

ANNUAL PERFORMANCE PLAN

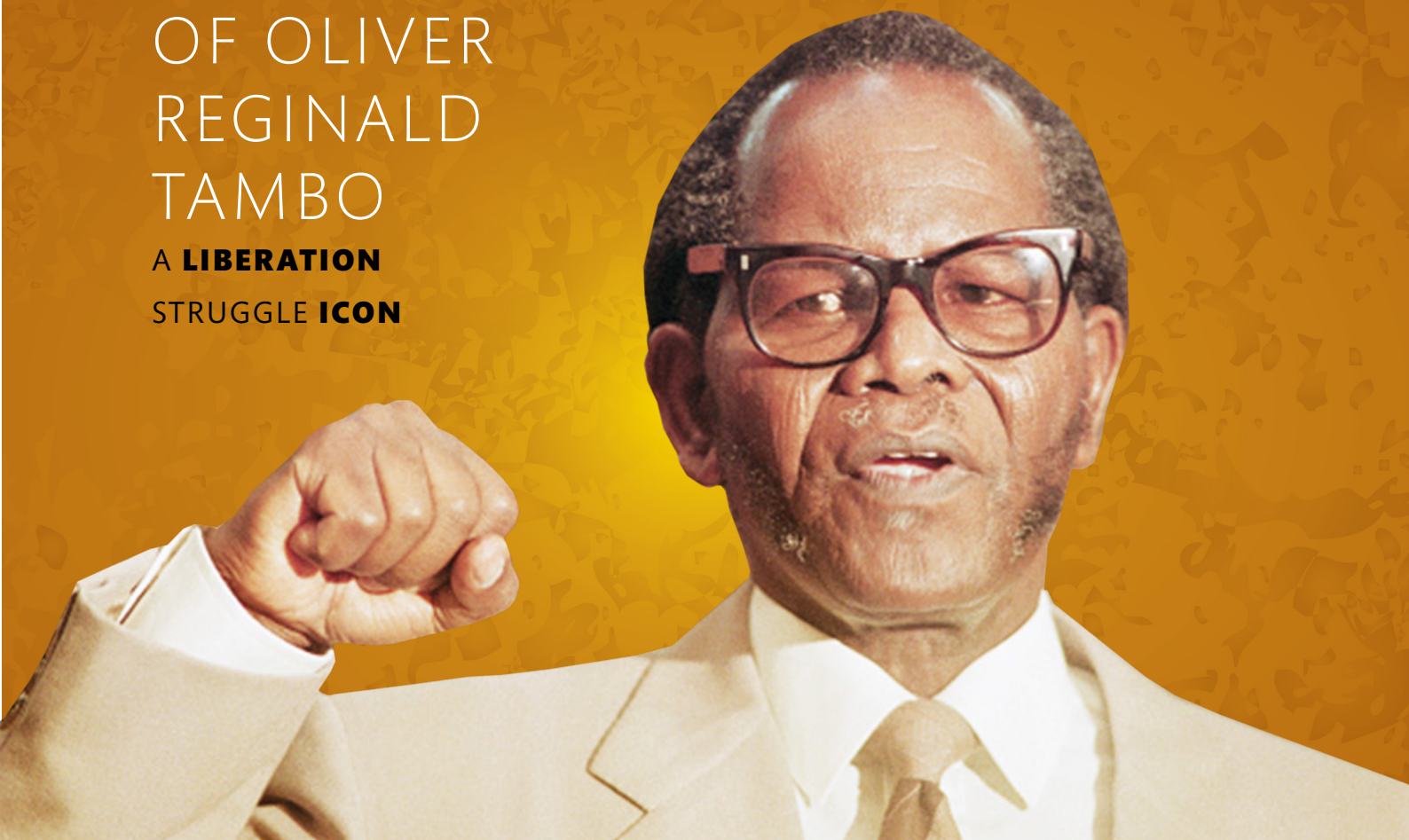
2017-2018

CELEBRATING

100 YEARS

OF OLIVER
REGINALD
TAMBO

A **LIBERATION**
STRUGGLE **ICON**



nhc

National Heritage Council
SOUTH AFRICA

an agency of the
Department of Arts and Culture



CELEBRATING

100 YEARS

“Oliver Tambo was not only the President of the African National Congress during the worst excesses and most extreme repression of the apartheid regime.

He was also the leader of a global movement to eradicate a system that was rightly determined to be a crime against humanity”, *O R Tambo Memorial Lecture (University of Fort Hare, 2014)*.

DETERMINATION



TABLE OF CONTENTS

1.	CEO's Overview	10
2.	Updated Situational Analysis	11
2.1.	Performance delivery environment	11
2.2.	Organisational environment	11
3.	Policy and legislative Review	13
4.	OVERVIEW OF 2017 - 2020 BUDGET AND MTEF ESTIMATES	13
4. 1.	Relating expenditure trends to strategic outcome oriented goals	13
PART B: PROGRAMME AND SUB PROGRAMME PLANS		15
5.	Programme Summary	15
6.	Programme 1: Administration	15
6. 1.	Programme 1: Strategic objectives and annual targets	16
6. 2.	Programme 1: Performance indicators and annual targets for 2017/18	18
6. 3.	Programme 1: Strategic Goals, Objectives, Indicators and Annual Targets	20
6. 4.	Programme 1: Quarterly Targets for 2017/18	22
7.	Programme 2: Heritage Promotion	24
7. 1.	Programme 2: Strategic objectives and annual targets	24
7. 2.	Programme 2: Programme performance indicators and annual targets	27
7. 3.	Programme 2: Strategic Goals, Objectives, Indicators and Annual Targets	29
7.4.	Programme 2: Quarterly targets for 2017/18	30
8.	NHC ORGANISATIONAL STRUCTURE	32
PART C: LINKS TO OTHER PLANS		34
9.	Links to the long-term infrastructure and other capital plans	34
10.	Conditional grants	34
11.	Public entities	34
12.	Public-private partnerships	34
13.	ANNEXURES	34
A.	MATERIALITY AND SIGNIFICANT FRAMEWORK	35
B.	RISK MANAGEMENT PLAN	37
C.	AUDIT IMPROVEMENT PLAN	39
D.	COUNCIL CHARTER	42
E.	TECHNICAL INDICATOR DESCRIPTORS	52



Dr Marcus Balintulo - Chairperson of the NHC

FOREWORD

It is my pleasure to present this 2017/18 Annual Performance Plan (APP) on behalf of the Council of the National Heritage Council of South Africa (NHC).

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

Our vision of A nation proud of its African heritage enjoins us to embrace the best aspects of our past with gratitude and harness it for future generations.

The year 2017 will mark two important milestones on our heritage calendar, the Centenary of the sinking of the SS Mendi and the celebration of the Centenary of Mr Oliver Reginald Tambo. The NHC will implement programmes and projects to mark these important events.

This APP was developed against the backdrop of a severely constrained environment that is underscored by a weak economy with the resultant financial constraints.

The Council noted that given the current constraints, progress and development would be more difficult hence the need for repositioning the organisation.

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

Dr. Marcus Balintulo
Council Chairperson

OFFICIAL SIGN OFF


It is hereby certified that this Annual Performance Plan:

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


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

Accurately reflects the performance targets which the National Heritage Council will endeavour to achieve given the resources made available in the budget for 2017/18.

Mr. Uzwelithini Mathebula
Chief Financial Officer

Signature: 

Adv. Sonwabile Mancotywa
Chief Executive Officer

Signature: 

Dr. Marcus Balintulo
Council Chairperson

Signature: 

LIST OF ABBREVIATIONS

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

VISION

A nation proud of its African heritage.

MISSION

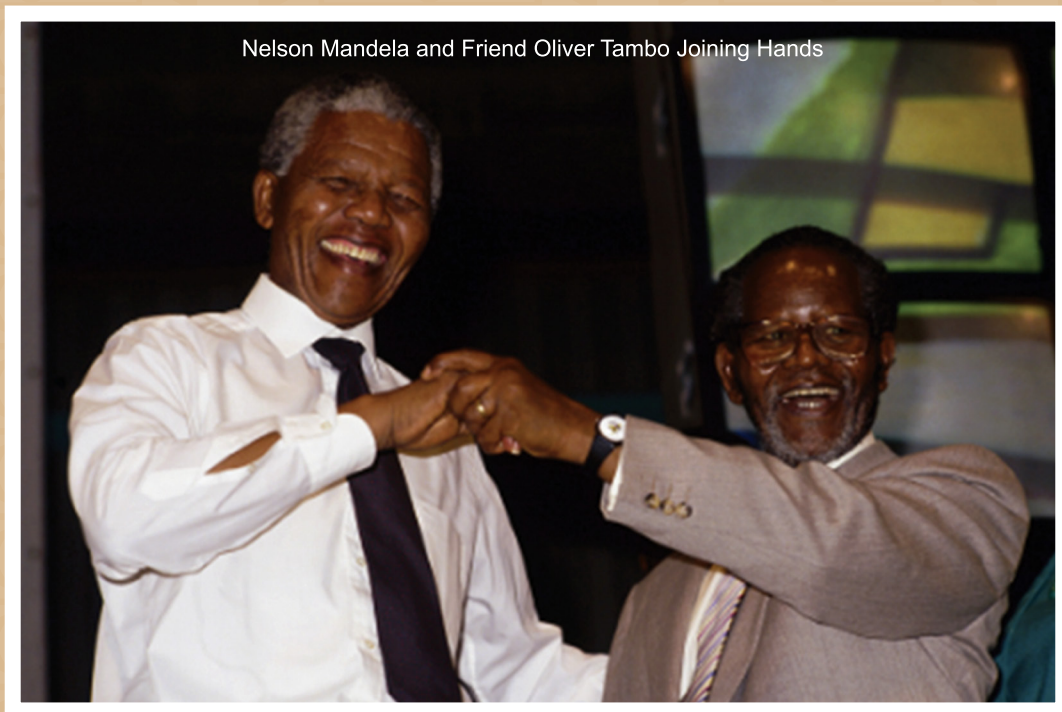
Through development, promotion and preservation of heritage for sustainable development and transformation; we will know that we are achieving this when South Africans experience the following:

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

CORE VALUES

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

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



UNITY

"It is our responsibility to break down barriers of division and create a country where there will be neither Whites nor Blacks, just South Africans, free and united in diversity", **Oliver Tambo**.



