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## ABBREVIATIONS

NHC – National Heritage Council

DAC – Department of Arts and Culture

MOU – Memorandum of Understanding

MOA – Memorandum of Agreement

TOR – Term(s) of Reference

LHR – Liberation Heritage Route

IKS – Indigenous Knowledge Systems

MEXCO – Management Executive Committee

## 2 PART A: NHC STRATEGY OVERVIEW FOR 2012/13

### 2.1 INTRODUCTION

This year marks the seventh year since the establishment of the National Heritage Council (NHC) as an implementing agency of the national Department of Arts and Culture (DAC). In the coming year covering the strategic period, the NHC would be embarking on a new trajectory in line with its vision which ushers in a new paradigm shift of enhancing knowledge production on heritage, whilst at the same time ensuring promotion and awareness of heritage. Informed by the previous audit reports and to give effect thereto, measurable objectives have been developed in such a manner that performance measurement thereof would be effectively done. However, a number of measureable tools would be developed in this period to ensure that strategy implementation in the outer years is done effectively.

### 2.2 NHC LEGISLATIVE AND OTHER MANDATES IN 2012/13

#### 2.2.1 Changes in the NHC Act and relevant mandates

There are no anticipated legislative changes related to the NHC act in the coming year.

#### 2.2.2 Policy Mandates

*The following changes will be effected:*

- Investigate the role of NHC in the National Development Plan Vision 2030
- Other policy initiatives by the DAC would be investigated and contributions thereto made.

### 2.3 NHC OPERATING ENVIRONMENT FOR 2012/13

#### 2.3.1 NHC Operating Environmental Analysis

There will be no changes specifically for the current year.

### 2.4 INTERNAL NHC ORGANISATIONAL ENVIRONMENT FOR 2012/13

#### 2.4.1 SWOT Analysis

*There will be no changes to the swot analysis as per the strategy save to underscore that we will do the following:*

- Implement initiatives that position the NHC as a knowledge institution through research and advocacy
- Revise NHC heritage projects by focusing on implementation of intangible heritage and support tangible heritage through research
- Increase NHC efforts for enabling community heritage projects
- Strengthen internal capacity to delivery through improved systems and employment of capable staff

## 3 OVERVIEW OF 2012/13 BUDGET AND MTEF ESTIMATES

### 3.1 EXPENDITURE ESTIMATES FOR 2012/13

Unit/s	2012/13 MTEF Estimate as per Part D of the Strategic Plan	Portion allocated to Personnel Costs (2012/13)	Remaining budget (2012/13)
Funding	R9, 299, 000	R1, 328, 000	R7, 971, 000
Heritage (Heritage and Liberation Route Units)	R17, 434, 000	R7, 114, 000	R10, 320, 000
Executive and Marketing units	R10, 930, 000	R2, 870, 000	R8, 060, 000
Administration (Finance, SCM, IT, HR and Secretariat Units)	R13, 077, 000	R5, 856, 000	R7, 221, 000
<b>TOTALS</b>	<b>R50, 740, 000</b>	<b>R17, 168, 000</b>	<b>R33, 572, 000</b>

## 3.2 RELATING EXPENDITURE TO STRATEGIC OUTCOMES

The remaining budget reflected on the right column above would be used in the corresponding initiatives flowing from the strategic objectives (SO1 – SO4) as would further appear in the operational plans of the respective units.

## 4. PART B: NHC PROGRAMME AND SUB-PROGRAMME PLANS

### 4.1 NHC Programme Summary

Vision	Mission	Prog.No	Programme name	Programme Aim	Sub-programme
A nation proud of its heritage	To transform, protect, and promote South African Heritage through the Knowledge management	1	Strategic management	To enable NHC performance through delivery of strategic support services	CEO's Office
					Communications Department
					Strategic Management
		2	Corporate Services	Enable the delivery of NHC products and services	Finance
					Procurement
					Human Resources
					Information Technology
		3	Corporate secretariat	Custodian of the matters related to the legal status of NHC	Secretariat for NHC
					Legal services
					Organisational compliance
		4	Heritage Management	Meeting NHC customer expectations through the delivery of NHC products & services	Heritage
					Funding
					Special Projects

## 4.2 SUMMARY OF PROGRAMME RESPONSE TO STRATEGIC OBJECTIVES

**Definitions: Contribute: Offer own services; Comply: Adhering to all NHC policies and imperatives**

Strategic Objectives	Programme 1: Strategic management	Programme 2: Corporate Services	Programme 3: Company Secretary	Programme 4: Heritage
1. Implement heritage knowledge interventions that build South Africans who are proud of their heritage	Contribute and comply	Contribute and comply	Contribute and comply	Conduct research on heritage
				Implement heritage knowledge building programmes
				Contribute to heritage policy development
				Liberation Heritage route
				Increase the number of sustainable community heritage projects
2. Improve the level of public awareness about heritage	Increase access to heritage publications	Contribute and comply	Contribute and comply	Provide inputs into strategic objective 2 Comment: Inputs to this strategic objective are produced in strategic objective 1
	Increase access to heritage information			
	Improve NHC image	Contribute and comply Contribute and comply	Contribute and comply Contribute and comply	Comply to the NHC communications and communication policy guidelines
	Create mutually beneficial stakeholder relations			Comply to governance and other relevant imperatives

Strategic Objectives	Programme 1: Strategic management	Programme 2: Corporate Services	Programme 3: Company Secretary	Programme 4: Heritage
3. Ensure institutional sustainability	Contribute and comply	Contribute and comply	Up to date company records	Build Heritage programme delivery capability
			Legislative compliance	
	Contribute and comply	Contribute and comply	Compliance to contract terms	
			Contribute and comply	
4. Build institution capability	Build strategic management capabilities	Build people competence	Build Corporate services capabilities	
		Build a performance management culture		
		Improve systems efficiency		
		Build corporate services capabilities	Provide Council support (training and administration)	

## 4.3 PROGRAMME 1: STRATEGIC MANAGEMENT

### 4.3.1 Programme Aim

To enable NHC performance through delivery of strategic support services

### 4.3.2 Programme Description

This programme is made up of the following sub-programmes Chief Executive Officer (CEO) Office, Communications Department, Special projects, and Strategic management services.

### 4.3.3 Updates to Environmental Information for 2012/13

There will be no changes hereto as per the strategic plan.

### 4.3.4 Strategic Management Measurable Objectives for 2012/13

PROGRAMME 1				
Strategic Management				
Aim	Sub Prog. no.	Sub Programs	ID	Measurable Objectives
To enable NHC performance through delivery of strategic support services	1.1	CEO's Office	SO1	Provide strategic management leadership
			SO4	Build strategy management capability
	1.2	Communication	SO1	Provide communications support services
			SO2	Promote access to heritage publications Promote access to heritage information Maintain image of NHC Build stakeholder relations
			SO3	Ensure compliance to communications governance imperatives
			SO4	Build communications management capability

#### 4.3.5 Strategic Management Measurable Objectives Annual Targets for 2012/13

Programme : Strategic Management			Programme Aim:						
No	Measurable Objective	Key Performance Indicator	Measure	Baseline	Target				
				2011/12	2012 /13	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
I.1.1	Provide strategic management leadership	Compliance to strategic management schedule	Level of Achievement of strategic schedule milestones	100% Achievement	100%	100%	100%	100%	100%
			Level of compliance to strategic management quality requirements	Met all quality Requirements?	100%	100%	100%	100%	100%
I.1.2	Build strategic management capability	Trained people on strategic performance management	Number of people trained on strategic performance management	All relevant staff trained	100%	100%	100%	100%	100%
I.2.1	Provide communications support services	Client satisfaction	Satisfaction index rating	N/A	Approved Survey Report	N/A	N/A	N/A	Approved Survey
I.2.2	Promote access to heritage publications	Established access channels to heritage publications	Number of access channels to obtain heritage publications	1 channel	Four channels	4 channels	4 channels maintained	4 channels	4 channels maintained
I.2.3	Promote access to heritage information	Effect of market activation initiatives	Percentage periodic increase in direct communication with stakeholders	N/A	3% annual increase in contact database	Establish	N/A	3% increased contact database	3% increased contact database
		Public interaction	Percentage increase of voluntary public participation on communication platforms	N/A	1,5% annual increase	Establish	2% increase	1% increase	1,5% annual increase



