specific powers to itself.
- 7.4.18.2 While the Council retains full and effective control of the organisation it may delegate duties to Committees deemed appropriate and appointed by it or to individuals.
- 7.4.18.3 Such delegated responsibility and the powers, limits and authorities attached thereto are approved by the Council.
- 7.4.18.4 Items requiring specific approval by the Council are included in Annexure A.
- 7.4.19 The Council shall appoint Committees as required in the opinion of the Council or as determined by the Act and the PFMA and shall set out their purpose:
- 7.4.19.1 All Council Committees shall have charters with clearly agreed reporting procedures and scope of authority.
- 7.4.19.2 The Council shall receive reports from Council Committees at each Council meeting.
- 7.4.19.3 The NHC Council shall receive a report, at least annually, from the Audit and Risk Committee on internal control and on the going concern status.
- 7.4.19.4 The Council shall receive for review a regular report from the Audit and Risk Committee on the total process of risk management and the effectiveness thereof. This report shall include information in respect of:
- the design, implementation and monitoring of the process of risk management;
 - confirmation that a systematic, documented assessment of the processes and outcomes surrounding key risks is undertaken;
 - NHC's risk profile;
 - compliance with legislation pertaining to risk and risk management.

7.4.20 Council shall develop guidelines on the roles, responsibilities and reporting of Provincial Representatives appointed in terms of S 5 (1) (b) of the National Heritage Act, 1999 (Act 11 of 1999) and Chairpersons of Declared Institutions as provided for by Section 5 (1) (c) of the Act.

7.4.21 The Council shall be responsible for undertaking performance assessments of the:

- Chairperson;
- CEO
- the Council as a whole;
- individual Councillors;
- Council Committees in terms of their charters.
- Individual assessments and Council evaluation will be conducted annually.

GOVERNANCE

8.1 Access to information, records and employees

8.1.1 Council members have unrestricted access to all NHC information, records, documents and property, which they may require to make competent decisions.

8.1.2 Councillors have unrestricted access to management and may meet separately with management. Councillors shall apply their discretion in consultation with the Chairperson whether to report these findings to the Council.

8.2 Access to use of external expertise if required

8.2.1 Council members may collectively or individually consult external professional advisors on any matter of concern after having advised the CEO, Chairperson or secretary as appropriate. The organisation shall be obliged to bear the costs of these consultation services.

8.3 Councillor Induction and Development

8.3.1 The necessary induction and training for new Councillors will be provided by NHC.

8.3.2 Further development of Councillors in the form of briefings on relevant new laws, governance requirements, and changing risks shall be held periodically.

REPORTING AND ACCOUNTABILITY

The Council shall make a statement in the annual report on its terms of reference and activities, the processes used in discharging its responsibility, the membership of the Council, number of Council meetings and attendance of members over the course of the year.

ACCESS TO THE COUNCIL

Any member of the Council, senior partner of the external auditors, head of internal audit, head of risk or any member of a Committee may bring to the notice of the Council or its Chairperson, the CEO the CFO any material matter which he/she deems appropriate.

3. The Charter will be reviewed annually.



ANNEXURE

Annexure A

Items requiring specific approval by the Council

Financial

- Adoption of any significant change or departure in the accounting policies and practices of the organisation.
- Approval of the strategy, business plans and annual budgets and of any subsequent material changes in strategic direction or material deviations in business plans.
- Approval of annual financial statements, the approval of interim reports, the valuation of unlisted investments, etc.

Statutory and administrative

Recommending amendments to the National Heritage Council Act.

- Frequency of meetings of the Council.
- Convening of general meetings of stakeholders.
- Formulation of recommended policies in relation to industrial relations.
- Prosecution, defence or settlement of legal or arbitration proceedings where material and except in the ordinary course of business.
- Appointment of responsible persons as may be required in terms of any statute in South Africa or elsewhere in respect of the organisation.
- Appointment and removal of the Company Secretary or any deputy organisation secretary.
- Establishing any overseas branch.
- Formulation and amendment of the organisation's Statement of Business Principles.