Adv Sonwabile Mancotywa CEO of the NHC

PART A: STRATEGIC OVERVIEW

CEO's Overview

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

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

This 2017/18 Annual Performance Plan (APP) is an outcome of an extensive Council led and internally consultative planning process in pursuit of the NHC vision of building A nation proud of its African heritage.

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

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

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

Following the Cabinet approval in August 2015, the NHC

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

The NHC will continue with the LHR World Heritage listing agenda in the upcoming period and pay special attention to developing the amplified dossier and Integrated Management Plans, accelerate Public Awareness and the Information Dissemination Programme to support the amplified serial nomination dossier for World Listing.

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

The NHC 2017/18 APP is aligned with the Ministerial priorities, particularly the following:

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

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

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

Adv. Sonwabile Mancotywa
Chief Executive Officer

UPDATED SITUATIONAL ANALYSIS

Performance delivery environment

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

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

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

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

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

Organisational environment

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

Total number of positions (funded and unfunded)	Funded Positions	Unfunded positions	Vacancy rate for funded and unfunded positions	Vacancy rate funded positions
51	28	22	43%	8%

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

In The SWOT analysis the following were noted about the NHC:

Strengths

- The organisation is well known in the sector
- Specialised knowledge base on intangible heritage
- Responsiveness to sector demands
- Strong network of partnerships
- Strong mandate
- Internal stability
- Thought leadership on the heritage and the first point of call on heritage matters
- Direct contact with clients
- Quick turnaround times

Weaknesses

- Limited resources:
- Human & financial resources

Inadequate formalisation of an integrated knowledge management system
Limited capacity to adequately pursue and respond to emerging opportunities in the sector

Opportunities

Approval of the LHR by Cabinet and establishment of the PMO.
Review of the DAC Draft White paper could present an opportunity for further growth of the organisation.
Maximize partnerships with existing partners to limit constraints with our resources (funding)
Digital migration is an opportunity for promotion of heritage content
Digitization of heritage content
Generating revenue from realizing IP
World heritage management (coordination, ongoing management and getting more sites nominated).

Threats

Funding threat due to National Treasury fiscal squeeze and poor GDP growth over the next 7-20 years.
Globalisation and the various challenges emanating from it, including erosion of South African culture and heritage.
Shifts in the cultural landscape that result in servicing unbudgeted activities
Delays in the review of the Draft White Paper on Arts, Culture and Heritage could present challenges due to the uncertainty.

Key success factors

The following elements are critical for the success of the NHC:

Successful implementation of plans
Resource mobilisation
Strategic focus
Cost containment and efficiency
Creativity e.g. Liberation Heritage Route
Mutually beneficial partnerships e.g. Home of Legends
Maintenance of a solid skills resource base
Appropriate configuration
Repositioning of the NHC

In the 2017/18 financial year, the NHC will strive to leverage on its strengths and opportunities while on the other hand endeavouring to limit the impact of weaknesses and potential threats. Among others, ongoing environmental scanning, risk management and periodic reviews will enable the organisation to make the necessary adjustments to stay on course and achieve its targets in the year ahead and the medium term.

POLICY AND LEGISLATIVE REVIEW

The DAC initiated a review of the White Paper on Arts and Culture in 2013. The process is still in progress and there are no envisaged legislative and or mandate changes in the 2017/18 financial year pending the finalisation of the Policy Review.

4. OVERVIEW OF 2017 - 2020 BUDGET AND MTEF ESTIMATES

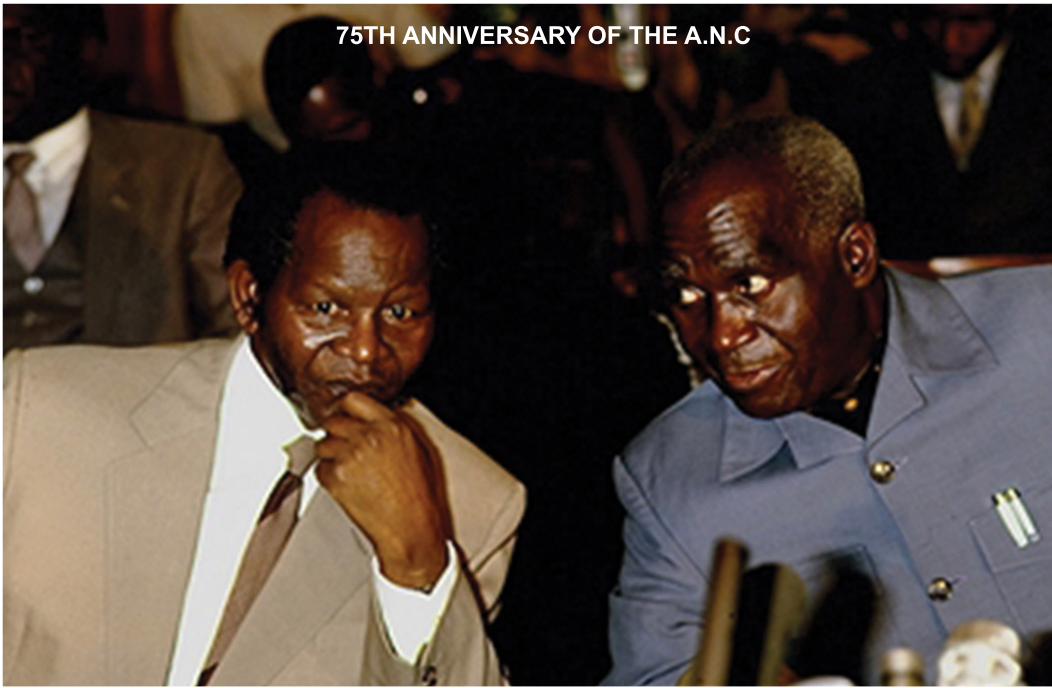
	Audited Outcome 2013/14	Audited Outcome 2014/15	Audited Outcome 2015/16	Revised Estimate 2016/17	Average growth rate (%)	Expenditure total: Average (%)	2013/14-2016/17	2017/18	2018/19	2019/20	Medium-term estimate	Average growth rate(%)	Expenditure Total: Average (%)
Administration	23 792	35 022	33 715	29 407	7,3%	48,1%		30 878	32 228	34 033	34 033	5,0%	47,4%
Business development	51 192	22 912	28 318	32 167	-14,3%	51,49%		33 775	36 175	38 201	38 201	5,9%	52,6%
Total expense	74 984	57 934	62 340	61 574	-6,4%	100,0%		64 653	68 403	72 234	72 234	5,5%	100,0%

4.1 Relating expenditure trends to strategic outcome oriented goals

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

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

75TH ANNIVERSARY OF THE A.N.C



DETERMINATION

"The fight for freedom must go on until it is won; until our country is free and happy and peaceful as part of the community of man, we cannot rest", *O R Tambo*.

PART B: PROGRAMME AND SUB PROGRAMME PLANS

5. Programme Summary

VISION	MISSION	PROG NO.	PROGRAMME NAME	PROGRAMME AIM	SUB PROGRAMME
A nation proud of its African heritage	Through development, promotion and preservation of heritage for sustainable development and transformation	1.	Administration	To provide strategic leadership and enable the NHC performance through the delivery of support services.	Office of the CEO
					Company Secretariat
					Corporate Services ¹
		2.	Heritage Promotion	To meet NHC customer expectations through the delivery of NHC products and services	Living Heritage promotion
					Policy, Planning and Knowledge Management
					Liberation Heritage Route
Heritage Development					

