



# 2020|21 Annual Report



**nhc**

**National Heritage Council**  
SOUTH AFRICA

**an agency of the**  
Department of Sport, Arts and Culture



# TABLE OF CONTENTS

|                                                                  |           |
|------------------------------------------------------------------|-----------|
| <b>PART A: GENERAL INFORMATION</b>                               | <b>4</b>  |
| 1. PUBLIC ENTITY'S GENERAL INFORMATION                           | 5         |
| 2. LIST OF ABBREVIATIONS/ACRONYMS                                | 6         |
| 3. FOREWORD BY CHAIRPERSON                                       | 7         |
| 4. CHIEF EXECUTIVE OFFICER'S OVERVIEW                            | 8         |
| 5. STRATEGIC OVERVIEW                                            | 9         |
| 5.1. Vision                                                      | 9         |
| 5.2. Mission                                                     | 9         |
| 5.3. Values                                                      | 9         |
| 6. LEGISLATIVE MANDATES                                          | 9         |
| 7. ORGANISATIONAL STRUCTURE                                      | 10        |
| 8. MEMBERS OF THE COUNCIL                                        | 11        |
| <b>PART B: PERFORMANCE INFORMATION</b>                           | <b>12</b> |
| 1. STATEMENT OF RESPONSIBILITY REGARDING PERFORMANCE INFORMATION | 13        |
| 2. AUDITOR GENERAL'S REPORT: PREDETERMINED OBJECTIVES            | 14        |
| 3. OVERVIEW OF THE NATIONAL HERITAGE COUNCIL'S PERFORMANCE       | 14        |
| 3.1. Strategic Outcome Oriented Goals                            | 14        |
| 3.2. Service Delivery Environment                                | 16        |
| 3.3. Overview of the Organisational Environment                  | 17        |
| 3.4. Key Policy Developments and Legislative Changes             | 17        |
| 4. PERFORMANCE INFORMATION BY PROGRAMME                          | 18        |
| 4.1. Programme 1: Administration                                 | 18        |
| 4.2. Programme 2: Heritage Promotion                             | 22        |
| <b>PART C: GOVERNANCE</b>                                        | <b>29</b> |
| 1. INTRODUCTION                                                  | 28        |
| 2. EXECUTIVE AUTHORITY                                           | 28        |
| 3. THE COUNCIL                                                   | 28        |
| 4. STRUCTURE AND COMPOSITION OF THE COUNCIL                      | 28        |
| <b>PART D: HUMAN RESOURCE MANAGEMENT</b>                         | <b>51</b> |
| 1. INTRODUCTION                                                  | 52        |
| 2. HUMAN RESOURCE OVERSIGHT STATISTICS                           | 52        |
| <b>PART E: FINANCIAL INFORMATION</b>                             | <b>58</b> |
| 1. STATEMENT OF RESPONSIBILITY                                   | 59        |
| 2. REPORT OF THE CHIEF EXECUTIVE OFFICER                         | 60        |
| 3. REPORT OF THE EXTERNAL AUDITORS                               | 61        |
| 4. ANNUAL FINANCIAL STATEMENTS                                   | 63        |
| <b>PART E: FINANCIAL INFORMATION</b>                             | <b>65</b> |

# PART A: GENERAL INFORMATION



# 1. PUBLIC ENTITY'S GENERAL INFORMATION

|                     |                                                                      |
|---------------------|----------------------------------------------------------------------|
| REGISTERED NAME:    | NATIONAL HERITAGE COUNCIL OF SOUTH AFRICA                            |
| PHYSICAL ADDRESS:   | 353 Festival Street,<br>Hatfield<br>Pretoria<br>SOUTH AFRICA<br>0081 |
| POSTAL ADDRESS:     | PO Box 74097<br>Lynwood Ridge<br>Pretoria<br>0040                    |
| TELEPHONE NUMBER/S: | +27 12 748 3949                                                      |
| EMAIL ADDRESS:      | nhc@nhc.org.za                                                       |
| WEBSITE ADDRESS:    | www.nhc.org.za                                                       |
| EXTERNAL AUDITORS:  | Auditor General of South Africa                                      |
| INTERNAL AUDITORS:  | Rakoma and Associates                                                |
| BANKERS:            | First National Bank                                                  |
| COMPANY SECRETARY:  | Mr. Tembile Yako (Acting)                                            |

## 2. LIST OF ABBREVIATIONS/ACRONYMS

|         |                                                                |
|---------|----------------------------------------------------------------|
| ACH     | Arts Culture and Heritage                                      |
| AGSA    | Auditor General of South Africa                                |
| AFS     | Annual Financial Statements                                    |
| APP     | Annual Performance Plan                                        |
| ARC     | Audit and Risk Committee                                       |
| BBBEE   | Black Broad Based Economic Empowerment                         |
| CEO     | Chief Executive Officer                                        |
| DSAC    | Department of Sport, Arts and Culture                          |
| DMV     | Department of Military Veterans                                |
| MEC     | Member of Executive Council                                    |
| MHSC    | Mining Health and Safety Council                               |
| MTEF    | Medium Term Expenditure Framework                              |
| MTSF    | Medium Term Strategic Framework                                |
| NAC     | National Arts Council                                          |
| NFVF    | National Film and Video Foundation                             |
| NHC     | National Heritage Council                                      |
| NIO     | National Inventory Office                                      |
| NLDTF   | National Lotteries Distribution Trust Fund                     |
| PanSALB | Pan South African Language Board                               |
| PFMA    | Public Finance Management Act                                  |
| RLHR    | Resistance and Liberation Heritage Route                       |
| SAHRA   | South African Heritage Resources Agency                        |
| SAMSA   | South African Maritime Safety Authority                        |
| SATMA   | South African Traditional Music Achievement                    |
| SMME    | Small, Medium and Micro Enterprises                            |
| SOMAFCO | Solomon Mahlangu Freedom College                               |
| TR      | Treasury Regulations                                           |
| UNESCO  | United Nations Education, Scientific and Cultural Organisation |



### 3. FOREWORD BY THE CHAIRPERSON

I present the Annual Report on behalf of the Council to the stakeholders as a reflection of the work undertaken in the 2020/21 financial year. This Annual Report is set against the backdrop of a very challenging period for the NHC. The external environment was compounded by the Covid-19 Global Pandemic, which necessitated a major rethink of our plans, to stop some and move some to online platforms to mitigate against the risk to lives posed by the pandemic.

The second challenge for the NHC was internal and as a result of several serious governance challenges, the Minister dissolved the then Council in August 2021. The CEO also resigned in the same month. A new Council and an Administrator who assumed the functions of Acting CEO were also duly appointed, the Council taking office in December 2020, with one quarter left

in the financial year. The Minister charged the new Council with restoring accountability, good governance, and service delivery at the NHC.

Chief among the Council's tasks has been to restore the NHC to its mandate and mission, to work with the administrative team and staff to continue with the work while attending to the work antecedent to the NHC getting back to do what it is meant to do. The work has been complex and daunting but Council's resolve and focus is good governance, which will lay a solid base for the NHC to respond to its legislative mandate and stakeholder expectations.

In the period from December to the end of the financial year Council used the opportunity to impress upon the officials the need to ensure that as many of the 2020/2021 annual targets as possible were attained, notwithstanding the challenges the organisation is going through. To this end the steps taken include the following:

- The duly ratified appointment of an Acting CEO.
- The appointment of a forensic audit team to investigate the allegations of financial and administrative irregularities.
- The initiation of a process to appoint a new CEO.

At the date of this report, the Council's corrective actions and fulfilling the Minister's mandate are still ongoing and the outcomes will be reported on in the next reporting cycle.

The work has been complex and daunting, but the Council's resolve and focus is good governance, which will lay a solid base for the NHC to respond to its legislative mandate and stakeholder expectations.

#### Strengthening governance

In pursuit of more focussed and stronger governance Council reviewed its committees and merged the previous Heritage, Research, Programmes and Projects Committee with the Repositioning and International Relations Committee to form the Heritage, Research and Development Committee. The previously inactive Social and Ethics Committee has been revived to play its rightful role in the organisation. A new Audit and Risk Committee has been appointed. Significantly, the ARC

has been appointed on a term independent to the Council, in order to ensure its continued tenure despite dissolution of Council, if and when such happens again in the future.

#### Filling of critical vacancies

The financial year ended as Council was putting in place the framework and process for the filling of key vacant positions of the Chief Executive Officer and Company Secretary. These are pivotal roles in the reinvigoration of the organisation. The Covid-19 pandemic has, among others, also affected employee morale and productivity and therefore the incoming CEO will have to re-establish a culture of service and excellence in the organisation to restore stakeholder confidence in the NHC as the first point of call in the heritage landscape. In this regard, Council is providing leadership through a positioning process and strategy review to map the road ahead for the organisation to ensure that the organisation is better placed as a resource and plays its role of policy advice and coordination more meaningfully, in a proactive rather than reactive way.

#### Fulfilling the legislative mandate of the NHC

The National Heritage Council Act clearly spells out what is expected from the NHC and as Council; we have a clear determination to ensure that it does that, by focussing on key issues and crystallising these in the five-year strategic plan and successive Annual Performance Plans. Without doubt the NHC remains an important organisation for the preservation and promotion of heritage and its role is critical in contributing to the building of a socially cohesive nation and fighting the challenges of inequality, poverty and unemployment.

On behalf of Council, I would like to express our gratitude for the support and guidance of the Minister of Sport, Arts and Culture, the Portfolio Committee and other critical stakeholders in the execution of the mandate of the NHC. Council undertakes to continue on the path of rebuilding and ensuring that the NHC fulfils its mandate.

**Mr. E. Neluvhalani**  
Chairperson of Council



## 4. CHIEF EXECUTIVE OFFICER'S OVERVIEW

It is my pleasure to present the 2020/21 Annual Report of the National Heritage Council (NHC).

Without doubt, the 2020/21 financial year was very difficult for the organisation, both from external and internal factors. The COVID-19 Pandemic limited the implementation of the Annual Performance Plan (APP) as the organisation had to adapt its business model to mitigate the threat posed by the pandemic.

The internal challenges relate to the governance challenges faced by the NHC which resulted in the dissolution of the then Council by the Minister of Sport, Arts and Culture and the appointment of the Administration Team to steer the NHC back to its legislative mandate and ensure the implementation of sound governance and administrative systems.

I present this annual report as a reflection of the financial and non-financial performance information as audited by the Auditor General of South Africa (AGSA). Despite the challenges, the NHC managed to deliver on some of the flagship programmes. Some of the milestones reached include the following:

- i. Submission of the Nomination Dossier for the listing of the Nelson Mandela Sites of Memory to the World Heritage Committee through the Department of Environment, Forestry and Fisheries (DEFF);
- ii. Draft Repatriation Policy;
- iii. Approval of funding for 32 community heritage projects to be funded to the tune of R7 Million;
- iv. Partnership with the Charlotte Mannya-Maxeke Institute (CMMI) to launch and roll out a build up to the 150th Anniversary Celebrations of Charlotte Maxeke in 2021

One of the key initiatives internally has been to ensure that funding and projects of the NHC reach all provinces equitably. Furthermore, I have re-examined the extent of utilisation of external service providers and sought to ensure that much work of the organisation is executed internally to save costs and build internal capacity. This is an ongoing effort, which requires a paradigm shift in the accomplishment of the mandate of the NHC.

Lastly, I wish to extend a word of gratitude to the previous Council and the new Council Members for their contribution in the governance and leadership of the NHC.

A handwritten signature in black ink, appearing to read 'Ms. Moruakgomo Louisa Mabe'.

**Ms. Moruakgomo Louisa Mabe**  
**Acting CEO**

## 5. STRATEGIC OVERVIEW

### 5.1 Vision

A nation proud of its African heritage.

### 5.2 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.

### 5.3 Values

Within the 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

## 6. LEGISLATIVE MANDATE

The mandate of the NHC is contained in Section 4 of the National Heritage Council Act, 1999 (No. 11 of 1999). The objects of the act are:

- a. To develop, promote and protect the national heritage for present and future generations;
- b. To coordinate heritage management;
- c. To protect, preserve and promote the content and heritage which resides in orature in order to make it accessible and

dynamic;

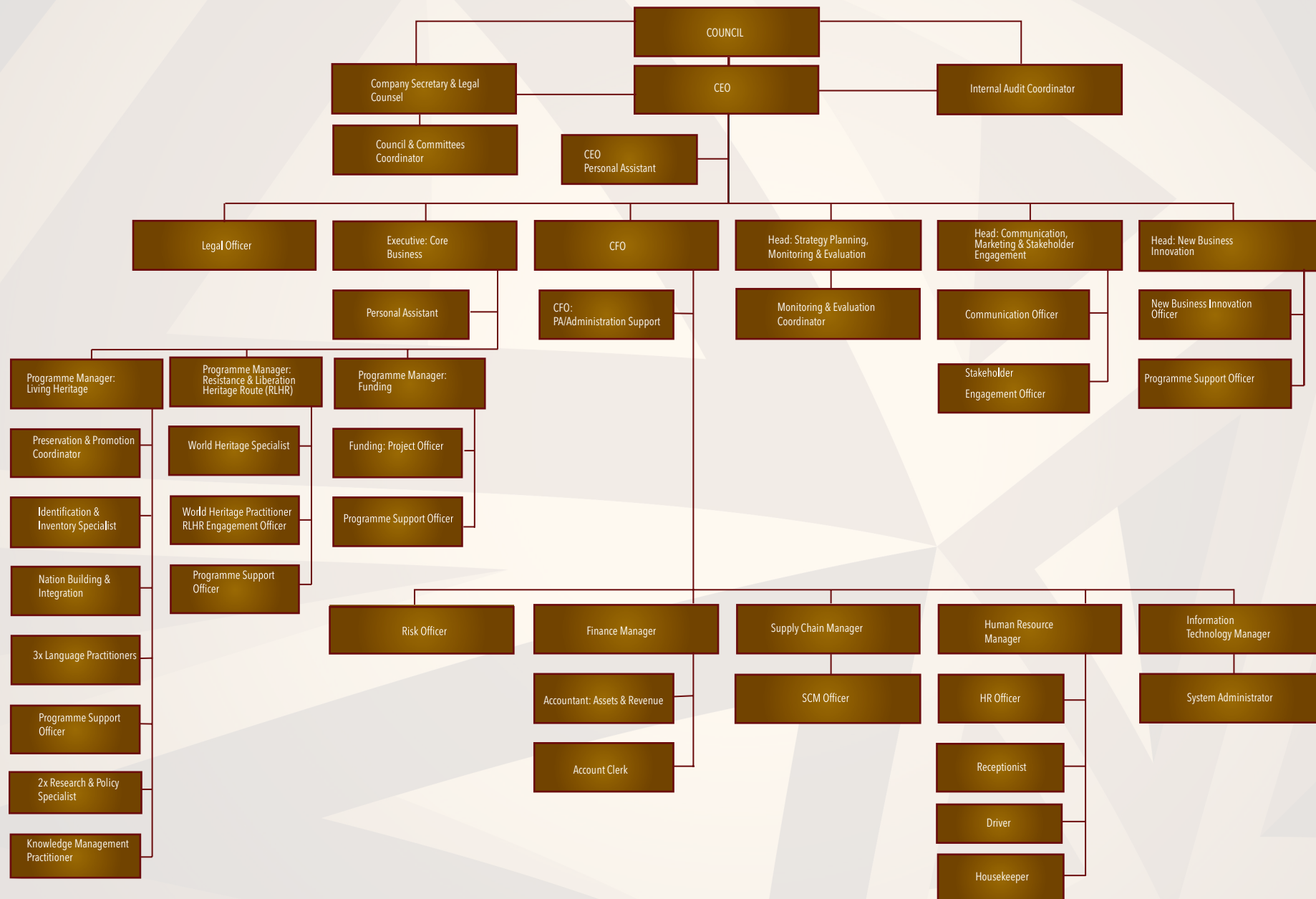
- d. To integrate living heritage with functions and activities of the Council and all other heritage authorities and institutions at national, provincial and local levels;
- e. To promote and protect indigenous knowledge systems including but not limited to enterprise and industry, social upliftment, institutional framework and liberatory processes, and;
- f. To intensify support for the promotion of the history and culture of all our peoples and particularly to support research and publications on enslavement in South Africa.

The core functions of the Council of the NHC are set out in the NHC Act. These core functions inform the day-to-day realities of the organisation and will therefore be pre-eminent in strategic initiatives and related objectives. The core functions of the Council are to:

- a. Advise the Minister on:
  - I. National policies on heritage matters, including indigenous knowledge systems, treasures, restitution and other relevant matters; and
  - II. Any other matter concerning heritage which the Minister may determine from time to time;
- b. Advise the Minister on the allocation of core funding to declared cultural institutions;
- c. Investigate ways and means of effecting the repatriation of South African heritage objects presently held by foreign governments, public and private institutions and individuals;
- d. Make grants to any person, organisation or institution in order to promote and develop national heritage activities and resources;
- e. Co-ordinate the activities of public institutions involved in heritage management in an integrated manner to ensure optimum use of state resources
- f. Monitor and co-ordinate the transformation of the heritage sector, with special emphasis on the development of heritage projects;

- g. Consult and liaise with relevant stakeholders on heritage matters;
- h. Generally support, nurture and develop access to institutions and programmes that promote and bring equity to heritage management;
- i. Promote an awareness of the history of all our people, including the history of enslavement in South Africa;
- j. Lobby for and secure funding for heritage management and to create a greater public awareness of the importance of our nation's heritage;
- k. Perform duties as assigned by the Minister; and
- l. The Council may on its own initiative advise the Minister on any matter concerning heritage.

## 7. ORGANISATIONAL STRUCTURE



## 8. MEMBERS OF THE COUNCIL



**Mr. Edgar Neluvhalani**  
Chairperson of Council



**Mr. Themba Dlamini**  
Deputy Chairperson of NHC and  
Chairperson of National Library of  
South Africa



**Ms. Karabo Rapoo**  
Chairperson of Ditsong Museums  
of SA



**Mr. Moses Makhweyane**  
Chairperson of South African  
Heritage Resources Agency



**Adv. Mphalane Makhura**  
Chairperson of National Archives  
and Records Service



**Prof. Thenjiwe Meyiwa**  
Chairperson of National Heraldry



**Adv. Rod Solomons**  
Chairperson of  
Iziko Museums of  
South Africa



**Ms. Salome Mabilane**  
Ministerial Appointee



**Ms. Nontlaza Sizani**  
Ministerial Appointee



**Dr. Graham Dominy**  
Ministerial Appointee



**Mr. Jabulani Sithole**  
Ministerial Appointee



**Mr. Luthando Jack**  
Eastern Cape Provincial  
Representative



**Ms. Elodie Seotseng  
Tlhoale**  
Free State Provincial  
Representative



**Mr. Tsheko Tsehlana**  
Gauteng Provincial  
Representative



**Dr. Vikunduku  
Mnculwane**  
KwaZulu Natal Provincial  
Representative



**Hosi Adv. Khavhareni  
Mahumani**  
Limpopo Provincial  
Representative



**Ms. Lydia Moroane**  
Mpumalanga Provincial  
Representative



**Mr. Onkabetse Mereki**  
Northern Cape Provincial  
Representative



**Ms. Laura Robinson**  
Western Cape Provincial  
Representative

# PART B: PERFORMANCE INFORMATION



# 1. STATEMENT OF RESPONSIBILITY REGARDING PERFORMANCE INFORMATION

## Statement of Responsibility Regarding Performance Information for the Year ended 31 March 2021

The Chief Executive Officer is responsible for the preparation of the public entity's performance information and the judgements made in this information.

The Chief Executive Officer is responsible for establishing and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of performance information.

In my opinion, the performance information fairly reflects the performance of the National Heritage Council for the financial year ended 31 March 2021.



-----  
**Ms. Moruakgomo Louisa Mabe**  
**Acting CEO**

**Date 30 July 2021**

## 2. AUDITOR GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The Auditor General has conducted audit procedures on the performance information for usefulness and reliability, compliance with laws and regulations and internal control, but an opinion is not expressed on the performance information. Refer to page 59 of the Report of the Auditor General's Report, included in Part E: Financial Information.

## 3. OVERVIEW OF THE NATIONAL HERITAGE COUNCIL'S PERFORMANCE

### 3.1 Strategic Outcome Oriented Goals

The NHC has the following strategic outcome-oriented goals:

| <b>Strategic Outcome Oriented Goal 1</b> | <b>An internationally recognised heritage organisation on the African continent</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Indicators                               | Increase the level of awareness and participation of the NHC as a heritage organisation in Africa through the following: <ul style="list-style-type: none"> <li>· Number of activities to promote awareness of the NHC</li> <li>· Number of multilateral and bilateral heritage agreements initiated with African countries</li> <li>· Number of presentations of research data on African Liberation Heritage Programme</li> <li>· Number of heritage exchange programmes participated in</li> </ul>                                                                                                   |
| <b>Strategic Outcome Oriented Goal 2</b> | <b>Mainstreaming of liberation heritage</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Indicators                               | <ul style="list-style-type: none"> <li>· Level of progress with domestic management of liberation heritage</li> <li>· Level of progress towards world heritage listing of the LHR</li> <li>· Number of submissions on the African Liberation Heritage Programme</li> <li>· Number of research reports and publications published</li> <li>· Number of presentations made on the liberation heritage</li> <li>· Number of knowledge partnerships signed</li> <li>· Number of inter-governmental arrangements formalised</li> <li>· Number of identified sites submitted for formal protection</li> </ul> |

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic Outcome Oriented Goal 3</b> | <b>Increased knowledge and awareness about South Africa's heritage by South Africa's citizens</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Indicators                               | <ul style="list-style-type: none"> <li>· Increased number of participants in heritage activities</li> <li>· Number of research outputs produced</li> <li>· Number of manuscripts from funded heritage projects published</li> <li>· Number of presentations made on heritage</li> <li>· Number of knowledge partnerships signed</li> <li>· Proportion of performance milestones achieved on the implementation of the NHC Language Policy</li> <li>· Level of implementation of the research agenda</li> </ul>                                                                                                                                                                   |
| <b>Strategic Outcome Oriented Goal 4</b> | <b>The leading institution on intangible heritage in South Africa</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Indicators                               | <ul style="list-style-type: none"> <li>· Approved framework for the establishment of a heritage institute by 2017</li> <li>· Number of Intangible Cultural Heritage (ICH) research initiatives funded</li> <li>· Number of intangible heritage programmes implemented and tangible heritage programmes supported</li> </ul>                                                                                                                                                                                                                                                                                                                                                      |
| <b>Strategic Outcome Oriented Goal 5</b> | <b>Social Cohesion and nation-building</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Indicators                               | <ul style="list-style-type: none"> <li>· Number of annual stakeholder engagement sessions held</li> <li>· Number of advocacy programmes/campaigns conducted annually</li> <li>· Number of nation-building initiatives implemented and funded annually</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Strategic Outcome Oriented Goal 6</b> | <b>An effective, efficient and sustainable institution</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Indicators                               | <p><b>Effectiveness</b></p> <ul style="list-style-type: none"> <li>· Unqualified audit</li> <li>· Level of collaboration with experts in the field</li> </ul> <p><b>Efficiency</b></p> <ul style="list-style-type: none"> <li>· Level of the functionality of operational systems</li> <li>· Establishment of Project Management Office</li> </ul> <p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>· Level of skills retention</li> <li>· Alignment with adapted King III</li> <li>· Level of viability and credibility of the knowledge management strategy</li> <li>· Retention of institutional memory</li> <li>· Diversity of funding streams</li> </ul> |

### 3.2. Service Delivery Environment

In the year under review the NHC scaled down its operations due to the Covid-19 Pandemic and implemented programmes that were in line with the risk based approach adopted by government. The following programmes were implemented in the year under review:

#### THE WORLD DAY OF AFRICAN AND AFRO-DESCENDANTS CULTURES

The NHC coordinated a Webinar on 22 January 2021, to highlight the shared cultural heritage between the Africans in the African Continent and those in the Diaspora. The participants and speakers in this Webinar were from South Africa, Zimbabwe, Kenya and Nigeria. The selected speakers presented on the topic: "Food as a tool for social cohesion: Fire side conversations in communities"

This commemorative day is strategically positioned in the sense that it is sandwiched on the one hand by Africa Day (month) which aims to highlight the opportunities in the different regions of the continent, provide practical leads on how to tackle these markets, and, most importantly, provide a platform for African companies to connect and share ideas, and on the other hand by the Black History day (month) which enables both adults and children to gain a broader understanding of Black histories, going beyond racism and slavery to also spotlight Black achievement.