Programme : Strategic Management			Programme Aim:						
No	Measurable Objective	Key Performance Indicator	Measure	Baseline	Target				
				2011/12	2012 /13	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
1.2.4	Maintain Image of NHC	Stakeholder brand feedback	NHC brand index rating	N/A	Positive survey results	N/A	N/A	N/A	Positive survey results
1.2.5	Build stakeholder relations	Stakeholder satisfaction	Stakeholder satisfaction index rating	N/A	Positive survey results	N/A	N/A	N/A	Positive survey results
1.2.6	Ensure compliance to communications governance imperatives	Level of compliance	Compliance audit rating opinion	N/A	Positive audit compliance opinion	N/A	N/A	N/A	Positive audit compliance opinion
1.2.7	Build communications management capability	Level of competence	NHC Audit rating	N/A	Positive Audit opinion	N/A	Positive Audit opinion	N/A	Positive Audit opinion
		Staffing levels	Percentage vacancies filled	25%	100%	75%	75%	75%	100%
		Staff training	Number of priority trainings	N/A	1 per person	N/A	N/A	N/A	1 per person

#### 4.3.6. Strategic Management Measurable Objectives Initiatives Milestones for 2012/13

PROGRAMME I	Strategic Management							
Aim	Sub Prog. no.	Sub Programmes	ID	Measurable Objectives	2012/13 Annual Initiatives milestones			
					Q1	Q2	Q3	Q4
To enable NHC performance through delivery of strategic support services	1.1	CEO's Office	SO1	1.1.1 Provide strategic management leadership	Approved strategic management framework	Framework Communication	Framework	Approved framework review
					Approved quarterly strategy report	Approved quarterly strategy report	Approved quarterly strategy report	Approved quarterly strategy report
					Approved annual performance report			Approved strategy document
				1.1.2 Implement strategic heritage interventions	Approved guidelines	Compliance report to guidelines	Continue on compliance monitoring report	Implementation evaluation report of project implementation
			SO4	1.1.3. Build strategy management capability	Training plan	Training report	Training report	Training report
	1.2	Communication	SO1	1.2.1 Provide communications support services	Implemented communications support services plan	Implemented communications support services plan	Implemented	Implemented communications support services plan
			SO2	1.2.2 Promote access to heritage publications 1.2.3 Promote access to heritage information 1.2.4 Maintain Image of NHC 1.2.5 Build stakeholder relations	Online access channels established Publications placed on channels	Updated publications placed on channels	Updated publications placed on channels	Updated publications placed on channels

PROGRAMME I	Strategic Management							
Aim	Sub Prog. no.	Sub Programmes	ID	Measurable Objectives	2012/13 Annual Initiatives milestones			
					Q1	Q2	Q3	Q4
					Established baseline of public reach through electronic communication	Communicated messages to stakeholders about NHC information	Communicated messages to stakeholders about NHC information	Communicated messages to stakeholders about NHC information
					Establish baseline of public information access rate on NHC communication platforms	Market activation campaign completed	Market activation campaign completed	Reviewed public information access measuring tools
					Established preliminary brand feedback baseline	Marketing campaign completed	Marketing campaign completed	Marketing campaign report completed
			SO3	1.2.6 Ensure compliance to communications governance imperatives	Established preliminary stakeholder satisfaction rating baseline	Stakeholder relations activity hosted	Stakeholder relations report circulated	Reviewed stakeholder satisfaction
			SO4	1.2.7 Build communications management capability	Hosted communication compliance information sessions	Hosted communication compliance information sessions	Hosted communication compliance information sessions	Hosted communication compliance information sessions

#### 4.3.7 Strategic Management Programme Measures List

Measure	Priority	Description	Frequency	Measure exists?
Achievement of strategic milestones	High	percentage of predetermined objectives achieved	Annually	70%
Strategy quality	High	Compliance to strategic management quality requirements	Quarterly	100%
Training	Medium	Number of people trained on strategic performance management	Annually	1 person
Satisfaction index rating	High	An internal survey for staff to rate communication support services and general support services on a scale of 1 – 5	Annual	No
Number of access channels to obtain heritage publications	High	Channels/platforms established and maintained to allow public access to approved publications	Monthly, Quarterly	No
Percentage increase in direct communication with stakeholders	High	Increase of the number of times the NHC interacts with stakeholders	Monthly, Quarterly	No
Percentage increase of voluntary public participation on communication platforms	High	Increase in the number of times that stakeholders voluntarily contact the NHC	Monthly, Quarterly	Partly
NHC brand index rating	Medium	A measure of the strength of the NHC brand	Annually	No
Stakeholder satisfaction index rating	High	A measure of the level of satisfaction of the different stakeholders	Bi-annually	No
Communication compliance audit rating opinion	High	An independent measure of the level of compliance	Annually	No
Percentage vacancies filled	High	A measure of the number of vacancies filled	Annually	Yes
Number of priority trainings	Medium	Number of training attended by staff	Annually	N/A

#### 4.4 Programme 2: Corporate Services

##### 4.4.1 Programme Aim

The corporate services programme is intended to enable the delivery of NHC products and services

##### 4.4.2 Programme Description

This programme is made up of the following sub-programmes: Financial Administration and Management, Budget Management, Risk Management and Internal Audit, Supply Chain Management, Information Technology, Human Resources and Facilities Management.

##### 4.4.3 Update to Environmental Information for 2012/13

- Key challenges for the next financial year:

*The programme faces the following strategic challenges:*

1. Constant changes in legislation and requirements
2. Lack of segregation of duties
3. Non compliance cases to policies and procedures
4. Inadequate procurement planning at unit level

- Priorities for the next financial year

##### Priorities

1. Capacitate the Corporate Services Branch (human capital)
2. Enforce constant compliance with policies and procedures
3. Compliance with financial and supply chain management legislation
4. Intensify implementation risk management

#### 4.4.4 Measurable Objectives for 2012/13

PROGRAMME 2		Corporate Services		
Aim	Sub-Programme number	Sub Programmes		Measurable Objectives
Enable NHC performance through the delivery of corporate services	2.1	<b>Finance and Budgets</b>	SO1	Provide finance and budget services
			SO3	Achieve an NHC unqualified audit opinion at the end of the financial year on the implementation of NHC financial systems Operate within the budget variance at all times Submit financial reports on time
	2.2	<b>Supply Chain Management</b>	SO1	2.2.1 Provide supply chain management services 2.2.2 Achieve a 100% NHC compliance to procurement standards and policies at the end of the financial year
	2.3	<b>Risk Management and Internal control</b>	SO1	2.3.1. Provide risk management and internal control services 2.3.2. Achieve a 100% NHC compliance to risk management and internal control imperatives at the end of the financial year.
	2.4	<b>Human Resource Management and Facilities</b>	SO1	2.4.1. Provide human resource management and facilities services 2.4.2. Ensure compliance to human resource governance imperatives
			SO3	2.4.3. Ensure that the facilities SLA targets are 100% met at all times
			SO4	2.4.4. Achieve a 100% retention of key positions within NHC by year end 2.4.5. Achieve a 75% level of competence for all staff within NHC 2.4.6. Achieve 100% utilisation of appropriate human resources systems
	2.5	<b>Information Technology</b>	SO1	2.5.1. Provide information technology services
			SO4	2.5.2. Achieve compliance to IT governance

#### 4.4.5 Measurable Objectives Annual Targets for 2012/13

Programme 2: Corporate Services			Strategic Goals : Finance and Budgets, Risk Management and Internal Controls, Supply Chain Management, HR and Facilities, and Information Technology (IT)						
No.	Measurable Objective	Key Performance Indicator	Measure	Baseline	Target				
				2011/12	2012/13	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
2.1.1	Provide finance and budget services	Client satisfaction index	On time	90% achieved	All the time	All the time	All the time	All the time	All the time
			Quality	95% achieved	100%	100%	100%	100%	100%
2.1.2	Achieve an NHC unqualified audit opinion at the end of the financial year on the implementation of NHC financial systems	Compliance to good principles of accounting, and sound systems of internal controls	Audit opinion	Unqualified audit opinion	Unqualified audit opinion	Submitted Annual Financial Statements 2011/12 in line with section 55 of the PFMA	Unqualified audit opinion	Implementation plan on audit outcomes 2011/12 developed and implemented	Implementation plan on audit outcomes 2011/12 monitored and reported regularly
			Internal audit assessment opinion on policies & procedures	Adequate policies and procedures	Adequate policies and procedures	Adequate policies and procedures	Adequate policies and procedures	Adequate policies and procedures	Adequate policies and procedures
2.1.3	Operate within the budget at all times	Performance against budget	Percentage variance to budget	15%	10%	10%	10%	10%	10%
			Budget and Expenditure Reports	Budget Monitoring Reports	Budget Monitoring Reports	Budget Monitoring Reports	Budget Monitoring Reports	Budget Monitoring Reports	Budget Monitoring Reports
2.1.4	Submit financial reports on time	Compliance to submission schedule	Percentage achievement of submission schedule	90% achieved	100%	100%	100%	100%	100%
2.2.1	Provide supply chain management services	Client satisfaction	On time	90% achieved	All the time	All the time	All the time	All the time	All the time
			Quality	85% achieved	90%	90%	90%	90%	90%

