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**National Heritage Council**  
SOUTH AFRICA

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

**TECHNICAL INDICATOR DESCRIPTIONS**

**2016/17**

## Programme 1: Administration

### 1.1

<b>Indicator title</b>	Date by which compliance documents are submitted to the DAC
<b>Short definition</b>	Compliance documents must be submitted to the DAC on specified dates
<b>Purpose/Importance</b>	The indicator measures compliance to the deadlines for submission of the documents to the DAC
<b>Source/collection of data</b>	The Medium Term Strategic Framework (MTSF), Annual Performance Plan (APP), Quarterly Reports, Annual Reports, and Annual Financial Statements consolidated by the Office of the CEO
<b>Method of calculation</b>	Actual dates by which the compliance documents were submitted and proof of submission through e-mail and signed receipts for hard copies.
<b>Data limitations</b>	Timeous submission of compliance documents to the DAC
<b>Type of indicator</b>	Outcomes
<b>Calculation type</b>	Non – cumulative
<b>Reporting cycle</b>	Quarterly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	100% compliance with submission deadlines
<b>Indicator responsibility</b>	Executive Manager: Office of the CEO

### 1.2

<b>Indicator title</b>	Provide legal services to the NHC
<b>Short definition</b>	Provision of legal service to NHC Business Units
<b>Purpose/Importance</b>	Important to ensure legal requests for drafting and analysis of contracts are responded to within 10 working days
<b>Source/collection of data</b>	Register of completed contracts
<b>Method of calculation</b>	Percentage calculation of legal services provided within 10 working days
<b>Data limitations</b>	Dependent on the accuracy of the register
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly and annually
<b>New indicator</b>	New indicator
<b>Desired performance</b>	Turnaround time less than 10 working days is desirable
<b>Indicator responsibility</b>	Company Secretary

### 1.3

<b>Indicator title</b>	Number of heritage publications produced and distributed
<b>Short definition</b>	Number of editions of NHC produced heritage publications
<b>Purpose/Importance</b>	Tracks the number of heritage publications produced and distributed to stakeholders to promote heritage per annum
<b>Source/collection of data</b>	Heritage magazine
<b>Method of calculation</b>	Calculated from samples of the publications
<b>Data limitations</b>	No limitations
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Cumulative

<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	Performance that is higher than targeted performance is desirable
<b>Indicator responsibility</b>	Marketing Manager

<b>Indicator title</b>	Number of media engagements conducted
<b>Short definition</b>	Number of times the NHC engages with the media
<b>Purpose/Importance</b>	Number of times the NHC, through the CEO and statements released, opinion pieces and interviews, engages electronic and print media to promote heritage
<b>Source/collection of data</b>	Press statements, electronic and print media reports etc.
<b>Method of calculation</b>	Sum total of media engagements conducted
<b>Data limitations</b>	Inability to record all media engagements as some are initiated by the media itself.
<b>Type of indicator</b>	Outcomes
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	To have much more media engagements and a high media profile for the NHC
<b>Indicator responsibility</b>	Marketing Manager

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

<b>Indicator title</b>	Number of advertising campaigns conducted
<b>Short definition</b>	Number of advertising campaigns conducted
<b>Purpose/Importance</b>	Tracks the number of advertising campaigns conducted to promote and increase awareness about the NHC and its projects
<b>Source/collection of data</b>	Copies and records of adverts
<b>Method of calculation</b>	Simple calculation of adverts produced per year
<b>Data limitations</b>	Record keeping of adverts
<b>Type of indicator</b>	Outcomes
<b>Calculation type</b>	cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	New indicator
<b>Desired performance</b>	Actual performance that is higher than targeted performance is desirable
<b>Indicator responsibility</b>	Marketing Manager

#### 1.4

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

<b>Indicator title</b>	Number of staff retained in funded positions
<b>Short definition</b>	Number of staff retained in funded positions in the NHC Organisational structure
<b>Purpose/Importance</b>	Enables the monitoring of attrition within the NHC
<b>Source/collection of data</b>	Quarterly Staff Complement listing
<b>Method of calculation</b>	Number of filled positions in the approved organisational structure
<b>Data limitations</b>	Dependent on the accuracy of Quarterly staff complement listings
<b>Type of indicator</b>	Outcomes
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly and annually
<b>New indicator</b>	The indicator is not new but calculation was changed from Number of staff retained in key management positions (MEXCO) Number

	of staff retained in funded positions
<b>Desired performance</b>	Retention of all staff
<b>Indicator responsibility</b>	Human Resources Manager