In our case, it was felt that this day could be used to address some of the social ills like xenophobia. Dr Martin Luther King Jr said that "people fail to get along because they fear each other; they fear each other because they don't know each other; they don't know each other because they have not communicated with each other". The celebrations of the day were centred on Dr King Junior's dream that our children will one day live in a nation or continent where they are not judged by the colour of their skin, but by the content of their character.

#### LEARNER TEACHER SUPPORT TOOLKIT

Due to COVID-19 lockdown, the NHC was forced to cancel hosting of the annual Heritage Education Schools Outreach Programme (HESOP). With this flagship programme, the NHC gives learners an opportunity to become intimate with their heritage. The participating learners leave the project enriched, enlightened and filled with pride. We hope that they will also develop love and appreciation for their culture and heritage.

It was then decided to develop cultural heritage lessons and topics material that could be used by both Learners and Educators. We moved from the premise that cultural heritage forms integral part of the education curriculum in the South African schools. This was a deliberate and conscious move by government to ensure that the nation, especially the youth, has an opportunity to learn about the country's culture. In a society where there are as many interesting cultures that are diverse; it is important for government to step in and educate the public.

In our constant interaction with the educators and learners, on the subject matter, we have noted that, as much as heritage is part of the school curriculum, it is done in a limited way which doesn't give an opportunity for the learners to engage. Many-a-times, learners are tested of their knowledge on heritage especially the declared sites. There is no opportunity for instance to engage on how the particular sites could play a role in the realization of some of the objectives of the NDP Vision 2030 and or other programmes in broad terms; how the heritage sites could play a role in poverty alleviation, job creation and nation building.

The above observation is by no means the educators' fault. The 'devil' is in the text books and the approaches, hence the suggestion for this much needed intervention. It is not the intention of the NHC to recommend the revision of textbooks,

let alone the curriculum. The intention is to capacitate both educators and learners, and to some extent parents/public/communities, through the provision of learner support materials which will make the teaching and learning process to be participatory (educators serving as facilitators).

#### INDIGENOUS POETRY CHALLENGE

The creative arts have a special ability to enter cavities of human beings in ways no other. The arts have a powerful and creative way of capturing times for remembrance. It is also noteworthy that the Arts further have the power of inherently enabling intergenerational and cross-cultural engagement as they cut across audiences which promotes social cohesion and ultimately produces positive social impact.

It is for these reasons that the NHC, in partnership with the SOMAFCO Trust, implemented an exciting poetry initiative inspired by indigenous languages, folklore and other cultural assets from indigenous communities.

This was a vital intervention that recognised the crucial fact that cultural heritage and arts in their broadest sense have a vital role to play in maintaining mental wellbeing of societies that have been forced into isolation and abnormal ways of existing in order to be safe.

## MILESTONES IN 2020-21

Since inception in 2004, the NHC has utilised its funding mandate managed to place heritage as a priority for nation building, social cohesion and national identity. The NHC public funding for 2020-2021 benefited projects from all nine provinces having shared an allocated grant of R7m. The call was made to fund the following categories as advertised:

### 1. Women and Heritage

Women constitute the broad category of unsung heroines, whose historical achievements have not been adequately captured. This programme called on proposals of projects which seek to explore and trace the historical contribution and achievement of women in the promotion, conservation and management of our heritage.

### 2. Youth and Heritage

This programme seeks to explore ways in which heritage can be used effectively to maximise the role of the youth in the promotion and conservation of heritage resources while at the same time explore what contribution heritage can have in addressing youth issues.

### 3. Education and Heritage

This programme integrates heritage conservation and management into the education system including public education programmes and forums/fora. It also seeks opportunities for research, knowledge production, capacity building and skills development in conservation and management of heritage resources.

### 4. Liberation Heritage

This programme seeks to preserve the historical South African Liberation Heritage Struggle and utilize it as a catalyst to stimulate local economic development by identifying, researching and packaging a network of Resistance and Liberation Heritage Route sites that will be targeted as key developmental intervention nodes in the country.

### 5. Indigenous Groups' heritage initiatives in the country

The capturing and impact of the origins and historical context of colonialism, oppression and obliteration on the identity and values of the people upon which colonialization was imposed. These projects highlight the importance to build upon the gains the country has made and creating awareness and affirmation of indigenous knowledge.

## 3.3 Overview of the Organisational Environment

The NHC strived to sustain its presence and interaction with stakeholders across the three tiers of government as well as internationally despite the challenges it faced in the 2020/21 financial year. Engagement with stakeholders was reduced in light of the Covid-19 pandemic.

The organisation enjoys a sound and stable labour relations environment, with employees regularly engaged and consulted on developments affecting their conditions of service. Consequently, there has been no unrest or recorded disharmony between management and staff in the year under review.

## 3.4 Key Policy Developments and Legislative Changes

There were no legislative changes subsequent to the consultations on the review of the White Paper on Arts, Culture and Heritage.

## 4. PERFORMANCE INFORMATION BY PROGRAMME

### Programme 1: Administration

This programme aims to provide strategic leadership and enable NHC performance through the delivery of support services.

The programme is made up of the following sub-programmes:

- Office of the CEO;
- Communications;
- Company Secretariat; and
- Corporate Services.

### Key performance measures, targets and actual results

#### Strategic objectives:

- 1.1. Provide strategic management services
- 1.2. Promote the NHC and its programmes
- 1.3. Development of highly capable organisational personnel
- 1.4. Financial and procurement support provided
- 1.5. Provide ICT support

#### Summary

- A total of **11** targets had been planned for Programme 1 in 2020/21.
- **7 (63,64%)** targets were achieved
- **4 (36,36%)** targets were not achieved.

| Performance Indicator |    |                                                                                                                          | Actual Achievement in 2019/20                             | Planned Target for 2020/21                                | Actual Achievement in 2020/21                                     | Deviation from planned target to Actual Achievement in 2020/21                                                  | Comment on deviations                                                                                                                  |
|-----------------------|----|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| 1.1                   | a. | Dates by which compliance documents (APP, Quarterly Reports and Annual Report) are submitted to the Executive Authority. | Organisation-wide adherence to compliance dates achieved. | Organisation-wide adherence to compliance dates achieved. | Organisation-wide adherence to compliance dates was not achieved. | The target was not achieved as planned as the Q3 Report was submitted to the Executive Authority after 30 days. | The Q3 Report was not submitted to the Executive Authority within 30 days after the end of the quarter due to it being completed late. |

| Performance Indicator |    |                                                                   | Actual Achievement in 2019/20                                                                           | Planned Target for 2020/21                                                                        | Actual Achievement in 2020/21                                                                           | Deviation from planned target to Actual Achievement in 2020/21    | Comment on deviations                                                                                   |
|-----------------------|----|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| 1.2                   | a. | Number of heritage publications produced.                         | One (1) heritage publication was produced.                                                              | One (1) heritage publication to be produced.                                                      | The target was not achieved as the one (1) heritage publication was not produced.                       | The target was not achieved, as the publication was not produced. | The publication (magazine) production was halted for investigation and its production was not approved. |
|                       | b. | Number of planned media engagements conducted.                    | Sixteen (16) planned media engagements were conducted (media coordination for projects e.g. briefings). | Twelve (12) planned media engagements conducted (media coordination for projects e.g. briefings). | Sixteen (16) planned media engagements were conducted (media coordination for projects e.g. briefings). | The target was exceeded by four (4) media engagements.            | The target was exceeded with utilisation of additional opportunities to profile the work of the NHC.    |
|                       | c. | Number of multi-media campaigns conducted about key NHC projects. | Seventeen (17) multimedia awareness campaigns were conducted about key NHC projects.                    | Ten (10) multimedia awareness campaigns to be conducted about key NHC projects.                   | Twelve (12) multimedia awareness campaigns were conducted about key NHC projects.                       | The target was exceeded by two (2) multimedia campaigns.          | The target was exceeded by two (2) because of additional profiling of NHC projects.                     |

| Performance Indicator |    |                                                                                       | Actual Achievement in 2019/20                                               | Planned Target for 2020/21                                                  | Actual Achievement in 2020/21                                                                                          | Deviation from planned target to Actual Achievement in 2020/21 | Comment on deviations                                                                      |
|-----------------------|----|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| 1.3                   | a. | Percentage of implementation of the Approved Annual Training Plan in critical skills. | 82% Implementation of the approved Annual Training Plan on critical skills. | 80% implementation of the approved Annual Training Plan on critical skills. | The target was not achieved. A total of 10.4% of the approved Annual Training Plan on critical skills was implemented. | The target missed by 69.6%.                                    | Staff members could not undertake training due to Covid-19 disruptions.                    |
|                       | b. | Percentage of staff retained in funded positions.                                     | 92% staff retention in the funded posts.                                    | 85% staff retention in funded positions.                                    | 85% staff retention in the funded posts.                                                                               | The target was achieved as planned, with no deviation.         | There was one resignation in the 2020/21 financial year, however, the target was achieved. |
|                       | c. | Number of programmes to promote employee wellness implemented.                        | Four (4) programmes to promote employee wellness were implemented.          | Four (4) programmes to promote employee wellness to be implemented.         | Four (4) programmes to promote employee wellness were implemented.                                                     | The target was achieved as planned, with no deviation.         | N/A                                                                                        |

| Performance Indicator |    |                                                                   | Actual Achievement in 2019/20                        | Planned Target for 2020/21                                        | Actual Achievement in 2020/21                                     | Deviation from planned target to Actual Achievement in 2020/21 | Comment on deviations                                                                                                                                   |
|-----------------------|----|-------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.4                   | a. | Audit opinion achieved.                                           | Unqualified audit opinion achieved.                  | Unqualified audit opinion achieved.                               | Qualified audit opinion received.                                 | The target of an unqualified audit opinion was not achieved.   | Regression in the internal control environment and governance challenges experienced by the entity in the year under review.                            |
| 1.5                   | a. | Percentage of IT Client Satisfaction Survey rating achieved (%).  | IT client satisfaction survey 81% rating achieved.   | IT client satisfaction survey rating achieved (80%).              | IT client satisfaction survey rating of 87% achieved.             | The target was exceeded by 7%.                                 | Client satisfaction target exceeded due to the improvements in the service provided to staff with the insourced ICT.                                    |
|                       | b. | Level of Local Area Network availability (%).                     | 99,6% network availability achieved.                 | Local Area Network availability (95%).                            | 100% network availability achieved.                               | The target was exceeded by 5%.                                 | The target was exceeded due to increased frequency in the monitoring of the network and regular preventative maintenance performed to reduce downtimes. |
|                       | c. | Disaster Recovery & Business Continuity Plan approved and tested. | Disaster Recovery & Business Continuity Plan tested. | Disaster Recovery & Business Continuity Plan approved and tested. | Disaster Recovery & Business Continuity Plan approved and tested. | The target was achieved as planned, with no deviation.         | N/A                                                                                                                                                     |

## Strategy to overcome areas of under-performance

The root causes of the under-performance will be identified and resolved to ensure that all targets are achieved going forward.

## Changes to planned targets

Changes were made to the following targets due to the Covid-19 Pandemic:

- 1.2. (a) Number of documentaries produced – the target was cancelled for the financial year.
- 1.2. (b) Number of monthly newsletters produced – the target was cancelled for the financial year.
- 1.2. (f) Number of public engagements conducted per annum – the target was cancelled for the financial year.

## Programme 2: Heritage Promotion

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

Programme 2 consists of the following sub programmes:

- Heritage Management
- Funding
- Resistance and Liberation Heritage Route

## Key Performance measures, targets and actual results

### Strategic objectives:

- To intensify the promotion of living heritage through collaborations and stakeholder engagements nationally and internationally
- To develop national planning, policy development and research capability that will create an enabling environment for the advancement and promotion of National Heritage content
- 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 coordinate the management of the Liberation Heritage Route, the African Liberation Heritage Programme and national input into the world heritage agenda by promoting the influence of the South African heritage globally.

### Summary:

- A total of 17 targets had been planned for Programme 2 in 2020/21.
- **12 (70,59%)** targets were achieved
- **5 (29,41%)** targets were not achieved.

| Performance Indicator |    |                                                                          | Actual Achievement in 2019/20                                                                                        | Planned Target for 2020/21                                                                                                    | Actual Achievement in 2020/21                                    | Deviation from planned target to Actual Achievement in 2020/21 | Comment on deviations                                                                                                                                                 |
|-----------------------|----|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.1                   | a. | Number of heritage exchange programmes implemented per annum             | The exchange programme was not implemented by the NHC. The NHC participated in the SOMAFCO Youth Exchange Programme. | Partnership with SOMAFCO Trust implemented.                                                                                   | Partnership with SOMAFCO Trust implemented.                      | The revised target was achieved as planned with no deviation.  | The NHC implemented an Indigenous Poetry Programme and competition with the SOMAFCO Trust.                                                                            |
|                       | b. | Number of community-based cultural expressions implemented or supported. | Three (3) cultural expressions supported.                                                                            | Partnership with the Charlotte Maxeke Institute implemented.                                                                  | Partnership with the Charlotte Maxeke Institute implemented.     | The revised target was achieved as planned with no deviation.  | The NHC implemented a partnership with the Charlotte Maxeke Institute on the countdown to the 150th Anniversary Celebrations.                                         |
|                       | c. | Number of National Inventory Offices established.                        | New target.                                                                                                          | One (1) National Inventory Office Framework developed.                                                                        | One (1) National Inventory Office Framework was developed.       | The target was achieved as planned with no deviation.          | N/A                                                                                                                                                                   |
|                       | d. | Number of nation-building initiatives implemented and funded.            | Four (4) nation-building initiatives were implemented and funded.                                                    | 1 anti-poverty and food security programme implemented in all provinces.(1 nation building initiative implemented and funded) | The 1 anti-poverty and food security programme was not achieved. | The target was missed due to Covid-19 disruptions.             | Preparations for the implementation of the nation building initiative (anti-poverty and food security programme) could not be finalised due to the Covid-19 Pandemic. |

| Performance Indicator |    |                                                                          | Actual Achievement in 2019/20                        | Planned Target for 2020/21                                                | Actual Achievement in 2020/21                                              | Deviation from planned target to Actual Achievement in 2020/21                      | Comment on deviations                                                                                                                |
|-----------------------|----|--------------------------------------------------------------------------|------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 2.2                   | a. | Number of research products produced per annum                           | Four (4) publications were produced.                 | One (1) research product produced per annum.                              | 0 commemorative projects implemented/supported                             | The target was not achieved as the one research product was not produced.           | The target was missed owing to the withdrawal of the Heritage Panel member assigned the task.                                        |
|                       | b. | Number of policy position papers produced per annum.                     | Two (2) policy position papers produced per year     | Two (2) policy position papers produced per annum.                        | One (1) Policy Position paper developed.                                   | The target was not achieved as only one (1) Policy Position Paper was produced.     | The target was not achieved due to delays caused by internal administration challenges.                                              |
|                       | c. | Number of heritage journal articles contributed per annum                | Two (2) journal articles contributed.                | 1 heritage journal article contributed per annum.                         | 0 heritage journal articles were contributed.                              | The target was not achieved as no journal articles were contributed to any journal. | The target was not achieved due to delays caused by internal administration challenges.                                              |
|                       | d. | Number of heritage education initiatives implemented per annum.          | One (1) heritage education initiative supported      | One (1) heritage education initiative implemented per annum.              | One (1) heritage education initiative was implemented.                     | The target was achieved as planned with no deviation.                               | N/A.                                                                                                                                 |
|                       | e. | Number of Indigenous Language Advocacy Seminars hosted.                  | New target.                                          | One (1) indigenous knowledge seminar was hosted.                          | One (1) indigenous Knowledge Seminar or dialogue hosted virtually          | The target was achieved as planned with no deviation.                               | N/A                                                                                                                                  |
| 2.3                   | a. | % of DSAC annual grant allocated to support community heritage projects. | 28 community heritage projects supported and funded. | 7% of DSAC annual grant allocated to support community heritage projects. | 10% of DSAC annual grant allocated to support community heritage projects. | The target was exceeded by 3%.                                                      | Additional funds were committed to the funding of community heritage projects considering challenges posed by the Covid-19 pandemic. |
|                       | b. | % of funded projects monitored and evaluated.                            | New target.                                          | 100% of funded projects monitored and evaluated.                          | 100% of funded projects monitored and evaluated.                           | The target was achieved as planned with no deviation.                               | N/A                                                                                                                                  |

| Performance Indicator |    |                                                                        | Actual Achievement in 2019/20                                                              | Planned Target for 2020/21                                                     | Actual Achievement in 2020/21                                                       | Deviation from planned target to Actual Achievement in 2020/21                  | Comment on deviations                                                                                    |
|-----------------------|----|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| 2.4                   | a. | Number of commemorative projects implemented/ supported.               | 2 Commemorative events supported                                                           | 1 Commemorative events supported                                               | One (1) Repatriation Policy developed.                                              | The target was missed by 1 Commemorative project implemented/supported          | The target was missed as it was cancelled owing to the Covid-19 Pandemic.                                |
|                       | b. | Number of repatriations supported                                      | 3 repatriations supported.                                                                 | 1 Repatriation Policy developed                                                | 1 Repatriation Policy developed.                                                    | The revised target was achieved as planned with no deviation.                   | N/A                                                                                                      |
|                       | c. | Number of presentations on RLHR made to different stakeholders         | Nine (9) presentations on LHR were made to different stakeholders.                         | Four (4) Presentations/ lectures made to different stakeholders and audiences. | Five (5) Presentations/ lectures were made to different stakeholders and audiences. | The target was exceeded with one (1) presentation on RLHR made to stakeholders. | The additional presentation came from an additional opportunity to engage with stakeholders on the RLHR. |
|                       | d. | Number of submissions on the African Liberation Heritage Programme.    | Three (3) submissions on the African Liberation Heritage Programme.                        | Two (2) submissions on the African Liberation Heritage Programme               | Two (2) submissions on the African Liberation Heritage Programme.                   | The target was achieved as planned with no deviation.                           | N/A                                                                                                      |
|                       | e. | Number of milestones achieved in the World Heritage Listing Programme. | One (1) milestone was achieved (Submission of final amplified Nomination Dossier to DSAC). | One (1) milestone achieved.                                                    | Target achieved as planned (Amplified Dossier submitted to DSAC and Cabinet).       | The Amplified Dossier was submitted to DSAC and Cabinet.                        | Cabinet supported the submission of the Nomination Dossier to UNESCO.                                    |
|                       | f. | Percentage completion of Annual PMO Project Plan.                      | New target.                                                                                | 80% completion of Annual PMO Project Plan.                                     | 80% of Annual PMO Project Plan completed.                                           | The target was achieved as planned with no deviation.                           | N/A                                                                                                      |

### Strategy to overcome areas of under performance

The root causes of the under-performance will be identified and resolved to ensure that all targets are achieved going forward.

## Changes to planned targets

Changes were made to the following targets due to the Covid-19 Pandemic:

- 2.1. (a) Number of heritage exchange programmes implemented per annum revised to Partnership with SOMAFCO Trust implemented.
- 2.1. (b) Number of international multilateral engagements per annum. No target was set for the financial year.
- 2.1. (c) Number of community-based cultural expressions implemented or supported revised to Partnership with the Charlotte Maxeke Institute implemented.
- 2.2. (e) Number of Indigenous Language Advocacy Seminars hosted revised to one (1) indigenous knowledge seminar hosted.
- 2.4. (a) Number of commemorative projects implemented/supported. No target was set for the financial year due to Covid-19.
- 2.4 (b) Number of repatriations supported revised to one (1) Repatriation Policy developed.

# PART C: GOVERNANCE



## 1. INTRODUCTION

Corporate governance refers to the processes and systems by which the NHC is overseen, directed, controlled and held to account. In addition to legislative requirements based on the NHC's enabling legislation and the Companies Act, corporate governance concerning public entities is applied through the precepts of the Public Finance Management Act (PFMA), which is run in tandem with the Protocol on Corporate Governance (which encapsulates the principles contained in the King IV Report on Corporate Governance). Parliament, the Executive Authority and the Council of the NHC provide oversight on corporate governance. The NHC is committed to the principles of accountability, openness and integrity as prescribed by the King IV Code on Corporate Governance and its policies and charters formalise this commitment. This gives the shareholder and other stakeholders, the assurance that the NHC is ethically managed according to prudently determined risk parameters in compliance with best practices.

## 2. EXECUTIVE AUTHORITY

The Minister of Sport, Arts and Culture and the NHC signed a Shareholder's Compact, which captures the key performance measures and indicators that have been agreed upon by the Council, as the Accounting Authority of the NHC and the Minister, as the Executive Authority.

This a requirement for Public Entities listed in Schedule 2, 3B or 3D of the PFMA; however, notwithstanding the NHC being a Schedule 3A entity, and therefore not bound by this requirement, it was deemed necessary to do so for purposes of cooperative governance and accountability. The Shareholder's Compact captures the key performance measures and indicators agreed upon between the Council, as the Accounting Authority of the NHC,

As a consequence of the above agreement and in line with the PFMA, the NHC submits quarterly reports to the DSAC. During the year under review, the following reports were submitted:

- 1st Quarterly Report submitted on 27 August 2020;
- 2nd Quarterly Report submitted on 30 October 2020;
- 3rd Quarterly Report submitted on 31 January 2021;
- 4th Quarterly Report submitted on 30 April 2021.