Programme 2: Corporate Services			Strategic Goals : Finance and Budgets, Risk Management and Internal Controls, Supply Chain Management, HR and Facilities, and Information Technology (IT)						
No.	Measurable Objective	Key Performance Indicator	Measure	Baseline	Target				
				2011/12	2012/13	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
1.2.2	Achieve 100% NHC compliance to procurement standards and policies at the end of the financial year	Compliance to procurement policies and standards	Level of compliance SCM policies and standards	85% compliance	90% compliance	90% compliance	90% compliance	90% compliance	90% compliance
2.3.1	Provide risk management and internal control services	Client satisfaction index	On time	All the time	All the time	All the time	All the time	All the time	All the time
			Quality	90% achieved	100%	100%	100%	100%	100%
2.3.2	Achieve a 70% compliance to risk management and internal control imperatives at the end of the financial year.	Impact of risk	Risk assessment rating	60% achieved	Periodic Risk Reporting (70% achieved)	Periodic Risk Reporting (70% achieved)	Periodic Risk Reporting (70% achieved)	Periodic Risk Reporting (70% achieved)	Periodic Risk Reporting (70% achieved)
2.4.1	Provide human resources and facilities management services	Client satisfaction	Turnaround time,	N/A	100%	100%	100%	100%	100%
			Quality	N/A	100%	100%	100%	100%	100%
			On time	N/A	All the time	All the time	All the time	All the time	All the time
2.4.2	Ensure compliance to human resource governance imperatives	Level of compliance to human resources standards and policies	Internal audit assessment opinion		A positive internal audit opinion	A positive internal audit opinion	A positive internal audit opinion	A positive internal audit opinion	A positive internal audit opinion
2.4.3	Ensure that the facilities SLA targets are 100% met at all times	Tenant satisfaction levels	Facilities complaints resolution turnaround time	60%	< or = 2 hours	< or = 2 hours	< or = 2 hours	< or = 2 hours	< or = 2 hours
			Percentage achievement of facilities SLA targets	60%	100%	100%	100%	100%	100%

Programme 2: Corporate Services			Strategic Goals : Finance and Budgets, Risk Management and Internal Controls, Supply Chain Management, HR and Facilities, and Information Technology (IT)						
No.	Measurable Objective	Key Performance Indicator	Measure	Baseline	Target				
				2011/12	2012/13	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
2.4.4	Achieve a 100% retention of key positions within NHC by year end	The number of people in key positions resigning from NHC	Attrition rate	60% achieved	< or = 5 %	< or = 5 %	< or = 5 %	< or = 5 %	< or = 5 %
2.4.5	Achieve a 75% level of competence for all staff within NHC	Employee competence	Employee Level of competence	N/A	75% achieved	75% achieved	75% achieved	75% achieved	
2.5.1	Provide information Technology systems	IT user satisfaction	Problem resolution turnaround time,	90%	95%	95%	95%	95%	95%
			System up-time	85%	= or > 90%	= or > 90%	= or > 90%	= or > 90%	= or > 90%
2.5.2	Build Information Technology capability	Level of competence in IT utilization	Internal audit assessment opinion	80% achieved	85%	85%	85%	85%	85%



#### 4.4.6 Measurable Objectives Initiatives Milestones for 2012/13

PROGRAMME 2		Corporate Services						
Aim	Sub Prog. no.	Sub Programmes		Measurable Objectives	Annual Initiatives milestones			
					Q1	Q 2	Q 3	Q 4
Enable NHC	2.1	<b>Finance and Budgets</b>	SO1	2.1.1 Provide finance and budget services	Quality budget and financial services	Quality budget and financial services	Quality budget and financial services	Quality budget and financial services
			SO3	2.1.2 Achieve an NHC unqualified audit opinion at the end of the financial year on the implementation of NHC financial systems	Annual Financial Statements 2011/12 in line with section 55 of the PFMA	Implemented audit outcomes 2011/12 developed and implemented	Implemented audit outcomes 2011/12 developed and implemented	Implemented audit outcomes 2011/12 developed and implemented
				2.1.3 Operate within the budget variance at all times	Monthly management reports	Monthly management reports	Monthly management reports	Monthly management reports
				2.1.4 Submit financial reports on time	Submitted Quarterly Financial reports to DAC	Submitted Quarterly Financial reports to DAC	Submitted Quarterly Financial reports to DAC Submitted ENE budget Template	Submitted Quarterly Financial reports to DAC
	2.2	<b>Supply Chain Management</b>	SO1	2.2.1 Provide supply chain management services	Quarterly SCM services report	Quarterly SCM services report	Quarterly SCM services report	Quarterly SCM services report

PROGRAMME 2		Corporate Services						
Aim	Sub Prog. no.	Sub Programmes		Measurable Objectives	Annual Initiatives milestones			
				2.2.2. Achieve a 100% NHC compliance to procurement standards and policies at the end of the financial year	1. Quarterly SCM compliance reports 2. Completed irregular, fruitless and wasteful expenditure registers 3. Up to date registers for SCM Practice Notes, Circulars, Instruction notes issued by National Treasury	1. Quarterly SCM compliance reports 2. Completed irregular, fruitless and wasteful expenditure registers 3. Up to date registers for SCM Practice Notes, Circulars, Instruction notes issued by National Treasury	1. Quarterly SCM compliance reports 2. Completed irregular, fruitless and wasteful expenditure registers 3. Up to date registers for SCM Practice Notes, Circulars, Instruction notes issued by National Treasury	1. Quarterly SCM compliance reports 2. Completed irregular, fruitless and wasteful expenditure registers 3. Up to date registers for SCM Practice Notes, Circulars, Instruction notes issued by National Treasury
	2.3	Risk Management and Internal control	SOI	2.3.1 Provide risk management and internal control services	Quarterly risk management report	Quarterly risk management report	Quarterly risk management report	Quarterly risk management report
				2.3.2 Achieve a 100% NHC compliance to risk management and internal control imperatives at the end of the financial year.	Risk audit report	Risk audit report	Risk audit report	Risk audit report

PROGRAMME 2		Corporate Services							
Aim	Sub Prog. no.	Sub Programmes		Measurable Objectives	Annual Initiatives milestones				
	2.4	<b>Human Resource Management and Facilities</b>	SO1	2.4.1. Provide Human Resource management and facilities services.	Quarterly Human Resources and facilities services	Quarterly Human resources and facilities services	Quarterly Human resources and facilities services	Quarterly Human resources and facilities services	
					2.4.2. Ensure compliance to human resource governance imperatives	Human resources compliance report	Human resources compliance report	Human resources compliance report	Human resources compliance report Human resource policy review report
				SO3	2.4.3. Ensure that the facilities SLA targets are 100% met at all times	Quarterly facilities report on SLA targets	Quarterly facilities report on SLA targets	Quarterly facilities report on SLA targets	Quarterly facilities report on SLA targets
				SO4	2.4.4. Achieve a 100% retention of key positions within NHC by year end	Employee retention and development report	Employee retention and development report	Employee retention and development report	Employee retention and development report
						2.4.5. Achieve 75% level of competence for all staff within NHC	Quarterly skills plan milestones report	Quarterly skills plan milestones report	Quarterly skills plan milestones report
	2.5	<b>Information Technology</b>	SO1	2.5.1. Provide Information Technology services	Quarterly Human resources and facilities services	Quarterly Human resources and facilities services	Quarterly Human resources and facilities services	Quarterly Human resources and facilities services	
				SO4	2.5.5. Build Information Technology capability	Internal audit assessment on IT audit report	Internal audit assessment on IT audit report	Internal audit assessment on IT audit report	Internal audit assessment on IT audit report