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

<b>Indicator title</b>	Quarterly performance reviews for all employees
<b>Short definition</b>	Performance reviews completed for all employees four times a year
<b>Purpose/Importance</b>	Monitoring of employee performance is important towards achievement of organisational goals and objectives
<b>Source/collection of data</b>	Employee Performance Reports
<b>Method of calculation</b>	Number of employee performance reviews conducted quarterly
<b>Data limitations</b>	Completed bi annual performance reviews for all employees
<b>Type of indicator</b>	Outcomes
<b>Calculation type</b>	Non – cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Continues without change from the previous year Bi – annual performance reviews for all employees
<b>Desired performance</b>	The indicator is not new but calculation was changed from 100% bi – annual performance reviews for all employees to quarterly performance reviews.
<b>Indicator responsibility</b>	Human Resources Manager

1.5

<b>Indicator title</b>	Annual statutory financial information provided within prescribed time
<b>Short definition</b>	Annual Financial Statements prepared within prescribed time
<b>Purpose/Importance</b>	Annual financial statements, prepared, approved by the Council and submitted to the National Treasury and Auditor General on time to ensure accountability; financial performance and position of the NHC in line with the PFMA
<b>Source/collection of data</b>	Approved Annual Financial Statements
<b>Method of calculation</b>	Date by which the AFS have been submitted to the National Treasury, and the Auditor General
<b>Data limitations</b>	Accuracy of the annual financial statements
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	Compliance with the deadlines set in the PFMA
<b>Indicator responsibility</b>	CFO
<b>Indicator title</b>	Unqualified audit opinion outcome
<b>Short definition</b>	Financial and non-financial performance of the NHC as audited by the Auditor General
<b>Purpose/Importance</b>	To track and demonstrate NHCs commitment to good governance and administration as per legislative and regulatory prescripts
<b>Source/collection of data</b>	2015/16 Auditor General's Report
<b>Method of calculation</b>	The opinion is expressed by the AG
<b>Data limitations</b>	The opinion of the AG is expressed independently with no influence of the NHC
<b>Type of indicator</b>	Outcomes
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	Achievement of a clean audit opinion outcome is desirable
<b>Indicator responsibility</b>	CFO

## 1.6

<b>Indicator title</b>	Level of logged calls responded to within 2 hours average response time from IT call logged until responded to
<b>Short definition</b>	Level of extremely urgent logged calls responded to within 2 hours average response time from IT call logged until responded to
<b>Purpose/Importance</b>	The average response time from the IT service provider to respond to extremely urgent logged calls
<b>Source/collection of data</b>	IT Register and records kept by SCM on logged calls
<b>Method of calculation</b>	The time taken from logging of the call and the time it was closed
<b>Data limitations</b>	Accuracy of the IT Register and SCM records of when calls are logged
<b>Type of indicator</b>	Outcomes
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly,
<b>New indicator</b>	New
<b>Desired performance</b>	Achievement of targeted performance is desirable
<b>Indicator responsibility</b>	CFO

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

<b>Indicator title</b>	Disaster Recovery and Business Continuity Plan reviewed and tested
<b>Short definition</b>	Disaster Recovery and Business Continuity Plan reviewed and tested
<b>Purpose/Importance</b>	Monitors the review and testing of the Disaster Recovery and Business Continuity Plan
<b>Source/collection of data</b>	Report on the testing of the Disaster Recovery and Business Continuity Plan
<b>Method of calculation</b>	A report on the testing Disaster Recovery and Business Continuity Plan
<b>Data limitations</b>	Accuracy of the Disaster Recovery and Business Continuity Plan Testing Report
<b>Type of indicator</b>	Activities
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	New
<b>Desired performance</b>	Achievement of targeted performance is desirable
<b>Indicator responsibility</b>	CFO



## Programme 2: Heritage Management

### 2.1

<b>Indicator title</b>	Number of draft agreements issued to different bodies
<b>Short definition</b>	Number of draft agreements issued to different bodies
<b>Purpose/Importance</b>	Tracks the number of draft agreements submitted issued to or signed with different bodies on cooperation on programmes
<b>Source/collection of data</b>	Draft agreements issued
<b>Method of calculation</b>	Simple calculation of all issued draft agreements
<b>Data limitations</b>	Failure of identified prospective partners to sign the agreements
<b>Type of indicator</b>	Outcomes
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	New
<b>Desired performance</b>	Actual performance that is higher than the targeted two draft agreements is desirable
<b>Indicator responsibility</b>	Heritage Manager