## 3. THE COUNCIL

The NHC is a juristic entity established in terms of the National Heritage Council Act of 1999 (Act 11 of 1999). The Minister of Sport, Arts and Culture appoints members of the public of the Republic of South Africa as members of the NHC to manage the affairs of the NHC in terms of the Act and its regulations in line with corporate governance principles. The NHC is constituted in terms of Section 5. (1) of the National Heritage Council Act as follows:

- a. at least five members, appointed by the Minister;
- b. a representative of each province to be nominated by the MEC concerned; and
- c. the chairpersons of each of—
  - I. the Council of the South African Heritage Resources Agency;
  - II. the National Archives Commission;
  - III. the Heraldry Council;
  - IV. the Board of the National Library;
  - V. the Council of the Northern Flagship Institution (Ditsong Museums); and
  - VI. the Council of the Southern Flagship Institution (Iziko Museums)

The Council plays an advisory role to the Minister on heritage issues, including national policies on heritage, allocation of core funding and resources and any other matter concerning heritage that the Minister or the Council may determine.

The Council operates in terms of an approved Charter that spells out its role and responsibilities. The Council plays an oversight role and provides leadership on the affairs of the NHC. Its role includes the establishment, review and monitoring of strategic objectives. It also gives strategic direction and ensures compliance with corporate governance and legislative imperatives. The Council oversees the NHC's systems of governance, internal control, and risk management.

The Council meets at least once a quarter and special meetings are held when there is a need. The purpose of the quarterly meetings is to review the strategic and operational performance of the NHC. Amongst other matters, the Council looks into business plans, policies, the approval of major contracts and other strategic issues. The management team of the NHC is responsible for the implementation of the decisions and strategies of the Council.

## 4. STRUCTURE AND COMPOSITION OF THE COUNCIL

As mentioned, the Council is constituted by members appointed by the Minister of Sport, Arts and Culture and by the Provincial Arts and Culture MECs; the Chairpersons of certain declared cultural institutions (Iziko Museums of Cape Town, Ditsong Museums, NLSA, National Heraldry Council and SAHRA) and the National Archives Council. The members are from diverse backgrounds and have extensive skills in the heritage sector. In making appointments, the Minister takes into consideration of diversity and skills. In the period under review, there were nineteen (19) Council Members with the CEO being an ex officio member.

## Composition of the Council

Below is the profile of Council members and attendance at Council meetings during the year ended 31 March 2021.

| Name                     | Designation                                  | Date appointed                           | Date resigned/<br>Term ended | Qualifications                                                                                                                                                                                 | Area of Expertise                                                                                                     | Board Directorship                                                                                | Other Committees (NHC Sub Committees)                                                                                                       | No of Scheduled Meetings (3), Special Meetings (4) and 3 Days Workshop (1) |
|--------------------------|----------------------------------------------|------------------------------------------|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Dr Thulani John Mbuli    | Chairperson – Appointed by Minister          | 01/12/2017                               | Passed away on 15 July 2020  | i) PhD: UNIZULU.<br>ii) Master of Arts: UNIZULU<br>iii) Bachelor of Arts: UNIZULU<br>iv) B Paed: Environmental Science: UNIZULU<br>v) Diploma in Logistics – International Trade: UJ and UNISA | Heritage, Languages, Labour Law, Finance and Governance                                                               | i) Council Member of the University of Zululand<br><br>ii) Council Member of Amafa AkwaZulu Natal | None                                                                                                                                        | 7/8                                                                        |
| Prof. Thenjiwe Meyiwa    | Deputy Chairperson – Chairperson of Heraldry | 01/12/2017<br><br>Reappointed 01/12/2020 | 21 August 2020<br><br>Active | i) PhD: UKZN<br>ii) Mcom: Organizational Management: UKZN<br>iii) MA, BA (Hons): UKZN<br>iv) Diploma (Secondary Teachers): Indumiso College                                                    | Gender Studies, IKS, Organisational Management                                                                        | N/A                                                                                               | i) Heritage Programmes, Projects and Research Committee<br>ii) Social and Ethics Committee                                                  | 7/8<br><br>3/6                                                             |
| Ms Salome Velma Mabilane | Member appointed by Minister                 | 01/12/2017<br><br>Reappointed 01/12/2020 | 21 August 2020<br><br>Active | i) B Tech: Cost and Management Accounting: TUT<br>ii) National Diploma: Cost and Management Accounting: TUT<br>iii) Advanced Certificate in Municipal Governance: UJ<br>iv) Accountant: SAIPA  | Financial and Management Accounting, Auditing, Financial Statements, Corporate Governance and performance Information | Managing Director: SUM Consulting and advising Services                                           | i) Corporate Services and Finance Committee.<br>ii) Repositioning and International Relations Committee<br>iii) Social and Ethics Committee | 8/8<br><br>6/6                                                             |

| Name                    | Designation                  | Date appointed | Date resigned/<br>Term ended | Qualifications                                                                                                                | Area of Expertise                                                                                                                                                                                         | Board Directorship                                                                                                    | Other Committees (NHC Sub Committees)                                                                              | No of Scheduled Meetings (3), Special Meetings (4) and 3 Days Workshop (1) |
|-------------------------|------------------------------|----------------|------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Chief Livhuwani Matsila | Member appointed by Minister | 01/12/2017     | 21 August 2020               | i) BSc Honours (Botany): UNIVEN<br>ii) BSC (Botany and Zoology): UNIVEN<br>iii) Masters of Science (Zoology): Wits University | Community and Rural Development, Conservation of Natural Resources, Preservation of Cultural Heritage, Research, Project Management, Financial Management, Human Resources Management, Skills Development | i) Matsila Community Development Trust<br>ii) Matsila Community Business Trust<br>iii) Livhuwani Matsila Family Trust | i) Heritage Programmes, Projects and Research Committee<br>ii) Repositioning and International Relations Committee | 7/8                                                                        |

| Name                     | Designation                  | Date appointed | Date resigned/<br>Term ended | Qualifications                                                                                                                                            | Area of Expertise                                                                                                                                                                                                            | Board Directorship                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Other Committees (NHC Sub Committees)                                         | No of Scheduled Meetings (3), Special Meetings (4) and 3 Days Workshop (1) |
|--------------------------|------------------------------|----------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Mrs. Reyhana Gani CA(SA) | Member appointed by Minister | 01/12/2017     | 21 August 2020               | <ul style="list-style-type: none"> <li>i) BCom Hons: Univ. of Pretoria</li> <li>ii) IRBA: Board 2</li> <li>iii) SAICA: Chartered Accountant SA</li> </ul> | PFMA and MFMA Compliance, Risk Management, Internal Audit, Fraud Risk Management, Performance Information, IT External Audit, Corporate Governance, Oversight, Compliance with Laws and Regulations, Disciplinary Committees | <ul style="list-style-type: none"> <li>i) Trustee for Big Tree Trust</li> <li>ii) Chairperson of Performance and Audit Committee for Cape Winelands District Municipality</li> <li>iii) Committee Member of Performance and Audit for Bergvliet Municipality</li> <li>iv) Chairperson of Performance and Audit Committee for Theewaterskloof Municipality</li> <li>v) Member of ARC for Marine Living Resource Agency</li> <li>vi) Member of Audit Committee for BonMed</li> <li>vii) Chairperson of Risk Committee for West Coast District Municipality</li> </ul> | <ul style="list-style-type: none"> <li>i) Audit and Risk Committee</li> </ul> | 8/8                                                                        |

| Name            | Designation                      | Date appointed | Date resigned/<br>Term ended | Qualifications                                                                                                                                                                                                                                                                                                                                                                               | Area of Expertise                                   | Board Directorship                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Other Committees (NHC Sub Committees)                                       | No of Scheduled Meetings (3), Special Meetings (4) and 3 Days Workshop (1) |
|-----------------|----------------------------------|----------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Ms Nandi Madiba | Member appointed by The Minister | 11/03/2020     | 21 August 2020               | i) Chartered Directorship (IoDSA)- CDSA<br>ii) Master of Business Administration (MBA)<br>iii) MSc Financial Management-Part 1 (Post Graduate Diploma)<br>iv) Hons BCompt<br>v) B.Com Acc<br>vi) Post Grad Cert: Advanced Taxation<br>vii) Diploma: Human Resources Management<br>viii) Certificate - Programme in Municipal Finance & Development (encompassing Strategy & Risk Management) | i) Financial and Risk Management<br>ii) Governance. | i) Have been serving on boards of directors since 1995/6 and chairing/serving on various board committees.<br>ii) CEO and Executive Chairman of About Survival Consulting Agency (ASCA)<br>iii) Chairperson: Eastern Cape Development Corporation (ECDC)<br>iv) Member of Overberg Water Board<br>v) Member of Legislature Services Board (Gauteng) and chairing Audit and Risk Committee<br>vi) Member of Sci-Bono Discovery Centre- Board<br>vii) Member of South African Weather Service board (term ended July 2018)<br>viii) Non-Exec Director Isibane NPC | i) Audit and Risk Committee<br>ii) Corporate Services and Finance Committee | 8/8                                                                        |

| Name                      | Designation                            | Date appointed                           | Date resigned/<br>Term ended                                         | Qualifications                                                                                                                                                                                                                                | Area of Expertise                                                                        | Board Directorship                                                                                  | Other Committees (NHC Sub Committees)                                                                                                                               | No of Scheduled Meetings (3), Special Meetings (4) and 3 Days Workshop (1) |
|---------------------------|----------------------------------------|------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Mr Kagiso Johannes Seleke | North West Provincial Representative   | 01/12/2017<br><br>Reappointed 01/12/2020 | 21 August 2020<br><br>Reappointed 01/12/2020 and Resigned March 2021 | i) National Diploma in Public Administration: UNISA (current)<br>ii) National Certificate in IT: Extensive IT Academy<br>iii) Fundamental of Project Management: Centurion Academy<br>iv) Section 13 Trade Fitting: Engineering Skills Centre | Research, Project Management Coordinating, Administration on Governance, Mining Projects | i) Director for Mon-nakato Sports Arts and Culture Council                                          | i) Heritage Programmes, Projects and Research Committee<br>ii) Repositioning and International Relations Committee<br>iii) Corporate Services and Finance Committee | 8/8<br><br>4/6                                                             |
| Ms Laura Robinson         | Western Cape Provincial Representative | 01/12/2017<br><br>Reappointed 01/12/2020 | 21 August 2020<br><br>Active                                         | i) B Architecture: UCT                                                                                                                                                                                                                        | Architecture, Cultural Landscape, Intangible Heritage, Built Environment                 | i) Director for Cape Town Heritage Foundation<br>ii) Director for Central City Improvement District | i) Heritage Programmes, Projects and Research Committee<br>ii) Repositioning and International Relations Committee                                                  | 8/8<br><br>6/6                                                             |
| Mr Tsheko Tsehlana        | Gauteng Provincial Representative      | 01/12/2017<br><br>Reappointed 01/12/2020 | 21 August 2020<br><br>Active                                         | i) Certificate in Development Management: School: School of Public & Development Management<br>ii) Certificate in Arts and Culture Management: University of Witwatersrand                                                                    | Management, Project Management, Organisational Design                                    | i) Board Member of SOWETO Heritage Foundation                                                       | i) Heritage Programmes, Projects and Research Committee<br>ii) Repositioning and International Relations Committee                                                  | 8/8<br><br>6/6                                                             |

| Name                     | Designation                             | Date appointed | Date resigned/<br>Term ended | Qualifications                                                                                                                                                                                        | Area of Expertise                                                                      | Board Directorship                                                                                                                                                                                                                                         | Other Committees (NHC Sub Committees)                                                                                                                               | No of Scheduled Meetings (3), Special Meetings (4) and 3 Days Workshop (1) |
|--------------------------|-----------------------------------------|----------------|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Ms Keneilwe Mable Modise | Northern Cape Provincial Representative | 01/04/2018     | 21 August 2020               | i) Higher Diploma (REQV 13): UNISA<br>ii) Certificate in Adult Education: Western Cape University<br>iii) Certificate in Occupational Based Practices                                                 | Research, Facilitation, Community Development, Educator                                | None                                                                                                                                                                                                                                                       | i) Corporate Services and Finance Committee<br>ii) Heritage Programmes, Projects and Research Committee                                                             | 7/8                                                                        |
| Mr Mbasa Metuse          | Eastern Cape Provincial Representative  | 12/02/2019     | 21 August 2020               | i) Bachelor of Social Science Honours-incomplete- University of Fort Hare<br>ii) Bachelor of Social Science: Fort Hare University<br>iii) Project Management: Stellenbosch University Business School | Governance, Programme Management, Research, Policy Development and Strategic Planning. | i) Executive Director of Itsamaya Holdings<br>ii) Mayibuye Transport Corporation (Eastern Cape Dep of Transport)<br><br>- Chairperson of HR and Remuneration Committee<br>- Member of Finance and Investment Committee<br>- Member of Governance Committee | i) Heritage Programmes, Projects and Research Committee<br>ii) Repositioning and International Relations Committee<br>iii) Corporate Services and Finance Committee | 8/8                                                                        |

| Name                       | Designation                          | Date appointed                            | Date resigned/<br>Term ended | Qualifications                                                                                                                                                                                                                                                    | Area of Expertise                                                                                         | Board Directorship                                                                                                                                                         | Other Committees (NHC Sub Committees)                                                                                                                               | No of Scheduled Meetings (3), Special Meetings (4) and 3 Days Workshop (1) |
|----------------------------|--------------------------------------|-------------------------------------------|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Mr Puleng Herman Tsebe     | Limpopo Provincial Representative    | 22/02/2019                                | 21 August 2020               | i) Diploma in Municipal Finance Management University of Pretoria<br>ii) English Teaching Overseas: Leeds University<br>iii) Special Art Teachers Course: Ndaleneni Art School<br>iv) Teachers Course: Mokopane College of Education                              | RSA Constitution, Labour Relations Law, Municipal Finance Management, Municipal Systems and Structures    | i) Member of NEDLAC<br>ii) Member of Presidential BBBEE Advisory Council<br>iii) Commissioner for Employment Equity Dep of Labour<br>iv) Director of PM Trading Enterprise | i) Corporate Services and Finance Committee<br>ii) Heritage Programmes, Projects and Research Committee<br>iii) Repositioning and International Relations Committee | 8/8                                                                        |
| Ms Lydia Moroane           | Mpumalanga Provincial Representative | 28/05//2020<br><br>Reappointed 01/12/2020 | 21 August 2020<br><br>Active | i) Secondary Teachers Diploma: Tivumbeni Edu Collage<br>ii) ACE in Life Orientation: University of North West<br>iii) Certificate in Governance: University of JHB<br>iv) Certificate in Ministry Leadership: Christian Family Church CECI<br>v) Mediation: DIRCO | i) Social Transformation<br>ii) Issues and Plights of Women<br>iii) All Matters Pertaining Transformation | i) Board Member: DOLTS                                                                                                                                                     | None                                                                                                                                                                | 6/8<br><br>6/6                                                             |
| Ms Elodie Seotseng Tlhoale | Free State Province Representative   | 24/04/ 2020<br><br>Reappointed 01/12/2020 | 21 August 2020<br><br>Active | i) BA Hons Architecture: University of Cape Town<br>ii) BA Architecture Studies – UCT<br>iii) ND Architecture – Pentech                                                                                                                                           | i) Professional Architect<br>ii) Heritage Practitioner                                                    | Managing Director: Architecture Impact Pty Ltd                                                                                                                             | None                                                                                                                                                                | 7/8<br><br>6/6                                                             |

| Name              | Designation                                                                    | Date appointed                                                                               | Date resigned/<br>Term ended     | Qualifications                                                                                                                                                                                                                                                                               | Area of Expertise                                                                           | Board Directorship                                                                     | Other Committees (NHC Sub Committees)                                                                                                            | No of Scheduled Meetings (3), Special Meetings (4) and 3 Days Workshop (1) |
|-------------------|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Mr Themba Dlamini | Member appointed by Minister – Chairperson of National Library of South Africa | 01/12/2017 – 30/11/2020<br>Reappointed 01/10/2018 – 30/09/2021<br><br>Reappointed 01/12/2020 | 21 August 2020<br><br><br>Active | i) Master of Arts in Development Economics: William College, Massachusetts, USA<br>ii) Bachelor of Arts in Economics Honours-(Cum Laude) : Howard University, Washington DC, USA<br>iii) Diploma in Business Administration (Accounting): Northern Virginia Community College, Virginia, USA | Research Analyst, Project Management, Financial Management, Strategist, Budget and Planning | i) Chairperson of National Libraries<br>ii) Commissioner: National Planning Commission | i) Corporate Services and Finance Committee<br><br>ii) Heritage Programmes, Projects and Research Committee<br><br>iii) Audit and Risk Committee | 6/8<br><br><br>6/6                                                         |

| Name                   | Designation                                                   | Date appointed                                        | Date resigned/<br>Term ended | Qualifications                           | Area of Expertise                                                        | Board Directorship                                                                                                                                                                                                                                                                                                                                                                                                                                         | Other Committees (NHC Sub Committees) | No of Scheduled Meetings (3), Special Meetings (4) and 3 Days Workshop (1)             |
|------------------------|---------------------------------------------------------------|-------------------------------------------------------|------------------------------|------------------------------------------|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|----------------------------------------------------------------------------------------|
| Ms Karabo Tebogo Rapoo | Member Appointed by Minister – Chairperson of Ditsong Museums | 01/08/2016 – 31/07/2019<br><br>Reappointed 01/12/2020 | 21 August 2020<br><br>Active | i) Executive Development Programme: GIBS | Internal Audit and Risk Management, Corporate Governance, External Audit | i) Chairperson of Ditsong Museums<br>ii) Trustee Board Member of Medipos Medical Aid Scheme<br>iii) Audit Committee Member of BestMed Medical Aid Scheme<br>iv) Audit Committee Member of Medipos Medical Aid Scheme<br>v) Chairperson of Risk Management Committee of DSAC<br>vi) Ex Officio member of the following Board Committees in SAPO:<br><br>- Audit and Risk Management Committee<br>- IT Governance Committee<br>- Social and Ethics Committee | None                                  | 8/8<br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br>3/6 |

| Name                          | Designation                                                     | Date appointed                           | Date resigned/<br>Term ended | Qualifications                                                                                                                                                                                                                                                                                      | Area of Expertise                                                                                                            | Board Directorship                                                                                                                                       | Other Committees (NHC Sub Committees)                  | No of Scheduled Meetings (3), Special Meetings (4) and 3 Days Workshop (1) |
|-------------------------------|-----------------------------------------------------------------|------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------------------------------|
| Mr Moses Makhweyane           | Member appointed by The Minister: SAHRA Chairperson             | 20/02/2018<br><br>Reappointed 01/12/2020 | 21 August 2020<br><br>Active | i) B Juris: Limpopo University                                                                                                                                                                                                                                                                      | Legal, Corporate Governance                                                                                                  | i) Deputy Chairperson of Mpumalanga Heritage Resources Authority<br>ii) Member of QSS Professional Consulting                                            | i) Corporate Services and Finance Committee            | 8/8<br><br>4/6                                                             |
| Adv Roderick Solomons         | Member appointed by The Minister – Chairperson of IZIKO Museums | 01/08/2019<br><br>Reappointed 01/12/2020 | 21 August 2020<br><br>Active | i) Admitted Advocate of the SA High Court<br>ii) B.Soc<br>iii) LLB<br>iv) Certificate in Sports Law                                                                                                                                                                                                 | Legal and Corporate Governance, Risk Management and Compliance, Event and Project Management, IT and Infrastructure Property | i) Chairperson of IZIKO Museums<br>ii) Chairperson of Western Cape Chapter & Member of the National Executive Committee for UCT Black Alumni Association | i) Repositioning and International Relations Committee | 8/8<br><br>1/6                                                             |
| Dr Adv Mphalane Moses Makhura | Member appointed by The Minister: Chairperson of NAAC           | 01/01/2020<br><br>Reappointed 01/12/2020 | 21 August 2020<br><br>Active | i) LLB (Bachelors of Law): UNISA<br>ii) D. Litt et Phil: Information Science: UJ<br>iii) Masters Degree in Information Science (M.Inf): RAU<br>iv) BA Honours Information Studies: University of the North<br>v) BA Degree in Library and Information Science in Education: University of The North | i) Law<br>ii) Library Management<br>iii) Records and Information Management<br>iv) Teaching                                  | i) Chairperson: NAAC                                                                                                                                     | None                                                   | 1/8<br><br>6/6                                                             |

| Name              | Designation                           | Date appointed | Date resigned/<br>Term ended | Qualifications                                                                                                                                                                                                                                                                                                 | Area of Expertise                                                                                                                                                           | Board Directorship                                                                                                                                                                                                                                                           | Other Committees (NHC Sub Committees) | No of Scheduled Meetings (1), Special Meetings (4) and DSAC 2 Days Induction Workshop (1) |
|-------------------|---------------------------------------|----------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------------------------------------------------------------------|
| Edgar Neluvhalani | Chairperson Appointed by The Minister | 01/12/2020     | Active                       | <ul style="list-style-type: none"> <li>i) Masters Environmental Education (Cum Laude): UJ</li> <li>ii) BA Education Honours: UNISA</li> <li>iii) Diploma Environmental Education: UJ</li> </ul>                                                                                                                | <ul style="list-style-type: none"> <li>i) Heritage</li> <li>ii) Governance</li> <li>iii) Strategy</li> <li>iv) Environment</li> <li>v) Leadership</li> </ul>                | Previous: <ul style="list-style-type: none"> <li>i) DYARA</li> <li>ii) My Acre of Africa</li> <li>iii) Kenneth Copeland Ministries Africa (NED)</li> <li>iv) Johannesburg Social Housing Company</li> <li>v) SAHRA</li> <li>vi) Johannesburg City Parks &amp; Zoo</li> </ul> | None                                  | 6/6                                                                                       |
| Dr Graham Dominy  | Member Appointed by The Minister      | 01/12/2020     | Active                       | <ul style="list-style-type: none"> <li>i) BA Hons HDE: University of Natal</li> <li>ii) N Diploma Archives Science: Dep National Education</li> <li>iii) MA: National University of Ireland</li> <li>iv) PG Diploma in Museum Science: University of Pretoria</li> <li>v) PhD: University of London</li> </ul> | <ul style="list-style-type: none"> <li>i) Heritage</li> <li>ii) Archives</li> <li>iii) Museums</li> <li>iv) Policy</li> <li>v) Management</li> <li>vi) Libraries</li> </ul> | <ul style="list-style-type: none"> <li>i) Member of various local heritage and historical and archival organisations in SA and Internationally</li> </ul>                                                                                                                    | None                                  | 6/6                                                                                       |