6. Programme 1: Administration

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

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

6.1 Programme 1: Strategic objectives and annual targets

Strategic Objective	Baseline				Expected Performance Levels	Medium-term targets (MTEF)			Responsible Unit
	2014-15	2015-16	2016-17	2017-18		2018-19	2019-20	2020-21	
1.1 Provide Strategic Management Services	Organisation wide adherence to compliance measures implemented	Organisation wide adherence to compliance measures implemented	Organisation wide adherence to compliance dates implemented	Submission of compliance documents to the DAC (APP, Quarterly Reports, AFS and Annual Report) by the prescribed dates achieved	Submission of compliance documents to the DAC (APP, Quarterly Reports, AFS and Annual Report) by the prescribed dates achieved	Submission of compliance documents to the DAC (APP, Quarterly Reports, AFS and Annual Report) by the prescribed dates achieved	Submission of compliance documents to the DAC (APP, Quarterly Reports, AFS and Annual Report) by the prescribed dates achieved	Submission of compliance documents to the DAC (APP, Quarterly Reports, AFS and Annual Report) by the prescribed dates achieved	Strategic Management
1.2 Promote the NHC and its programmes	1x Heritage information booklet	2x Heritage Magazine and 1x Heritage information booklet published	2x Heritage Magazine and 1x Heritage information booklet published	Heritage Magazine published (2x issues of 5000 copies each)	Heritage Magazine published (2x issues of 5000 copies each)	Heritage Magazine published (2x issues of 5000 copies each)	Heritage Magazine published (2x issues of 5000 copies each)	Heritage Magazine published (2x issues of 5000 copies each)	Communications & Stakeholder Management
	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	12x planned media engagements conducted (media coordination for projects e.g. briefings)	12x planned media engagements conducted (media coordination for projects e.g. briefings)	12x planned media engagements conducted (media coordination for projects e.g. briefings)	12x planned media engagements conducted (media coordination for projects e.g. briefings)	12x planned media engagements conducted (media coordination for projects e.g. briefings)	Communications & Stakeholder Management
	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures	10 multimedia awareness campaigns conducted about key NHC projects	10 multimedia awareness campaigns conducted about key NHC projects	10 multimedia awareness campaigns conducted about key NHC projects	10 multimedia awareness campaigns conducted about key NHC projects	10 multimedia awareness campaigns conducted about key NHC projects	Communications & Stakeholder Management
	No target	No target	No target	100% implementation of the approved Stakeholder Management Plan	100% implementation of the approved Stakeholder Management Plan	100% implementation of the approved Stakeholder Management Plan	100% implementation of the approved Stakeholder Management Plan	100% implementation of the approved Stakeholder Management Plan	Communications & Stakeholder Management

Strategic Objective	Baseline				Expected Performance Levels			Medium-term targets (MTEF)			Responsible Unit				
	2014-15		2015-16		2016-17		2017-18		2018-19			2019-20		2020-21	
1.3 Development of a highly capable organisational personnel	a	50% of staff trained	15 training and developmental courses provided to employees	100% implementation of the approved Annual Training Plan on critical skills	80% implementation of the approved Annual Training Plan on critical skills	80% implementation of the approved Annual Training Plan on critical skills	80% implementation of the approved Annual Training Plan on critical skills	80% implementation of the approved Annual Training Plan on critical skills	80% implementation of the approved Annual Training Plan on critical skills	80% implementation of the approved Annual Training Plan on critical skills	80% implementation of the approved Annual Training Plan on critical skills	80% implementation of the approved Annual Training Plan on critical skills	80% implementation of the approved Annual Training Plan on critical skills	80% implementation of the approved Annual Training Plan on critical skills	Corporate Services
	b	95% retention	10 out of 14 managers retained	80% staff retention of staff in funded posts	85% staff retention of staff in funded posts	85% staff retention of staff in funded posts	85% staff retention of staff in funded posts	85% staff retention of staff in funded posts	85% staff retention of staff in funded posts	85% staff retention of staff in funded posts	85% staff retention of staff in funded posts	85% staff retention of staff in funded posts	85% staff retention of staff in funded posts	85% staff retention of staff in funded posts	Corporate Services
	c	1 initiative to promote employee wellness	1 initiative to promote employee wellness implemented	2 initiatives to promote employee wellness implemented	3 initiatives to promote employee wellness implemented	4 initiatives to promote employee wellness implemented	4 initiatives to promote employee wellness implemented	4 initiatives to promote employee wellness implemented	4 initiatives to promote employee wellness implemented	4 initiatives to promote employee wellness implemented	4 initiatives to promote employee wellness implemented	4 initiatives to promote employee wellness implemented	4 initiatives to promote employee wellness implemented	4 initiatives to promote employee wellness implemented	4 initiatives to promote employee wellness implemented
1.4 Financial and procurement support provided	a	Unqualified Audit Outcome	Unqualified Audit Opinion Outcome	Unqualified Audit Opinion Outcome	Unqualified Audit Opinion Outcome achieved	Unqualified Audit Opinion Outcome achieved	Unqualified Audit Opinion Outcome achieved	Unqualified Audit Opinion Outcome achieved	Unqualified Audit Opinion Outcome achieved	Unqualified Audit Opinion Outcome achieved	Unqualified Audit Opinion Outcome achieved	Unqualified Audit Opinion Outcome achieved	Unqualified Audit Opinion Outcome achieved	Unqualified Audit Opinion Outcome achieved	Corporate Services
	a	IT client satisfaction survey rating achieved (60%) (New)	IT client satisfaction survey rating achieved (60%) (New)	IT client satisfaction survey rating achieved (65%) (New)	IT client satisfaction survey rating achieved (70%)	IT client satisfaction survey rating achieved (75%)	IT client satisfaction survey rating achieved (80%)	IT client satisfaction survey rating achieved (85%)	IT client satisfaction survey rating achieved (85%)	IT client satisfaction survey rating achieved (85%)	IT client satisfaction survey rating achieved (85%)	IT client satisfaction survey rating achieved (85%)	IT client satisfaction survey rating achieved (85%)	IT client satisfaction survey rating achieved (85%)	IT client satisfaction survey rating achieved (85%)
1.5 Provide ICT support	b	Local Area Network availability (95%) (New)	Local Area Network availability (95%) (New)	Local Area Network availability (95%)	Local Area Network availability (95%)	Local Area Network availability (95%)	Local Area Network availability (95%)	Local Area Network availability (95%)	Local Area Network availability (95%)	Local Area Network availability (95%)	Local Area Network availability (95%)	Local Area Network availability (95%)	Local Area Network availability (95%)	Local Area Network availability (95%)	Corporate Services
	c	No target	No target	Disaster Recovery & Business Continuity reviewed and tested	Disaster Recovery & Business Continuity Plan approved and tested	Disaster Recovery & Business Continuity Plan approved and tested	Disaster Recovery & Business Continuity Plan approved and tested	Disaster Recovery & Business Continuity Plan approved and tested	Disaster Recovery & Business Continuity Plan approved and tested	Disaster Recovery & Business Continuity Plan approved and tested	Disaster Recovery & Business Continuity Plan approved and tested	Disaster Recovery & Business Continuity Plan approved and tested	Disaster Recovery & Business Continuity Plan approved and tested	Disaster Recovery & Business Continuity Plan approved and tested	Corporate Services

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

Strategic Outcome Oriented Goals	No.	Strategic Objective	Indicator	Medium-term targets			
				2017-18	2018-19	2019-20	2020-21
An effective, efficient and sustainable institution.	1.1	a. Provide Strategic Management Services	Dates by which compliance documents (APP, Quarterly Reports, AFS and Annual Report) are submitted to the DAC	Submission of compliance documents to the DAC (APP, Quarterly Reports, AFS and Annual Report) by the prescribed dates achieved	Submission of compliance documents to the DAC (APP, Quarterly Reports, AFS and Annual Report) by the prescribed dates achieved	Submission of compliance documents to the DAC (APP, Quarterly Reports, AFS and Annual Report) by the prescribed dates achieved	Submission of compliance documents to the DAC (APP, Quarterly Reports, AFS and Annual Report) by the prescribed dates achieved
				Heritage Magazine produced (2x issues of 5000 copies each)	Heritage Magazine produced (2x issues of 5000 copies each)	Heritage Magazine produced (2x issues of 5000 copies each)	Heritage Magazine produced (2x issues of 5000 copies each)
				12x planned Media engagements conducted (media coordination for projects e.g. briefings)	12x planned Media engagements conducted (media coordination for projects e.g. briefings)	12x planned Media engagements conducted (media coordination for projects e.g. briefings)	12x planned Media engagements conducted (media coordination for projects e.g. briefings)
				10 multimedia awareness campaigns conducted about key NHC projects	10 multimedia awareness campaigns conducted about key NHC projects	10 multimedia awareness campaigns conducted about key NHC projects	10 multimedia awareness campaigns conducted about key NHC projects
An effective, efficient and sustainable institution.	1.2	a. Promote the NHC and its programmes	Number of heritage publications produced	Heritage Magazine produced (2x issues of 5000 copies each)	Heritage Magazine produced (2x issues of 5000 copies each)	Heritage Magazine produced (2x issues of 5000 copies each)	Heritage Magazine produced (2x issues of 5000 copies each)
				Number of planned media engagements conducted	12x planned Media engagements conducted (media coordination for projects e.g. briefings)	12x planned Media engagements conducted (media coordination for projects e.g. briefings)	12x planned Media engagements conducted (media coordination for projects e.g. briefings)
				Number of multi-media campaigns conducted about key NHC projects	10 multimedia awareness campaigns conducted about key NHC projects	10 multimedia awareness campaigns conducted about key NHC projects	10 multimedia awareness campaigns conducted about key NHC projects
				Level of implementation of approved Stakeholder Management Plan	100% implementation of the approved Stakeholder Management Plan	100% implementation of the approved Stakeholder Management Plan	100% implementation of the approved Stakeholder Management Plan
An effective, efficient and sustainable institution.	1.3	Development of highly capable organisational personnel	Level of implementation of the Approved Annual Training Plan in critical skills	80% implementation of the approved Annual Training Plan on critical skills	80% implementation of the approved Annual Training Plan on critical skills	80% implementation of the approved Annual Training Plan on critical skills	80% implementation of the approved Annual Training Plan on critical skills
				Number of staff retained in funded positions	85% staff retention of staff in funded posts	90% staff retention of staff in funded posts	95% staff retention of staff in funded posts
				Number of initiatives to promote employee wellness	3 initiatives to promote employee wellness implemented	4 initiatives to promote employee wellness implemented	4 initiatives to promote employee wellness implemented