<b>Indicator title</b>	Number of exchange programmes participated in per year
<b>Short definition</b>	Number of exchange programmes with different institutions/organisations the NHC participates in per year. Number of exchange programmes may not only refer to exchange visits but may also mean exchange of ideas which accommodates a South African travelling to another country or foreign citizens visiting South Africa without a South African going out of the country.
<b>Purpose/Importance</b>	Tracks the number of exchange programmes that the NHC contributes to and participates in (plays a role in and is involved in) as part of its mandate
<b>Source/collection of data</b>	Correspondence, Reports, plans and agreements on exchange programmes, daily programmes
<b>Method of calculation</b>	Total number of exchange programmes participated in during the financial year
<b>Data limitations</b>	Limited opportunities for exchange programmes; cost implications and cost cutting measures taken by Treasury which are applicable after adoption of APP.
<b>Type of indicator</b>	Outcomes
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	New indicator
<b>Desired performance</b>	Actual performance that is higher than the targeted 2 exchange programmes is desirable
<b>Indicator responsibility</b>	Heritage Manager

## 2.2

<b>Indicator title</b>	Number of world heritage projects that the NHC participates in Annually
<b>Short definition</b>	Number of world heritage projects the NHC participates in annually
<b>Purpose/Importance</b>	Demonstrates the extent of the NHC's participation and contribution to world heritage projects through attendance of world heritage events, programmes and programmes under the auspices of international heritage bodies like UNESCO etc. These are specifically directed at Liberation Heritage
<b>Source/collection of data</b>	Invitations to and correspondence on events, conferences and project etc.
<b>Method of calculation</b>	Records of world heritage projects participated in
<b>Data limitations</b>	Lack of resources to participate in world heritage projects
<b>Type of indicator</b>	Outcomes
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	Actual performance that is higher than the targeted participation in 2 world heritage projects is desirable
<b>Indicator responsibility</b>	World Heritage Specialist

## 2.3

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

<b>Indicator title</b>	Number of Position Papers produced per year
<b>Short definition</b>	Number of policy position papers produced for stimulation of debate on heritage policies towards ultimate approval by the Minister of Arts and Culture
<b>Purpose/Importance</b>	Tracks delivery on the policy advisory mandate of the NHC
<b>Source/collection of data</b>	Actual Policy Position Papers
<b>Method of calculation</b>	Total number of position papers produced counted against the planned number
<b>Data limitations</b>	Failure to timeously complete position papers by NHC Panel of Experts or NHC staff working on the papers.
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	Actual performance that is higher than two position papers is desirable
<b>Indicator responsibility</b>	General Manager: Heritage

## 2.4

<b>Indicator title</b>	Percentage of written queries on heritage responded to within 7 days
<b>Short definition</b>	Percentage of written queries on heritage responded to within 7 days
<b>Purpose/Importance</b>	Tracks the amount of time taken to respond to enquiries submitted to the NHC
<b>Source/collection of data</b>	Copies of written queries received and responses
<b>Method of calculation</b>	Average time is calculated from a sample of recorded queries
<b>Data limitations</b>	Lack of a mechanism to centralise all incoming queries
<b>Type of indicator</b>	Efficiency
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	A turnaround time shorter than the targeted seven working days is desirable
<b>Indicator responsibility</b>	Heritage Manager

## 2.5.

<b>Indicator title</b>	Date by which a Draft Impact Study Report is concluded
<b>Short definition</b>	Date by which a Draft Impact Study Report on the work of the NHC is concluded
<b>Purpose/Importance</b>	To evaluate the impact of the NHC programmes and projects and ascertain areas of most impact and gaps.
<b>Source/collection of data</b>	ToR for the appointment of the service provider, Contract with service provider etc.
<b>Method of calculation</b>	Draft Impact Study Report
<b>Data limitations</b>	Delays in the appointment of service provider
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	New
<b>Desired performance</b>	Draft Impact Study Report to be concluded by or before 31 March 2017
<b>Indicator responsibility</b>	General Manager: Heritage

## 2.6.

<b>Indicator title</b>	Number of articles contributed to accredited journals
<b>Short definition</b>	Number of articles submitted to accredited journals for publication
<b>Purpose/Importance</b>	Tracks the contribution of the NHC to the heritage discourse and knowledge creation through contribution of articles to accredited journals
<b>Source/collection of data</b>	Actual articles contributed to journals and evidence of submission to such journals
<b>Method of calculation</b>	Accredited journal(s) Acknowledging receipt of submitted articles contributed on behalf of the NHC
<b>Data limitations</b>	Delays in the completion of the articles to be contributed to the accredited journals
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	New
<b>Desired performance</b>	Submission of two articles to accredited journals
<b>Indicator responsibility</b>	General Manager: Heritage