#### 4.4.7 Corporate Services Programme Measures List

Measure	Priority	Description	Frequency	Measure exists?
Quality	Medium	Accuracy, completeness, validity and reliability of financial information	All the time	Yes
On time delivery	Medium	Percentage achievement of submission schedule	As and when	Yes
Audit opinion /Audit rating	High		Annual	Yes
Internal audit assessment opinion on compliance	Medium		Annual	Yes
Percentage variance to budget (source Budget and Expenditure Reports)	Medium		Monthly	Yes
Budget and Expenditure Reports	Medium		Monthly	Yes
Level of compliance to SCM	High	Number of non-compliance cases registered	Monthly	Yes
Risk management assessment rating	High	Audit opinion on risk compliance	Annually	Yes
Facilities complaints resolution turnaround time	High	Develop guidelines for query management and draft an evacuation plan	Q4 and manage queries on request	Partly
Percentage achievement of facilities SLA targets	Medium	Develop engagement plan for NHC requirements with landlord	Q4	No
Attrition rate	Low	Consolidate culture of management to maintain the low levels	Q4	Partly
Employee Level of competence	High	Develop rules/guidelines for management to drive culture of learning	Q4	Partly as per PMS
Percentage achievement of employee development plans	Medium	Include strict rating on training and development in policy	Q4	No
System up-time	Medium		Monthly	Partly

## 4.5 PROGRAMME 3: COMPANY SECRETARIAT

The Corporate Secretariat is intended to ensure that the National Heritage Council (NHC) complies with all applicable codes, as well as its legal and statutory requirements and policy imperatives. The Company Secretary keeps Council members informed of their legal responsibilities, ensures smooth running of Council activities, advises on Council procedures and adherence requirements, ensures that Council and Committee resolutions are communicated to the relevant people and implemented timeously. The programme is also responsible for other activities such as dealing with correspondence, writing reports, contributing for discussions as and when required to advise members of the legal, regulatory and/or corporate governance implications of proposed policies and resolutions, etc. as well as the maintenance of governance registers.

### 4.5.5 Programme Aim

The Corporate Secretariat is intended to ensure that the NHC works within a managed legal environment whilst delivering on its mandate..

### 4.5.6 Programme Description

*This programme is made up of the following sub-programmes:*

- a. Secretariat for the NHC
- b. Legal
- c. Organisational wide on compliance

### 4.5.7 Updates to Environmental Information for 2012/13

Key challenges for the next financial year

*The programme faces the following strategic challenges:*

1. Lack of organisational wide delegations of authority
2. Undefined Strategic Partners and their role

Priorities for the next financial year

1. Develop and implement a contract management framework for the organisation
2. Develop and implement safekeeping of all company records

### 3. DEVELOP AND IMPLEMENT ORGANISATIONAL WIDE DELEGATIONS OF AUTHORITY.

#### 4.5.8 Measurable Objectives for 2012/13

PROGRAMME 3		Company Secretary			
Aim	Sub Prog. no.	Sub Programmes		Measurable Objectives	
Enhance administration, governance and business processes	3.1	Ensure compliance to governance imperatives	SO3	3.1.1 Ensure compliance to Council guidelines	
				3.1.2 Ensure organisation wide compliance to Governance imperatives	
				3.1.3 Ensure the safekeeping of company records	
				3.1.4 Ensure compliance to legislative imperatives	
				3.1.5 Ensure compliance to contracts	
				SO4	3.1.6 Conduct induction training for Council Members Conduct Council and Committee meetings according to schedule
	3.2.	Management of NHC's legal environment	SO1	3.1.7 Provision of legal and contractual services	
			SO3	1.2.2 Ensure compliance to terms and conditions of contracts	
				1.2.3 Implement the Legislative Compliance Matrix	
				Contribute to changes in the NHC Act	

#### 4.5.9 Measurable Objectives Annual Targets for 2012/13

Programme : Company Secretariat			Strategic Goals:						
No.	Measurable Objective	Key Performance Indicator	Measure	Baseline	Target				
				2011/12	2012/13	Q1	Q2	Q3	Q4
3.1.1	Ensure compliance to council guidelines	Compliance to council guidelines	Internal audit assessment opinion	N/A	100% Comply	100% Comply	100% Comply	100% Comply	100% Comply
3.1.2	Ensure organisation wide compliance to Governance imperatives	Compliance to governance imperatives	Audit opinion	Unqualified Audit	Unqualified Opinion	Unqualified Opinion	Unqualified Opinion	Unqualified Opinion	Unqualified Opinion
3.1.3	Ensure the safe keeping of company records	Accurate record keeping	Internal audit assessment of record keeping standards	N/A	0	Report on record keeping framework in public sector	Assessment report on current NHC record keeping practices with	Draft record keeping framework	Approved record keeping framework
		Time to retrieve company documents	Turnaround time for document requests	N/A	N/A	N/A	N/A	N/A	Within 1 hr
3.1.4	Ensure compliance to legislative imperatives	Compliance to governance imperatives	Audit opinion	N/A	100% compliant	100% compliant	100% compliant	100% compliant	100% compliant
3.1.5	Ensure compliance to contract	Compliance to terms of contracts	Internal audit assessment opinion	N/A	100%	100%	100%	100%	100%
3.1.7	Conduct Council and Committee meetings according to schedule	Council members attendance	Percentage member attendance	N/A	100% attendance	100% attendance	100% attendance	100% attendance	100% attendance
3.2.2	Ensure compliance to terms and conditions of contracts	Compliance to terms of contracts	Internal audit assessment opinion	N/A	100%	100%	100%	100%	100%
3.2.3	Implement the Legislative Compliance Matrix	Competence in use of legislation compliance matrix	Level of competence	N/A	Staff trained on use of matrix	Staff trained on use of matrix	Staff trained on use of matrix	Staff trained on use of matrix	Audit report of use of matrix
3.2.4	Contribute to changes in the NHC Act	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3.2.5	Ensure management of Council support	Council support	Council member satisfaction rating	N/A	4	N/A	N/A	N/A4	4
3.2.6	Ensure management of Strategic partnerships	Partnership satisfaction	Partner satisfaction rating	N/A	4	N/A	N/A	N/A4	4

#### 4.5.10 Measurable Objectives Initiatives Milestones for 2012/13

PROGRAMME 3		Company Secretary						
Aim	Sub Prog. no.	Sub Programmes		Measurable Objectives	Annual Initiatives milestones			
					Q 1	Q 2	Q 3	Q 4
Enhance administration, governance and business processes	3.1	Ensure compliance to governance imperatives	SO3					
				3.1.8 Ensure compliance to council guidelines	Developed Council Resolutions Register	Approved Revised Council Charter	Approved Revised Code of Ethics by Council	Self Assessment of Council Report
				3.1.9 Ensure organisation wide compliance to Governance imperatives	Quarterly compliance report	Quarterly compliance report	Quarterly compliance report	Quarterly compliance report
				3.1.10 Ensure the safe keeping of company records	Approved record keeping framework	Ongoing compliance and quarterly report	Ongoing compliance and quarterly report	Ongoing compliance and quarterly report
				3.1.11 Ensure compliance to legislative imperatives	Ongoing provision of legislative compliance matrix Submitted quarterly reports	Ongoing provision of legislative compliance matrix Submitted quarterly reports	Ongoing provision of legislative compliance matrix Submitted quarterly reports	Ongoing provision of legislative compliance matrix Submitted quarterly reports
				3.1.12 Ensure compliance to contract	Ongoing monitoring of NHC Contracts and reporting quarterly	Ongoing monitoring of NHC Contracts and reporting quarterly	Ongoing monitoring of NHC Contracts and reporting quarterly	Ongoing monitoring of NHC Contracts and reporting quarterly
			SO4	3.1.13 Conduct induction training for Council Members	Induction and Training Plan	Implement plan	Implement plan	Implement plan
				Conduct Council and Committee meetings according to schedule	Schedule of Council and Committee Meetings	Ongoing compliance to schedule	Ongoing compliance to schedule	Ongoing compliance to schedule



PROGRAMME 3		Company Secretary						
Aim	Sub Prog. no.	Sub Programmes		Measurable Objectives	Annual Initiatives milestones			
					Q 1	Q 2	Q 3	Q 4
	3.2.	Management of NHC's legal environment	SO1	Provision of legal and contractual services	Ongoing provision of legal and contractual services	Ongoing provision of legal and contractual services	Ongoing provision of legal and contractual services	Ongoing provision of legal and contractual services
			SO3	Ensure compliance to terms and conditions of contracts	Quarterly Contract compliance report	Quarterly Contract compliance report	Quarterly Contract compliance report	Quarterly Contract compliance report
				1.2.8 Implement the Legislative Compliance Matrix	Quarterly legislative compliance report	Quarterly Contract compliance report	Quarterly Contract compliance report	Quarterly Contract compliance report
				1.2.9 Contribute to changes in the NHC Act		Identified gaps in the NHC Act and produce report	Submission of proposals on changes to the NHC Act	
			SO4	1.2.10 Ensure management of Council support	Ongoing and on time provision of support to Council	Ongoing and on time provision of support to Council	Ongoing and on time provision of support to Council	Ongoing and on time provision of support to Council
				1.2.11 Ensure management of Strategic partnerships	Approved strategic partnership framework	Implemented partnerships framework	Quarterly report on partnership framework	Quarterly report on partnership framework