Strategic Outcome Oriented Goals	No.	Strategic Objective	Indicator	Medium-term targets			
				2017-18	2018-19	2019-20	2020-21
An effective, efficient and sustainable institution.	1.4	a. Financial and procurement support provided	Audit opinion (Unqualified)/ (Clean)	Unqualified Audit Opinion Outcome achieved	Clean Audit Opinion Outcome achieved	Clean Audit Opinion Outcome achieved	Clean Audit Opinion Outcome achieved
			An effective, efficient and sustainable institution.	1.5	a. Provide ICT support	IT client satisfaction survey rating achieved (%)	IT client satisfaction survey rating achieved (75%)
b.	Level of Local Area Network availability (%)	Local Area Network availability (95%)				Local Area Network availability (95%)	Local Area Network availability (95%)
c.	Disaster Recovery & Business Continuity Plan approved and tested	Disaster Recovery & Business Continuity Plan approved and tested		Disaster Recovery & Business Continuity Plan approved and tested	Disaster Recovery & Business Continuity Plan approved and tested		

6.4 Programme 1: Quarterly Targets for 2017/18

Indicator	Expected Performance Levels	Reporting Frequency	Quarterly Targets				Means of verification
			Q1	Q2	Q3	Q4	
1.1	Submission of compliance documents to the DAC (APP, Quarterly Reports, AFS and Annual Report) by the prescribed dates achieved	Quarterly	2016/17 Q4 Report & 2016/17 AFS submitted to the DAC	Q1 Report, 1st Draft 2018/19 APP and 2016/17 Annual Report submitted to the DAC	Q2 Report 2nd Draft 2018/19 APP submitted to the DAC	Q3 Report and Final 2018/19 APP submitted to the DAC	Signed receipts and e-mails and Approved Annual Financial Statements to the DAC
a.	Heritage Magazine produced (2x issues of 5000 copies each)	Bi-annually	No target set	5000 copies of Heritage Magazine produced	No target set	5000 copies of Heritage Magazine produced	Heritage Magazine hard & soft copy
b.	7 x Media engagements conducted (media coordination for projects e.g. briefings)	Quarterly	2x planned media engagements conducted	3x planned media engagements conducted	2x planned media engagements conducted	No target set	Media Reports
c.	10 multimedia awareness campaigns conducted about key NHC projects	Monthly	3x multimedia awareness campaigns conducted about key NHC projects	3x multimedia awareness campaigns conducted about key NHC projects	2x multimedia awareness campaigns conducted about key NHC projects	2x multimedia awareness campaigns conducted about key projects	Multimedia management report
d.	100% implementation of the approved Stakeholder Management Plan	Quarterly	Stakeholder Management Plan approved	30% implementation of the approved Stakeholder Management Plan	60% implementation of the approved Stakeholder Management Plan	100% implementation of the approved Stakeholder Management Plan	Quarterly Reports

Indicator	Expected Performance Levels	Reporting Frequency	Quarterly Targets				Means of verification	
			Quarterly Targets					
			Q1	Q2	Q3	Q4		
1.3	a.	80% implementation of the approved Annual Training Plan on critical skills	Quarterly	No target set	No target set	No target set	80% implementation of the approved Annual Training Plan on critical skills	Approved Annual Training Plan on critical skills, Quarterly Training Reports and Certificates/ Attendance Registers
	b.	85% staff retention in funded positions	Quarterly	No target set	No target set	No target set	85% staff retention in funded posts	Quarterly Staff Complement Listing
	c.	3 initiatives to promote employee wellness implemented	Quarterly	No target set	1 initiative to promote employee wellness implemented	1 initiative to promote employee wellness implemented	1 initiative to promote employee wellness implemented	Employee Wellness Report
1.4	a.	Audit opinion (Unqualified)/ (Clean)	Annually	No target set	Unqualified audit opinion achieved	No target set	No target set	Auditor General's Report
	a.	IT Client Satisfaction Survey rating achieved (%)	Annually	No target set	No target set	No target set	IT client satisfaction survey rating achieved (70%)	IT Client Satisfaction Survey Report
1.5	b.	Level of Local Area Network availability (%)	Quarterly	95% network availability achieved	95% network availability achieved	95% network availability achieved	95% network availability achieved	IT Monthly Reports
	c.	Disaster Recovery & Business Continuity Plan approved and tested	Quarterly	No target	No target	Disaster Recovery & Business Continuity approved	Disaster Recovery & Business Continuity tested	Approved Disaster Recovery & Business Continuity Plan and Test Report

7. PROGRAMME 2: HERITAGE PROMOTION

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

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

7.1 Programme 2: Strategic objectives and annual targets

Strategic Objective	Baseline	Medium-term targets (MTEF)					Responsible Unit					
		2014-15	2015-16	2016-17	2017-18	2018-19		2019-20	2020-21			
2.1 To intensify the promotion of living heritage through collaborations and stakeholder engagements nationally and internationally	a.	0 exchange programme participated in per year	1 exchange programme participated in per year	1 exchange programme participated in per year	1 exchange programme participated in per year	1 exchange programme participated in per year	1 exchange programme participated in per year	2 exchange programmes participated in per year	2 exchange programmes participated in per year	2 exchange programmes participated in per year	2 exchange programmes participated in per year	Living Heritage
	b.	1 world heritage project that the NHC participates in annually	1 world heritage project that the NHC participates in annually	1 world heritage project that the NHC participates in annually	1 international multilateral engagement annually	1 international multilateral engagement annually	1 international multilateral engagement annually	2 international multilateral engagements annually	2 international multilateral engagements annually	2 international multilateral engagements annually	3 international multilateral engagements annually	RLHR
	c.	9 Cultural Expressions hosted and supported	1 cultural expression hosted and supported	1 cultural expression hosted and supported	3 Cultural Expressions supported	3 Cultural Expressions supported	3 Cultural Expressions supported	3 Cultural Expressions supported	3 Cultural Expressions supported	3 Cultural Expressions supported	3 Cultural Expressions supported	Living Heritage
	d.	9 nation building initiatives implemented and funded	9 nation building initiatives implemented and funded	3 nation building initiatives implemented and funded	3 nation building initiatives implemented and funded	3 nation building initiatives implemented and funded	3 nation building initiatives implemented and funded	3 nation building initiatives implemented and funded	3 nation building initiatives implemented and funded	3 nation building initiatives implemented and funded	3 nation building initiatives implemented and funded	Living Heritage

Strategic Objective	Baseline		Medium-term targets (MTEF)				Responsible Unit	
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20		2020-21
2.2 To develop a national planning, policy development and research capability that will create an enabling environment for the advancement and promotion of National Heritage content	a.	4 Position Papers produced per year	2 Position Papers produced per year	2 Position Papers produced per year	2 Position Papers produced per year	2 Position Papers produced per year	2 Position Papers produced per year	Policy, Planning and Knowledge Management
	b.	No target	No target	31-Mar-16	Two heritage journal articles contributed	Two heritage journal articles contributed	Two heritage journal articles contributed	Policy, Planning and Knowledge Management
	c.	2 heritage education initiatives supported	2 heritage education initiatives supported	2 heritage education initiatives supported	1 heritage education initiative supported	1 heritage education initiative supported	1 heritage education initiative supported	Policy, Planning and Knowledge Management

Strategic Objective	Baseline		Expected Performance Levels		Medium-term targets (MTEF)			Responsible Unit
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	
2.3 To build a network of strategic partnerships to strengthen and integrate heritage development by extending the influence of the NHC and leveraging the resources through partnerships	a. 20 community heritage projects supported and funded	0 community heritage projects supported and funded	20 community heritage projects supported and funded	21 community heritage projects supported and funded	23 community heritage projects supported and funded	25 community heritage projects supported and funded	30 community heritage projects supported and funded	Heritage Development
	b. 31% additional funds raised outside the DAC grant	5.74% additional funds raised outside the DAC grant	2% additional funds raised outside the DAC grant	2% additional funds raised outside the DAC grant	2% additional funds raised outside the DAC grant	2% additional funds raised outside the DAC grant	2% additional funds raised outside the DAC grant	
2.4 To coordinate the management of the Liberation Heritage Route, the African Liberation Heritage Programme and national input in the world heritage agenda by promoting the influence of the South African heritage globally.	a. 4 commemorative events supported	2 commemorative events supported	2 commemorative events supported	2 Commemorative events supported	2 Commemorative events supported	3 Commemorative events supported	3 Commemorative events supported	RLHR
	b. 2 repatriations supported	2 repatriations supported	2 repatriations supported	3 repatriations supported	3 repatriations supported	4 repatriations supported	4 repatriations supported	RLHR
	c. 5 presentations	3 presentations	4 presentations	5 presentations on LHR made to different stakeholders	5 presentations on LHR made to different stakeholders	5 presentations on LHR made to different stakeholders	5 presentations on LHR made to different stakeholders	RLHR
	d. 0	1 submission	1 submission	2 submissions on the African Liberation Heritage Programme	2 submissions on the African Liberation Heritage Programme	2 submissions on the African Liberation Heritage Programme	2 submissions on the African Liberation Heritage Programme	RLHR
	e. 0	2 sites submitted for declaration and 1 assisted with management plan, MOA with RIM, develop consolidated dossier	Production of Dossier	1 milestone achieved (submission of final amplified Nomination Dossier to DAC)	1 milestone achieved	1 milestone achieved	1 milestone achieved	1 milestone achieved