| Name                            | Designation                      | Date appointed | Date resigned/<br>Term ended | Qualifications                                                                                                                                                                                                                                                                                                                                                 | Area of Expertise                                                                                                                                                                                                                                                          | Board Directorship                                                                                                                                                                                                                                                           | Other Committees (NHC Sub Committees)                           | No of Scheduled Meetings (1), Special Meetings (4) and DSAC 2 Days Induction Workshop (1) |
|---------------------------------|----------------------------------|----------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| Mr Jabulani Sithole             | Member Appointed by The Minister | 01/12/2020     | Active                       | <ul style="list-style-type: none"> <li>i) Master of Arts History: Univ. of Natal</li> <li>ii) BA Honours: Univ. of Natal</li> <li>iii) BA Degree: Univ. of Natal</li> <li>iv) Secondary Teachers Diploma: Indumiso College of Education</li> </ul>                                                                                                             | <ul style="list-style-type: none"> <li>i). Heritage</li> <li>ii) Research</li> <li>iii). History</li> <li>iv) Writer</li> </ul>                                                                                                                                            | Previous: <ul style="list-style-type: none"> <li>i) Commissioner: National Planning Commission</li> <li>ii) Member of the Ministerial Task Team: Department of Basic Education</li> <li>iii) Council Member: NHC</li> <li>iv) Chairperson: Luthuli Museum Council</li> </ul> | None                                                            | 6/6                                                                                       |
| Ms Nontlaza Nosisa Joyce Sizani | Member Appointed by The Minister | 01/12/2020     | Active                       | <ul style="list-style-type: none"> <li>i) AGA (SA)</li> <li>ii) Cert. Director (IoDSA)</li> <li>iii) B Compt Hons/CTA: UNITRA</li> <li>iv) BComm: UNITRA</li> <li>v) Senior Secondary Teachers Diploma: UNITRA</li> <li>vi) PG Diploma in Management: UKZN</li> <li>vii) Certificate of Competence: Intro to Property Investment and Practice: WITS</li> </ul> | <ul style="list-style-type: none"> <li>i) Internal and External Audit</li> <li>ii) Financial and Risk Management</li> <li>iii) Credit Rating Advisory</li> <li>iv) Cash Management and Policy Development</li> <li>v) Budgeting, Project and Structured Finance</li> </ul> | <ul style="list-style-type: none"> <li>i) Executive Director: Nakupenda Investments</li> <li>ii) NED: Dezzo Holdings</li> <li>iii) Executive Director: Invest Wealth</li> </ul>                                                                                              | ARC Chairperson: National Heritage Council until 21 August 2021 | 5/6                                                                                       |

| Name                        | Designation                              | Date appointed | Date resigned/<br>Term ended | Qualifications                                                                                                                                                                                                                                                                                                                                                                                     | Area of Expertise                                                                                                                              | Board Directorship                                                                                                               | Other Committees (NHC Sub Committees) | No of Scheduled Meetings (1), Special Meetings (4) and DSAC 2 Days Induction Workshop (1) |
|-----------------------------|------------------------------------------|----------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------------------------------------------------------------------|
| Mr Luthando Phillip Jack    | Eastern Cape Provincial Representative   | 01/12/2020     | Active                       | <ul style="list-style-type: none"> <li>i) Masters of Commerce: UKZN</li> <li>ii) BA in Philosophy: University of Stellenbosch</li> <li>iii) BTech in Public Management: PE Technikon</li> <li>iv) ND in Public Management and Administration: Eastern Cape Technikon</li> </ul>                                                                                                                    | <ul style="list-style-type: none"> <li>i) Organizational Compliance</li> <li>ii) Governance</li> <li>iii) Institutional Development</li> </ul> | <ul style="list-style-type: none"> <li>i) Boxing South Africa</li> <li>ii) Chris Hani Co-operative Development Centre</li> </ul> | None                                  | 5/6                                                                                       |
| Dr Rev Vinkinduku Mnculwane | Kwa Zulu-Natal Provincial Representative | 01/12/2020     | Active                       | <ul style="list-style-type: none"> <li>i) Doctor of Administration: UKZN</li> <li>ii) Masters of Public Administration: University of Stellenbosch</li> <li>iii) Master of Theology: Univ. of Natal</li> <li>iv) BTh Honours: UNISA</li> <li>v) BA Hons Public Administration: University of Stellenbosch</li> <li>vi) PG Diploma Monitoring and Evaluation: University of Stellenbosch</li> </ul> | <ul style="list-style-type: none"> <li>i) Public Policy</li> <li>ii) Monitoring and Evaluation</li> </ul>                                      | <ul style="list-style-type: none"> <li>i) Council Chairperson: KZN Amafa Research and Institute</li> </ul>                       | None                                  | 3/6                                                                                       |

| Name                           | Designation                           | Date appointed | Date resigned/<br>Term ended | Qualifications                                                                                                                                                                  | Area of Expertise                                 | Board Directorship                                                                                                                                                                                   | Other Committees (NHC Sub Committees) | No of Scheduled Meetings (3), Special Meetings (4) and 3 Days Workshop (1) |
|--------------------------------|---------------------------------------|----------------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|----------------------------------------------------------------------------|
| Mr Onkabetse Wordsworth Mereki | Northern Cape Province Representative | 01/12/2020     | Active                       | i) B Soc Sci: University of North West                                                                                                                                          | i) Public Administration<br>ii) Heritage Services | i) Member: N. Cape Heritage Authority<br>ii) Member: McGregor Museum<br>iii) Chairperson: Legadima Industrial<br>iv) Managing Member: Woxbricks Trading<br>v) Member: Nk-godisana Social Connections | None                                  | 6/6                                                                        |
| Hosi Adv Aarone Mahumani       | Limpopo Province Representative       | 01/12/2020     | Active                       | i) LL.M: Limpopo University in collaboration with Potchefstroom<br>ii) B Juris Degree: University of Zululand<br>iii) Post Graduate Diploma I Labour Law: University of Limpopo | i) Legal Administrative Issues<br>ii)             | i) Director: Mahumani Empowerment Services Centre<br>ii) Board Member: Limpopo Gambling Board<br>iii) Board Member: Dept. of Justice                                                                 | None                                  | 6/6                                                                        |

## Council Committees

In its operations, the Council is assisted by five committees. The committees are as follows:

- a. Audit and Risk Committee (ARC)** - Assists the Council in fulfilling its responsibilities and provides oversight on related audit, finance, performance and risk matters. The ARC's charter is aligned to the duties prescribed by the PFMA and Treasury Regulations.  
In the period under review, the term of the ARC came to an end after the Council was dissolved on 21 August 2021 and an Administrator was appointed. The ARC was deemed to also have been dissolved by virtue of the Council dissolution. The matter was verified with National Treasury who indicated that if the Council had been legally dissolved, so was the ARC.
- b. Heritage Programmes, Projects and Research Committee** - Oversees the management of heritage in relation to the mandate of the NHC in the implementation of the coordination, promotion, funding, conservation, transformation and development of heritage in the Republic of South Africa.
- c. Repositioning and International Relations Committee** - Oversees the NHC's engagement with international bodies, organisations, experts, programmes and projects on heritage management, ensures the sustainability of the NHC and provides advice and guidance on marketing and communications.
- d. Corporate Services and Finance Committee** - Responsible for the determination and making recommendation for approval by the Council on sound human resources and remuneration philosophy, strategy and policies; reviews and monitors the integrity of NHC's monthly, quarterly and annual financial statements and any other formal announcements relating to the NHC's financial performance.
- e. Social and Ethics Committee** - Responsible for ensuring that the NHC conducts its business responsibly and with regard for ethical standards and social responsibility.

All the committees operate according to approved Terms of Reference, which are set out in the respective mandates.

## INTERNAL CONTROLS

There were some deficiencies with internal controls in the year under review, which were noted by the AGSA. These are being attended to. The process includes the review and updating of all internal policies and charters, which will be approved by the Council in the 2021/22 financial year.

## INTERNAL AUDIT

The Internal Audit Function was outsourced for three quarters of the financial year to Rakoma & Associates. In December 2020 the function was in-sourced through the Internal Audit Coordinator. The AGSA noted challenges with this, including the issue of insufficient independence. Following this, the Internal Audit Function is being outsourced until the NHC is ready to have a fully-fledged in-house internal audit function.

### Composition of Council Committees

| Committee                                            | No. of ordinary meetings held | No. of special meetings held | No. of workshops held | No. of working sessions held | No. of members | Names of members                                                                                                                                                   |
|------------------------------------------------------|-------------------------------|------------------------------|-----------------------|------------------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Heritage Programmes Projects and Research Committee. | 1                             | 0                            | 0                     | 0                            | 9              | Chief L Matsila (Chairperson)<br>Mr. K Seleke<br>Ms. L Robinson<br>Prof T Meyiwa<br>Mr. T Tsehlana<br>Mr. T Dlamini<br>Ms. K Modise<br>Mr. M Metuse<br>Mr. P Tsebe |
| Committee                                            | No. of ordinary meetings held | No. of special meetings held | No. of workshops held | No. of working sessions held | No. of members | Names of members                                                                                                                                                   |
| Repositioning and International Relations Committee. | 1                             | 0                            | 0                     | 0                            | 6              | Mr. M Metuse - Chairperson<br>Chief L Matsila<br>Ms. L Robinson<br>Mr. K Seleke<br>Ms. S Mabilane<br>Mr. P Tsebe<br>Mr. T Tsehlana<br>Adv R Solomons               |

| Committee                                 | No. of ordinary meetings held | No. of special meetings held | No. of workshops held | No. of task team sessions held | No. of members | Names of members                                                                                                                                                                                                |
|-------------------------------------------|-------------------------------|------------------------------|-----------------------|--------------------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Corporate Services and Finance Committee. | 1                             | 1                            | 0                     | 0                              | 7              | Mr. M Makhweyane – Chairperson<br>Ms. Keneilwe Modise<br>Ms. S Mabilane<br>Mr. T Dlamini<br>Mr. K Seleke<br>Mr. M Metuse<br>Mr. P Tsebe                                                                         |
|                                           | 0                             | 0                            | 1                     | 1                              | 8              | Members appointed 01/12/2020<br>1. Ms. S Mabilane – Chairperson<br>2. Mr. M Makhweyane<br>3. Dr. Adv M Makhura<br>4. Mr. O Mereki<br>5. Ms. L Moroane<br>6. Mr. J Sithole<br>7. Mr. L Jack<br>8. Adv R Solomons |
| Committee                                 | No. of ordinary meetings held | No. of special meetings held | No. of workshops held | No. of working sessions held   | No. of members | Names of members                                                                                                                                                                                                |
| Social and Ethics Committee               | 0                             | 0                            | 0                     | 0                              | 3              | Prof T Meyiwa<br>Ms. S Mabilane<br>Mrs. R Gani                                                                                                                                                                  |

| Committee                 | No. of ordinary meetings held | No. of special/teleconferencing meetings held | No. of workshops held | No. of round-robin sessions held | No. of members | Names of members                                                                                                                                                                 |
|---------------------------|-------------------------------|-----------------------------------------------|-----------------------|----------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Audit and Risk Committee. | 5                             | 0                                             | 1                     | 0                                | 6              | Independent Members<br>i) Ms. N Sizani – Chairperson<br>iii) Mr. Y Haffejee<br>iii) Ms. P Mushwana<br>Council Members<br>iv) Mr. T Dlamini<br>v) Mrs. R Gani<br>vi) Ms. N Madiba |

### Profile of the Audit and Risk Committee

| Name                             | Designation (in terms of the Public Entity Board structure) | Date Appointed          | Resignation Date                                                             | Qualifications                                                                                                                                                                                                                                                           | Area of Expertise                                                                                                                                                                                                | Board Directorship                                                                                                | Other Committee's (e.g. Audit Committee)       | No. of Meetings attended out of 3 sittings |
|----------------------------------|-------------------------------------------------------------|-------------------------|------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------|--------------------------------------------|
| Ms. Nontlaza Nosisa Joyce Sizani | External/Independent Member.                                | 01/01/2020 – 31/12/2022 | Minister dissolved the Council with all its Sub Committees on 21 August 2020 | i) AGA (SA)<br>ii) Cert. Director (IoDSA)<br>iii) B Compt Hons/CTA: UNITRA<br>iv) BComm: UNITRA<br>v) Senior Secondary Teachers Diploma: UNITRA<br>vi) PG Diploma in Management: UKZN<br>vii) Certificate of Competence: Intro to Property Investment and Practice: WITS | i) Internal Financial and Risk Management<br>ii) Internal and External Audit<br>iii) Budgeting<br>iv) Cash Management and Policy Development<br>v) Project and Structured Finance<br>vi) Credit Ratings Advisory | i) Executive Director: Nakupenda Investments<br>ii) NED: Dezzo Holdings<br>iii) Executive Director: Invest Wealth | i) NHC Audit and Risk Committee                | 3/3                                        |
| Ms. Portia Mushwana              | External/Independent Member.                                | 01/01/2020 – 31/12/2022 | Minister dissolved the Council with all its Sub Committees on 21 August 2020 | i) CISA: ISACA<br>ii) BSC Comp Science: UP<br>iii) BCom Hons: UP<br>iv) Hons Comp Auditing: Wits University                                                                                                                                                              | IT Audit, IT Risk Management, IT Compliance, IT Governance                                                                                                                                                       | i) Director of Ntsetselelo Accounting                                                                             | NHC Audit and Risk Management Committee Member | 3/3                                        |

| Name                | Designation (in terms of the Public Entity Board structure) | Date Appointed          | Resignation Date                                                             | Qualifications                                                                                                                                      | Area of Expertise                                                                 | Board Directorship | Other Committee's (e.g. Audit Committee)       | No. of Meetings attended out of 3 sittings |
|---------------------|-------------------------------------------------------------|-------------------------|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|--------------------|------------------------------------------------|--------------------------------------------|
| Mr. Yaasir Haffejee | External/Independent Member.                                | 01/01/2020 – 31/12/2022 | Minister dissolved the Council with all its Sub Committees on 21 August 2020 | i) BCom Hons (Accounting): Natal University<br>ii) CA(SA): SAICA<br>iii). CIA: IIA<br>iv). CRMA: IIA<br>v). CFE: ACFE<br>vi). MCom (Taxation): NMMU | Accounting, External and Internal Auditing, Performance Information and Reporting | None               | NHC Audit and Risk Management Committee Member | 3/3                                        |

## 5. MANAGEMENT COMMITTEES

In the 2020/21 financial year, the following committees were in place to support management in the execution of their duties

**Risk Management Committee** – Responsible for assisting the CEO and management in discharging the accountability for risk management by reviewing the effectiveness of the NHC's risk management systems, practices and procedures, and providing recommendations for improvement. The Committee also compliments the work done by the Internal Audit function of the NHC and reports to the ARC. The Committee is chaired by an Independent Chairperson who is a member of the Audit and Risk Committee.

**Funding and Fundraising Committee** – Responsible for adjudication of proposals received from the annual public call for applications for funding of community heritage projects. The Committee also compliments resource mobilisation efforts of management and the Council.

**Heritage Panel of Experts** – Responsible for provision of expert advice and technical expertise on heritage programmes and projects, as well as contributing to their development and implementation. It also provides assistance in conducting research and development of publications, including draft policy frameworks. Furthermore, the Panel reviews and conducts quality assurance of work produced, including research work and publications.

## 6. COMPLIANCE WITH LAWS AND REGULATIONS

The National Heritage Council strives to comply with relevant legislation and regulatory imperatives applicable to it including but not limited to The National Heritage Council Act 11 of

1999, Public Finance Management Act (PFMA), National Treasury Regulations and Practice Notes, Companies Act 71 of 2008, King I-IV Report, relevant Labour laws, Health and Safety Laws, Procurement Prescripts, Broad-Based Black Economic Empowerment (BBBEE), etc.

## 7. FRAUD AND CORRUPTION

To mitigate the risk of fraud and corruption the following instruments are in place:

- I. Fraud Prevention Policy, Strategy and Implementation Plan that are aimed at mitigating the risk of fraud and corruption;
- II. Anti-Fraud and Corruption Policy;
- III. Code of Ethics and Business Conduct; and
- IV. Risk Management Plan.

The report on fraud and corruption is a standing item on the agenda of the quarterly Audit and Risk Committee meetings. Furthermore, the DSAC has made its hotline for whistleblowing available to all its entities, including the NHC. During the period under review, no cases were reported to the hotline.

## 8. MINIMISING CONFLICT OF INTEREST

All NHC employees and Council members sign Declaration of Interest Forms in accordance with the National Heritage Council Act No.11 of 1999.

- Bid Evaluation Committee: At every meeting before bids are evaluated, members are given forms to sign declaring that they have no interest in the outcome of the bid;
- Bid Adjudication Committee: Once the Bid Evaluation Committee has finalised its work, the process goes to the Bid Adjudication Committee and members are also required to sign declaratory forms indicating that they have no interest in the outcome of the tender;
- On an annual basis, all Council and NHC staff members

declare their interest; and.

- A gift register for staff members to declare gifts received is in place.

## 9. CODE OF CONDUCT

The Council has an approved Code of Conduct and Ethics Policy in place. However, these policies need to be reviewed.

## 10. HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

The HR Management Unit is responsible for facilities management to ensure that health, safety and environmental issues are addressed.

## 11. COUNCIL SECRETARIAT

The Council Secretariat (previously Company Secretariat) function is in-house reporting functionally to the Council and administratively to the CEO, is responsible for ensuring that the Council complies with all applicable legal and statutory requirements and policy imperatives. The Council Secretary keeps Council members informed of their legal responsibilities, ensures the smooth running of Council activities, advises on Council procedures and adherence to legislative requirements, and ensures that Council and Committee resolutions are communicated to the relevant stakeholders and implemented timeously.

In the period under review there was an Acting Council Secretary, following the resignation of the then Council Secretary. The appointment of the new Council Secretary is underway.

The Council Secretary endeavours to uphold the highest level of integrity as enshrined in the King I-IV Reports on Corporate Governance.

## 12. AUDIT AND RISK COMMITTEE REPORT

The Audit and Risk Committee (ARC) consisted of six (6) members, made up of three (3) independent non-Council members and three (3) members representing Council. However, with the dissolution of the Council by the Minister of Sport, Arts, and Culture on 21 August 2021 and the appointment of Administrators, the then ARC was deemed to have been dissolved. A new Audit and Risk Committee was appointed in April 2021.

In terms of Section 77(b) of the Public Finance Management Act (PFMA), an audit committee must meet at least twice a year. In addition, Treasury Regulation 27 provides that an audit committee must meet at least annually with the Auditor General. Before its dissolution, the then ARC had met three (3) times during the year under review in compliance with the PFMA.

### Audit and Risk Committee Responsibility

At the end of the 2020/21 financial year, the ARC was not in place and its functions were performed by the Administrator appointed by the Minister upon dissolution of Council. Unfortunately, the Charter was not reviewed in the 2020/21 Financial year.

### Risk Management

The entity risk management was affected by the dissolution of the Council in 2020. The Risk Management Committee which reported to the Audit and Risk Committee was not effective. However, management had continued to monitor the strategic and operational risks faced by the entity throughout the financial year.

### Effectiveness of Internal Control

Before its dissolution ARC strived to ensure that there is reasonably effective monitoring over the system of internal controls in place to mitigate risks as reported by Internal and external Auditors to an acceptable level.

In line with the PFMA, the internal audit coverage plan was informed by the risk management process. The coverage plan included the following reviews:

- Human Resources Management;
- Supply Chain Management;
- Performance Information;
- Projects and Programmes (Core Business);
- Financial Controls; and
- Information Technology General Controls.

However, at the end of the contract of the Internal Audit Service provider in December 2020, the above plan was not implemented. Management also sought to in-source internal Audit by appointing an Internal Audit Coordinator which was not sufficient to ensure adequate coverage.

### In-Year Management and Monthly/Quarterly Reports

The NHC submitted Quarterly Reports approved by the Administrator and the Accounting Authority upon their appointment to the Executive Authority as required by the PFMA. However, due to the absence of an effective Internal Audit and Audit and Risk Committee, there was no independent assurance provided on the quality and accuracy of the reports submitted.

### Evaluation of Annual Financial Statements

A new Audit and Risk Committee was appointed in April 2021 on time to provide oversight on the annual financial and performance reporting for 2020/21. The ARC reviewed and recommended the Unaudited Annual Financial Statements to the Council for approval and submission to the AGSA for the annual audit and was satisfied that they were in line with the quarterly reports submitted throughout the year under review. The ARC reviewed the accounting policies applied in the compilation of the Annual Financial Statements and it satisfied itself that the policies are consistent with those of prior years, and have been constantly applied following the National Treasury Guidelines.

### Auditor's Report

The Audit and Risk Committee accepts the conclusions of the AGSA regarding the Annual Financial Statements and the Annual Performance Report and is of the opinion that the Audited Annual Financial Statements and Annual Performance Report be accepted and read together with the report of the AGSA.



-----  
**Ms. Margaret Phiri**  
**Chairperson**  
**NHC Audit and Risk Committee**  
**11 August 2021**

**B-BBEE Compliance Performance Information**

| <b>Has the Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 - 8) with regards to the following:</b>                 |                          |                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Criteria</b>                                                                                                                                          | <b>Response Yes / No</b> | <b>Discussion (include a discussion on your response and indicate what measures have been taken to comply)</b>                                                            |
| Determining qualification criteria for the issuing of licenses, concessions or other authorisations in respect of economic activity in terms of any law? | Yes                      | The NHC is the process of developing Terms of Reference (ToRs) in respect of the appointment of a service provider to assist the organisation in developing the criteria. |
| Developing and implementing a preferential procurement policy?                                                                                           | Yes                      | The NHC is the process of developing Terms of Reference (ToRs) in respect of the appointment of a service provider to assist the organisation in developing the criteria. |
| Determining qualification criteria for the sale of state-owned enterprises?                                                                              | No                       | N/A                                                                                                                                                                       |
| Developing criteria for entering into partnerships with the private sector?                                                                              | Yes                      | The NHC is the process of developing Terms of Reference (ToRs) in respect of the appointment of a service provider to assist the organisation in developing the criteria. |
| Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad-Based Black Economic Empowerment?                 | Yes                      | The NHC is the process of developing Terms of Reference (ToRs) in respect of the appointment of a service provider to assist the organisation in developing the criteria  |

PART D:  
**HUMAN  
RESOURCE  
MANAGEMENT**



# 1. INTRODUCTION

The primary objective of the Human Resources Unit is to ensure that the NHC has the right people in the right roles to enable it to effectively deliver on its mandate and strategic objectives. Following the job evaluation that was undertaken to migrate staff to the new organisational structure, some employees were not satisfied and appealed to the Review Committee set up by the CEO. A service provider was appointed and made recommendations on how best to attend to the appeals; however, the process was not concluded by year-end. In the year under review several staff engagement sessions led by the then CEO took place as part of change management focusing on:

- Employee awareness on the organisational changes underway;
- Ensuring employee readiness
- Employee participation in designing the future state
- The staff sessions were complemented with one-on-one feedback sessions.
- The staff complement of the NHC was 31 at the end of the 20/21 financial year. The CEO resigned in August 2020 and an Acting CEO was appointed. Council finalised the appointment of the new CEO.

Only three staff members were able to undertake training and development due to the Covid-19 pandemic.