Human Resources

- Appointments of the CEO
- Appointment of Councillors to Committees, introduction or deletion of charters, terms of reference and changes in the composition of the Committees as the Council may decide from time to time.
- Any increase/ decrease of Councillors' fees.
- Approval of any incentive scheme, the rules applicable to any such scheme and any amendment to such rules, if applicable.
- Formulation of recommended policies in relation to equal opportunity employment, environment, health and safety.

E. TECHNICAL INDICATOR DESCRIPTORS

Programme 1: Administration

1.1(a)

Indicator title	Dates by which compliance documents (APP, Quarterly Reports and Annual Report) are submitted to the DAC.
Short definition	Submission of compliance documents (APP, Quarterly Reports and Annual Report) to the DAC by the required dates.
Purpose/Importance	Tracks adherence to the deadlines for submission of compliance documents to the DAC.
Source/collection of data	Signed Receipts and e-mails of the APP, Quarterly Reports, Annual Reports.
Method of calculation	Actual dates by which the compliance documents were submitted and proof of submission through e-mail and signed receipts for hard copies.
Data limitations	None
Type of indicator	Outcomes.
Calculation type	Non – cumulative.
Reporting cycle	Quarterly and annually.
New indicator	No.
Desired performance	All compliance documents be submitted to DAC on or before deadlines.
Indicator responsibility	Executive Manager: Office of the CEO.

1.2 (a)

Indicator title	Number of heritage publications produced.
Short definition	Number of NHC produced heritage publications.
Purpose/Importance	Tracks the number of heritage publications produced and distributed to stakeholders to promote heritage per annum.
Source/collection of data	Heritage magazine editions.
Method of calculation	Number of produced magazines calculated from invoice etc.
Data limitations	Accuracy of record of produced magazines.
Type of indicator	Outputs.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	Continues without change from the previous year.
Desired performance	Targeted performance is desirable.
Indicator responsibility	Marketing Manager.

(b)

Indicator title	Number of planned media engagements conducted.
Short definition	Number of times the NHC engages with the media to profile its work.
Purpose/Importance	Tracks the number of times the NHC, through the interviews of the CEO, statements released, opinion pieces and other interviews, engages electronic and print media to promote heritage.
Source/collection of data	Press statements, electronic and print media reports etc.
Method of calculation	Calculated from media engagements conducted as above.
Data limitations	Inability to record all media engagements.
Type of indicator	Outcomes.

Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	Continues without change from the previous year.
Desired performance	To have much more media engagements and a high media profile for the NHC.
Indicator responsibility	Marketing Manager.

(c)

Indicator title	Number of multimedia campaigns conducted about key NHC projects.
Short definition	Number of multimedia campaigns conducted about key NHC projects and developments in the heritage sector.
Purpose/Importance	Tracks the use of NHC multimedia and social media platforms to promote key projects of the NHC.
Source/collection of data	Report on updates and monitoring of multimedia and social media platforms.
Method of calculation	A simple calculation of the number of multi-media campaigns conducted.
Data limitations	No limitation.
Type of indicator	Outputs.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	New.
Desired performance	Exceeding of targeted performance is desirable.
Indicator responsibility	Marketing Manager.

1.3 (a)

Indicator title	Level of implementation of the approved annual training plan in critical skills.
Short definition	Level of implementation of the approved annual training plan in critical skills.
Purpose/Importance	Tracks the extent to which opportunities are organised and offered to NHC staff to ensure professional and personal development to improve capacity and organisational performance.
Source/collection of data	Information on courses and/or training attended by NHC staff.
Method of calculation	Calculation of level/percentage from courses/training attended by staff (numerator) against the total number of courses/training in the approved plan (denominator).
Data limitations	Dependent on the accuracy of the Training Reports.
Type of indicator	Outcomes.
Calculation type	Cumulative.
Reporting cycle	Quarterly and annually.
New indicator	The indicator is not new but the method of calculating staff training and development was changed from number of courses provided to level of implementation of the approved annual training plan.
Desired performance	Increased number of training and development opportunities offered to employees of the NHC.
Indicator responsibility	Human Resources Manager.

(b)

Indicator title	Level of staff retained in funded positions.
Short definition	Number of staff retained in funded positions in the NHC Organisational structure.
Purpose/Importance	Tracks the attrition rate within the NHC.
Source/collection of data	Annual Staff Complement listing.
Method of calculation	Number of filled positions counted against the total number of positions in the approved organisational structure.
Data limitations	Dependent on the accuracy of staff complement listings.