7.2 Programme 2: Programme performance indicators and annual targets

Strategic Objective	Indicator	3 Year Target	Baseline				Expected Performance Levels	Medium-term targets (MTEF)		
			2014-15	2015-16	2016-17	2017-18		2018-19	2019-20	2020-21
2.1 To intensify the promotion of the living heritage through collaborations and stakeholder engagements nationally and globally.	a.	Number of exchange programmes participated in per annum	0 exchange programme participated in per year	1 exchange programme participated in per year	1 exchange programme participated in per year	1 exchange programme participated in per year	1 exchange programme participated in per year	2 exchange programmes participated in per year	2 exchange programmes participated in per year	
	b.	Number of international multilateral engagements per annum	1 world heritage project that the NHC participates in annually	1 world heritage project that the NHC participates in annually	1 world heritage project that the NHC participates in annually	1 international multilateral engagement annually	2 international multilateral engagements annually	2 international multilateral engagements annually	3 international multilateral engagements annually	
	c.	Number of community based cultural expressions implemented or supported.	9 Cultural Expressions hosted and supported	1 cultural expression hosted and supported	1 cultural expression hosted and supported	3 Cultural Expressions supported	3 Cultural Expressions supported	3 Cultural Expressions supported	3 Cultural Expressions supported	
	d.	Number of nation building initiatives implemented and funded.	9 nation building initiatives implemented and funded	9 nation building initiatives implemented and funded	3 nation building initiatives implemented and funded	3 nation building initiatives implemented and funded	3 nation building initiatives implemented and funded	3 nation building initiatives implemented and funded	3 nation building initiatives implemented and funded	
	e.	Number of knowledge production partnerships implemented per annum	2 knowledge partnerships implemented	2 knowledge partnerships implemented	2 knowledge partnerships implemented	2 knowledge production partnerships implemented	2 knowledge production partnerships implemented	2 knowledge production partnerships implemented	2 knowledge production partnerships implemented	
2.2 To develop a national planning, policy development and research capability that will create an enabling environment for the advancement and promotion of National Heritage content	a.	Number of research products produced per annum	6 Position Papers produced per year	1 publication produced per year	1 publication produced per year	1 publication produced per year	1 publication produced per year	1 publication produced per year	1 publication produced per year	
	b.	Number of policy position papers produced per year	4 Position Papers produced per year	2 Position Papers produced per year	2 Position Papers produced per year	2 Position Papers produced per year	2 Position Papers produced per year	2 Position Papers produced per year	2 Position Papers produced per year	
	c.	Number of heritage journal articles contributed per annum	No target	No target	31 - Mar-16	Two journal articles contributed	Two journal articles contributed	Two journal articles contributed	Two journal articles contributed	
	d.	Number of heritage education initiatives supported	2 heritage education initiatives supported	2 heritage education initiatives supported	2 heritage education initiatives supported	1 heritage education initiative supported	1 heritage education initiative supported	1 heritage education initiative supported	1 heritage education initiative supported	
	e.	Number of heritage education initiatives supported	2 heritage education initiatives supported	2 heritage education initiatives supported	2 heritage education initiatives supported	1 heritage education initiative supported	1 heritage education initiative supported	1 heritage education initiative supported	1 heritage education initiative supported	

Strategic Objective	Indicator	3 Year Target	Baseline					Expected Performance Levels	Medium-term targets (MTEF)		
			2014-15	2015-16	2016-17	2017-18	2018-19		2019-20	2020-21	
2.3	a.	65 community heritage projects supported and funded	20 community heritage projects supported and funded	0 community heritage projects supported and funded	20 community heritage projects supported and funded	21 community heritage projects supported and funded	23 community heritage projects supported and funded	25 community heritage projects supported and funded	30 community heritage projects supported and funded		
	b.	2% additional funds raised outside the DAC grant	31% additional funds raised outside the DAC grant	5.74% additional funds raised outside the DAC grant	2% additional funds raised outside the DAC grant	2% additional funds raised outside the DAC grant	2% additional funds raised outside the DAC grant	2% additional funds raised outside the DAC grant	2% additional funds raised outside the DAC grant		
2.4	a.	7 Commemorative events supported	4 commemorative events supported	2 commemorative events supported	2 commemorative events supported	2 Commemorative events supported	2 Commemorative events supported	3 Commemorative events supported	3 Commemorative events supported		
	b.	10 repatriations supported	2 repatriations supported	2 repatriations supported	2 repatriations supported	3 repatriations supported	3 repatriations supported	4 repatriations supported	4 repatriations supported		
	c.	15 presentations on LHR made to different stakeholders	5 presentations	3 presentations	4 presentations	5 presentations on LHR made to different stakeholders	5 presentations on LHR made to different stakeholders	5 presentations on LHR made to different stakeholders	5 presentations on LHR made to different stakeholders		
	d.	6 submissions on the African Liberation Heritage Programme	0	1 submission	1 submission	2 submissions on the African Liberation Heritage Programme	2 submissions on the African Liberation Heritage Programme	2 submissions on the African Liberation Heritage Programme	2 submissions on the African Liberation Heritage Programme		
	e.	3 milestones achieved	0	2 sites submitted for declaration and 1 assisted with management plan, MOA with RIM, develop consolidated dossier	Production of Dossier	1 milestone achieved	1 milestone achieved	1 milestone achieved	1 milestone achieved		

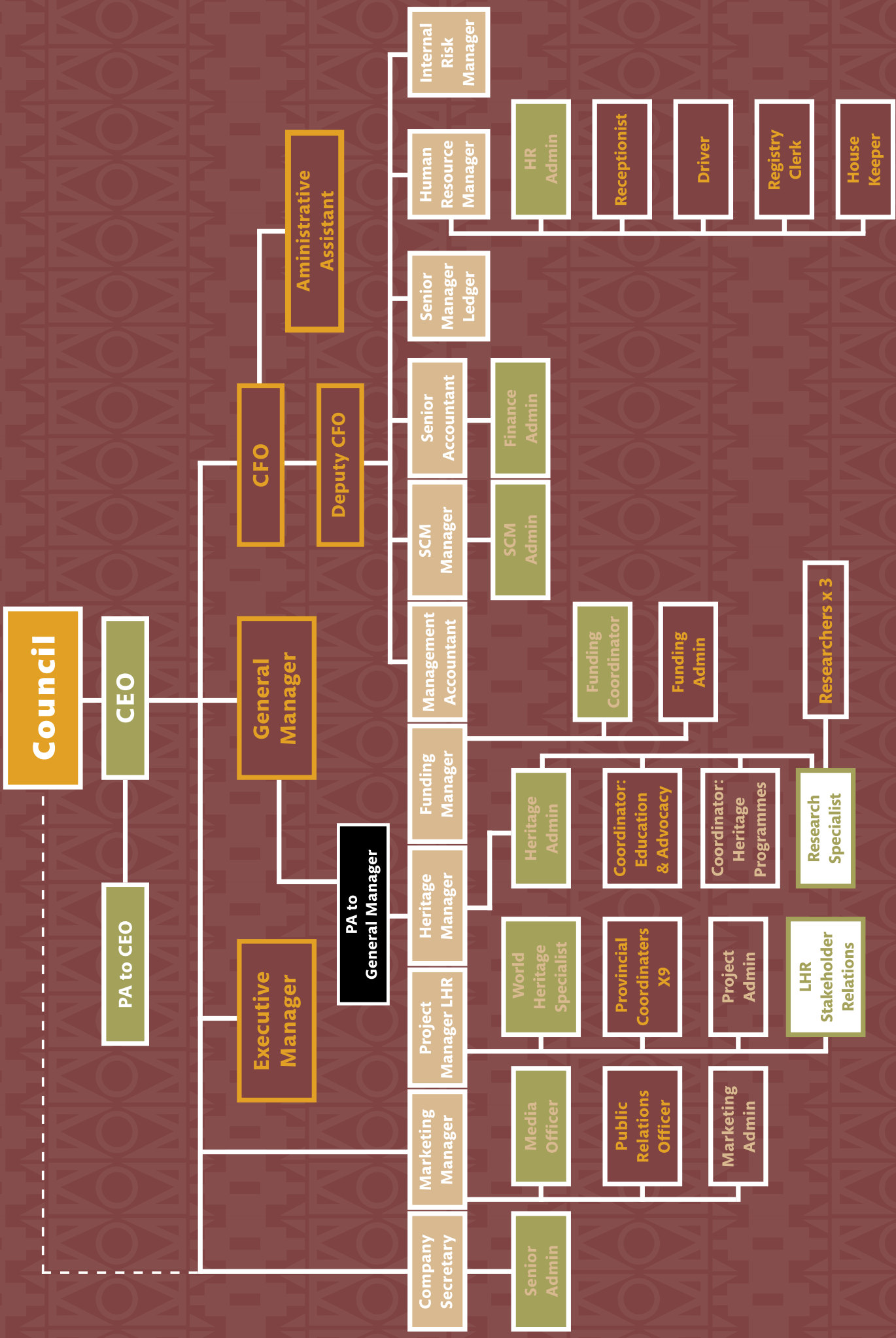
Strategic Outcome Oriented Goals	No.	Strategic Objective	Indicator	Medium-term targets			
				2017-18	2018-19	2019-20	2020-21
Mainstreaming of Liberation Heritage.	2.4	To coordinate the management of the Liberation Heritage Route, the African Liberation Heritage Programme and national input in the world heritage agenda by promoting the influence of the South African heritage globally.	a. Number of commemorative events supported	2 Commemorative events supported	2 Commemorative events supported	3 Commemorative events supported	3 Commemorative events supported
			b. Number of repatriations supported	3 repatriations supported	3 repatriations supported	4 repatriations supported	4 repatriations supported
			c. Number of presentations on LHR made to different stakeholders	5 presentations on LHR made to different stakeholders	5 presentations on LHR made to different stakeholders	5 presentations on LHR made to different stakeholders	5 presentations on LHR made to different stakeholders
			d. Number of submissions on the African Liberation Heritage Programme	2 submissions on the African Liberation Heritage Programme	2 submissions on the African Liberation Heritage Programme	2 submissions on the African Liberation Heritage Programme	2 submissions on the African Liberation Heritage Programme
			e. Number of milestones achieved in the World Heritage Listing Programme	1 milestone achieved	1 milestone achieved	1 milestone achieved	1 milestone achieved