#### 4.5.1 I Corporate Secretariat: Programme Measures List

Measure	Priority	Description	Frequency	Measure exists?
Turnaround time,	Medium			No measure
Quality	Medium	Accuracy, validity and reliability		No measure
Internal audit assessment opinion	High		Annually	No measure
Audit opinion	High		Annually	Unqualified
Internal audit assessment of record keeping standards	Medium		Annually	No measure
Turnaround time for document requests	Medium		All the time	1 day
Percentage of members inducted	Medium		As and when	No measure
Percentage compliance to schedule	High		As and when meeting is held	No measure
Percentage level of competence by employees	High	Develop guidelines		No measure
Percentage of compliance to contracts	High	Number of Non-Compliance to contract cases registered	All the time	No measure
Council member satisfaction rating	High	Develop Matrix for use by Council	Q4	No measure yet
Partner satisfaction rating	High	Develop Matrix for use by our partners	Q4	No measure yet

## 4.6 PROGRAMME 4: HERITAGE MANAGEMENT

### **4.6.5 Programme Aim**

The aim of the heritage management programme is to meet NHC customer expectations through the delivery of NHC products & services

### **4.6.6 Programme Description**

This programme is made up of the following sub-programmes; Heritage; Funding and Special projects - Liberation Heritage (LHR).

## MEASURABLE OBJECTIVES FOR 2012/13

PROGRAMM	4	Heritage			
Aim	Sub Prog. no.	Sub-Programmes		Measurable Objectives	
		Heritage		Research and policy development	
Improve research, knowledge production and policy development	4.1		SO1	4.1.1 Build NHC to be a national repository of national heritage information in the country	
				4.1.2 Contribute research inputs into heritage policy development	
			SO4	4.1.3 Build internal NHC research capability as the Heritage research institution	
				<b>Education advocacy</b>	
	4.2.		SO1	4.2.1 Increase the national level of heritage understanding	
				4.2.2 Advocate national heritage positions advance heritage cause	
			SO4	4.2.3 Build internal NHC capability for education & advocacy function	
				<b>Heritage Project implementation</b>	
	4.3		SO1	4.3.1 Ensure implementation of all Intangible Heritage projects	
				4.3.2 Support tangible heritage projects with knowledge production interventions	
		SO4	4.3.3 Build internal NHC capability to implement heritage projects		
4.4		<b>Funding</b>	SO1	4.4.1 Build NHC sustainability to implement heritage projects through resource Mobilization	
				4.4.2 Establish NHC as an enabler of community Heritage projects	
			SO4	4.4.3 Build internal NHC capability for fundraising and resource mobilisation function	
4.5		<b>Special projects - Liberation Heritage (LHR)</b>	SO1	4.5.1 Co-ordinate the research on all LHR sites	
				4.5.2 Contribute to LHR policy development	
				4.5.3 Contribute to the production of an LHR nomination file that is in line with UNESCO requirements	
				4.5.4 Facilitate the institutionalisation of LHR in all governmental levels	
				4.5.5 Ensure the implementation of the NHC components of the business plan	
				4.5.6 Ensure the linkage of LHR into the broader agenda of African Liberation Heritage Programme	
				4.5.7 Achieve LHR current project implementation milestones	
			SO4	4.5.8 Build internal NHC capability to implement LHR	

Programme: Heritage	Strategic Goals:								
No.	Measurable Objective	Key Performance Indicator	Measure	Baseline	Target				
	2011/12	2012/13	Q1	Q2	Q3	Q4			
4.1.1	Build NHC to be a national repository of national heritage information in the country	Research outputs	Percentage NHC expense on research to total budget	1.2 %	10%	10%	40%	30%	20
			Percentage growth in content of the Repository	Not yet established	Establish baseline	Progress report	Progress report	Established baseline	Approved baseline
			Percentage growth in utilisation of the Repository	Not yet established	Nil	Growth to be measured in 2013/2014	Growth to be measured in 2013/2014	Growth to be measured in 2013/2014	Growth to be measured in 2013/2014
			Access (index rating 1 – 5)	Not established	Establish baseline	Progress report	Progress report	Established baseline	Approved baseline
4.1.2	Contribute research inputs into heritage policy development	Policy inputs	Rating of NHC as a thought leader in Heritage policy matters	Not established	Establish an NHC blog	Concept document	Fesibility study	Implement	monitoring and evaluation
4.1.3	Build research and development capability	Competency level on research and development	Percentage competency level on research and development	N/A	75%	75%	75%	75%	75%
4.2.1	Increase the national level of heritage understanding	Education levels about heritage	Education rating index	N/A	Indices integrated into the Education programme framework	Approved Concept document	Development of indices	Approved education indices	Indices integrated in education program planning
4.2.2	Ensure advocacy of heritage positions	Level of stakeholder awareness on Heritage	Stakeholder rating index on policy inputs	N/A	Indices integrated into the Education programme framework	Approved Concept document	Development of indices	Approved education indices	Indices integrated in education program planning
4.2.3	Build education & advocacy capability	Competency level on education and advocacy	Percentage competency level on education and advocacy	N/A	Trained Personnel	Approved staff training plan	Quarterly staff training report	Quarterly staff training report	Quarterly staff training report
		Staffing levels	Percentage structure filled	N /A	80%	90%	100%	100%	100%
4.3.1	Ensure implementation of all intangible Heritage programmes	Achievement of heritage programme milestones	Percentage heritage programme milestones achieved	N/A	100%	100% achievement of current project milestones	100% achievement of current project milestones	100% achievement of current project milestones	100% achievement of current project milestones
			Program alignment to strategic imperatives	N/A	100% alignment	100% alignment	100% alignment	100% alignment	100% alignment
4.3.2	Support tangible heritage projects with knowledge production interventions	Achievement of Tangible heritage support projects milestones	Percentage tangible heritage programme milestones achieved	N/A	100%	100%	100%	100%	100%
			Project alignment to strategic imperatives	N/A	100% alignment	100% alignment	100% alignment	100% alignment	100% alignment
4.3.3	Build heritage programme implementation capability	Competency level on heritage programme implementation	Percentage competency level on heritage implementation	N/A	75%	75%	75%	75%	75%
4.4.1	Build NHC sustainability to implement heritage projects through resource Mobilization	Resources raised outside DAC grant	Percentage to DAC grant of funds and resources raised	N/A	10%	0%	0%	0%	10%

Programme: Heritage	Strategic Goals:								
No.	Measurable Objective	Key Performance Indicator	Measure	Baseline	Target				
	2011/12	2012/13	Q1	Q2	Q3	Q4			
		Resource allocation	Compliance to agreed resource owner contractual obligations	100%	100%	100%	100%	100%	100%
		Compliance of funded projects to NHC heritage requirements	Internal audit opinion on compliance of funded projects	N/A	100% Comply	100% Comply	100% Comply	100% Comply	100% Comply
		Project disbursements paid on time	Percentage disbursements paid on time to total disbursements	N/A	100%	100%	100%	100%	100%
4.4.3	Build internal NHC capability for fundraising and resource mobilisation function	Competency level on funding and resource mobilisation	Percentage competency level on funding and resource mobilisation	N/A	75%	50%	50%	60%	75%
		Staffing levels	Percentage structure filled	50%	80%	80%	80%	80%	80%
4.5.1	Co-ordinate the research on all LHR sites	Research Outputs on LHR	Percentage NHC expense on research to total LHR budget	5%	5%	1%	2%	3%	5%
			Percentage South African academic institutions conducting LHR research work.	5%	30%	nil	10%	20%	30%
			Percentage research reports completed by South African institutions	5%	30%	nil	10	20%	30%
4.5.2	Contribute to LHR policy development	Contributions to Policy Guidelines on LHR	Policy Guidelines on implementation of LHR.	N/A	Research report	N/A	N/A	N/A	Research report
4.5.3	Contribute to the production of an LHR nomination file that is in line with UNESCO requirements	Researched sites on the LHR tentative list of South Africa	% of sites on the tentative list with completed research on statement of significance.	5%	5% of sites researched	TORs for appointing technical team/service provider	Appointed technical teams	Launch of research	5% of sites researched
			% of sites on the tentative list with management plans	0%	0%	-	-	-	-
		Contribution to the regional and international activities on World Heritage relevant to LH	Attendance at UNESCO/ Advisory Bodies/ Category II centers	N/A	MEXCO Approved Attendance Report	MEXCO Approved Attendance Report	MEXCO approved report on the World Heritage Session	MEXCO approved report on the AWHF Nomination Programme	MEXCO Approved Attendance Report