Type of indicator	Outcomes.
Calculation type	Cumulative.
Reporting cycle	Annually.
New indicator	The indicator is not new but calculation was changed from Number of staff retained in key management positions (MEXCO) to Level of staff retained in funded positions.
Desired performance	Retention of all staff.
Indicator responsibility	Human Resources Manager.

(c)

Indicator title	Number of initiatives to promote employee wellness.
Short definition	Number of initiatives to promote wellness of NHC employees.
Purpose/Importance	Tracks the number of initiatives undertaken to ensure employee wellness.
Source/collection of data	Employee Wellness Report.
Method of calculation	Number of employee wellness initiatives undertaken in the NHC.
Data limitations	Dependent on the accuracy of the Employee Wellness Report.
Type of indicator	Outcomes.
Calculation type	Cumulative.
Reporting cycle	Annually.
New indicator	Continues without change from the previous year.
Desired performance	More initiatives to promote employee wellness are desirable.
Indicator responsibility	Human Resources Manager.

1.4 (a)

Indicator title	Unqualified audit opinion outcome achieved.
Short definition	Unqualified audit opinion outcome received from the audit by the Auditor General.
Purpose/Importance	Tracks the NHC's achievement of good governance and administration as per legislative and regulatory prescripts.
Source/collection of data	2016/17 Auditor General's Report.
Method of calculation	The opinion is expressed by the AG on the NHC 2016/17 Annual Report and Annual Financial Statements.
Data limitations	The accuracy of the opinion of the Auditor General
Type of indicator	Outcomes.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	Continues without change from the previous year.
Desired performance	Achievement of a clean audit opinion outcome is desirable.
Indicator responsibility	CFO.

1.5 (a)

Indicator title	IT Client satisfaction survey rating achieved (%).
Short definition	Level of IT Client satisfaction survey rating achieved (%).
Purpose/Importance	Tracks the satisfaction of NHC IT users with regards to the IT services provided.
Source/collection of data	Survey Report.
Method of calculation	The results from the survey are compiled into a report to give a total average satisfaction rate in the entire organisation.
Data limitations	Accuracy of the Survey Report.
Type of indicator	Outcomes.
Calculation type	Non-cumulative.

Reporting cycle	Annually.
New indicator	New.
Desired performance	Exceeding targeted performance of 70% is desirable.
Indicator responsibility	CFO.

(b)

Indicator title	Local Area Network availability (%).
Short definition	Average up-time of the Local Area Network.
Purpose/Importance	Tracks the average up – time of the NHC LAN to enable business operations.
Source/collection of data	IT report generated by the service provider.
Method of calculation	The average up– time is determined from the IT Report submitted.
Data limitations	Accuracy of the IT Report and lack of internal capacity to monitor the up – time.
Type of indicator	Outcomes.
Calculation type	Non – cumulative.
Reporting cycle	Quarterly.
New indicator	New.
Desired performance	Actual performance that is higher than the targeted performance of 95% is desirable.
Indicator responsibility	CFO.

(c)

Indicator title	Disaster Recovery & Business Continuity Plan approved and tested.
Short definition	Disaster Recovery & Business Continuity Plan approved and tested.
Purpose/Importance	Tracks the annual review, approval and testing of the Disaster Recovery and Business Continuity Plan to ensure that it is up to date.
Source/collection of data	Report on the testing of the Disaster Recovery and Business Continuity Plan.
Method of calculation	A report on the testing Disaster Recovery and Business Continuity Plan.
Data limitations	None.
Type of indicator	Activities.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	New.
Desired performance	Achievement of targeted performance is desirable.
Indicator responsibility	CFO.

Programme 2: Heritage Management

2.1 (a)

Indicator title	Number of exchange programmes participated in per annum.
Short definition	Number of exchange programmes with different institutions/organisations the NHC participates in per annum within and outside South Africa. Exchange programmes may not only refer to exchange visits but may also mean exchange of ideas which accommodates a South African travelling to another country or foreign citizens visiting South Africa without a South African going out of the country.
Purpose/Importance	Tracks the number of exchange programmes that the NHC contributes to and participates in (plays a role in and is involved in) as part of its mandate.
Source/collection of data	Correspondence, Reports, plans and agreements on exchange programmes.
Method of calculation	Total number of exchange programmes participated in during the financial year.
Data limitations	None
Type of indicator	Outcomes.