7.4 Programme 2: Quarterly targets for 2017/18

Indicator	Expected Performance Levels	Reporting Frequency	Quarterly Targets				Means of verification
			Q1	Q2	Q3	Q4	
2.1	2017-18	Quarterly	Q1	Q2	Q3	Q4	
a. Number of exchange programmes participated in per annum	1 exchange programme participated in per year	Quarterly	Planned exchange programme approved	Participated in 1 exchange programme	No target set for the quarter	No target set for the quarter	Approved Exchange Programme Plan and Exchange Programme Reports
b. Number of international multilateral engagements per annum	1 international multilateral engagement annually	Quarterly	No target set	Multilateral Engagement Plan approved	1 international multilateral engagement implemented	No target set	Approved Multilateral Engagement Plan and Multilateral Engagement Reports
c. Number of nation building initiatives implemented and funded.	3 nation building initiatives implemented and funded	Annually	No target set	No target set	1 nation building initiative implemented and funded	2 nation building initiatives implemented and funded	Report

	Indicator	Expected Performance Levels 2017-18	Reporting Frequency	Quarterly Targets				Means of verification
				Q1	Q2	Q3	Q4	
2.2	a.	Number of policy position papers produced per year	Annually	No target set	No target set	No target set	2 Position Papers produced	Actual Position Papers and Council Minutes
	b.	Number of heritage journal articles contributed per annum	Quarterly	No target set	1 draft heritage journal article produced	1 heritage journal draft article produced	2 heritage journal articles approved and contributed	Approved journal articles and Council Minutes
	c.	Number of heritage education initiatives supported	Annually	No target set	No target set	1 heritage education initiative supported	No target set for the Quarter	Reports and Council Minutes
2.3	a.	Number of community heritage projects supported and funded	Quarterly	No target set	No target set	No target set	21 community heritage projects supported and funded	Adjudication Report & signed contracts
	b.	Level of funds raised outside the DAC Grant (%)	Quarterly	No target set	No target set	No target set	2% additional funds raised outside the DAC grant	Funding Proposals; correspondence; Financial Statements
2.4	a.	Number of commemorative events supported	Annually	2 Concepts for Commemorative Events approved	1 commemorative event supported	1 commemorative event supported	No target set	Approved Concept Documents and Event Reports
	b.	Number of repatriations supported	Annually	No target set	No target set	1 repatriation supported	2 repatriations supported	Repatriation Reports
	c.	Number of presentations on LHR made to different stakeholders	Quarterly	1 Presentation made on liberation heritage	1 Presentation made on liberation heritage	1 Presentation made on liberation heritage	2 Presentations made on liberation heritage	Copies of presentations and correspondence
	d.	Number of submissions on the African Liberation Heritage Programme	Quarterly	1 Draft Submission on the African Liberation Heritage Programme Produced	1 Submission on the African Liberation Heritage Programme approved	1 Draft Submission on the African Liberation Heritage Programme Produced	1 Submission on the African Liberation Heritage Programme approved	Submissions on the African Liberation Heritage Programme
	e.	Number of milestones achieved in the World Heritage Listing Programme	Quarterly	No target set	No target set	No target set	Submission of final amplified Nomination Dossier to DAC	Engagement Report, Copies of the Management Plans, Submission to DAC

NHC ORGANISATIONAL STRUCTURE



* The organisational structure is under review

LIBERATION HERITAGE ROUTE



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

www.nhc.org.za
liberation@nhc.org.za
+27 12 348 1663



LIBERATION HERITAGE

The Liberation Heritage Route is an inclusive network of sites that will have transnational linkages which testify to different dimensions, epochs and efforts that make up the long road to freedom. This serial property includes sites associated with the Wars of Dispossession, European African Encounter, the creation of a diverse society, African Road to Freedom, international solidarity campaigns and contributions of different sectors of society.

PART C: LINKS TO OTHER PLANS

Links to the long-term infrastructure and other capital plans

Not applicable.

Conditional grants

Not applicable.

Public entities

Not applicable.

Public-private partnerships

Not applicable.

ANNEXURES

- A. MATERIALITY AND SIGNIFICANT FRAMEWORK**
- B. RISK MANAGEMENT PLAN**
- C. AUDIT IMPROVEMENT PLAN**
- D. COUNCIL CHARTER**
- E. TECHNICAL INDICATOR DESCRIPTORS**

NHC MATERIALITY AND SIGNIFICANT FRAMEWORK

Material	Framework	Resulting figures for 2017/18	Underlying principles
<p>Material for Section 55 – Disclosure, in the Annual Report, of:</p> <ul style="list-style-type: none"> • Losses due to criminal conduct • Irregular expenditure • Fruitless and wasteful expenditure 	<p>Quantitative: Capital Expenditure: 10% of the capital expenditure budget line item</p> <p>Other expenditure: 10% of the related operating expenditure budget line item</p>	<p>Depends on the related expenditure budget line item</p>	<p>Each loss due to criminal conduct, irregular expenditure or fruitless and wasteful expenditure, as identified, will be evaluated in context of the expense category to which it relates to determine whether it qualifies for disclosure in the Annual Report as required by Section 55.</p>
	<p>The materiality levels above are subject to <u>a</u> minimum of R1 million.</p> <p>Qualitative: Over and above the financial considerations of materiality, any losses due to criminal conduct are considered to be material by nature, irrespective of the quantum thereof.</p> <p><i>It is, therefore important to note that the quantitative measures of materiality will only apply to irregular expenditure and fruitless and wasteful expenditure, whereas the qualitative measure will apply to losses due to criminal conduct.</i></p>		<p>In line with good business practice, as well as the requirements of the Act, the NHC is committed to the prevention, detection of and taking appropriate action on all irregular expenditure, fruitless and wasteful expenditure, losses resulting from criminal conduct and expenditure not complying with the operational policies of the NHC (Sec 51(1)(b)(ii)).</p> <p>To this end the NHC's systems and processes are designed and continually reviewed to ensure the prevention and detection of all such expenditure, irrespective the size thereof.</p>

Significant	Framework	Resulting figures for 2017/18	Underlying principles
<p>Significant for Section 54 – Information and approval by the Minister of “Qualifying transactions”, i.e.:</p> <ul style="list-style-type: none"> • participation in a significant partnership, trust, unincorporated joint venture or similar arrangement; • acquisition or disposal of a significant shareholding in an organisation; • acquisition or disposal of a significant asset; • commencement or cessation of a significant business activity; and • a significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement. 	<p>Quantitative: Qualifying transactions of an operational nature,</p> <ul style="list-style-type: none"> • 15% of Total Assets <p>Qualifying transactions of a strategic nature.</p> <ul style="list-style-type: none"> • 10% of equity <p>Regardless of the monetary value thereof, all direct equity investments:</p> <ul style="list-style-type: none"> • greater than 20% require formal information to the Executive Authority; or • greater than 50% require approval by the Executive Authority. <p>Qualitative: A qualifying transaction may also be considered significant based on considerations other than financial when, in the opinion of the Council, it is considered to be significant for the application of Section 54. The decision on which non-financial issues may be considered at any time requires careful judgement at a strategic level, and should therefore rest with the Council as the representative body of the stakeholders. As an example, the Council may consider a qualifying transaction as significant when it could impact significantly on a decision or action by the Minister.</p>		<p>The PFMA is not intended to affect the autonomy of the NHC, but its stated objectives are to ensure transparency, accountability and sound management of revenue, expenditure, assets and liabilities of the institutions to which the Act applies. Therefore, the legislature could not have intended for the public entities to report and seek approval on matters of a daily basis;</p> <p>The business of the NHC is conducted within the framework of the mandate, objects and powers contained in the NHC Act, as well as the business and financial direction set out in the APP;</p> <p>The NHC also has defined accountability and approval structures from the Council, as the stakeholder representative, to the CEO and management;</p> <p>The responsibility for day-to-day management of the NHC vests in line management through a clearly defined organisational structure and through formally delegated authorities.</p>