## 2. HUMAN RESOURCE OVERSIGHT STATISTICS

### Personnel cost by programme

| Programme            | Total Expenditure for the entity (R'000) | Personnel Expenditure (R'000) | Personnel exp. as a % of total exp. (R'000) | No. of employees | Average cost per employee (R'000) |
|----------------------|------------------------------------------|-------------------------------|---------------------------------------------|------------------|-----------------------------------|
| CEO's Office.        | 7 507                                    | 6 894                         | 13%                                         | 4                | 1724                              |
| Heritage.            | 9 182                                    | 4 998                         | 10%                                         | 6                | 833                               |
| Corporate Services.  | 20 619                                   | 7 123                         | 14%                                         | 11               | 648                               |
| Marketing.           | 2 229                                    | 1 864                         | 4%                                          | 2                | 932                               |
| Funding.             | 3 545                                    | 2 701                         | 5%                                          | 3                | 900                               |
| RLHR.                | 3 441                                    | 3 434                         | 7%                                          | 3                | 1145                              |
| Company Secretariat. | 5 196                                    | 1 362                         | 26%                                         | 2                | 681                               |
| Total                | 51 719                                   | 28 376                        | 55%                                         | 31               | 915                               |

### Personnel cost by salary band

| Level                   | Personnel Expenditure (R'000) | % of personnel exp. to total personnel cost (R'000) | No. of employees | Average cost per employee (R'000) |
|-------------------------|-------------------------------|-----------------------------------------------------|------------------|-----------------------------------|
| Top Management.         | 1 949                         | 7%                                                  | 1                | 1 949                             |
| Senior Management.      | 16 710                        | 59%                                                 | 12               | 1 393                             |
| Professional qualified. | 2 058                         | 7%                                                  | 2                | 1 029                             |
| Skilled.                | 7 073                         | 25%                                                 | 13               | 544                               |
| Semi-skilled.           | 244                           | 1%                                                  | 1                | 244                               |
| Unskilled.              | 342                           | 1%                                                  | 2                | 171                               |
| Total                   | 28 376,00                     | 100%                                                | 31               | 915                               |

### Performance Rewards

| Programme               | Performance rewards | Personnel Expenditure (R'000) | % of performance rewards to total personnel cost (R'000) |
|-------------------------|---------------------|-------------------------------|----------------------------------------------------------|
| Top Management.         | -                   | 1 949                         | 0%                                                       |
| Senior Management.      | 964                 | 16 710                        | 3%                                                       |
| Professional qualified. | 141                 | 2 058                         | 0%                                                       |
| Skilled.                | 365                 | 7 073                         | 1%                                                       |
| Semi-skilled.           | 18                  | 244                           | 0%                                                       |
| Unskilled.              | 25                  | 342                           | 0%                                                       |
| TOTAL                   | 1 513               | 28 376                        | 5%                                                       |

## Training Costs

| Directorate/<br>Business Unit | Personnel Expenditure<br>(R'000) | Training Expenditure<br>(R'000) | Training Expenditure as a %<br>of Personnel Cost. | No. of employees<br>trained | Avg training cost per<br>employee |
|-------------------------------|----------------------------------|---------------------------------|---------------------------------------------------|-----------------------------|-----------------------------------|
| CEO's Office.                 | 6 894                            | 169                             | 2                                                 | 2                           | 85                                |
| Heritage.                     | 4 998                            | -                               | -                                                 | -                           | -                                 |
| Corporate Services.           | 7 123                            | -                               | -                                                 | -                           | -                                 |
| Marketing.                    | 1 864                            | -                               | -                                                 | -                           | -                                 |
| Funding.                      | 2 701                            | -                               | -                                                 | -                           | -                                 |
| RLHR.                         | 3 434                            | 17                              | 0                                                 | 1                           | 17                                |
| Company Secretariat.          | 1 362                            | -                               | -                                                 | -                           | -                                 |
| Total                         | 28 376                           | 186                             | 1%                                                | 3                           | 62                                |

## Employment and vacancies

| Programme               | 20/2021<br>No. of Employees | 2020/2021<br>Approved Posts | 2020/2021<br>No. of Employees | 2020/2021<br>Vacancies | % of vacancies |
|-------------------------|-----------------------------|-----------------------------|-------------------------------|------------------------|----------------|
| Top Management.         | 1                           | 1                           | 1                             | 0                      |                |
| Senior Management.      | 12                          | 16                          | 12                            | 4                      |                |
| Professional Qualified. | 2                           | 16                          | 2                             | 14                     |                |
| Skilled.                | 13                          | 19                          | 13                            | 6                      |                |
| Semi-Skilled.           | 1                           | 1                           | 1                             | -                      |                |

| Programme  | 20/2021<br>No. of Employees | 2020/2021<br>Approved Posts | 2020/2021<br>No. of Employees | 2020/2021<br>Vacancies | % of vacancies |
|------------|-----------------------------|-----------------------------|-------------------------------|------------------------|----------------|
| Unskilled. | 2                           | 2                           | 2                             | -                      |                |
| TOTAL      | 31                          | 55                          | 31                            | 24                     |                |

### Employment changes

| Salary Band             | Employment at beginning of<br>period | Appointments | Terminations | Employment at end of the<br>period |
|-------------------------|--------------------------------------|--------------|--------------|------------------------------------|
| Top Management.         | 1                                    | -            | -            | 1                                  |
| Senior Management.      | 12                                   | -            | -            | 12                                 |
| Professional qualified. | 2                                    | -            | -            | 2                                  |
| Skilled.                | 8                                    | 5            | -            | 13                                 |
| Semi-skilled.           | 1                                    | -            | -            | 1                                  |
| Unskilled.              | 2                                    | -            | -            | 2                                  |
| Total                   | 26                                   | 5            | 0            | 31                                 |

### Reasons for staff leaving

| Reason              | Number | % of total no. of staff leaving |
|---------------------|--------|---------------------------------|
| Death.              | -      | -                               |
| Resignation.        | 1      | 100%                            |
| Dismissal.          | -      | -                               |
| Retirement.         | -      | -                               |
| Ill health.         | -      | -                               |
| Expiry of contract. | -      | -                               |
| Other.              | -      | -                               |
| Total               | 1      | 100%                            |

**Labour Relations: Misconduct and disciplinary action**

| <b>Nature of disciplinary Action</b> | <b>Number</b> |
|--------------------------------------|---------------|
| Verbal Warning.                      | -             |
| Written Warning.                     | 3             |
| Final Written warning.               | -             |
| Dismissal.                           | -             |

**Equity Target and Employment Equity Status**

| <b>Levels</b>           | <b>MALE</b> |        |          |        |         |        |         |        |
|-------------------------|-------------|--------|----------|--------|---------|--------|---------|--------|
|                         | African     |        | Coloured |        | Indian  |        | White   |        |
|                         | Current     | Target | Current  | Target | Current | Target | Current | Target |
| Top Management.         | 1           | 1      | -        | -      | -       | -      | -       | -      |
| Senior Management.      | 12          | 13     | -        | 1      | -       | 1      | -       | 1      |
| Professional qualified. | 2           | 11     | -        | 1      | -       | 1      | -       | 1      |
| Skilled.                | 13          | 11     | -        | -      | -       | 1      | 1       | 1      |
| Semi-skilled.           | 1           | 1      | -        | -      | -       | -      | -       | -      |
| Unskilled.              | 2           | 2      | -        | -      | -       | -      | -       | -      |
| Total                   | 31          | 39     | -        | 2      | -       | 3      | 1       | 3      |

| Levels                  | FEMALE  |        |          |        |         |        |         |        |
|-------------------------|---------|--------|----------|--------|---------|--------|---------|--------|
|                         | African |        | Coloured |        | Indian  |        | White   |        |
|                         | Current | Target | Current  | Target | Current | Target | Current | Target |
| Top Management.         | -       | -      | -        | -      | -       | -      | -       | -      |
| Senior Management.      | 5       | 6      | -        | 1      | -       | 1      | -       | 1      |
| Professional qualified. | -       | 2      | -        | 1      | -       | 1      | -       | 1      |
| Skilled.                | 4       | 5      | -        | 1      | -       | 1      | 1       | 1      |
| Semi-skilled.           | 1       | 1      | -        | -      | -       | -      | -       | -      |
| Unskilled.              | 1       | 1      | -        | -      | -       | -      | -       | -      |
| TOTAL                   | 11      | 15     | -        | 3      | -       | 3      | 1       | 3      |

| Levels                  | Disabled Staff |        |         |        |
|-------------------------|----------------|--------|---------|--------|
|                         | Male           |        | Female  |        |
|                         | Current        | Target | Current | Target |
| Top Management.         | -              | -      | -       | -      |
| Senior Management.      | -              | 2      | -       | 2      |
| Professional qualified. | -              | 2      | -       | 2      |
| Skilled.                | -              | 3      | -       | 3      |
| Semi-skilled.           | -              | -      | -       | -      |
| Unskilled.              | -              | -      | -       | -      |
| TOTAL                   | -              | 7      | -       | 7      |

# PART D: FINANCIAL INFORMATION



# Report of the auditor-general to Parliament on the National Heritage Council of South Africa

## Report on the audit of the financial statements Opinion

1. I have audited the annual financial statements of the National Heritage Council, set out on pages 64 to 104, which comprise the statement of financial position as at 31 March 2021, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the National Heritage Council as at 31 March 2021, and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

## Context for the opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
4. I am independent of the public entity in accordance with the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence Standards) (IESBA

code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

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

## Emphasis of matter

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

## Restatement of corresponding figures

7. As disclosed in note 35 to the financial statements, the corresponding figures for 31 March 2020 have been restated as a result of errors in the financial statements of the public entity at, and for the year ended, 31 March 2021.

## Other matter

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

## Supplementary information

9. The supplementary information set out on pages 105 to 108 does not form a part of the annual financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

## Responsibilities of the accounting authority for the financial statements

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

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

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

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

## Report on the audit of the annual performance report

### Introduction and scope

14. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.

15. My procedures address the usefulness and reliability of the reported performance information, which must be based on the public entity's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the public entity enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
16. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programmes presented in the public entity's annual performance report for the year ended 31 March 2021:

| Programmes                             | Pages in the annual performance report |
|----------------------------------------|----------------------------------------|
| <b>Programme 2- heritage promotion</b> | <b>22 – 26</b>                         |

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

- Programme 2 - heritage promotion.

### Other matter

19. I draw attention to the matters below.

### Achievement of planned targets

20. Refer to the annual performance report on pages 18 to 26 for information on the achievement of planned targets for the year and management's explanations provided for the under achievement of targets.

### Adjustment of material misstatements

21. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of programme 2 - heritage promotions. As management subsequently corrected the misstatements, I did not raise any finding of the usefulness and reliability of the reported performance information.

## Report on the audit of compliance with legislation Introduction and scope

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

### Other information

24. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report, which includes the administrator's report and the chief executive officer's report. The other information does not include the financial statements, the auditor's report and those selected programmes

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

25. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
26. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
27. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate this to those charged with governance and request that this other information be corrected. If the other information is not corrected, I may have to retract this audit report and re-issue an amended report as necessary. However, if it is corrected this will not be necessary.

### Internal control deficiencies

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

### Other reports

29. I draw attention to the following engagement conducted by a party which had, or could have, an impact on the matters reported in the public entity's financial statements, reported performance information, compliance with

applicable legislation and other related matters. This report did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

30. During the year under review, an independent forensic audit firm was appointed to investigate allegations of fraudulent activities at the public entity. At the date of this auditors' report, the outcome of this investigation was not yet known.

*Auditor-General*

Pretoria

20 August 2021



## Annexure - Auditor-general's responsibility for the audit

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

### Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:
  - identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
  - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the public entity's internal control
  - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting authority
  - conclude on the appropriateness of the accounting authority's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the National Heritage Council to continue as going concern. If I conclude that a

material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a public entity to cease operating as a going concern

- evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

### Communication with those charged with governance

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

| <b>CONTENTS</b>                                             | <b>PAGE</b> |
|-------------------------------------------------------------|-------------|
| <b>Statement of Responsibility</b>                          | <b>63</b>   |
| <b>Statement of Financial Position</b>                      | <b>64</b>   |
| <b>Statement of Financial Performance</b>                   | <b>65</b>   |
| <b>Statement of Changes in Net Assets</b>                   | <b>66</b>   |
| <b>Cash Flow Statement</b>                                  | <b>67</b>   |
| <b>Statement of Comparison of Budget and Actual Amounts</b> | <b>68</b>   |
| <b>Accounting Policies</b>                                  | <b>69</b>   |
| <b>Notes to the Annual Financial Statements</b>             | <b>75</b>   |
| <b>Detailed Statement of Financial Performance</b>          | <b>106</b>  |

## STATEMENT OF RESPONSIBILITY for the year ended 31 March 2021

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

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

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

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

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

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

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

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

In our opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the entity for the financial year ended 31 March 2021.



**MS L. MABE**  
**ACTING CHIEF EXECUTIVE OFFICER**



**MR E. NELUVHALANI**  
**CHAIRPERSON OF COUNCIL**

## STATEMENT OF FINANCIAL POSITION as at 31 March 2021

| ASSETS                                                            | NOTES | 2021<br>R'000 | 2020<br>R'000 |
|-------------------------------------------------------------------|-------|---------------|---------------|
| <b>Non-current assets</b>                                         |       | <b>3,390</b>  | <b>4,412</b>  |
| Property, plant and equipment                                     | 2     | 3,067         | 4,264         |
| Intangible assets                                                 | 3     | 323           | 148           |
|                                                                   |       | <b>67,604</b> | <b>49,115</b> |
| <b>Current assets</b>                                             |       |               |               |
| Receivables from exchange transactions                            | 4     | 314           | 248           |
| Receivables from non- exchange transactions                       | 5     | 811           | 21,209        |
| Prepayments and advances                                          | 6     | 16,923        | 17,088        |
| Cash and cash equivalents                                         | 7     | 49,556        | 10,570        |
|                                                                   |       | <b>70,994</b> | <b>53,527</b> |
| <b>Total Assets</b>                                               |       |               |               |
| <b>LIABILITIES</b>                                                |       |               |               |
| <b>Non-current liabilities</b>                                    |       | <b>420</b>    | <b>720</b>    |
| Deferred income/unspent conditional grants/transfers and receipts | 9     | 420           | 720           |
|                                                                   |       | <b>50,773</b> | <b>49,779</b> |
| <b>Current liabilities</b>                                        |       |               |               |
| Payables from exchange transactions                               | 8     | 10,289        | 7,227         |
| Deferred income/unspent conditional grants/transfers and receipts | 9     | 37,452        | 38,308        |
| Finance lease obligation                                          | 10    | -             | 146           |
| Leave Accrual                                                     | 11    | 1,450         | 916           |
| Performance Bonuses                                               | 12    | 1,582         | 3,182         |
|                                                                   |       | <b>51,193</b> | <b>50,499</b> |
| <b>Total Liabilities</b>                                          |       |               |               |
| <b>TOTAL NET ASSETS</b>                                           |       | <b>19,801</b> | <b>3,028</b>  |
| Accumulated Surplus                                               |       | 19,801        | 3,028         |
| <b>NET ASSETS</b>                                                 |       | <b>19,801</b> | <b>3,028</b>  |

# STATEMENT OF FINANCIAL PERFORMANCE for the year ended 31 March 2021

|                                                                   | NOTES | 2021<br>R '000  | 2020<br>R '000  |
|-------------------------------------------------------------------|-------|-----------------|-----------------|
| <b>TOTAL REVENUE</b>                                              |       | <b>68,492</b>   | <b>72,597</b>   |
| <b>Non-exchange revenue</b>                                       |       | <b>68,124</b>   | <b>72,245</b>   |
| Government grant/Transfer – Department of Sport, Arts and Culture | 13    | 66,968          | 71,353          |
| Amortised Government/Transfers/ Partnerships - Other              | 14    | 1,156           | 892             |
| <b>Exchange revenue</b>                                           |       | <b>368</b>      | <b>352</b>      |
| Other income                                                      | 15    | 98              | 1               |
| Interest received                                                 | 16    | 270             | 351             |
| <b>TOTAL EXPENSES</b>                                             |       | <b>(51,719)</b> | <b>(70,125)</b> |
| Operating expenses                                                | 17    | (5,864)         | (19,140)        |
| Administrative expenses                                           | 18    | (12,468)        | (15,807)        |
| Employee related costs                                            | 19    | (29,038)        | (31,299)        |
| Operating lease expenses                                          | 20    | (2,711)         | (2,688)         |
| Finance costs                                                     | 21    | (8)             | (26)            |
| Depreciation                                                      | 22    | (1,485)         | (1,082)         |
| Amortisation                                                      | 23    | (145)           | (83)            |
| <b>SURPLUS FOR THE YEAR</b>                                       |       | <b>16,773</b>   | <b>2,472</b>    |
| <b>SURPLUS FOR THE YEAR</b>                                       |       |                 |                 |
| <b>Attributable to:</b>                                           |       |                 |                 |
| Owners of the controlling entity                                  |       | 16,773          | 2,472           |
|                                                                   |       | <b>16,773</b>   | <b>2,472</b>    |

## STATEMENT OF CHANGES IN NET ASSETS for the year ended 31 March 2021

### Balance at 1 April 2019

Surplus for the period

### Balance at 31 March 2020

Surplus for the period

### Balance at 31 March 2021

| Accumulated Surplus | Total net Assets |
|---------------------|------------------|
| R '000              | R '000           |
| 556                 | 556              |
| 2,472               | 2,472            |
| <b>3,028</b>        | <b>3,028</b>     |
| 16,773              | 16,773           |
| <b>19,801</b>       | <b>19,801</b>    |

# CASH FLOW STATEMENT for the year ended 31 March 2021

|                                                                   | NOTES | 2021<br>R '000  | 2020<br>R '000  |
|-------------------------------------------------------------------|-------|-----------------|-----------------|
| <b>CASH FLOW FROM OPERATING ACTIVITIES</b>                        |       |                 |                 |
| <b>CASH RECEIPTS</b>                                              |       | <b>89,091</b>   | <b>73,292</b>   |
| Government Grant/Transfer – Department of Sport, Arts and Culture | 13    | 66,968          | 71,353          |
| Other Receipts                                                    |       | 33              | 90              |
| Conditional Grants/Transfers/ Partnerships                        |       | 21,398          | 628             |
| Interest Received                                                 |       | 692             | 1,221           |
| <b>CASH PAID TO SUPPLIERS AND EMPLOYEES</b>                       |       | <b>(49,351)</b> | <b>(83,094)</b> |
| Employee Related Costs                                            |       | (28,393)        | (30,970)        |
| Suppliers                                                         |       | (20,950)        | (52,098)        |
| Interest Paid                                                     |       | (8)             | (26)            |
| <b>NET CASH FLOW FROM OPERATING ACTIVITIES</b>                    | 25    | <b>39,740</b>   | <b>(9,802)</b>  |
| <b>CASH FLOW FROM INVESTING ACTIVITIES</b>                        |       | <b>(608)</b>    | <b>(2,685)</b>  |
| Acquisition of Property, plant and equipment                      | 2     | (288)           | (2,588)         |
| Acquisition of Intangible assets                                  | 3     | (320)           | (97)            |
| Proceeds or Loss on disposal of Property, plant and equipment     |       | -               | -               |
| <b>CASH FLOW FROM FINANCING ACTIVITIES</b>                        |       | <b>(146)</b>    | <b>(158)</b>    |
| Payment for finance lease                                         |       | (146)           | (158)           |
| <b>NET INCREASE/(DECREASE) IN CASH AND EQUIVALENTS</b>            |       | <b>38,986</b>   | <b>(12,645)</b> |
| Cash and Cash Equivalents at the beginning of the year            |       | 10,570          | 23,215          |
| <b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>           | 7     | <b>49,556</b>   | <b>10,570</b>   |

## STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS for the year ended 31 March 2021

|                                                                  | Approved<br>Budget<br>R '000 | Adjustments<br>R '000 | Final Budget<br>R '000 | Actual<br>R '000 | Variance<br>R '000 |
|------------------------------------------------------------------|------------------------------|-----------------------|------------------------|------------------|--------------------|
| <b>REVENUE</b>                                                   |                              |                       |                        |                  |                    |
| <b>TOTAL REVENUE</b>                                             | <b>74,172</b>                | <b>(6,048)</b>        | <b>68,492</b>          | <b>68,492</b>    | <b>368</b>         |
| <b>Non-exchange revenue</b>                                      | <b>74,172</b>                | <b>(6,048)</b>        | <b>68,124</b>          | <b>68,124</b>    | <b>-</b>           |
| Government grant/Transfer -Department of Sport, Arts and Culture | 74,172                       | (7,204)               | 66,968                 | 66,968           |                    |
| Amortised Government/Transfers Partnerships – Other              | -                            | 1,156                 | 1,156                  | 1,156            | -                  |
| <b>Exchange revenue</b>                                          |                              |                       |                        | <b>368</b>       | <b>368</b>         |
| Other income                                                     | -                            | -                     | -                      | 98               | 98                 |
| Interest received                                                | -                            | -                     | -                      | 270              | 270                |
| <b>EXPENSES</b>                                                  |                              |                       |                        |                  |                    |
| <b>TOTAL EXPENSES (Excluding CAPEX)</b>                          | <b>(73,161)</b>              | <b>6,048</b>          | <b>(67,113)</b>        | <b>(51,719)</b>  | <b>(15,394)</b>    |
| Operating expenses                                               | (24,791)                     | 1,897                 | (22,894)               | (5,864)          | (17,030)           |
| Administrative expenses                                          | (15,939)                     | 1,947                 | (13,992)               | (12,468)         | (1,524)            |
| Employee related costs                                           | (29,963)                     | 2,204                 | (27,759)               | (29,038)         | (1,279)            |
| Operating lease expenses                                         | (2,468)                      | -                     | (2,468)                | (2,711)          | (243)              |
| Finance costs                                                    | -                            | -                     | -                      | (8)              | (8)                |
| Depreciation                                                     | -                            | -                     | -                      | (1,485)          | (1,485)            |
| Amortisation                                                     | -                            | -                     | -                      | (145)            | (145)              |
| <b>SURPLUS FOR THE YEAR</b>                                      | <b>1,011</b>                 | <b>-</b>              | <b>1,011</b>           | <b>16,773</b>    | <b>15,762</b>      |
| Capital Expenditure                                              | 1,011                        | -                     | 1,011                  | (633)            | 378                |

**See Note 34 for significant budget variance explanations:**

Transfers and Partnerships 34 (a), (b) & (c), Operating Expenses 34 (d), Administrative Expenses 34 (e) & Employee related costs 34 (f)

# ACCOUNTING POLICIES

## 1. PRESENTATION OF ANNUAL FINANCIAL STATEMENTS

The Annual Financial Statements are presented in accordance with the prescribed Standards of Generally Recognised Accounting Practice (GRAP), and the provisions of the Public Finance Management Act (Act 1 of 1999), as amended, as well as other applicable legislation, including any interpretations of such Statements issued by the Accounting Practices Board. The preparation of annual financial statements in conformity with GRAP requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the annual financial statements are disclosed in the relevant notes.

The cash flow statement can only be prepared in accordance with the direct method.

Accounting policy developments include new standards issued, amendments to standards, and interpretation issued on new standards. These developments resulted in the first time adoption of new standards, the restatement of prior year where applicable. Management assessed the impact of all new standards issued, amendments to standards, and interpretations issued on current standards.