Calculation type	Cumulative.
Reporting cycle	Annually.
New indicator	New indicator.
Desired performance	Actual performance that is higher than the targeted 2 exchange programmes is desirable.
Indicator responsibility	Heritage Manager.

(b)

Indicator title	Number of international multilateral engagements per annum.
Short definition	Number of international multilateral engagements per annum.
Purpose/Importance	Tracks the extent of the NHC's participation and contribution to world heritage projects through attendance of world heritage events, programmes and projects under the auspices of international heritage bodies like UNESCO.
Source/collection of data	Invitations to and correspondence on events, conferences and projects etc.
Method of calculation	Simple calculation from records of different world heritage projects participated in.
Data limitations	None.
Type of indicator	Outcomes.
Calculation type	Cumulative.
Reporting cycle	Annually.
New indicator	Continues without change from the previous year.
Desired performance	Actual performance that is higher than the targeted 1 international multilateral engagement.
Indicator responsibility	World Heritage Specialist.

(c)

Indicator title	Number of community based cultural expressions implemented or supported.
Short definition	Number of cultural expressions supported i.e. events, awards, festivals, coronations, etc.
Purpose/Importance	Tracks the extent of the support offered by the NHC in the promotion of culture and heritage.
Source/collection of data	Correspondence with different organisers of cultural events.
Method of calculation	Number of cultural expressions and events supported financially or non – financially i.e. through attendance of events/awards/festivals/coronations etc. and/or provision of information or coordination or attendance of preparatory meetings, writing of letters of support, referrals etc.
Data limitations	None
Type of indicator	Impact.
Calculation type	Cumulative.
Reporting cycle	Annually.
New indicator	Continues without change from the previous year.
Desired performance	Actual performance that is higher than 3 cultural expressions is desirable.
Indicator responsibility	Heritage Manager.

(d)

Indicator title	Number of nation building initiatives implemented and funded.
Short definition	Number of nation building initiatives implemented and funded i.e. lectures, conferences and other nation building activities.
Purpose/Importance	Tracks the extent of the support offered by the NHC in nation building and social cohesion.
Source/collection of data	Correspondence with different partners and organisers of nation building initiatives.
Method of calculation	Number of nation building initiatives supported financially or non – financially i.e. through attendance lectures, conferences and other nation building activities etc. and/or provision of information or coordination or attendance of preparatory meetings, writing of letters of support, referrals etc.
Data limitations	None
Type of indicator	Impact.
Calculation type	Cumulative.
Reporting cycle	Annually.

New indicator	Continues without change from the previous year
Desired performance	Actual performance that is higher than 3 nation building initiatives is desirable.
Indicator responsibility	Heritage Manager.

2.2 (a)

Indicator title	Number of Knowledge production partnerships implemented per annum.
Short definition	Number of Knowledge Partnerships implemented to produce new knowledge for the NHC.
Purpose/Importance	Tracks the extent and efforts to produce resistance and liberation heritage knowledge through research partnerships with external entities.
Source/collection of data	Knowledge partnership correspondence and related documents.
Method of calculation	Simple calculation of knowledge partnerships implemented.
Data limitations	None
Type of indicator	Outputs.
Calculation type	Cumulative.
Reporting cycle	Annually.
New indicator	Continues without change from the previous year.
Desired performance	Participation in more than 2 knowledge partnerships is desirable.
Indicator responsibility	Project Manager: Liberation Heritage Route.

(b)

Indicator title	Number of research products produced per year.
Short definition	Number of research products on living heritage produced per year.
Purpose/Importance	Tracks the knowledge production levels of the NHC in terms of publications on heritage produced from research.
Source/collection of data	NHC Heritage publications.
Method of calculation	Simple calculation of the total number of publications produced against the targeted number.
Data limitations	None.
Type of indicator	Outcomes.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	Continues without change from the previous year.
Desired performance	Actual performance that is higher than one publication is desirable.
Indicator responsibility	General Manager: Heritage.