## 2.7

<b>Indicator title</b>	Date by which a heritage institute framework is approved
<b>Short definition</b>	Date by which the heritage institute framework is approved
<b>Purpose/Importance</b>	Progress registered in the institutionalisation of heritage knowledge production through approval of a heritage institution framework.
<b>Source/collection of data</b>	Heritage Institute framework
<b>Method of calculation</b>	Date by which the Heritage Institute Framework is approved
<b>Data limitations</b>	Delays in securing resources to establish heritage institute
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	New
<b>Desired performance</b>	Approval of a heritage institute framework
<b>Indicator responsibility</b>	General Manager: Heritage

## 2.8

<b>Indicator title</b>	Number of Cultural Expressions hosted and supported
<b>Short definition</b>	Tracks the number of cultural expressions supported e.g. events, awards, festivals, coronations, etc.
<b>Purpose/Importance</b>	Tracks the extent of the support offered by the NHC in the promotion of culture and heritage
<b>Source/collection of data</b>	Correspondence with different organisers of cultural events
<b>Method of calculation</b>	Number of cultural expressions and events supported financially or non – financially e.g. through attendance of events/awards/festivals/coronations etc. and/or provision of information or coordination or attendance of preparatory meetings, writing of letters of support, referrals etc.
<b>Data limitations</b>	Limited resources to respond to all requests for support
<b>Type of indicator</b>	Impact
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	Actual performance that is higher than 3 cultural expressions is desirable
<b>Indicator responsibility</b>	Heritage Manager

<b>Indicator title</b>	Number of heritage education & skills development initiatives supported
<b>Short definition</b>	Heritage outreach programme and other initiatives to empower the youth
<b>Purpose/Importance</b>	Tracks the number of heritage outreach, education and skills initiatives supported by the NHC
<b>Source/collection of data</b>	Reports and project documentation
<b>Method of calculation</b>	Simple calculation of the number of heritage education & skills development initiatives by the NHC and/or other parties supported financially or non-financially through attendance and/or provision of information or coordination or attendance of preparatory meetings, writing of letters of support, referrals etc.
<b>Data limitations</b>	Limited resources to respond to all requests for support
<b>Type of indicator</b>	Impact
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	Actual performance that is higher than 2 heritage education & skills development initiatives supported is desirable
<b>Indicator responsibility</b>	Heritage Manager

## 2.9

<b>Indicator title</b>	Number of Commemorative events supported
<b>Short definition</b>	Number of commemorative activities/processes/events supported financially and non-financially
<b>Purpose/Importance</b>	Tracks the extent to which the NHC supports commemorative and memorial activities/processes/events organised to remember events, honour deceased people etc.
<b>Source/collection of data</b>	Correspondences, and/or Concept Documents or Reports Programmes of the commemorative events
<b>Method of calculation</b>	Simple calculation of commemorative events supported financially and non-financially through attendance and/or provision of information or coordination or attendance of preparatory meetings, writing of letters of support, referrals etc.
<b>Data limitations</b>	Lack of resources to respond to all the requests submitted to the NHC
<b>Type of indicator</b>	Impact
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	Support of more than the 2 targeted commemorative events is desirable
<b>Indicator responsibility</b>	Project Manager: Liberation Heritage Route

<b>Indicator title</b>	Number of repatriations supported
<b>Short definition</b>	Number of spiritual and physical repatriations of deceased persons supported financially and non - financially
<b>Purpose/Importance</b>	Tracks the support offered by the NHC to organisations, communities and families seeking to repatriate and rebury remains and spirits of late persons in line with their cultural practices
<b>Source/collection of data</b>	Reports and/or correspondences on different repatriations
<b>Method of calculation</b>	Simple calculation of repatriations supported by the NHC financially and non - financially through attendance and/or provision of information or coordination or attendance of preparatory meetings, writing of letters of support, referrals etc.
<b>Data limitations</b>	Lack of resources to support all repatriations in line with requests received.
<b>Type of indicator</b>	Impact
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	Support of more than the 2 targeted repatriations is desirable
<b>Indicator responsibility</b>	Project Manager: Liberation Heritage Route

<b>Indicator title</b>	Number of funded heritage projects
<b>Short definition</b>	Number of heritage projects funded by the NHC
<b>Purpose/Importance</b>	Tracks the number of community heritage projects funded
<b>Source/collection of data</b>	Signed contracts
<b>Method of calculation</b>	Simple calculation of projects to whom funds have been disbursed in line with the NHC Funding Policy
<b>Data limitations</b>	Lack of qualifying projects who meet NHC criteria and limited resources to fund all applications/requests for funding
<b>Type of indicator</b>	Impact
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	Funding of more than the 20 targeted projects is desirable
<b>Indicator responsibility</b>	Funding Manager