### Effect of new Standards of GRAP issued

At the date of approval of these annual financial statements, the following standards were issued but not yet effective. These approved standard of GRAP are not likely to affect Annual Financial Statements when they are adopted since accounting policies have been determined based on the principles in these standards:  
Standards

GRAP 25: Employee Benefits GRAP 104: Financial Instruments

### 1.1 Basis of Preparation

The annual financial statements have been prepared on the historical cost basis, except where stated otherwise. These annual financial statements are presented in South African Rands. The annual financial statements have been prepared in accordance with the effective Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board. The following are the principal accounting policies used by the National Heritage Council which are consistent with those of the previous year.

### 1.2 Property, Plant and Equipment

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

- It is probable that future economic benefits associated with the item will flow to the National Heritage Council; and
- The cost of the item can be measured reliably.

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

Property, plant and equipment that qualifies as for recognition as an asset shall be measured at its cost.

Property, plant and equipment are carried at cost less accumulated depreciation and any impairment losses.

The depreciable amounts of property, plant and equipment are allocated on systematic basis over their useful lives. The estimated useful lives are currently as follows:

| Item                   | Average Useful life       |
|------------------------|---------------------------|
| Computer equipment     | 2 – 10 years              |
| Office equipment       | 2 – 12 years              |
| Motor vehicles         | 5 – 16 years              |
| Furniture and Fittings | 2 – 13 years              |
| Leasehold Improvements | Remainder of lease period |
| Assets                 | 3 years (33%)/ Lease term |

Leasehold improvements and leased assets are depreciated over the period of the building lease agreement and lease term respectively. For all other categories, depreciation is provided on a straight-line basis over their useful life. Depreciation rates and residual values are considered annually and adjusted if appropriate.

The residual value and the useful life of each asset are reviewed at each financial period-end. Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item shall be depreciated separately.

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset. The gain or loss arising from de-recognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised.

The gain or loss arising from de-recognition of an item of property, plant and equipment is determined as the difference between the net disposal proceed, if any, and the carrying amount of the item.

## ACCOUNTING POLICIES

### 1.3 Intangible Assets

An intangible asset is recognised when:

- It is probable that the expected future economic benefits that are attributable to the asset will flow to the entity; and
- The cost of the asset can be measured reliably.

Intangible assets are initially recognised at cost.

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred. An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- It is technically feasible to complete the asset so that it will be available for use or sale;
- There is an intention to complete and use or sell it;
- There is an ability to use or sell it;
- It will generate probable future economic benefits;
- There are available technical, financial and other resources to complete the development and use or sell the asset; and
- The expenditure attributable to the asset during its development can be measured reliably.

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows. Amortisation is not provided for these intangible assets. For all other intangible assets, amortisation is provided on a straight-line basis over their useful lives.

The amortisation period and the amortisation method for intangible assets are reviewed every period-end.

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

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

Amortisation is provided to write down the intangible assets on a straight-line basis, to their residual values. The estimated useful lives of intangible assets is currently as follows:

| <b><u>Item</u></b> | <b><u>Average useful life</u></b> |
|--------------------|-----------------------------------|
| Computer software  | 2 years                           |

### 1.4 Financial Instruments

#### Initial Recognition and Measurement

Financial instruments are recognised initially when the National Heritage Council becomes a party to the contractual provisions of the instruments.

The National Heritage Council classifies financial instruments, or their component parts, on initial recognition as a financial asset or financial liability in accordance with the substance of the contractual arrangement.

Financial instruments are measured initially at fair value. Financial assets and financial liabilities have not been offset in the Statement of Financial Position.

#### Trade and Other Receivables

Trade and other receivables are measured at initial recognition

at fair value, and are subsequently measured at amortised cost which, due to their short-term nature, closely approximates their fair value. Appropriate allowances for estimated irrecoverable amounts are recognised in surplus or deficit when there is objective evidence that the asset is impaired. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the trade receivable is impaired.

The allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition.

Trade and other receivables are classified as loans and receivables. Other receivables consist of prepaid expenses and deposits relating to the provision of electricity and the leasing of premises. These receivables are stated at cost.

#### Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value.

#### Trade and Other Payables

Trade and other payables are stated at fair value. Items classified within trade and other payables are not usually re-measured, as obligations are usually known with a high degree of certainty and its settlement is short term.

# ACCOUNTING POLICIES

## 1.5 Taxation

### Tax Expenses

The National Heritage Council is exempt from taxation in terms of Section 10(1)(cA)(i) of the Income Tax Act.

The National Heritage Council is exempt from the payment of Value Added Tax (VAT) on the transfers and subsidies received. As a result, any VAT paid by the National Heritage Council is also not refundable by South African Revenue Service.

## 1.6 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

### Operating Leases

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

### Finance Leases

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

The discount rate used in calculating the present value of the

minimum lease payments is the interest rate implicit in the lease. The lease payments are apportioned between the finance charge and reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate on the remaining balance of the liability.

## 1.7 Impairment of assets

The National Heritage Council assesses at each statement of financial position date whether there is any indication that an asset may be impaired. If any such indication exists, the National Heritage Council estimates the recoverable amount of the asset.

Irrespective of whether there is any indication of impairment, the National Heritage Council also:

- Tests intangible assets with an indefinite useful lives or intangible assets not yet available for use for impairment annually by comparing its carrying amount with its recoverable amount. This impairment test is performed at year end and at the same time every period.

If there is an indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash generating unit to which the asset belongs is determined.

## 1.8 Employee benefits

### Short term benefits

The cost of short-term employee benefits (those payable within 12 months after the service is rendered, such as paid vacation leave and bonus), are recognised in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

### Defined contribution plans

Pension contributions are provided for employees by means of a defined contribution provident fund externally administered by Liberty Life. The defined contribution provident fund is governed by the Pension Funds Act, 1956. Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

## 1.9 Accruals

Accruals are recognised when:

- The National Heritage Council has a present obligation as a result of a past event;
- It is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- A reliable estimate can be made of the obligation.

The amount of accruals is the present value of the expenditure expected to be required to settle the obligation. Where some or all of the expenditure required in settling a provision is expected to be reimbursed by another party, the reimbursement shall be recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation.

## ACCOUNTING POLICIES

### 1.9 Accruals (continued)

The reimbursement shall be treated as a separate asset. The amount recognised for the reimbursements shall not exceed the amount of the accruals. Accruals are not recognised for future operating deficits.

### 1.10 Revenue from Non-Exchange Transactions

Transfers and subsidies are recognised when there is reasonable assurance that:

- The National Heritage Council will comply with the conditions attaching to them; and
- The transfers and subsidies will be received.

Transfers and subsidies to which conditions are attached are recognised as revenue in the Statement of Financial Performance to the extent that the entity has complied with any criteria, conditions or obligations embodied in the agreement. To the extent that the criteria, conditions and obligations have not been met, a liability is raised in the Statement of Financial Position.

Unconditional transfers and subsidies are recognised as revenue in the Statement of Financial Performance at the earlier of the date of receipt or when the amount is receivable. All transfers and subsidies are recognised at fair value.

### 1.11 Revenue

Revenue comprises the fair value of considerations received or receivable in the ordinary course of the Council's business.

Revenue is also recognised as follows:

- Transfers and subsidies as stated in accounting policy 1.10

- Interest income is recognised in the statement of financial performance on a time proportionate basis using the effective interest rate method.

### 1.12 Comparative figures

Where necessary, comparative figures have been restated to conform to changes in presentation in the current year.

The comparative figures shown in these financial statements are limited to the figures shown in the previous years audited financial statements and such other comparative figures that the National Heritage Council may reasonably have available for reporting in terms of the Public Finance Management Act (PFMA).

### 1.13 Fruitless and wasteful expenditure

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

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

### 1.14 Irregular expenditure

Irregular expenditure as defined in Section 1 of the Public Finance Management Act (PFMA) is expenditure other than unauthorised expenditure, incurred in contravention of or is not in accordance with a requirement of any applicable legislation.

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

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

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

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

## ACCOUNTING POLICIES

### 1.15 Research and development expenditure

Research costs are charged against operating surplus as incurred.

Development costs are recognised as an expense in the period in which they are incurred unless the following criteria are met:

- The product or process is clearly defined and the costs attributable to the process or product can be separately identified and measured reliably;
- The technical feasibility of the product or process can be demonstrated;
- The existence of a market or, if to be used internally rather than sold, its usefulness to the entity can be demonstrated;
- Adequate resources exist, or their availability can be demonstrated, to complete the project and then market or use the product or process; and
- The asset must be separately identifiable.

Where development costs are deferred, they are written off on a straight-line basis over the life of the process or product, subject to a maximum of five years. The amortisation begins from the commencement of the commercial production of the product or use of the process to which they relate.

### 1.16 Judgments made by Management

In preparing the financial statements, management is required to make judgments, estimates and assumptions that affect the application of policies and the reported amounts of assets, liabilities, income and expenses, and related disclosures. Historical experience and various other factors believed to be reasonable under the circumstances are used in these instances. Actual results in the future could differ from these estimates. Significant judgment has been exercised in determining the following:

### Fair value estimation

The amortised cost (using the effective interest method); less impairment provision of trade receivables and payables are assumed to approximate their fair values. The present value of future cash flows (using the effective interest method), is assumed to approximate the fair value of revenue and purchase transactions.

### Impairment testing

The entity makes judgment as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

### Provisions

Provisions are based on estimates using the information available to management at reporting date.

### 1.17 Services received in kind

Services received in kind consist primarily of technical assistance received by the National Heritage Council and project group members. The National Heritage Council cannot reliably determine a fair value for this assistance, and as a result does not recognise the value of these services received in the Statement of Financial Performance.

### 1.18 Related Parties

The Council operates in an economic environment currently dominated by entities directly or indirectly owned by the South African government. As a result of the constitutional

independence of all three spheres of government in South Africa, only national sphere of government will be related parties.

Key management is defined as being individuals with the authority and responsibility for planning, directing and controlling the activities of the entity. The Chief Executive Officer, Chief Financial Officer, Executive Core Business, Company Secretary and Head: Strategy Planning, Monitoring & Evaluation are the only positions regarded as being at key management level.

Close family members of key management are considered to be those family members who may be expected to influence, or be influenced by key management individuals or other parties related to the entity.

Related party transactions do not require disclosure if the transactions occurred in a normal supplier/client relationship with more or less favourable conditions and which occurred with normal operating parameters established by that reporting entity's legal mandate.

### 1.19 Finance Income

Finance income comprises interest receivable on positive bank balances and funds invested. Interest income is accrued on a time proportion basis, taking into account the principal outstanding and the effective interest rate over the period to maturity.

## ACCOUNTING POLICIES

### 1.20 Material Losses

Material losses are losses incurred that do not comprise normal expenditure or income due to the Council and not recovered.

### 1.21 Contingent Liabilities

A contingent liability is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or the amount of the obligation cannot be measured with sufficient reliability.

### 1.22 Budget Information

The National Heritage Council is subject to budgetary limits in the form of appropriations or budget authorisations (or equivalent), which is given effect through authorising legislation, appropriation or similar.

General purpose financial reporting by National Heritage Council shall provide information on whether resources were obtained and used in accordance with the legally adopted budget. The annual financial statements and the budget are on the same basis of accounting therefore a comparison with the budgeted amounts for the reporting period have been included in the Statement of comparison of budget and actual amounts.

# NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

## 2. PROPERTY, PLANT AND EQUIPMENT

2021

|                                      | Leasehold<br>Improvements | Furniture<br>and Fittings | Motor Vehicles | Office<br>Equipment | Computer<br>Equipment | Leased Assets | Total          |
|--------------------------------------|---------------------------|---------------------------|----------------|---------------------|-----------------------|---------------|----------------|
|                                      | R '000                    | R '000                    | R '000         | R '000              | R '000                | R '000        | R '000         |
| <b>Opening Balances</b>              |                           |                           |                |                     |                       |               |                |
| Cost                                 | 2,495                     | 1,967                     | 337            | 664                 | 2,454                 | 476           | 8,393          |
| Accumulated<br>depreciation          | (221)                     | (1,472)                   | (89)           | (503)               | (1,500)               | (344)         | (4,129)        |
| <b>Carrying amount</b>               | <b>2,274</b>              | <b>495</b>                | <b>248</b>     | <b>161</b>          | <b>954</b>            | <b>132</b>    | <b>4,264</b>   |
|                                      |                           |                           |                |                     |                       |               |                |
| <b>Movements during<br/>the year</b> | <b>(499)</b>              | <b>(291)</b>              | <b>(42)</b>    | <b>(71)</b>         | <b>(162)</b>          | <b>(132)</b>  | <b>(1,197)</b> |
| Additions                            | -                         | 2                         | -              | 45                  | 266                   | -             | 313            |
| De-recognition/Disposal              | -                         | (5)                       | -              | (12)                | (8)                   | -             | (25)           |
| Depreciation                         | (499)                     | (288)                     | (42)           | (104)               | (420)                 | (132)         | (1,485)        |
|                                      |                           |                           |                |                     |                       |               |                |
| <b>Closing balances</b>              |                           |                           |                |                     |                       |               |                |
| Cost                                 | 2,495                     | 1,811                     | 337            | 671                 | 2,694                 | 476           | 8,484          |
| Accumulated<br>depreciation          | (720)                     | (1,607)                   | (131)          | (581)               | (1,902)               | (476)         | (5,417)        |
| <b>Carrying amount</b>               | <b>1,775</b>              | <b>204</b>                | <b>206</b>     | <b>90</b>           | <b>792</b>            | <b>-</b>      | <b>3,067</b>   |

# NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

## 2. PROPERTY, PLANT AND EQUIPMENT (continued) Leasehold Improvements

### 2020

#### Opening Balances

|                          | Leasehold Improvements | Furniture and Fittings | Motor Vehicles | Office Equipment | Computer Equipment | Leased Assets | Total        |
|--------------------------|------------------------|------------------------|----------------|------------------|--------------------|---------------|--------------|
|                          | R '000                 | R '000                 | R '000         | R '000           | R '000             | R '000        | R '000       |
| Cost                     | 571                    | 1,967                  | 337            | 650              | 2,460              | 476           | 6,461        |
| Accumulated depreciation | (535)                  | (1,336)                | (22)           | (442)            | (1,129)            | (185)         | (3,649)      |
| <b>Carrying amount</b>   | <b>36</b>              | <b>631</b>             | <b>315</b>     | <b>208</b>       | <b>1,331</b>       | <b>291</b>    | <b>2,812</b> |

#### Movements during the year

|                          |              |            |            |            |            |            |              |
|--------------------------|--------------|------------|------------|------------|------------|------------|--------------|
| Additions                | 2,495        | -          | -          | 22         | 71         | -          | 2,588        |
| Derecognition/Disposal   | -            | -          | -          | (1)        | (53)       | -          | (54)         |
| Depreciation             | (257)        | (136)      | (67)       | (68)       | (395)      | (159)      | (1,082)      |
| <b>Closing balances</b>  |              |            |            |            |            |            |              |
| Cost                     | 2,495        | 1,967      | 337        | 664        | 2,454      | 476        | 8,393        |
| Accumulated depreciation | (221)        | (1,472)    | (89)       | (503)      | (1,500)    | (344)      | (4,129)      |
| <b>Carrying amount</b>   | <b>2,274</b> | <b>495</b> | <b>248</b> | <b>161</b> | <b>954</b> | <b>132</b> | <b>4,264</b> |

A register containing the information required by section 55 of the Public Finance Management Act (PFMA) is available for inspection at the registered office of the National Heritage Council (NHC). The register reconciles to Note 2.

The NHC entered into a three (3) year rental agreement (leased assets) with Kopano Solutions t/a Nashua Kopano for five (5) photocopy machines effective from 1 February 2018 which ended on 31 January 2021. Refer to Finance Lease Obligation (See note 10)

The NHC has reassessed the useful lives of property, plant and equipment which resulted in certain assets remaining useful lives to change from their original estimates. Refer to Change in Accounting Estimates (See note 25)

#### Pledge as security

None of the Property, Plant and Equipment has been pledged as security for any liabilities.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

### 3. INTANGIBLE ASSETS

#### INTANGIBLE ASSETS- 2021

Opening Balance (Cost)  
Opening balance (Accumulated Amortisation)

#### Carrying Amount (Opening Balances)

Additions  
Disposals  
Amortisation (During the year)

#### Carry Amount (Closing Balances)

Cost  
Accumulated Amortisation

| R '000            | R '000     |
|-------------------|------------|
| Computer Software | Total      |
| 705               | 705        |
| (557)             | (557)      |
| <b>148</b>        | <b>148</b> |
| 320               | 320        |
| -                 | -          |
| (145)             | (145)      |
| <b>323</b>        | <b>323</b> |
| 1,025             | 1,025      |
| (702)             | (702)      |
|                   |            |
| Computer Software | Total      |
| 608               | 608        |
| (474)             | (474)      |
| <b>134</b>        | <b>134</b> |
| 97                | 97         |
| -                 | -          |
| (83)              | (83)       |
| <b>148</b>        | <b>148</b> |
| 705               | 705        |
| (557)             | (557)      |

#### INTANGIBLE ASSETS - 2020

Opening Balance (Cost)  
Opening balance (Accumulated Amortisation)

#### Carrying Amount (Opening Balances)

Additions  
Disposals  
Amortisation (During the year)

#### Carry Amount (Closing Balances)

Cost  
Accumulated Amortisation

A register containing the information required by section 55 of the Public Finance Management Act (PFMA) is available for inspection at the registered office of the National Heritage Council (HNC). The register reconciles to Note 3.

The NHC has reassessed the useful lives of intangible assets which resulted in certain assets remaining useful lives to change from their original estimates. Refer to Change in Accounting Estimates (See note 25)

Pledge as security

None of the Intangible assets have been pledged as security for any liabilities.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

### 4. RECEIVABLES FROM EXCHANGE TRANSACTIONS

Sundry Debtors  
Staff Debtors  
Interest receivable

*Financial assets*

#### **Pledge as security**

None of the receivables from exchange transactions have been pledged as security for any liabilities.

### 5. RECEIVABLES FROM NON-EXCHANGE TRANSACTIONS

Conditional Grant/Transfer Receivable  
Less: Provision for Doubtful Debts – National Lotteries Commission Receivable

*Financial assets*

#### **Pledge as security**

None of the receivables from non-exchange transactions have been pledged as security for any liabilities.

| 2021<br>R '000 | 2020<br>R '000 |
|----------------|----------------|
| 241            | 145            |
| 20             | 60             |
| 53             | 43             |
| <b>314</b>     | <b>248</b>     |

|            |               |
|------------|---------------|
| 811        | 21,689        |
| -          | (480)         |
| <b>811</b> | <b>21,209</b> |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

### 6. PREPAYMENTS AND ADVANCES

|                          | 2021<br>R '000 | 2020<br>R '000 |
|--------------------------|----------------|----------------|
| Deposit for rent         | 150            | 378            |
| Prepayments and advances | 16,773         | 16,710         |
|                          | <b>16,923</b>  | <b>17,088</b>  |

Included under prepayment and advances is R 11,650 million of disbursed funds to provincial government departments on ring-fenced conditional funds relating to Department of Sport, Arts and Culture for the implementation of Resistance and Liberation Heritage Route (Project Management Office).

|                            |               |               |
|----------------------------|---------------|---------------|
| Cash on hand               | 5             | 5             |
| Cash at bank               | 49,550        | 10,560        |
| Funds held on call deposit | 1             | 5             |
| <i>Financial assets</i>    | <b>49,556</b> | <b>10,570</b> |

### 8. PAYABLES FROM EXCHANGE TRANSACTIONS

#### *Financial liabilities*

|                              |               |              |
|------------------------------|---------------|--------------|
|                              | <b>9,661</b>  | <b>6,893</b> |
| Trade payables               | 7,021         | 5,964        |
| Salary related payables      | 2,640         | 929          |
| <i>Other Payables</i>        | <b>628</b>    | <b>334</b>   |
| Operating lease payables     | 628           | 334          |
| <i>Financial liabilities</i> | <b>10,289</b> | <b>7,227</b> |

The operating lease is straight lined.

Included under trade payables is R 3,359 million of accumulated interest earned on ring-fenced conditional funds relating to Department of Sport, Arts and Culture.

See Note 27 on Financial Instruments on how risk is managed in relation to the financial assets listed above

# NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

## 9. DEFERRED INCOME/UNSPENT CONDITIONAL GRANTS/TRANSFERS

### Balance at the beginning of the year

Conditional Grant/Transfers – Department of Sport, Arts and Culture (PMO)

Conditional Grants/Transfers - National Lotteries Commission

### Movement during the year – Receipts

Conditional Grant/Transfers - Department of Sport, Arts and Culture (PMO)  
– Receivable

### Movement during the year – Amortized

Conditional Grant/Transfers - Department of Sport, Arts and Culture (PMO)  
– Revenue

Conditional Grant/Transfers - Department of Sport, Arts and Culture (PMO)  
– Receivable

### Balance at year end

Conditional Grant/Transfers - Department of Sport, Arts and Culture (PMO)

Conditional Grants/Transfers - National Lotteries Commission

Current portion

Non-current portion

|                                                                                           | 2021<br>R '000 | 2020<br>R '000 |
|-------------------------------------------------------------------------------------------|----------------|----------------|
| <b>Balance at the beginning of the year</b>                                               | <b>39,013</b>  | <b>39,013</b>  |
| Conditional Grant/Transfers – Department of Sport, Arts and Culture (PMO)                 | 39,013         | 39,013         |
| Conditional Grants/Transfers - National Lotteries Commission                              | 15             | 15             |
| <b>Movement during the year – Receipts</b>                                                | <b>-</b>       | <b>20,398</b>  |
| Conditional Grant/Transfers - Department of Sport, Arts and Culture (PMO)<br>– Receivable | -              | 20,398         |
| <b>Movement during the year – Amortized</b>                                               | <b>(1,156)</b> | <b>(2,427)</b> |
| Conditional Grant/Transfers - Department of Sport, Arts and Culture (PMO)<br>– Revenue    | (1,156)        | (892)          |
| Conditional Grant/Transfers - Department of Sport, Arts and Culture (PMO)<br>– Receivable | -              | (1,535)        |
| <b>Balance at year end</b>                                                                | <b>37,872</b>  | <b>39,028</b>  |
| Conditional Grant/Transfers - Department of Sport, Arts and Culture (PMO)                 | 37,857         | 39,013         |
| Conditional Grants/Transfers - National Lotteries Commission                              | 15             | 15             |
| Current portion                                                                           | 37,452         | 38,308         |
| Non-current portion                                                                       | 420            | 720            |
|                                                                                           | <b>37,872</b>  | <b>39,028</b>  |

The National Heritage Council (NHC) received conditional or ring-fenced grants from Executive Authority or Shareholder (Department of Sport, Arts and Culture (DSAC)) for the implementation of the Resistance and Liberation Heritage Route – Project Management Office (PMO). In total the NHC received R 41,548 million to date from DSAC for the PMO (R21,150 million in 2017/18 and R 20,398 million in 2020/21)

## 10. FINANCE LEASE OBLIGATION

### Minimum Lease payments due

|                            | 2021<br>R '000 | 2020<br>R '000 |
|----------------------------|----------------|----------------|
| Minimum Lease payments due |                |                |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

- Within one year
- In second to fifth year inclusive

Less: Future finance charges

Present value of future minimum lease payments

Present value of minimum lease payments due

- Within one year
- In second to fifth year inclusive

Current portion of finance lease obligation

Non-current portion of finance lease obligation

|   |            |
|---|------------|
| - | 153        |
| - | -          |
| - | <b>153</b> |
| - | (7)        |
| - | <b>146</b> |
| - | 146        |
| - | -          |
| - | <b>146</b> |
| - | 146        |
| - | -          |
| - | <b>146</b> |

It is National Heritage Council policy to lease certain equipment under finance leases:

Entered into a rental operational agreement with Kopano Solutions t/a Nashua Kopano for five (5) photocopy machines effective from 1 February 2018. The contract is for a period of 3 years (36 months) at R 183,625 per annum. The lease is accounted for as a finance lease since the lease term is for the major part of the economic life of the assets, even though the title to the asset may not be transferred on expiry of the lease term. Additional finance costs are charged by the lessor which based on the prime rate, thus attracting additional finance costs which are not included in the above reconciliation.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

### 11. LEAVE ACCRUAL

#### Opening balances

Leave accrual

#### Additions

Leave accrual

#### Utilised

Leave accrual

#### Reversed

Leave accrual

#### Closing balances

Leave accrual

| 2021<br>R '000 | 2020<br>R '000 |
|----------------|----------------|
| <b>916</b>     | <b>774</b>     |
| 916            | 774            |
| <b>1,450</b>   | <b>916</b>     |
| 1,450          | 916            |
| <b>(213)</b>   | <b>(63)</b>    |
| (213)          | (63)           |
| <b>(703)</b>   | <b>(711)</b>   |
| (703)          | (711)          |
| <b>1,450</b>   | <b>916</b>     |
| 1,450          | 916            |
| <b>1,450</b>   | <b>916</b>     |

Employees are entitled to 21,96 working days of annual leave. The leave is allocated at a monthly rate of 1,83 days. The annual leave cycle is the period from 1 April of one year to 31 March of the following year. All employees must utilise their accrued leave within six (6) months after the annual leave i.e. accrued leave must be utilised before 30 September of the following year. Should such leave not be utilised, it is forfeited.