(c)

Indicator title	Number of Policy Position Papers produced per year.
Short definition	Number of policy position papers produced for stimulation of debate on heritage policies towards ultimate approval by the Minister of Arts and Culture.
Purpose/Importance	Tracks delivery on the policy advisory mandate of the NHC.
Source/collection of data	Actual Policy Position Papers.
Method of calculation	Total number of position papers produced counted against the planned number.
Data limitations	Failure to timeously complete position papers by NHC Panel of Experts or NHC staff working on the papers.
Type of indicator	Outputs.
Calculation type	Cumulative.

Reporting cycle	Annually.
New indicator	Continues without change from the previous year.
Desired performance	Actual performance that is higher than two position papers is desirable.
Indicator responsibility	General Manager: Heritage.

(d)

Indicator title	Number of journal articles contributed per annum.
Short definition	Number of articles submitted to accredited journals for publication
Purpose/Importance	Tracks the contribution of the NHC to the heritage discourse and knowledge creation through contribution of articles to accredited journals for publication.
Source/collection of data	Actual articles contributed to journals and evidence of submission to such journals.
Method of calculation	Proof of submission of heritage articles accredited journal(s).
Data limitations	None.
Type of indicator	Outputs.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	New.
Desired performance	Submission of two articles to accredited journals.
Indicator responsibility	General Manager: Heritage.

(e)

Indicator title	Number of heritage education initiatives supported.
Short definition	Heritage outreach programme and other initiatives to empower the youth.
Purpose/Importance	Tracks the number of heritage outreach, education and skills initiatives implemented and supported by the NHC.
Source/collection of data	Reports and project documentation.
Method of calculation	Simple calculation of the number of heritage education & skills development initiatives by the NHC and/or other parties supported financially or non-financially through attendance and/or provision of information or coordination or attendance of preparatory meetings, writing of letters of support, referrals etc.
Data limitations	None.
Type of indicator	Impact.
Calculation type	Cumulative.
Reporting cycle	Annually.
New indicator	Continues without change from the previous year.
Desired performance	Actual performance that is higher than 1 heritage education initiative supported is desirable.
Indicator responsibility	Heritage Manager.

(f)

Indicator title	Number of Heritage Impact Studies concluded.
Short definition	Number of Heritage Impact Studies concluded.
Purpose/Importance	To evaluate the impact of the NHC programmes and projects and ascertain areas of most impact and gaps.
Source/collection of data	ToR for the appointment of the service provider, Contract with service provider, Impact Study Report etc.
Method of calculation	Draft Impact Study Report
Data limitations	Delays in the conclusion of the Impact Study Report
Type of indicator	Output
Calculation type	Non-cumulative

Reporting cycle	Quarterly
New indicator	New
Desired performance	Impact Study Report to be concluded by or before 31 March 2019
Indicator responsibility	General Manager: Heritage

2.3 (a)

Indicator title	Number of community heritage projects supported and funded.
Short definition	Number of heritage projects supported and funded by the NHC.
Purpose/Importance	Tracks the number of community projects funded to preserve and promote heritage.
Source/collection of data	Signed contracts.
Method of calculation	Simple calculation of projects to whom funds have been disbursed in line with the NHC Funding Policy.
Data limitations	None.
Type of indicator	Impact.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	Continues without change from the previous year.
Desired performance	Funding of more than the 20 targeted projects is desirable.
Indicator responsibility	Funding Manager.

(b)

Indicator title	Level of additional funds raised outside the DAC grant.
Short definition	The amount of funds raised from external sources in proportion to the DAC Allocation to the NHC for the financial year.
Purpose/Importance	Tracks the success of the fundraising efforts to augment NHC financial resources to enhance service delivery.
Source/collection of data	Proposals, Correspondence etc.
Method of calculation	The percentage is calculated from the confirmed amount (numerator) against the total NHC allocation from the DAC.
Data limitations	None.
Type of indicator	Outcomes.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	Continues without change from the previous year.
Desired performance	Achievement of more than 2% of the DAC grant in terms of funds raised is desirable.
Indicator responsibility	Funding Manager.