## 2.10

<b>Indicator title</b>	Level of additional funds raised outside the DAC grant
<b>Short definition</b>	The amount of funds raised from external sources in proportion to the DAC Allocation to the NHC for the financial year.
<b>Purpose/Importance</b>	Tracks the success of the fundraising efforts to augment NHC financial resources to enhance service delivery
<b>Source/collection of data</b>	Proposals, Correspondence etc.
<b>Method of calculation</b>	The amount raised is calculated to check what percentage of the NHC grant does it constitute
<b>Data limitations</b>	Inability to raise funds from external sources
<b>Type of indicator</b>	Outcomes
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	Achievement of more than 2% of the DAC grant in terms of funds raised is desirable
<b>Indicator responsibility</b>	Funding Manager

## 2.11

<b>Indicator title</b>	Number of milestones achieved in the management of LHR World Heritage Programme
<b>Short definition</b>	Number of milestones achieved in the management of LHR World Heritage Programme
<b>Purpose/Importance</b>	Tracks the progress registered in ensuring formal protection of liberation heritage sites earmarked for listing on the World Heritage List through the completion of the expanded Nomination Dossier and submitted to DAC & DEA
<b>Source/collection of data</b>	Expanded Nomination Dossier and correspondence with DAC & DEA
<b>Method of calculation</b>	Evidence of submission of completed Expanded Nomination Dossier
<b>Data limitations</b>	Failure to complete and submit Expanded Nomination Dossier to DAC & DEA
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	New
<b>Desired performance</b>	The timely completion of the Nomination Dossier is desirable
<b>Indicator responsibility</b>	World Heritage Specialist



<b>Indicator title</b>	Number of submissions on the African Liberation Heritage Programme
<b>Short definition</b>	Number of presentations, documents, reports and other submissions made on the African Liberation Heritage Programme
<b>Purpose/Importance</b>	Tracks the NHC's contribution to the African Liberation Heritage Programme
<b>Source/collection of data</b>	Correspondence and documents submitted to forums dealing with the African Liberation Heritage Programme
<b>Method of calculation</b>	Reports and correspondences on the African Liberation Heritage Programme
<b>Data limitations</b>	Simple calculation of different submissions made
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly,
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	More than 2 submissions are desirable
<b>Indicator responsibility</b>	Project Manager: Liberation Heritage Route

<b>Indicator title</b>	Percentage of identified sites on the revised tentative list researched annually
<b>Short definition</b>	Percentage of identified sites on the revised tentative list researched annually
<b>Purpose/Importance</b>	To track progress on the research conducted on the liberation heritage sites on the tentative list for UNESCO World Heritage Listing
<b>Source/collection of data</b>	Research Reports
<b>Method of calculation</b>	Total number of sites researched on the tentative list
<b>Data limitations</b>	Inability to conclude the research on the sites due to external factors such as dependency on SAHRA processes
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	Actual performance that is higher than the targeted 30% is desirable
<b>Indicator responsibility</b>	World Heritage Specialist

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

<b>Indicator title</b>	Number of Knowledge Partnerships participated in
<b>Short definition</b>	Number of Knowledge Partnerships participated in to produce knowledge for the NHC
<b>Purpose/Importance</b>	Tracks the extent and efforts to produce liberation heritage knowledge through research partnerships with external entities.
<b>Source/collection of data</b>	Knowledge partnership correspondence and documents
<b>Method of calculation</b>	Simple calculation of knowledge partnerships
<b>Data limitations</b>	Delays in concluding negotiations with identified partners
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	Participation in more than 2 knowledge partnerships is desirable
<b>Indicator responsibility</b>	Project Manager: Liberation Heritage Route

<b>Indicator title</b>	Number of intergovernmental arrangements participated in
<b>Short definition</b>	Number of intergovernmental arrangements participated in
<b>Purpose/Importance</b>	Tracks the cooperation and engagements on LHR with different government entities across the three tiers of government (National, provincial and local) in pursuit of the objectives of the LHR project.
<b>Source/collection of data</b>	Correspondence, reports, concept documents, Memoranda of Understanding/Agreement
<b>Method of calculation</b>	Simple calculation of joint projects and activities with different government entities across the three tiers of government.
<b>Data limitations</b>	Delays in formalising intergovernmental arrangements
<b>Type of indicator</b>	Outcomes
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	Participation in more than the 5 targeted intergovernmental arrangements is desirable
<b>Indicator responsibility</b>	World Heritage Specialist