The NHC does not pay employees in respect of unutilised leave balances except on termination employment.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

### 12. PERFORMANCE BONUSES

#### Opening balances

Performance Bonuses

#### Additions

Performance Bonuses

#### Utilised

Performance Bonuses

#### Reversed

Performance Bonuses

#### Closing balances

Performance Bonuses

| 2021<br>R '000 | 2020<br>R '000 |
|----------------|----------------|
| <b>3,182</b>   | <b>3,017</b>   |
| 3,182          | 3,017          |
| <b>1,582</b>   | <b>3,182</b>   |
| 1,582          | 3,182          |
| <b>(1,513)</b> | <b>(3,017)</b> |
| (1,513)        | (3,017)        |
| <b>(1,669)</b> | -              |
| (1,669)        | -              |
| <b>1,582</b>   | <b>3,182</b>   |
| 1,582          | 3,182          |
| <b>1,582</b>   | <b>3,182</b>   |

Performance bonus are payable in or around September after external audit outcome and on how employees performed against their performance targets. As at 31 March 2021, there was no certainty on the two prerequisites therefore a provision based on 7.5% of annual cash component was raised with an overall average rating of 3.8. and cost-of-living adjustment.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

### 13. GOVERNMENT GRANT/TRANSFER

Grant/Transfer received – Department of Sport, Arts and Culture

| 2021<br>R '000 | 2020<br>R '000 |
|----------------|----------------|
| 66,968         | 71,353         |
| <b>66,968</b>  | <b>71,353</b>  |

### 14. AMORTISED GOVERNMENT/TRANSFERS/PARTNERSHIPS - OTHER

#### AMORTISED GRANT/TRANSFER/PARTNERSHIPS - OTHER

Department of Sport, Arts and Culture - Resistance & Liberation Heritage Route (Project Management Office/PMO)

|              |            |
|--------------|------------|
| 1,156        | 892        |
| <b>1,156</b> | <b>892</b> |

### 15. OTHER INCOME

Sundry Income

Gain on Disposal of assets

|           |          |
|-----------|----------|
| 85        | 1        |
| 13        | -        |
| <b>98</b> | <b>1</b> |

### 16. INTEREST RECEIVED

Interest received

|            |            |
|------------|------------|
| <b>270</b> | <b>351</b> |
|------------|------------|

Interest revenue comprises of interest received on positive bank balances and funds invested on one-day call account. Interest revenue is accrued on a time proportion basis, taking into account the principal outstanding and the effective interest rate over the period to maturity.

### 17. OPERATING EXPENSES

Legal fees

Heritage projects and programmes

Staff training and development

Maintenance, repairs and running costs

|              |               |
|--------------|---------------|
| 343          | -             |
| 5,005        | 18,569        |
| 273          | 319           |
| 243          | 252           |
| <b>5,864</b> | <b>19,140</b> |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

### 18. ADMINISTRATIVE EXPENSES

General and Administrative expenses  
Loss on disposal of assets  
Travel and Accommodation

| 2021<br>R '000 | 2020<br>R '000 |
|----------------|----------------|
| 12,168         | 13,082         |
| -              | 23             |
| 300            | 2,702          |
| <b>12,468</b>  | <b>15,807</b>  |

### 19. EMPLOYEE RELATED COSTS

Basic salaries  
Acting Allowance  
Overtime  
Employees contributions - Provident Fund  
Employees contributions - UIF  
Leave and bonus  
Employer contributions - Provident Fund  
Employer contributions - UIF  
Employer contributions - SDL  
Employer contributions - Medical Aid

|               |               |
|---------------|---------------|
| 23,203        | 22,629        |
| 640           | 768           |
| 26            | 41            |
| 1,922         | 1,849         |
| 61            | 55            |
| 662           | 3,455         |
| 1,922         | 1,849         |
| 61            | 55            |
| 193           | 274           |
| 348           | 324           |
| <b>29,038</b> | <b>31,299</b> |

Prior period disclosure note figures have been restated: Employees and Employer contributions (UIF) previously disclosed figure or amount - R137 thousand respectively and Employer contributions (SDL) previously disclosed figure or amount R 110 thousand.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

### 20. OPERATING LEASE EXPENSES

Office space

Parking

Refer to Operating Leases. (See note 24)

| 2021<br>R '000 | 2020<br>R '000 |
|----------------|----------------|
| 2,298          | 2,311          |
| 413            | 377            |
| <b>2,711</b>   | <b>2,688</b>   |

### 21. FINANCE COSTS

Interest paid on leased assets

|          |           |
|----------|-----------|
| 8        | 26        |
| <b>8</b> | <b>26</b> |

### 22. DEPRECIATION

Motor vehicles

IT equipment

Office equipment

Furniture and fittings

Leasehold improvement

Leased assets - office equipment

|              |              |
|--------------|--------------|
| 42           | 67           |
| 420          | 395          |
| 104          | 68           |
| 288          | 136          |
| 499          | 257          |
| 132          | 159          |
| <b>1,485</b> | <b>1,082</b> |

### 23. AMORTISATION

Computer software

|            |           |
|------------|-----------|
| <b>145</b> | <b>83</b> |
|------------|-----------|

# NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

## 24. OPERATING LEASES

The National Heritage Council entered into a rental agreement with the Gremgrow Properties Limited, effective from 1 July 2019. The office lease contract is for sixty (60) months at a cost of R 2,264,580 per annum, escalating at 9% per annum.

### Lease commitments (operating leases)

Up to one year

Later than one year and not later than 5 years

| 2021<br>R '000 | 2020<br>R '000 |
|----------------|----------------|
|                |                |
| 2,635          | 2,417          |
| 6,003          | 8,638          |
| <b>8,638</b>   | <b>11,055</b>  |

## 25. CASH GENERATED FROM OR (USED IN) OPERATIONS

### (Deficit) / Surplus for the year

#### Adjustments for:

Depreciation – Property, Plant and Equipment

Amortisation - Intangible Assets

Movement in Leave and Bonuses Pay

(Gain) or loss of Derecognition of Property, Plant and Equipment

Other Non-Cash – Operating Lease Accrual

Other Non-Cash – Movement

Provision for Doubtful Debt

Debt Written-Off

#### Changes in working capital:

Trade and Other Receivables

Prepayments and Advances

Trade and Other Payables

|               |                 |
|---------------|-----------------|
| 16,773        | 2,472           |
| <b>(297)</b>  | <b>19,829</b>   |
| 1,485         | 1,082           |
| 145           | 83              |
| (1,066)       | 307             |
| (13)          | 53              |
| 294           | 334             |
| (1,142)       | 17,970          |
| -             | -               |
| -             | -               |
| <b>23,264</b> | <b>(32,103)</b> |
| 20,332        | (18,289)        |
| 164           | (13,346)        |
| 2,768         | (468)           |
| <b>39,740</b> | <b>(9,802)</b>  |

# NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

## 26. RELATED PARTIES

### Related party transactions (Receipts)

Grant/Transfer – Recurring expenditure – Department of Sport, Arts and Culture

Receivable from non-exchange – Department of Sport, Arts and Culture (Project Management Office)

| 2021<br>R '000 | 2020<br>R '000 |
|----------------|----------------|
| 66,968         | 71,353         |
| -              | 20,398         |
| <b>66,968</b>  | <b>91,751</b>  |

### Related party transactions (Payments)

None

### Nature:

The National Heritage Council is a schedule 3A public entity under the National Department of Sport, Arts and Culture. The Department of Sport, Arts and Culture acts on behalf of the Minister of Sport, Arts and Culture as Executive Authority and has the responsibility to make provision for funding the activities of the Council by way of a grant or transfer listed in the Estimates of National Expenditure. The National Heritage Council received R 66, 968 million (2021) and R 71,353 million (2020) as operational grant.

In addition, an allocation of R 20,398 million was set aside in 2019/20 and transferred in 2020/21 by the Department of Sport, Arts and Culture for the continued implementation of Resistance and Liberation Heritage Route (Project Management Office).

By virtue of the fact that the National Heritage Council is a national public entity and controlled by the national government, any other controlled entity of the national government is a related party. All transactions with such entities are at arm's length and on normal commercial terms, except where employees of national departments or national public entities participate in our processes and do not receive any remuneration. The National Department of Sport, Arts and Culture is the related party of the National Heritage Council.

Key management is defined as being individuals with the authority and responsibility for planning, directing and controlling the activities of the entity. The Chief Executive Officer, Chief Financial Officer, Executive Core Business, Company Secretary and Head: Strategy Planning, Monitoring & Evaluation are the positions regarded as being at key management level at the National Heritage Council. Refer to key management disclosure. (See note 28 and 29)

## 27. FINANCIAL INSTRUMENTS

### Liquidity risk

The National Heritage Council is only exposed to liquidity risk with regards to the payment of its trade payables. These trade payables are all due within the short-term. The National Heritage Council manages its liquidity risk by holding sufficient cash in its bank account, supplemented by cash available in a money market account.

### Credit risk

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

# NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

## Interest rate risk

This is a risk that fair value or future cash flows from financial instrument will fluctuate as a result of changes in the market interest rates. Values in the financial instruments may change, thus resulting in both potential gains and losses. The National Heritage Council's activities do not expose it to significant market interest rate risks. Therefore, there are no procedures in place to mitigate these risks.

## Current and Call Account Interest Rate

A one percentage point increase/decrease in current account interest rate.

A one percentage point increase/ decrease in call account interest rate.

A one percentage point increase/ decrease in Finance Lease Agreement interest rate.

## 2021

| Current & call account interest rate. |        |      |        |        |
|---------------------------------------|--------|------|--------|--------|
| Current Balance                       |        |      |        |        |
|                                       | R'000  |      | R'000  | R'000  |
| Current bank and call account Balance | 49,556 |      | 52,282 | 46,830 |
| % change                              |        | 5.5% |        | -5.5%  |
| Finance lease agreement interest      |        |      |        |        |
| Current Balance                       |        |      |        |        |
| Finance Lease Agreement               | -      |      | -      | -      |
| % change                              |        |      |        |        |

# NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

## 27. FINANCIAL INSTRUMENTS (continued)

2020

|                                                  |              |              |              |
|--------------------------------------------------|--------------|--------------|--------------|
| <b>Current &amp; call account interest rate.</b> |              |              |              |
| <b>Current Balance</b>                           |              |              |              |
|                                                  | <b>R'000</b> | <b>R'000</b> | <b>R'000</b> |
| Current bank and call account Balance            | 10,570       | 11,151       | 9,989        |
| <b>% change</b>                                  |              | 5.5%         | -5.5%        |
| Finance lease agreement interest                 |              |              |              |
| Current Balance                                  |              |              |              |
| Finance Lease Agreement                          | 146          | 161          | 131          |
| <b>% change</b>                                  |              | 10.5%        | -10.5%       |

|                                                                           |              |                |               |              |
|---------------------------------------------------------------------------|--------------|----------------|---------------|--------------|
| <b>1) An analysis of the ageing of Debtors that are more than 30 days</b> |              |                |               |              |
| <b>Debtors type</b>                                                       | <b>Total</b> | <b>Current</b> | <b>30-120</b> | <b>120+</b>  |
| <b>2021</b>                                                               |              |                |               |              |
|                                                                           | <b>R'000</b> | <b>R'000</b>   | <b>R'000</b>  | <b>R'000</b> |
| Staff Debtors                                                             | 20           | -              | -             | 20           |
| Sundry Debtors                                                            | 241          | 118            | -             | 123          |
| Interest Receivable                                                       | 53           | 53             | -             | -            |
| Eastern Cape (Office of the Premier)                                      | 733          | -              | -             | 733          |
| Mine, Health & Safety Council                                             | 78           | -              | -             | 78           |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

|               |              |            |          |            |
|---------------|--------------|------------|----------|------------|
| <b>Totals</b> | <b>1,125</b> | <b>171</b> | <b>-</b> | <b>954</b> |
|---------------|--------------|------------|----------|------------|

### 2) An analysis of the ageing of Debtors that are more than 30 days

| Debtors type                          | Total         | Current       | 30-120       | 120+         |
|---------------------------------------|---------------|---------------|--------------|--------------|
| <b>2020</b>                           |               |               |              |              |
|                                       | <b>R'000</b>  | <b>R'000</b>  | <b>R'000</b> | <b>R'000</b> |
| Staff Debtors                         | 60            | 60            | -            | -            |
| Sundry Debtors                        | 145           | 129           | 16           | -            |
| Interest Receivable                   | 43            | 43            | -            | -            |
| Eastern Cape (Office of the Premier)  | 733           | -             | -            | 733          |
| Department of Sport, Arts and Culture | 20,398        | 20,398        | -            | -            |
| Mine, Health & Safety Council         | 78            | -             | -            | 78           |
| <b>Totals</b>                         | <b>21,457</b> | <b>20,630</b> | <b>16</b>    | <b>811</b>   |

### 3) Financial Assets Subject to credit risk

| Debtors type                         | Total        | Fully Performing | Over 30 days but not Impaired | Impaired     |
|--------------------------------------|--------------|------------------|-------------------------------|--------------|
| <b>2021</b>                          |              |                  |                               |              |
|                                      | <b>R'000</b> | <b>R'000</b>     | <b>R'000</b>                  | <b>R'000</b> |
| Staff Debtors                        | 20           | -                | 20                            | -            |
| Other Debtors                        | 241          | -                | 241                           | -            |
| Interest Receivable                  | 53           | 53               | -                             | -            |
| Eastern Cape (Office of the Premier) | 733          | -                | 733                           | -            |
| Mine, Health & Safety Council        | 78           | -                | 78                            | -            |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

|               |              |           |              |          |
|---------------|--------------|-----------|--------------|----------|
| <b>Totals</b> | <b>1,125</b> | <b>53</b> | <b>1,072</b> | <b>-</b> |
|---------------|--------------|-----------|--------------|----------|

### 3) Financial Assets Subject to credit risk

| Debtors type                          | Total         | Fully Performing | Over 30 days but not Impaired | Impaired     |
|---------------------------------------|---------------|------------------|-------------------------------|--------------|
| <b>2020</b>                           |               |                  |                               |              |
|                                       | <b>R'000</b>  | <b>R'000</b>     | <b>R'000</b>                  | <b>R'000</b> |
| Staff Debtors                         | 60            | 60               | -                             | -            |
| Other Debtors                         | 145           | 129              | 16                            | -            |
| Interest Receivable                   | 43            | 43               | -                             | -            |
| Eastern Cape (Office of the Premier)  | 733           | -                | 733                           | -            |
| Department of Sport, Arts and Culture | 20,398        | 20,398           | -                             | -            |
| Mine, Health & Safety Council         | 78            | -                | 78                            | -            |
| <b>Totals</b>                         | <b>21,457</b> | <b>20,630</b>    | <b>827</b>                    | <b>-</b>     |

### 4) Maturity Profile of Financial Instruments

| 31-Mar-21                                             | 1 year or less | 1-5 years    | Total        |
|-------------------------------------------------------|----------------|--------------|--------------|
| <b>Assets</b>                                         |                |              |              |
|                                                       | <b>R'000</b>   | <b>R'000</b> | <b>R'000</b> |
| Trade and other Receivables                           | 1,125          | -            | 1,125        |
| Call Account                                          | 1              | -            | 1            |
| Current Account – National Lotteries Commission Funds | 22             | -            | 22           |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

|                                                                     |               |          |               |
|---------------------------------------------------------------------|---------------|----------|---------------|
| Current Account – Department of Sport,<br>Arts and Culture –        | 19,483        | -        | 19,483        |
| Current Account – Department of SportArts and Culture – Ring fenced | 30,045        | -        | 30,045        |
| Partnerships – CurrentAccount                                       | -             | -        | -             |
| Cash on hand                                                        | 5             | -        | 5             |
| <b>Total Financial<br/>assets</b>                                   | <b>50,681</b> | <b>-</b> | <b>50,681</b> |
| Finance lease                                                       | -             | -        | -             |
| Trade and otherPayables                                             | 10,289        | -        | 10,289        |
| <b>Total Finance<br/>Liability</b>                                  | <b>10,289</b> | <b>-</b> | <b>10,289</b> |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

|                                           |               |          |               |
|-------------------------------------------|---------------|----------|---------------|
| <b>Net Financial Asset/<br/>liability</b> | <b>40,392</b> | <b>-</b> | <b>40,392</b> |
|-------------------------------------------|---------------|----------|---------------|

### 27. FINANCIAL INSTRUMENTS (continued)

#### 5) Maturity Profile of Financial Instruments

| 31-Mar-20                                                            | 1 year or less | 1-5 years    | Total          |
|----------------------------------------------------------------------|----------------|--------------|----------------|
| <b>Assets</b>                                                        |                |              |                |
|                                                                      | <b>R'000</b>   | <b>R'000</b> | <b>R'000</b>   |
| Trade and otherReceivables                                           | 21,457         | -            | 21,457         |
| Call Account                                                         | 5              | -            | 5              |
| Current Account – Lotteries National Commission Funds                | 23             | -            | 23             |
| Current Account – Department of Sport,Arts and Culture –             | 551            | -            | 551            |
| Current Account – Department of Sport, Arts and Culture –Ring fenced | 9,986          | -            | 9,986          |
| Partnerships – CurrentAccount                                        | 1              | -            | 1              |
| Cash on hand                                                         | 5              | -            | 5              |
| <b>Total Financial assets</b>                                        | <b>32,028</b>  | <b>-</b>     | <b>32,028</b>  |
|                                                                      |                |              |                |
|                                                                      |                |              |                |
| <b>Liabilities</b>                                                   |                |              |                |
| Finance lease                                                        | (146)          | -            | (146)          |
| Trade and otherPayables                                              | (7,227)        | -            | (7,227)        |
| <b>Total Finance Liability</b>                                       | <b>(7,373)</b> | <b>-</b>     | <b>(7,373)</b> |
| <b>Net Financial Asset/<br/>liability</b>                            | <b>24,655</b>  | <b>-</b>     | <b>24,655</b>  |

# NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

## 27. FINANCIAL INSTRUMENTS (Continued)

### 5) Line items presented in the statement of financial position summarised per category of Financial Instrument

| 2021                        |                 |            |            |
|-----------------------------|-----------------|------------|------------|
|                             | Carrying Amount | Adjustment | Fair value |
| <b>Financial Assets</b>     |                 |            |            |
|                             | R'000           | R'000      | R'000      |
| Cash and Cash equivalents   | 49,556          | -          | 49,556     |
| Trade and other receivables | 1,125           | -          | 1,125      |
| <b>Financial Liability</b>  |                 |            |            |
| Finance lease Agreement     | -               | -          | -          |
| Trade and other Payables    | 10,289          | -          | 10,289     |

### Line items presented in the statement of financial position summarised per category of Financial Instrument

| 2020                        |                 |            |            |
|-----------------------------|-----------------|------------|------------|
|                             | Carrying Amount | Adjustment | Fair value |
| <b>Financial Assets</b>     |                 |            |            |
|                             | R'000           | R'000      | R'000      |
| Cash and Cash equivalents   | 10,570          | -          | 10,570     |
| Trade and other receivables | 21,457          | -          | 21,457     |
| <b>Financial Liability</b>  |                 |            |            |
| Finance lease Agreement     | 146             | -          | 146        |
| Trade and other Payables    | 7,227           | -          | 7,227      |

#### Pledge as security

None of the Financial Assets have been pledged as security for any liabilities.

# NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

## 28. MEMBERS EMOLUMENTS - NON-EXECUTIVE 2021

| Names and Designations               | Honoraria R'000 | Travel R'000 | Honoraria Other R'000 | Travel Other R'000 | Total R'000 |
|--------------------------------------|-----------------|--------------|-----------------------|--------------------|-------------|
| Dr T Mbuli (Chairperson) ###         | 35              | -            | 13                    | 14                 | 62          |
| Mr E Neluvhalani (Chairperson) #*    | 43              | -            | 35                    | 1                  | 79          |
| Mr T Dlamini (Deputy Chairperson) #* | 97              | -            | 19                    | 1                  | 117         |
| Prof T Meyiwa #*                     | 89              | -            | 19                    | -                  | 108         |
| Ms K Modise #*                       | 66              | -            | 26                    | -                  | 92          |
| Mr T Tsehlana #*                     | 70              | -            | 8                     | -                  | 78          |
| Chief L Matsila #                    | 47              | -            | -                     | -                  | 47          |
| Mr M.T Makhweyane #*                 | 89              | -            | 37                    | -                  | 126         |
| Ms S Mabilane #*                     | 102             | 4            | 21                    | -                  | 127         |
| Mrs L Robinson #*                    | 63              | -            | 10                    | -                  | 73          |
| Ms K Rapoo #*                        | 50              | -            | 10                    | -                  | 60          |
| Mr K Seleke #*                       | 97              | -            | 43                    | 1                  | 141         |
| Ms R Gani #                          | 61              | -            | 10                    | -                  | 71          |
| Adv R Solomons #*                    | 45              | -            | 10                    | -                  | 55          |
| Mr M Mbasa #                         | 81              | -            | 29                    | -                  | 110         |
| Mr P Tsebe #                         | 75              | -            | 24                    | 1                  | 100         |
| Ms E Tlhoale #*                      | 60              | 3            | 11                    | -                  | 74          |
| Ms L Moroane #*                      | 44              | -            | 37                    | 6                  | 87          |
| Mr J Phillips #*                     | 13              | -            | -                     | -                  | 13          |
| Adv M Makhura #*                     | 31              | -            | 5                     | 1                  | 37          |
| Dr G Dominy #*                       | 21              | 1            | 5                     | -                  | 27          |
| Adv Hosi A Mahumani #*               | 26              | 5            | -                     | -                  | 31          |
| Mr O Mereki #*                       | 37              | -            | 5                     | -                  | 42          |
| Mr J Sithole #*                      | 37              | -            | 5                     | -                  | 42          |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

### 28. MEMBERS EMOLUMENTS - NON-EXECUTIVE (continued) 2020

|                                                              |              |           |            |           |              |
|--------------------------------------------------------------|--------------|-----------|------------|-----------|--------------|
| Dr Rev Mculwane #*                                           | 8            | -         | -          | -         | 8            |
| Ms N Sizani (Chairperson of Audit and Risk) – Independent #* | 106          | -         | 32         | -         | 138          |
| Ms N Madiba – Independent #                                  | 86           | -         | 32         | -         | 118          |
| Ms P Mushwana – Independent #                                | 24           | -         | -          | -         | 24           |
| Mr Y Haffejee – Independent #                                | -            | -         | -          | -         | -            |
|                                                              | <b>1,604</b> | <b>13</b> | <b>445</b> | <b>25</b> | <b>2,087</b> |

# Appointment Terminated/Resigned

## Lapsed

### Deceased

#\* Appointed in 2020/2021

### NON-EXECUTIVE 2020

| Names and Designations             | Honoraria<br>R'000 | Travel<br>R'000 | HonorariaOther<br>R'000 | Travel Other<br>R'000 | Total<br>R'000 |
|------------------------------------|--------------------|-----------------|-------------------------|-----------------------|----------------|
| <b>Council</b>                     |                    |                 |                         |                       |                |
| Dr T Mbuli (Chairperson)           | 155                | 63              | 281                     | 119                   | 618            |
| Prof T Meyiwa (Deputy Chairperson) | 78                 | 2               | 7                       | -                     | 87             |
| Ms K Modise                        | 100                | 7               | 13                      | -                     | 120            |
| Mr T Tsehlana                      | 63                 | -               | -                       | -                     | 63             |
| Chief L Matsila                    | 73                 | 57              | 3                       | 2                     | 135            |
| Ambassador D Moopela ##            | 16                 | 2               | -                       | -                     | 18             |
| Mr M.T Makhweyane                  | 79                 | 7               | 3                       | -                     | 89             |
| Prof S Bouillon ##                 | 52                 | 2               | -                       | -                     | 54             |
| Ms S Mabilane                      | 100                | 32              | 2                       | 2                     | 136            |
| Mrs L Robinson                     | 58                 | -               | -                       | -                     | 58             |
| Ms K Rapoo                         | 37                 | 1               | -                       | -                     | 38             |
| Adv M Mopeli ###                   | 26                 | 1               | -                       | 5                     | 32             |
| Mr K Seleke                        | 144                | 14              | 36                      | 11                    | 205            |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

|                                                                         |              |            |            |            |              |
|-------------------------------------------------------------------------|--------------|------------|------------|------------|--------------|
| Mr Z Mkiva #                                                            | 38           | 12         | -          | -          | 50           |
| Mr T Dlamini                                                            | 147          | 6          | -          | -          | 153          |
| Ms R Gani                                                               | 88           | -          | -          | 1          | 89           |
| Adv R Solomons #*                                                       | 21           | -          | -          | -          | 21           |
| Mr M Mbasa                                                              | 94           | 2          | 118        | 20         | 234          |
| Mr P Tsebe                                                              | 94           | 7          | 29         | 8          | 138          |
| <b>Audit and Risk Committee</b>                                         |              |            |            |            |              |
| Ms N Madiba (Chairperson) – Independent ##                              | 171          | 12         | 11         | -          | 194          |
| Mr Y Haffeejee (Chairperson) – Independent                              | 67           | 3          | -          | -          | 70           |
| Mr Z Nomafo (Chairperson of Risk Management Committee) – Independent ## | 112          | 7          | -          | -          | 119          |
| Ms P Mushwana – Independent #*                                          | 16           | -          | -          | -          | 16           |
| Ms N Sizani (Chairperson of Risk Management Committee) – Independent #* | 24           | 1          | -          | -          | 25           |
|                                                                         | <b>1,854</b> | <b>238</b> | <b>503</b> | <b>168</b> | <b>2,762</b> |

## Lapsed

# Appointment Terminated/Resigned

#\* Appointed in 2019/20

# Appointment Terminated/Resigned

## Lapsed

### Deceased

#\* Appointed in 2020/2021

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

### 29. MEMBERS EMOLUMENTS (EXECUTIVE) 2021

| Designation                                      | Effective Date | Basic Salary<br>R'000 | Acting Allowance<br>R'000 | Travel Allowance<br>R'000 | Medical<br>R'000 | Resignation Leave R'000 | Provident Fund<br>R'000 | Performance Bonuses<br>R'000 | Total<br>R'000 |
|--------------------------------------------------|----------------|-----------------------|---------------------------|---------------------------|------------------|-------------------------|-------------------------|------------------------------|----------------|
| Acting Chief Executive Officer                   | 1-April-20     | 911                   | -                         | -                         | -                | -                       | -                       | -                            | 911            |
| Chief Executive Officer*                         | 1-April-20     | 792                   | -                         | 63                        | 10               | 213                     | 159                     | -                            | 1,237          |
| Executive Core Business                          | 1-April-20     | 1,113                 | -                         | -                         | 12               | -                       | 196                     | 80                           | 1,401          |
| Chief Financial Officer                          | 1-April-20     | 1,371                 | -                         | -                         | 14               | -                       | 242                     | 98                           | 1,725          |
| Head: Strategy Planning, Monitoring & Evaluation | 1-April-20     | 1,236                 | -                         | 151                       | 40               | -                       | 245                     | 99                           | 1,771          |
| Acting Company Secretary#                        | 1-April-20     | -                     | 396                       | -                         | -                | -                       | -                       | -                            | 396            |
|                                                  |                | <b>5,423</b>          | <b>396</b>                | <b>214</b>                | <b>76</b>        | <b>213</b>              | <b>842</b>              | <b>277</b>                   | <b>7,441</b>   |

# Vacant – Received Acting Allowance

\* Resigned

### 29. MEMBERS EMOLUMENTS (EXECUTIVE) 2020

| Designation                                      | Effective Date | Basic Salary<br>R'000 | Acting Allowance<br>R'000 | Travel Allowance<br>R'000 | Medical<br>R'000 | Performance Bonuses<br>R'000 | Provident Fund<br>R'000 | Long Service Award<br>R'000 | Total<br>R'000 |
|--------------------------------------------------|----------------|-----------------------|---------------------------|---------------------------|------------------|------------------------------|-------------------------|-----------------------------|----------------|
| Chief Executive Officer                          | 1-April-19     | 1,783                 | -                         | 150                       | 26               | 507                          | 342                     | -                           | 2,808          |
| Executive Core Business                          | 1-April-19     | 1,060                 | -                         | -                         | 13               | 38                           | 187                     | -                           | 1,298          |
| Chief Financial Officer                          | 1-April-19     | 1,306                 | -                         | -                         | 25               | 187                          | 230                     | 5                           | 1,753          |
| Head: Strategy Planning, Monitoring & Evaluation | 1-April-19     | 1,169                 | -                         | 151                       | 39               | 189                          | 233                     | -                           | 1,781          |
| Company Secretary*                               | 1-April-19     | 328                   | -                         | -                         | 10               | 189                          | 55                      | -                           | 582            |
| Acting Company Secretary#                        | 1-July-19      | -                     | 297                       | -                         | -                | -                            | -                       | -                           | 297            |
|                                                  |                | <b>5,646</b>          | <b>297</b>                | <b>301</b>                | <b>113</b>       | <b>1,110</b>                 | <b>1,047</b>            | <b>5</b>                    | <b>8,519</b>   |

# Vacant – Received Acting Allowance

\* Resigned

# NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

## IRREGULAR, FRUITLESS AND WASTEFULL EXPENDITURE (CONTINUED)

### 30.1 Details of Irregular Expenditure

Opening Balance  
Add: Irregular Expenditure current year  
Less: Irregular Expenditure condoned/recovered

### Analysis of irregular expenditure condoned per age classification:

Current Year  
Prior Years

### Analysis of irregular expenditure per age classification awaiting condonation per classification:

Current Year  
Prior Years

### Details of irregular expenditure - current year: Incident

Expenditure incurred without following aprocurement process Appointment of Legal Services  
  
Expenditure incurred on expired contract - Security Services  
Expenditure incurred without following a procurement process - Office Space (Lease)  
Non-compliance with the PFMA and thePreference Procurement Regulations - Office Space (Lease)

| Action taken        | 2021<br>R'000 | 2020<br>R'000 |
|---------------------|---------------|---------------|
|                     | 3,951         | 134           |
|                     | 2,785         | 3,817         |
|                     | -             | -             |
|                     | <b>6,736</b>  | <b>3,951</b>  |
|                     | -             | -             |
|                     | -             | -             |
|                     | -             | -             |
|                     | 2,785         | 3,817         |
|                     | 3,951         | 134           |
|                     | <b>6,736</b>  | <b>3,951</b>  |
| Under Review        | 67            | -             |
| Under Investigation | 7             | 86            |
| Under Investigation | -             | 2,033         |
| Under Investigation | 2,711         | 1,698         |
|                     | <b>2,785</b>  | <b>3,817</b>  |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

### IRREGULAR, FRUITLESS AND WASTEFULL EXPENDITURE (CONTINUED)

#### 30.1 Details of Fruitless and Wasteful Expenditure

Opening Balance

Add: Fruitless and Wasteful Expenditure current year

Less: Fruitless and Wasteful Expenditure condoned/ recovered-

#### Analysis of fruitless and wasteful expenditure condoned per age classification:

Current Year

Prior Years

#### Analysis of fruitless and wasteful expenditure per age classification awaiting condonation per classification:

Current Year

Prior Years

#### Details of fruitless and wasteful expenditure - current year: Incident

Expenditure incurred for cancelled flight tickets – Receivable from Airlines

Overpayment to suppliers–Fees Erroneously Charged

| Action taken                      | R`000     | R`000     |
|-----------------------------------|-----------|-----------|
|                                   | 79        | -         |
|                                   |           | 79        |
|                                   | (27)      | -         |
|                                   | <b>52</b> | <b>79</b> |
|                                   | -         | 79        |
|                                   | 79        | -         |
|                                   | <b>79</b> | <b>79</b> |
|                                   | -         | 79        |
|                                   | 52        | -         |
|                                   | <b>52</b> | <b>79</b> |
|                                   | -         | 52        |
| Awaiting refund from the Airlines |           |           |
| Recovered                         | -         | 27        |
|                                   | <b>-</b>  | <b>79</b> |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

### 31. GOING CONCERN

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that the funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business. Nothing has come to the attention of Management and Accounting Authority to indicate that the organisation would not remain a going concern for the foreseeable future, based on forecasts and its liquidity.

### 32. EVENTS AFTER REPORTING DATE

- 32.1 The National Heritage Council entered into a new rental agreement with TSL Telecommunications and Automation (Pty) Ltd for three (3) photocopy machines, effective from 6 April 2021 through participation agreement concluded between National Treasury and the Service Provider. The contract is for thirty-six (36) months at a cost of R 225,326.
- 32.2 In May 2021, the former official brought an application to have the appointment of Administrators set aside and consequently the appointment of Forensic Auditors. The matter was not brought as an urgent application. Thus the matter will only be argued later in 2021/2022 financial year.

### 33. CONTINGENT LIABILITIES

- 33.1 In March 2021, an official brought an application in the Labour Court to have her suspension set aside. The application was dismissed with costs and she has also been refused Leave to Appeal. She has now petitioned the Labour Appeal Court for a further Leave to Appeal which the National Heritage Council (NHC) is opposing. The NHC considers the likelihood of the action against the institution being successful as unlikely.

### 34. BUDGET VARIANCES

- a. The Executive Authority or Shareholder (Department of Sport, Arts and Culture) implemented budget reductions in respect of Compensation of Employees (COE) and Goods and Services/Projects and Programmes by R 7,204 million i.e. R 2,204 million and R5,000 million respectively.
- b. Non-exchange revenue includes R 1,156 million amortisation (non-cash) of deferred conditional or ring-fenced grant in respect of continued implementation of Resistance and Liberation Heritage Route: Project Management Office (PMO).
- c. Exchange revenue includes R 270 thousands of interest earned on the operation grant received from DSAC and insurance claim of R 13 thousand and derecognised payable of R 85 thousand in line with the Prescription Act.
- d. The R 16,920 and R 1,030 million respectively relates to unachieved planned targets for the 2020/21 due to circumstances beyond NHC's control and delayed implementations due to Covid-19 restrictions or limitations. A decision was since taken to roll-over unspent funds relating to unachieved targets to 2021/22 financial year.
- e. Budget reduction of R 2,204 million was implemented in respect employee related costs.
- f. Included in the operating lease expenses is an accrual of R 294 thousand relating to accounting treatment in respect of straight-lining of lease monthly lease rentals over the contracted period inclusive of the escalation clause.

# NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

## 35. PRIOR YEAR PERIOD ERROR

The corresponding figures for 31 March 2020 have been restated as a result of errors in reassessment of assets' useful lives discovered during financial year end 31 March 2021.

The effect of the above errors is as follows:

### STATEMENT OF CHANGES IN NET ASSETS

#### Effect:

Increase in accumulated surplus

Decrease in accumulated depreciation

#### Nature:

Correction of an error relates to overstatement of depreciation due to reassessment of useful lives.

**R'000**

43

(43)

### STATEMENT OF FINANCIAL POSITION

#### Effect:

Decrease in accumulated depreciation

#### Nature:

Correction of an error relates to overstatement of depreciation due to reassessment of useful lives.

**R'000**

(43)

### STATEMENT OF FINANCIAL PERFORMANCE

#### Effect:

Decrease in depreciation

#### Nature:

Correction of an error relates to overstatement of depreciation due to reassessment of useful lives.

**R'000**

(43)

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2021

### 36. CHANGES IN ACCOUNTING ESTIMATES

The National Heritage Council has reassessed the useful lives on intangible assets and property, plant and equipment which resulted in certain assets remaining useful lives to change from their original estimates. The effect of the change in accounting estimates has resulted in the following decrease or increase:

| Category               | Depreciation/ Amortisation<br>R'000 | Accumulated Depreciation/ Amortisation<br>R'000 | Effect: Statement of Financial<br>Performance | Effect: Statement of Financial<br>Position |
|------------------------|-------------------------------------|-------------------------------------------------|-----------------------------------------------|--------------------------------------------|
| Office Equipment       | 52                                  | 52                                              | Increase in depreciation                      | Increase in accumulated depreciation       |
| Furniture and Fittings | 185                                 | 185                                             | Increase in depreciation                      | Increase in accumulated depreciation       |
| IT Equipment           | 166                                 | 166                                             | Increase in depreciation                      | Increase in accumulated depreciation       |
| Motor Vehicle          | (25)                                | (25)                                            | Decrease in depreciation                      | Decrease in accumulated depreciation       |
| Intangible Assets      | 75                                  | 75                                              | Increase in amortisation                      | Increase in accumulated amortisation       |
| <b>Total</b>           | <b>453</b>                          | <b>453</b>                                      |                                               |                                            |

| 37. COMMITMENTS                                                   | 2021<br>R'000 | 2020<br>R'000 |
|-------------------------------------------------------------------|---------------|---------------|
| <b>Up to one year</b>                                             |               |               |
| Funding Disbursements (Heritage Funded Projects)                  | 3,475         | 2,909         |
| Heritage Projects                                                 | 107           | 122           |
| Quotations and contracts (Excluding Finance and Operating Leases) | 1,643         | 3,168         |
| <b>Later than one year and not later than 5 years</b>             |               |               |
| Quotations and contracts (Excluding Finance and Operating Leases) | 204           | -             |
| <b>TOTAL</b>                                                      | <b>5,429</b>  | <b>6,199</b>  |

Included under the current balance of commitments is R 99 thousand in respect of goods and services funded by Project Management Office (PMO).

## DETAILED STATEMENT OF FINANCIAL PERFORMANCE for the year ended 31 March 2021 (continued)

|                                                             | 2021<br>R'000   | 2020<br>R'000   |
|-------------------------------------------------------------|-----------------|-----------------|
| <b>TOTAL REVENUE</b>                                        | <b>68,492</b>   | <b>72,597</b>   |
| <b>Revenue from Non-exchange</b>                            | <b>68,124</b>   | <b>72,245</b>   |
| Government grant/transfer                                   | 66,968          | 71,353          |
| Amortised conditional grants/transfers/partnerships - Other | 1,156           | 892             |
| <b>Revenue from exchange transactions</b>                   | <b>368</b>      | <b>352</b>      |
| Other income                                                | 98              | 1               |
| Interest received                                           | 270             | 351             |
| <b>TOTAL EXPENSES</b>                                       | <b>(51,719)</b> | <b>(70,125)</b> |
| Operating expenses                                          | (5,864)         | (19,140)        |
| Administrative expenses                                     | (12,468)        | (15,807)        |
| Employment related costs                                    | (29,038)        | (31,299)        |
| Operating lease expenses                                    | (2,711)         | (2,688)         |
| Finance costs                                               | (8)             | (26)            |
| Depreciation                                                | (1,485)         | (1,082)         |
| Amortisation                                                | (145)           | (83)            |
| <b>SURPLUS FOR THE YEAR</b>                                 | <b>16,773</b>   | <b>2,472</b>    |

### OPERATING EXPENSES

#### Legal Fees

#### Heritage Projects and Programmes

Funding disbursements (Heritage Funded Projects)

Heritage Resource Centre

| 2021<br>R'000 | 2020<br>R'000 |
|---------------|---------------|
| 343           | -             |
| 5,005         | 18,569        |
| 754           | 2,462         |
| 11            | 32            |

## DETAILED STATEMENT OF FINANCIAL PERFORMANCE for the year ended 31 March 2021 (continued)

|                                                   |                       |                       |
|---------------------------------------------------|-----------------------|-----------------------|
| Ubuntu in Nation building                         | 52                    | 58                    |
| Heritage Strategic Programmes                     | 2,045                 | 3,610                 |
| Heritage Engagement with Sector                   | 321                   | 4,427                 |
| SATMA Awards                                      | -                     | 400                   |
| Heritage Awards                                   | -                     | 2,157                 |
| Support of Youth Heritage                         | -                     | 342                   |
| Heritage and Education Outreach Programme Project | -                     | 939                   |
| Heritage Journal                                  | 23                    | 18                    |
| National Heritage Liberation Route                | 1,156                 | 893                   |
| Position Papers                                   | 200                   | 567                   |
| Research Plan                                     | 69                    | 39                    |
| Impact Studies                                    | -                     | -                     |
| Heritage Experts                                  | -                     | -                     |
| Publish of Heritage Volumes                       | -                     | 14                    |
| Contribution to Policy                            | -                     | 1                     |
| LHR Struggle Icon                                 | 308                   | -                     |
| Home of Legends                                   | -                     | 86                    |
| Heritage Project Expense                          | 55                    | 1,057                 |
| National Liberation Route                         | 11                    | 874                   |
| Heritage sites                                    | -                     | 593                   |
|                                                   | <b>2021<br/>R'000</b> | <b>2020<br/>R'000</b> |
| <b>Staff Training and Development</b>             | <b>273</b>            | <b>319</b>            |
| Staff Training                                    | 187                   | 122                   |
| Subscriptions                                     | 86                    | 197                   |
|                                                   | <b>243</b>            | <b>252</b>            |
| <b>Maintenance, Repairs and Running Costs</b>     |                       |                       |
| Repairs and Maintenance                           | 243                   | 252                   |
|                                                   | <b>5,864</b>          | <b>19,140</b>         |

## DETAILED STATEMENT OF FINANCIAL PERFORMANCE for the year ended 31 March 2021 (continued)

### ADMINISTRATIVE EXPENSES

#### General and Administrative Expenses

|                                   | 12,168                | 13,105                |
|-----------------------------------|-----------------------|-----------------------|
| Catering Meetings                 | 14                    | 150                   |
| Audit Fees (Internal)             | 148                   | 406                   |
| Audit Fees (External)             | 1,314                 | 1,025                 |
| Advertising of Posts              | -                     | 178                   |
| Fruitless & Irregular Expenditure | -                     | -                     |
| Marketing & Communication         | 174                   | 235                   |
| Advertising - Tenders & Policies  | 40                    | 64                    |
| Bank Charges                      | 28                    | 37                    |
| Consulting Fees                   | 2,530                 | 2,657                 |
| Courier & Postage                 | 10                    | 50                    |
| Electricity, Water & Refuse       | 505                   | 534                   |
| COIDA                             | 38                    | 54                    |
| Honoraria – Council and ARC       | 2,049                 | 2,356                 |
| Honoraria – Funding Committee     | 81                    | 39                    |
| Insurance                         | 77                    | 31                    |
| Staff Welfare                     | 170                   | 301                   |
| Loss on disposal of assets -      | -                     | 23                    |
| Rentals - Office Equipment        | 7                     | 41                    |
|                                   | <b>2021<br/>R'000</b> | <b>2020<br/>R'000</b> |
| Motor Vehicle Expenses            | 61                    | 96                    |
| Printing & Stationery             | 220                   | 145                   |
| Rates & Taxes                     | 142                   | 96                    |
| Publications                      | 255                   | 144                   |
| Recruitment Cost                  | 4                     | 243                   |
| Workshops                         | 552                   | 770                   |

## DETAILED STATEMENT OF FINANCIAL PERFORMANCE for the year ended 31 March 2021 (continued)

|                               |               |               |
|-------------------------------|---------------|---------------|
| Relocation Costs              | 248           | -             |
| Telephone & Faxes             | 553           | 909           |
| Cell phone Accounts           | 458           | 536           |
| Temp Staff                    | 1,176         | 773           |
| IT Support                    | -             | 288           |
| Service Charges               | 944           | 924           |
| <b>Travel and Subsistence</b> | <b>300</b>    | <b>2,702</b>  |
|                               | <b>12,468</b> | <b>15,807</b> |

### EMPLOYEE RELATED COSTS

|                       |               |               |
|-----------------------|---------------|---------------|
| Salaries              | 28,376        | 27,845        |
| Leave Pay             | 749           | 272           |
| Performance Bonus Pay | (87)          | 3,182         |
|                       | <b>29,038</b> | <b>31,299</b> |





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