RISK MANAGEMENT PLAN

Strategic Objective	Unit	Risk Description	Risk Background	Control
Provide Strategic Management Services	Strategic Management Unit	Under-achievement of strategic milestones	Under-achievement levels of pre-determined objectives and targets will result in adverse audit outcome on Performance Information	Quarterly Performance Assessment Reports. All reports will be verified and quality assured by MEXCO, Internal Audit and Risk Committee. MEXCO to verify performance information on a Monthly basis
Promote the NHC and its programmes	Marketing and Communication	Reputational Damage	Communication/action/inaction by the NHC or its staff or Council Members doesn't meet the legitimate expectations of partners, the public and other stakeholders in terms of timeliness and accuracy.	Enforcement of NHC Communication Policy which includes awareness training for Council Members and staff. Integration of the Communication Policy into partnership agreements.
Provide legal services to the NHC	Company Secretariat	Inadequate compliance and response to governance, regulatory compliance, litigation and legal imperatives	Overriding of and non-adherence to internal policies, applicable laws, governance and compliance imperatives.	Relevant approved policies and procedures in place. Company Secretary and CFO jointly enforce the policies and procedures.
Development of a highly capable organisational personnel	HR	Poor organisational performance and high staff turnover	Inadequate development and retention of staff	Targeted heritage related development programmes including heritage specific qualifications. Implementation of the staff retention policy.
Financial Management	Finance	Over/underspending of the approved budget	Failure to spend as per the approved budget may lead to surrender of surpluses to National Treasury and over expenditure may lead to Unauthorised expenditure	Enforce NHC financial policies, Treasury prescripts and the PFMA. Monthly monitoring of performance; expenditure and cash flow management
Provide ICT support	Finance	Failure of ICT infrastructure	The NHC seeks to provide ICT infrastructure to its employees to fuel productivity. Where by hardware is kept up to date and operational and robust backup and recovery systems have been tested and are working.	Conduct regular back-ups of all computers and ensure that the back-ups are working. Ensure that computer hardware and software is updated according to the users specification. Implement back up power systems for individual workstations. Maintain the current UPS for the server.
Implemented exchange programmes per year	Heritage	Failure by international partners to meet foundational partnership requirements on time to launch an international exchange programme.	The NHC seeks to establish international student, professional and other suitable exchange programmes. The difficulty is that it has taken excessively long periods of time to establish viable Memoranda of understanding with identified prospective partners.	Partnering with local tertiary institutions. Detailed planning including identifying political uncertainties and major calendar events that could affect the participation of the identified prospective partners. Clarifying the package and incentives for the identified prospective partners.

Strategic Objective	Unit	Risk Description	Risk Background	Control
International multilateral engagements	LHR	Disapproval of the LHR Nomination Dossier by the Africa Group. Failure to	The NHC seeks to establish communication channels with the countries that are linked firstly with the South African liberation struggle and African liberation. The principal aim being to lobby support to gain the inscription of nominated South African liberation heritage sites by UNESCO.	Establish sustainable communication channels with the African Group in connection with the liberation heritage.
Research outputs produced	Heritage	Failure to compile a research master plan and source a distribution channel	Historically the NHC has not had a formal master plan for research, also no distribution channels for the research outputs. The challenge is to have a targeted research plan and predetermined dissemination channels.	NHC to arrange favourable intellectual property rights with the researchers. NHC to arrange compliant and commercial publishing model and rearrange its existing budgets between publishing and research.
Heritage articles contributed to accredited journal	Heritage	The failure to publish articles in accredited journals	The NHC seeks to initiate, develop and contribute academic articles to accredited journals. Failure to submit compliant articles on time may result in failure to publish	Develop and implement a detailed project plan and secure skilled scholars. List research master plan.



FUNDING

"The National Heritage Council of South Africa regards the contribution of citizens in the heritage of our people as the lifeblood of preserving our culture. These efforts deserve the grants assistance that we offer in whichever small way",
Adv Sonwabile Mancotywa, CEO of the NHC.

NHC COUNCIL CHARTER



nhc

National Heritage Council
SOUTH AFRICA

an agency of the
Department of Arts and Culture

CONTENTS

1.	CONSTITUTION AND INTRODUCTION	44
2.	MEMBERSHIP	44
3.	MEETINGS AND PROCEEDINGS	45
4.	ATTENDANCE AT MEETINGS	46
5.	FEES	46
6.	SECRETARY	46
7.	DUTIES AND RESPONSIBILITIES	46
7.1	The NHC responsibilities	46
7.2	Department of Arts and Culture (“DAC”) and/or Minister’s responsibilities	46
7.3	Council’s responsibility	47
7.4	Furthermore, the Council:	48
8.	GOVERNANCE	49
9.	REPORTING AND ACCOUNTABILITY	50
10.	ACCESS TO THE COUNCIL	50
	Annexure A	51

CONSTITUTION AND INTRODUCTION

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

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

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

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

MEMBERSHIP

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

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

¹ Stakeholder can be defined as a person (legal or natural) with an interest (direct or indirect) in the NHC and/or conversely whom the NHC has an interest in.

MEETINGS AND PROCEEDINGS

- 3.1 The Council will meet at least four times a year. Additional meetings will be held as and when necessary. Disclosure of the number of Council and committee meetings held in the year and attendance of each Councillor will be recorded in the Annual Report.
- 3.2 A quorum for the Council meetings will be a majority of Councillors. A meeting may be conducted by way of electronic media such as video or telephone conferencing which shall enable all members necessary to form a quorum to participate simultaneously.
- 3.3 Decisions will be made by majority of votes, and in case of an equality of votes the Chairperson of the meeting shall have a second or casting vote.
- 3.4 Minutes of all Council meetings shall record the proceedings and decisions taken, the details of which shall remain confidential.
- 3.5 Council papers will be delivered to members seven days before the meeting so as to ensure that they are properly briefed prior to the meeting.
- 3.6 A record shall be kept of the attendance of Councillors at Council meetings.
- 3.7 Unless varied by this Charter, meetings and proceedings of the Council shall be governed by the Act.
- 3.8 Each Council meeting shall include at least the following matters:

Reports on:

- strategic matters, as deemed appropriate;
- matters of material or potential material impact, positive or negative;
- strategic initiatives and progress in relation thereto;
- significant risks.

3.8.2 Documents requesting approval of:

- minutes of previous meetings;
- any matters requiring specific approval by the Council.

3.8.3 Reports by:

- Chief Executive Officer;
- Audit and Risk Committee
- Other Committees of Council
- Such other reports as may be agreed upon from time to time.

Council Committees documentation which includes:

- reports from and/or response to questions by the Chairperson;
- all minutes of Council Meetings tabled for information.

Governance matters of a general or of an ad-hoc nature.

ATTENDANCE AT MEETINGS

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

FEES

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

SECRETARY

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

DUTIES AND RESPONSIBILITIES

The NHC responsibilities

The NHC shall:

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

Department of Arts and Culture ("DAC") and/or Minister's responsibilities

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

- establish a juristic person to be known as the NHC and determine its objectives, functions and methods of work;
- prescribe the way the NHC is to be managed and governed;

- regulate the NHC staff matters and financial affairs;
- consider advice of the Council and provide reasons in writing to the Council if the advice is not accepted;
- table the NHC financial reports to Parliament of the Republic of South Africa within the specified time frame; and
- regulate matters which are necessary to achieve the objects of the Act.

Council's responsibility

The Council plays an advisory role to the Minister on certain issues, including but not limited to, to:

- national policies on heritage matters;
- allocation of core funding and resources;
- any other matter concerning heritage that the Minister or the Council may determine

The duties of the Council include, but are not limited to, the following:

- investigation of ways and means of effecting the repatriation of South African heritage objects presently being held by foreign governments, public and private institutions and individuals;
- allocation of grants in order to promote and develop national heritage activities and resources;
- co-ordination of the activities of public institutions involved in heritage management;
- monitoring and co-ordination of the transformation of the heritage sector;
- consultation and liaison with relevant stakeholders on heritage matters;
- promotion of an awareness of the history of the people of the Republic of South Africa; and
- lobbying in order to secure funding for heritage management and the creation of the greater public awareness of the importance of the South African national heritage.
- The Council may appoint employees necessary to perform the functions and to manage the affairs of the NHC, and shall ensure that such employees are paid suitable remuneration and benefits, as determined by the Council, in accordance with the policies and procedures of the government of the Republic of South Africa.
- The Council may delegate this responsibility to the executive management of the NHC.
- The Council shall appoint the chief executive officer ("CEO"), who shall be responsible for the management of the affairs of the NHC. The CEO also acts as the accounting officer responsible for accounting for all money received and the utilisation thereof.
- The Council may establish sub-committees to assist it in the performance of its functions, and it may appoint, to such sub-committee, members that are considered competent or who possess specific skills and expertise.
- The Council is responsible for ensuring that the NHC is financially sound and that funds are utilised to defray expenses in connection with the performance of its functions.
- The Council shall, in each financial year, submit a statement of the Council's estimated income and expenditure for the following year. Furthermore, the Council may be required to submit supplementary statements required during the course of the financial year.
- The Council may invest any unexpected portion of funds, lend or borrow moneys, establish reserve funds, in accordance with the directions determined by the minister, in consultation with the Minister of Finance.
- It is the role of the Council, on such terms and conditions as may be agreed upon, and subject to legislation regarding international co-operation, to support heritage activities by any South African citizen, in any territory outside the Republic of South Africa.
- The Council shall regulate the procedure followed in its meetings.
- The Council shall regulate a Code of Conduct and Ethics for Council members and its committees in order to prevent conflict of interest and bringing the Council into disrepute.
- The Council, as the highest decision making body of the NHC, has a duty to act fairly and against bias to all persons or stakeholders of the NHC.
- In order to protect the integrity of the decision making processes, impartiality and independence of the NHC, all decisions by the Council shall stand up to public scrutiny.
- The members shall acquaint themselves with the laws pertaining to their function in order to determine, in performance of their duties, they:
 - » are authorised by law;

- » have jurisdiction to make decisions(s); and
- » have complied with procedures required by the law.