Programme: Heritage	Strategic Goals:								
No.	Measurable Objective	Key Performance Indicator	Measure	Baseline	Target				
	2011/12	2012/13	Q1	Q2	Q3	Q4			
		Facilitated compliance with the NHRA of 1999 for sites on the tentative list	Percentage of sites on the tentative list submitted to SAHRA for grading	Baseline N/A	100% of facilitated sites on the tentative list graded by SAHRA	nil	nil	nil	100% of facilitated sites on the tentative list graded by SAHRA
			Percentage of sites on the tentative list submitted to SAHRA for declaration	Base N/A	100% of facilitated sites on the tentative list declared by SAHRA	nil	nil	nil	100% of facilitated sites on the tentative list declared by SAHRA
4.5.4	Facilitate the institutionalisation of LHR in all governmental levels	Establishment of LHR Structures at all levels of government	Number of provincial structures (chapters and project management offices) established	N/A	2	1	1	2	n/a
			Percentage compliance with approved terms of reference	N/A	Approved terms of reference	N/A	N/A	N/A	100% compliance
4.5.5	Ensure the implementation of the NHC components of the business plan	NHC Contribution Milestones to the Business Plan	Percentage achievement of Contribution Milestones to the Business Plan	0%	100%	10%	30%	40%	100%
4.5.6	Ensure the linkage of LHR into the broader agenda of African Liberation Heritage Project	Contribution to the African Liberation Heritage Programme	Percentage NHC related milestones achieved in the African Liberation Heritage Programme	N/A	100%	15%	10%	50%	100%
4.5.7	Achieve LHR current project implementation milestones	Current project implementation milestones	Percentage achievement	N/A	100%	20%	30%	40%	100%
4.5.8	Build liberation route implementation capability	Competency level on liberation heritage route implementation	Percentage competency level on liberation heritage route implementation	N/A	75%	10%	50%	60%	75%

#### 4.6.8 Measurable Objectives for 2012/13

PROGRAMME	4	Heritage						
Aim	Sub Prog. no.	Sub Programmes		Measurable Objectives	Annual Initiatives milestones			
					Q1	Q2	Q3	Q4
		<b>Heritage</b>		<b>Research and policy development</b>				
Improve research, knowledge production and policy development	4.1		SO1	Build NHC to be a national repository of national heritage information in the country	Progress report on the establishment of the baseline for % growth in the content of the repository	Progress report on the establishment of the baseline for % growth in the content of the repository	Established baseline on the establishment of the baseline for % growth in the content of the repository	Approved baseline on the establishment of the baseline for % growth in the content of the repository
					Establish baseline to determine % growth in utilisation of the Repository	Dependent on the above	Material distributed at NHC events	Material distributed at NHC events
					Establish baseline for access of the repository (index rating 1 – 5)	Dependent on the establishment of the baseline in the first year	Dependent on the establishment of the baseline in the first year	Dependent on the establishment of the baseline in the first year
				Contribute research inputs into heritage policy development	Developed concept for the blog	Feasibility study	Implement	monitoring and evaluation report
			S04	Build research and policy development capability	Approved staff training plan	Quarterly staff training report	Quarterly staff training report	Quarterly staff training report
				<b>Education advocacy</b>				
	4.2.		SO1	Increase the national level of heritage understanding	Approved Concept document for education rating index	Developed indices	Approved education indices	Indices integrated in education programme planning
				Ensure advocacy of heritage positions	Approved Concept document	Developed indices	Approved education indices	Indices integrated in education program planning
			SO4	Build education & advocacy capability	Approved staff training plan	Quarterly staff training report	Quarterly staff training report	Quarterly staff training report
				<b>Heritage Project implementation</b>				
	4.3		SO1	Ensure implementation of all Intangible Heritage projects	100% achievement of current project milestones	100% achievement of current project milestones	100% achievement of current project milestones	100% achievement of current project milestones



PROGRAMME	4	Heritage						
Aim	Sub Prog. no.	Sub Programmes		Measurable Objectives	Annual Initiatives milestones			
					Q1	Q2	Q3	Q4
				Support tangible heritage projects with knowledge production interventions	100% alignment with Heritage Unit's operational plan	100% alignment with Heritage Unit's operational plan	100% alignment with Heritage Unit's operational plan	100% alignment with Heritage Unit's operational plan
			SO4	Build heritage projects implementation capability	Approved staff training plan	Quarterly staff training report	Quarterly staff training report	Quarterly staff training report
	4.4	<b>Funding</b>	SO1	4.4.1 Build NHC sustainability to implement heritage projects through resource Mobilization	Draft revised current funding policy	Consultation on the current revised funding policy	MEXCO approved revised funding policy	COUNCIL approved revised funding policy
					MEXCO approved profile of funders	Submission of proposals	Submission of proposals	Submission of proposals
				4.4.2 Establish NHC as an enabler of community Heritage projects	Draft project management framework	Approved project management framework	Quarterly project implementation report	Draft project management framework
			SO4	4.4.3 Build internal NHC capability for fund raising and resource mobilisation function	Full staff complement	Quarterly Staff training report	Quarterly Staff training report	Quarterly Staff training report
	4.5	<b>Special projects - Liberation Heritage (LHR)</b>	SO1	Co-ordinate the research on all LHR sites  Contribute to LHR policy development	Draft the revised Terms of Reference for approval	Consideration and approval by MEXCO	Research conducted in all nine provinces	Submission of the draft research report
				Contribute to the production of an LHR nomination file that is in line with UNESCO requirements	Draft the Terms of Reference for the Policy Guidelines	Consideration and approval by MEXCO	Development of the Policy Guidelines	Ongoing work on the development of the Policy Guidelines
					Develop TORs for appointing technical team/ service provider	Compliance with Tender procurement processes	Induction into nomination process	Develop a report on 5% of sites researched

PROGRAMME	4	Heritage						
Aim	Sub Prog. no.	Sub Programmes		Measurable Objectives	Annual Initiatives milestones			
					Q1	Q2	Q3	Q4
					Attendance on invitation of regional and international activities	Attendance of the World Heritage Session	Attendance of the AWHF Nomination Programme	Attendance on invitation of regional and international activities
				Facilitate the institutionalisation of LHR in all governmental levels	Facilitate sites on the tentative list for grading by SAHRA	Facilitate sites on the tentative list for grading by SAHRA	Facilitate sites on the tentative list for grading by SAHRA	Develop a report on the status of sites facilitated.
				Ensure the implementation of the NHC components of the business plan	Facilitate sites on the tentative list for declaration by SAHRA	Facilitate sites on the tentative list for declaration by SAHRA	Facilitate sites on the tentative list for declaration by SAHRA	Develop a report on the status of sites facilitated.
					Development of the Framework on Provincial Chapters	Approval of the Framework by MEXCO and Council	Establishment of the 1 <sup>st</sup> phase of the Provincial Chapters	Development of the Status Report on Provincial Chapters
				Ensure the linkage of LHR into the broader agenda of African Liberation Heritage Programme  Achieve LHR current project implementation milestones	Completion of 1 <sup>st</sup> phase stakeholder agreements	Produce collaboration concepts on the Business Plan	Produce progress reports on the 1 <sup>st</sup> phase stakeholder agreements	Progress Reports on the implementation of the NHC components of the Business Plan
					Design a programme with DAC	Participate in the ALHP programmes	Participate in the ALHP programme	Report on the participation
					Design scope on current projects	Implement the priority current projects	Monitoring Reports on the current projects	Development Annual Report on current projects
			SO4	Build Liberation Route implementation capability	Performance Contract and Operational Plan	Report on capacity building and performance	Report on capacity building and performance	Report on capacity building and performance