2.4 (a)

Indicator title	Number of Commemorative events supported.
Short definition	Number of commemorative activities/processes/events supported financially and non-financially.
Purpose/Importance	Tracks the extent to which the NHC supports commemorative and memorial activities/processes/ events organised to remember, honour deceased people and events etc.
Source/collection of data	Correspondences, and/or Concept Documents or Reports and Programmes of the commemorative events.
Method of calculation	Simple calculation of commemorative events supported financially and non-financially through attendance and/or provision of information or coordination or attendance of preparatory meetings, writing of letters of support, referrals etc.
Data limitations	None.

Type of indicator	Impact.
Calculation type	Cumulative.
Reporting cycle	Annually.
New indicator	Continues without change from the previous year.
Desired performance	Support of more than the 2 targeted commemorative events is desirable.
Indicator responsibility	Project Manager: Liberation Heritage Route.

(b)

Indicator title	Number of repatriations supported.
Short definition	Number of spiritual and physical repatriations of deceased persons supported financially and non – financially.
Purpose/Importance	Tracks the support offered by the NHC to organisations, communities and families seeking to repatriate and rebury remains and spirits of late persons in line with their cultural practices.
Source/collection of data	Reports and/or correspondences on different repatriations.
Method of calculation	Simple calculation of repatriations supported by the NHC financially and non - financially through attendance and/or provision of information or coordination or attendance of preparatory meetings, writing of letters of support, referrals etc.
Data limitations	None.
Type of indicator	Impact.
Calculation type	Cumulative.
Reporting cycle	Annually.
New indicator	Continues without change from the previous year.
Desired performance	Support of more than the 2 targeted repatriations is desirable.
Indicator responsibility	Project Manager: Liberation Heritage Route.

(c)

Indicator title	Number of presentations made on the liberation heritage made to different stakeholders.
Short definition	Number of presentations and inputs/speeches made to different stakeholders on the liberation heritage.
Purpose/Importance	Tracks the extent to which the NHC engages and reaches out to different stakeholders on the liberation heritage.
Source/collection of data	Copies of presentations made and correspondence with different stakeholders (internal and external).
Method of calculation	Simple calculation of the different presentations made to different stakeholder.
Data limitations	Completeness of the sum of presentations made.
Type of indicator	Outputs.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	Continues without change from the previous year.
Desired performance	More than the 5 targeted presentations are desirable.
Indicator responsibility	Project Manager: Liberation Heritage Route.

(d)

Indicator title	Number of submissions on the African Liberation Heritage Programme.
Short definition	Number of presentations, documents, reports and other submissions made on the African Liberation Heritage Programme.
Purpose/Importance	Tracks the NHC's contribution to the African Liberation Heritage Programme.
Source/collection of data	Correspondence and documents submitted to forums dealing with the African Liberation Heritage Programme.
Method of calculation	Simple calculation of reports and correspondences on the African Liberation Heritage Programme.
Data limitations	None.

Type of indicator	Outputs.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	Continues without change from the previous year.
Desired performance	More than 2 submissions are desirable.
Indicator responsibility	Project Manager: Liberation Heritage Route.

(e)

Indicator title	Number of milestones achieved in the management of World Heritage Listing Programme.
Short definition	Number of milestones achieved in the management of LHR World Heritage Listing Programme.
Purpose/Importance	Tracks the progress registered in ensuring formal protection of liberation heritage sites earmarked for listing on the World Heritage List through the completion of the expanded Nomination Dossier and its submission to DAC.
Source/collection of data	Expanded Nomination Dossier and correspondence with DAC & DEA.
Method of calculation	Evidence of submission of completed Expanded Nomination Dossier to DAC.
Data limitations	None.
Type of indicator	Outputs.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	New.
Desired performance	The timely completion of the Expanded Nomination Dossier is desirable.
Indicator responsibility	World Heritage Specialist.

5c JOHANNESBURG, JUNE 14, 1964.

"Already there"

RIVONIA MEN FLOWN IN SECRET TO ROBBER ISLAND

EXPRESS REPORTER

seven non-White accused who were sentenced to life imprisonment in the Rivonia sabotage trial were secretly flown to Cape Town yesterday.

There they were taken to Robben Island where they were to serve their sentences. A prison officer told me I can say to that they are already sentenced, was not...