#### 4.6.11 Heritage Management Programme Measures List

Measure	Priority	Description	Frequency	Measure exists?
Percentage NHC expense on research to total budget	High	Measure of NHC research effort	monthly	
Number of research papers on heritage produced per annum	High	Measure of NHC contribution to heritage research	Annually	Does not exist
Number of research papers funded in academic institutions in South Africa	High	Measure of participation of academic institutions on research	Annually	Does not exist
Number of research papers completed by institution in South Africa	Medium	Measure of participation of academic institutions on research	Dependent on the paper researched	Does not exist
Internal audit opinion on research and policy compliance to communications and communication imperatives	High	Measure of compliance	As and when conducted	Does not exist
Audit opinion	High	Measure of compliance	Annually	Does not exist
Percentage competency level on research and development	High	NHC measure of competence levels	Twice yearly	Exists
Education rating index	medium	Measure of levels of knowledge on heritage	annually	Does not exist?
Stakeholder rating index on policy inputs	Medium	Measure stakeholder opinion on NHC position as a contributor to heritage policy debate	Currently no formal communication received from DAC on papers already submitted	
Internal audit opinion on education and advocacy	High	Compliance to education and advocacy requirements	annually	Auditors report
Percentage competency level on education and advocacy	High	measure of competency levels	Bi annual	Does not exist
Percentage Intangible heritage project milestones achieved	High	Measure of achievement of implementation	Monthly	Does not exist
Projects alignment to implementation approach	High	Measure of strategic change to new approach to implementation	Bi annual	Does not exist
Level of compliance of NHC Tangible heritage projects to implementation approach	High	Measure of achievement of implementation	Bi annual	Does not exist
Percentage achieved of tangible heritage projects milestones	High	Measure of achievement of implementation	monthly	Does not exist
Percentage to DAC grant of funds and resources raised	medium	Measure of NHC sustainability into the future	Bi-annual	Does not exist
Percentage disbursed to allocated projects	medium	Measure of community projects compliance to NHC project criteria	monthly	Does not exist

Measure	Priority	Description	Frequency	Measure exists?
Percentage disbursements paid on time to total disbursements	High	NHC efficiency measures	monthly	Does not exist
Percentage South African academic institutions conducting LHR research work.	medium	Measure of LHR research integration into South African institutions	Annual	Does not exist
Percentage research reports completed by South African institutions	medium	LHR research effectiveness	Annual	Does not exist
Percentage of sites on the tentative list with completed research on statement of significance	High	LHR progress measurement	Annual	Does not exist
Attendance at UNESCO/Advisory Bodies/Category II centers	High	Measure of NHC participation in UNESCO processes	As and when invited	Does not exist
Percentage of sites on the tentative list submitted to SAHRA for grading	High	Measure of LHR nomination process progress	Annual	Does not exist
Percentage of sites on the tentative list submitted to SAHRA for declaration	High	Measure of LHR nomination process progress	Annual	Does not exist
Number of provincial structures (chapters and project management offices) established	Medium	Measure of implementation of LHR at all levels of government	Annual	Does not exist
Percentage compliance with approved terms of reference	Medium	Measure of provincial structure compliance	Quarterly	Does not exist
Percentage achievement of Contribution Milestones to the Business Plan	High	Measure of national LHR implementation plan progress	Monthly	Does not exist
Percentage NHC related milestones achieved in the African Liberation Heritage Programme	Medium	Measure of LHR alignment with other LHR projects	Quarterly	Does not exist
Percentage achievement of current projects	High	Effectiveness measure of LHR implementation	Monthly	Does not exist

## 5. PART C: LINKS TO OTHER PLANS

### 5.4. Strategy Implementation Plans

The strategy implementation plans give a list of the milestones that need to be achieved over the period of the strategy. The implementation plan is based on the agreed strategic objectives.

Strategic objective	Output	Link to measurable objective	2012/13	2013/14	2014/15	2015/16	2016/17	Responsible Function
Implement heritage knowledge interventions that build South Africans who are proud of their heritage	Research on heritage	4.1.1	Approved repository framework	Operational repository	Utilisation repository	Approved report on repository capability	Reliable Repository	Heritage
			Approved NHC research framework	Operational research function at NHC	Approved research reports	Approved research function capability report	Implemented evaluation report recommendations	
			Approved measures for research function	Testing of established measures	Commence with measures	Annual Research report	Annual Research report	
			Commencement of new research projects	Research continued	Research continued	Research continued	Research continued	
		4.1.2	Established NHC opinion blog	Bi-monthly policy opinion postings	Blog evaluation report	Implemented Recommendations	Continue with implementation	
			Publication of approved policy research papers	Continue research on policy matters	Publication of approved policy research papers	Continue research on policy matters	Publication of approved policy research papers	
		4.2.1	Established education levels measurement baseline	Implemented the index rating	review report of monitoring project of heritage education levels	Review report of monitoring project of heritage education levels	Evaluation report of monitoring project of heritage education levels	
			Revised Schools competitions	Revised Schools competition output	Revised Schools competition output	Revised Schools competition output	Revised Schools competition output	
			Approved tertiary education project	Launched tertiary education project	Review report of tertiary education project	Continued education project	Evaluation report of tertiary education project	
			Approved public education project	Launched public education project	Review report of public education project	Continued education project	Evaluation report of public education project	
		4.2.2	Established discussion forum on heritage policy	Launched heritage discussion forum	Stakeholder consultation feedback report on discussion forum	Discussion review report on discussion forum performance	Evaluation of discussion forum impact	

Strategic objective	Output	Link to measurable objective	2012/13	2013/14	2014/15	2015/16	2016/17	Responsible Function
	Intangible Heritage knowledge building projects	4.3.1	.Approved project feasibility study on definition of heritage	Launched heritage definition project	Approved performance against Milestones	Approved performance against Milestones	Launched national definition of heritage	
			Revised current intangible heritage project	Launch national annual heritage report	Approved new pilot intangible heritage projects	National Launch of Intangible heritage projects	Evaluation of intangible heritage projects	
			Established Intangible heritage projects	Approved new pilot intangible heritage projects	Nationally launch Intangible heritage projects	Evaluation of intangible heritage projects	Approved implementation of Intangible projects evaluation recommendations	
	Tangible Heritage knowledge support projects	4.3.2	Stop Non-knowledge support for tangible heritage projects	Launch New tangible heritage projects	Nationally launch tangible heritage projects	Evaluation of tangible heritage projects	Approved implementation of tangible projects evaluation recommendations	
			Launch new tangible heritage support projects	Launch national annual heritage projects report				
	Special Heritage Project -Liberation Heritage Route	4.5.1	LHR Annual Research Report	LHR Annual Research Report	LHR Annual Research Report	LHR Annual Research Report	LHR Annual Research Report	
		4.5.2	Policy Guidelines Research Report	Draft Policy Guidelines	Council approved Policy Guidelines	Published Policy Guidelines	Revised Policy Guidelines	
		4.5.3	Progress report on LHR nomination	Progress report on LHR nomination	Progress report on LHR nomination	Progress report on LHR nomination	Progress report on LHR nomination	
		4.5.4	Established Provincial structures	Established Provincial structures	Established Provincial structures	Established Provincial structures	Status Report	
			Approved TORs	Compliance report	Compliance report	Compliance report	Compliance report	
		4.5.5	Milestone Report of NHC contribution	Milestone Report of NHC contribution	Milestone Report of NHC contribution	Milestone Report of NHC contribution	Milestone Report of NHC contribution	
		4.5.6	Milestone Report of NHC contribution	Milestone Report of NHC contribution	Milestone Report of NHC contribution	Milestone Report of NHC contribution	Milestone Report of NHC contribution	
		4.5.7	LHR Annual Report	LHR Annual Report	LHR Annual Report	Heritage Annual Report	Heritage Annual Report	
	Fundraising and resource mobilisation for heritage projects	4.4.1	Revised funding policy	Funding policy review	Funding policy audit report	Funding policy review	Revised funding policy	
		4.4.2	Approved community projects management framework	Approved community projects audit report	Launch Annual community projects report	NHC community projects management framework evaluation report	Revised Framework	
		4.4.1	Approved funding model	NHC annual funding report	Implement funding model	NHC funding model evaluation	Revised NHC funding model	

Strategic objective	Output	Link to measurable objective	2012/13	2013/14	2014/15	2015/16	2016/17	Responsible Function
	Education and advocacy of Heritage	4.2.1	Approved education and advocacy policy	MOU with department of education	Annual report on MOU with Education department	Revised education and advocacy policy	Education and advocacy evaluation report	
Improve the level of public awareness about heritage	Accessed Heritage publications	1.22	Approved list of publications	Circulated publications	Circulated publications	Circulated publications	Circulated publications	Communications
	Accessed Heritage information	1.2.3	Approved Channels	Channel utilisation report	Channel utilisation report	Channel utilisation report	Channel utilisation report	Communications
	Image of NHC	1.2.4	Image assessment report	Image improvement strategy	Strategy implementation report	Image assessment report	Image improvement strategy	Communications
	Mutually beneficial stakeholder relations	1.2.5	Approved stakeholder relations strategy	Strategy implementation report	Strategy implementation report	Strategy implementation report	Strategy implementation report	Communications
3. Ensure institutional sustainability	Compliance to governance and other relevant imperatives	2.1.2	Annual audit opinion	Annual audit opinion	Annual audit opinion	Annual audit opinion	Annual audit opinion	Chief financial Officer
	Up to date Company records	3.1.3	Approved framework for company document storage	Operational company records storage framework	Audit report for company records framework	Implemented audit recommendations	Operational company records storage framework	Company Secretary
4. Build institution capability	People competence	2.4.5	Competency assessment reports	Competency assessment reports	Competency assessment reports	Competency assessment reports	Competency assessment reports	Human Resources Manager
	Performance management	2.4.6	Implemented Performance Management System	Performance Management Reports	Performance Management Reports	Performance Management Reports	Performance Management Reports	Human resources manager
	Efficient Systems	2.5.1	Systems evaluation report	Systems performance report	Systems performance report	Systems performance report	Systems performance report	Manager Strategy
	Council support	3.2.5	Established council support framework components	Approved council performance report.	Revised council support framework Trained council members	Completed council induction	Approved council performance report.	Company Secretary

## 6. PART D: ANNEXURES

### 6.4. Annexure I: MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF) BUDGET (2012/2015)

**Table A.2 National Heritage Council of South Africa: information**

	Audited outcome			Revised estimate	Medium-term estimate		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
R thousand							
Funding	9 003	7 134	4 834	9 984	9 299	9 857	10 448
Heritage	19 344	30 995	27 397	23 496	17 434	18 480	19 589
Communications	3 736	5 828	4 279	4 777	4 990	5 289	5 607
0	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-
Other Objectives	23 354	28 199	25 890	17 985	18 658	19 760	21 053
<b>Total expense</b>	<b>55 437</b>	<b>72 156</b>	<b>62 400</b>	<b>56 242</b>	<b>50 381</b>	<b>53 387</b>	<b>56 697</b>
Check expenditure	-	-	-	-	(0)	(0)	(0)

**Table A.3 National Heritage Council of South Africa: Financial information**

Statement of financial performance				Revised estimate	Medium-term estimate		
	Audited outcome			2011/12	2012/13	2013/14	2014/15
R thousand	2008/09	2009/10	2010/11				
Revenue							
Tax revenue	-	-	-	-	-	-	-
Non-tax revenue	1 422	833	375	8 919	676	949	1 112
Sale of goods and services other than capital assets	-	-	-	-	-	-	-
of which:							
Admin fees	-	-	-	-	-	-	-
Sales by market establishments	-	-	-	-	-	-	-
Other sales	-	-	-	-	-	-	-
Other non-tax revenue	1 422	833	375	8 919	676	949	1 112
<b>Transfers received</b>	<b>46 743</b>	<b>68 318</b>	<b>67 854</b>	<b>47 323</b>	<b>49 705</b>	<b>52 439</b>	<b>55 585</b>
<b>Total revenue</b>	<b>48 165</b>	<b>69 151</b>	<b>68 229</b>	<b>56 242</b>	<b>50 381</b>	<b>53 388</b>	<b>56 697</b>



<b>Expenses</b>							
<b>Current expense</b>	<b>55 437</b>	<b>72 156</b>	<b>62 400</b>	<b>56 242</b>	<b>50 381</b>	<b>53 387</b>	<b>56 697</b>
Compensation of employees	8 531	11 723	14 487	16 342	16 277	17 254	18 289
Goods and services	46 275	59 502	47 195	39 013	33 209	35 259	37 638
Depreciation	560	764	533	679	664	623	477
Interest, dividends and rent on land	71	167	185	208	230	251	293
<b>Transfers and subsidies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total expenses</b>	<b>55 437</b>	<b>72 156</b>	<b>62 400</b>	<b>56 242</b>	<b>50 381</b>	<b>53 387</b>	<b>56 697</b>
<b>Surplus / (Deficit)</b>	<b>(7 272)</b>	<b>(3 005)</b>	<b>5 829</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Acquisition of assets</b>	<b>615</b>	<b>712</b>	<b>478</b>	<b>620</b>	<b>400</b>	<b>300</b>	<b>700</b>
<b>Statement of financial position</b>							
Carrying value of assets	1 634	1 227	1 153	1 094	830	507	730
of which: <i>Acquisition of assets</i>	615	712	478	620	400	300	700
Investments	-	-	-	-	-	-	-
Inventory	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-
Receivables and prepayments	1 869	8 558	7 661	135	157	166	176
Cash and cash equivalents	18 629	7 734	6 368	6 055	4 864	5 138	5 097
Assets not classified elsewhere	-	-	-	-	-	-	-
<b>Total assets</b>	<b>22 132</b>	<b>17 519</b>	<b>15 182</b>	<b>7 284</b>	<b>5 851</b>	<b>5 811</b>	<b>6 003</b>
Accumulated surplus/deficit	-	-	-	-	-	-	-
Capital and reserves	6 631	3 626	9 752	1 151	908	666	638
Borrowings	-	-	-	-	-	-	-
Post Retirement Benefits	-	-	-	-	-	-	-
Trade and other payables	4	3	4 120	5 496	4 367	4	4 907
	682	177				629	
Provisions	1		333	352	373		419
	264	275				395	
Managed funds	-	-	-	-	-	-	-
Liabilities not classified elsewhere	9 555	10 441	977	285	203	121	39
Total equity and liabilities	22 132	17 519	15 182	7 284	5 851	5 811	6 003
Contingent liabilities	-	-	-	-	-	-	-
Accumulated Surplus, Capital & Reserves	6 631	3 626	9 752	1 151	908	666	638

## 6.5 NHC STRATEGIC DIRECTION

The vision and mission statements were constructed to reflect the NHC's current realities and are as follows:

### 6.5.5. Vision

A nation proud of its heritage

We will know that we are achieving this when the following happens:

- Knowledge about Heritage
- Access to their Heritage
- Beneficiation from Heritage
- Utilise heritage in my life
- Behave in a way that demonstrate my pride

Measurement is that - 60% of people surveyed in 2020 will give a rating of 3 out of 5

### 6.5.6. Mission

To transform, protect and promote South African Heritage through the management of heritage knowledge.

### 6.5.7. NHC Products and Services

- Research reports on National Heritage;
- National Heritage Knowledge Interventions programme;
- Publications on national Heritage; and
- Information on heritage in South Africa

### 6.5.8 Core Values

*The following values will guide the programs, actions and behaviours of council members and employees of the NHC and all those who are acting in its name:*

- Value
- Ubuntu
- Integrity
- Professionalism;
- Equity
- Creativity.

### 6.5.9. NHC Strategic Goals

Critical Success Factors	Strategic Dimension	Strategic Goal
Interventions that build South Africans who are proud of their heritage	Customer	Exceed Customer Expectations
Mutually beneficial partnerships	Stakeholder	Stakeholder Satisfaction
A sustainable organisation	Internal Business Processes	Excellence in service delivery
	Shareholder	Shareholder Satisfaction
Institution capability	Learning and growth	To leverage systems and people for service delivery

## 6.5.10. Performance Scorecard

	Strategic Dimension	Goal	KPA	Measure	Target in years from 2010/11 up to 2012/13			
					2012/13	2013/14	2014/15	2015/16
1	Stakeholders	To build mutually beneficial relations	Stakeholders satisfaction	A1. Stakeholder satisfaction index rating	100%	100%	100%	100%
			Compliance to Corporate governance	A2. Auditor General Opinion	100%	100%	100%	100%
2	Customers “Satisfied Customers”	To exceed customer expectations	Consumption of NHC products & services	B1. Levels of product & service consumption	100%	100%	100%	100%
			Customer satisfaction	B2. Customer satisfaction index	Established	3	4	4
3	Internal Business Processes “Effective service delivery”	Excellence in service delivery	Efficiency	C1. Complete programs within agreed budgets all the time	100%	100%	100%	100%
			Effectiveness	C2. Achieve program milestones all the time	100%	100%	100%	100%
			Research & Development	C3. Ratio of R & D to total expenses	Established	0.25	0.40	0.40
4	Learning and Growth Corp “Capable organisation”	leverage systems and people for service delivery	Culture	D1. Employee satisfaction index	3	4	4	4
			Employee Capability	D2. Achieve Skills development plan targets	100%	100%	100%	100%
			Strategy Implementation	D3. Achievement of strategy programme milestones	100%	100%	100%	100%
			System utilization	D4.				
5	Finance “Corp Satisfied Shareholder”	To build a sustainable National Heritage Council	Financial performance	E1. Budget variance	20%	15%	10%	10%
			Corporate governance	E2. Internal Audit opinion	Positive Opinion	Positive Opinion	Positive Opinion	Positive Opinion
			Fund raising	E3. Percentage of heritage budget allocated to heritage branch	10%	15%	20%	25%