DEFENCE (CONSIDERING APPEAL) IS SHOCKED

ANN CAVILL

sudden decision to send the Rivonia men to Robben Island came as a surprise to the five-man defence team...



ANNIE GOLDBERG... saw her son Dennis for the last time.

changed for security reasons at the last moment, and they were flown to Cape Town some time before lunch yesterday.

The defence has 14 days in which to lodge an appeal. A final decision was to have been made this week after discussions with the eight prisoners.

"Inconvenient" "Yes, I suppose we'll have to go to Cape Town to see the men," the spokesman added.

When Mr. Ismail Khatrada went to the jail yesterday morning to see his brother, he was refused admission.

Fellow on Thursday arranged for Mrs. Mandela and her mother-in-law to see Nelson Mandela in prison.

They also arranged for relatives of the seven other prisoners to have special visits on the same day.



Mr. Lionel Bernstein, who was acquitted in the Rivonia trial on Thursday, relaxes at home in Johannesburg with three of his children...

WIFE OF RIVONIA Q.C. KILLED IN CAR CRASH MRS. MOLLY FISCHER, wife of Mr. Abraham Fischer Q.C., the leader of the defence team in the Rivonia trial, was killed in a car accident near Winburg, 50 miles from Bloemfontein, yesterday.

MANDELA TRIAL LIFE OR DEATH

POST Reporters — Johannesburg

IT is believed that Nelson Mandela, Ruth Slovo (former Johannesburg Editor of "New Age"), James Kantor (the prominent Johannesburg lawyer), and 15 men — including Walter Sisulu — who were arrested in the raid on Arthur Goldreich's house in Rivonia, are among 30 people who will be charged in the Pretoria Supreme Court this Tuesday.



Sweet smiling Mavis Riddell... chosen by another group.

Nelson Mandela is the only one among the 30 who is not a 90-day detainee. He is at present serving a five-year sentence for incitement and leaving the country without a valid document.

These 30 are among 110 detainees who are expected to appear in Pretoria this week — in the biggest series of mass trials since the Treason Trial.

A Johannesburg attorney who is appearing for some of the detainees told POST that he was originally told that they would be charged with high treason.

Later he learned that they would be charged with sabotage — which can carry the death penalty. It is thought that their trial may take three or four months.

The names

Among the 30, it is reported, are: Govan Mbeki, Raymond Mhlaba, Dennis Goldberg, Dr. Hillar Festenstein, Joseph Mashifane, Frank Mogothlana, Thwadi Makena, Erasmus Makoe, Phillip Mokoto, Thomas Mashifane, Solomon Sepeng and B. A. Hepple, an advocate.

Dr. Percy Yutar, deputy attorney-general of the Transvaal, confirmed to POST yesterday that a number of 90-day detainees will appear in the Pretoria Supreme Court on Tuesday morning.

He said he did not know who the people were and what the charge or charges against them would be.

"We are working on the charges over the weekend and they should be ready on Tuesday morning," he said.

There is some speculation in legal and other circles as to whether Mrs. Hazel Goldreich will be among those charged.

One theory is that she may be subpoenaed to give evidence for the State.



PRETORIA: Chanting women (above) hold up their banners as they hear the sentences.

LONDON: Demonstrators outside South Africa House in London (right) carried posters reading "Release S.A. political prisoners!" This radio picture was taken shortly after news of the Rivonia verdict reached London.

THE BIG PROTESTS

THE RIVONIA TRIAL is over. But the post-mortem on Rivonia continues throughout the world this weekend.

Demonstrations in Britain protesting against the life sentences imposed on Mandela and the other seven men are expected to reach a climax today (Sunday) at a mass rally in Trafalgar Square.


There have been protests at the United Nations, in Paris, Algiers, Lusaka and elsewhere.

From comment in Britain generally, praises the Judge-President, Mr. Justice De Wet, for a fair trial but takes out at the Verwoerd regime.

Large police squads turned out in Pretoria and on the road to Pretoria on Verdict Day and Sentence Day. The police remained on the alert this weekend.

SIX PAGES TODAY POST brings you SIX pages of news and pictures — telling you all about the Rivonia trial. Read the latest news on this page and then turn to pages 2, 3, 14, 15 and 28.

Police at HOME



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