The members make decisions using delegated powers provided by the Act. Any discretionary powers provided under the Act, shall be used for the purpose for which they were intended. In particular, the members shall not:

- exercise power in bad faith;
- exercise power in a way that constitutes or could be seen as unfair, bias and abuse of power;
- exercise power that is uncertain or unclear;
- delegate any of their powers unless authorised; and
- exercise powers outside the ambit of their jurisdiction.
- The members must be consistent in their treatment of stakeholders and should not act in a way, which is unreasonable or discriminatory.
- In exercising their powers, they shall be procedurally and substantially fair.

Furthermore, the Council:

shall adhere to the Act and Code of Corporate Practices and Conduct as contained in the King III Report on Corporate Governance. Disclosure of compliance and areas of non-compliance to this Code should be disclosed in the Annual Report.

- in directing NHC shall exercise leadership, enterprise, integrity and judgement based on transparency, fairness, accountability and responsibility.
- is responsible for approving the strategic direction of NHC.
- is responsible for approving the budgets necessary for the implementation of the strategic direction.
- shall ensure that procedures are in place to monitor and evaluate the implementation of its corporate vision, strategies, policies, senior management performance criteria and business plans.
- is responsible for monitoring of business and operational performance.
- is responsible for monitoring the performance of senior executives and determining their rewards/remuneration.
- is ultimately responsible for ensuring that an adequate and effective process of corporate governance which includes the process of risk management is established and maintained. Reports in this regard shall be received and evaluated by the Council.
- is the guardian of the values and ethics of NHC.
- shall assume responsibility and accountability to stakeholders for NHC's compliance with ethics.
- ensures that at all times there is compliance with the letter and the spirit of the law, regulations, policies and relevant codes.
- shall record the facts and assumptions on which it relies to conclude that the business will be a going concern in the financial year ahead or why it will not, and in that case, the steps the Council is taking.
- will communicate with stakeholders and all other internal and external stakeholders openly and timeously throughout the year.
- shall on an annual basis undertake performance/effectiveness assessments of the individual Councillors, the Chairperson, the CEO and the Council and the Council Committees.
- is responsible for Council and key position succession planning.
- carries full fiduciary responsibility and owe a duty of care and skill to NHC in terms of the Act, the Public Finance Management Act (PFMA), Common Law and the Code of Ethics.
- shall adhere to the conflict of interest rules:
- Full disclosure of the nature of a Councillor's interest, whether directly or indirectly, on any matter before the Council is required.
- A Councillor may not vote nor be counted in the quorum on any matter in which he/she has an interest. Additionally, he/she may be recused from any meeting at the discretion of the Chairperson when such matters are discussed.
- A register of declarations of interest shall be kept.

- reserves specific powers to itself and delegates other duties. **The following apply:**
- The Council shall define levels of materiality, reserving specific powers to itself.
- While the Council retains full and effective control of the organisation it may delegate duties to Committees deemed appropriate and appointed by it or to individuals.
- Such delegated responsibility and the powers, limits and authorities attached thereto are approved by the Council.
- Items requiring specific approval by the Council are included in Annexure A.
- The Council shall appoint Committees as required in the opinion of the Council or as determined by the Act and the PFMA and shall set out their purpose:
- All Council Committees shall have charters with clearly agreed reporting procedures and scope of authority.
- The Council shall receive reports from Council Committees at each Council meeting.
- The NHC Council shall receive a report, at least annually, from the Audit and Risk Committee on internal control and on the going concern status.

The Council shall receive for review a regular report from the Audit and Risk Committee on the total process of risk management and the effectiveness thereof. This report shall include information in respect of:

- » the design, implementation and monitoring of the process of risk management;
- » confirmation that a systematic, documented assessment of the processes and outcomes surrounding key risks is undertaken;
- » NHC's risk profile;
- » compliance with legislation pertaining to risk and risk management.

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

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

- » Chairperson;
- » CEO
- » the Council as a whole;
- » individual Councillors;
- » Council Committees in terms of their charters.

Individual assessments and Council evaluation will be conducted annually.

GOVERNANCE

8.1 Access to information, records and employees

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

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

Access to use of external expertise if required

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

8.3 Councillor Induction and Development

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

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

REPORTING AND ACCOUNTABILITY

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

ACCESS TO THE COUNCIL

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

The Charter will be reviewed annually.

ANNEXURE A

Items requiring specific approval by the Council

Financial

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

Statutory and administrative

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

Human Resources

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

TECHNICAL INDICATOR DESCRIPTORS

Programme 1: Administration

1.1(a)

Indicator title	Dates by which compliance documents (APP, Quarterly Reports, AFS and Annual Report) are submitted to the DAC by the prescribed dates.
Short definition	Dates by which compliance documents (APP, Quarterly Reports, AFS and Annual Report) are submitted to the DAC by the prescribed dates.
Purpose/Importance	Tracks adherence to the deadlines for submission of compliance documents to the DAC.
Source/collection of data	Signed Receipts and e-mails of the MTSF, APP, Quarterly Reports, Annual Reports.
Method of calculation	Actual dates by which the compliance documents were submitted and proof of submission through e-mail and signed receipts for hard copies.
Data limitations	Timeous submission of compliance documents to the DAC.
Type of indicator	Outcomes.
Calculation type	Non – cumulative.
Reporting cycle	Quarterly and annually.
New indicator	No.
Desired performance	All compliance documents be submitted to DAC on or before deadlines.
Indicator responsibility	Executive Manager: Office of the CEO.

1.2 (a)

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

(b)

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

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

(c)

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

(d)

Indicator title	Level of implementation of the approved Stakeholder Management Plan.
Short definition	Level of implementation of the approved Stakeholder Management Plan.
Purpose/Importance	Tracks the efforts undertaken to ensure the effective interaction of the NHC with its stakeholders.
Source/collection of data	Stakeholder Management Report.
Method of calculation	Simple calculation of adverts produced per year.
Data limitations	Record keeping of adverts.
Type of indicator	Outcomes.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	New indicator.
Desired performance	Actual performance that is higher than targeted performance is desirable.
Indicator responsibility	Marketing Manager.

(e)

Indicator title	100% implementation of the approved Stakeholder Management Plan.
Short definition	100% implementation of the approved Stakeholder Management Plan.
Purpose/Importance	Tracks the efforts undertaken to ensure understanding of stakeholder needs towards effective stakeholder management.
Source/collection of data	Stakeholder Needs Analysis Report.
Method of calculation	Quality of the Stakeholder Needs Analysis Report.
Data limitations	Quality of the Stakeholder Needs Analysis Report.
Type of indicator	Outputs.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	New indicator.
Desired performance	Targeted performance is desirable.
Indicator responsibility	Marketing Manager.

1.3 (a)

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

(b)

Indicator title	Level of staff retained in funded positions.
Short definition	Number of staff retained in funded positions in the NHC Organisational structure.
Purpose/Importance	Tracks the attrition rate within the NHC.
Source/collection of data	Annual Staff Complement listing.

Method of calculation	Number of filled positions counted against the total number of positions in the approved organisational structure.
Data limitations	Dependent on the accuracy of staff complement listings.
Type of indicator	Outcomes.
Calculation type	Cumulative.
Reporting cycle	Annually.
New indicator	The indicator is not new but calculation was changed from Number of staff retained in key management positions (MEXCO) to Level of staff retained in funded positions.
Desired performance	Retention of all staff.
Indicator responsibility	Human Resources Manager.

(c)

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

1.4 (a)

Indicator title	Audit Opinion (Unqualified)/(Clean)
Short definition	Audit Opinion (Unqualified)/(Clean)
Purpose/Importance	To track and demonstrate NHC's achievement of good governance and administration as per legislative and regulatory prescripts.
Source/collection of data	2016/17 Auditor General's Report.
Method of calculation	The opinion is expressed by the AG on the NHC 2016/17 Annual Report and Annual Financial Statements.
Data limitations	The opinion of the AG is expressed independently with no influence of the NHC.
Type of indicator	Outcomes.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	Continues without change from the previous year.
Desired performance	Achievement of a clean audit opinion outcome is desirable.
Indicator responsibility	CFO.

1.5 (a)

Indicator title	Level of IT Client satisfaction survey rating achieved (%).
Short definition	Level of IT Client satisfaction survey rating achieved (%).
Purpose/Importance	Intended to show the satisfaction of NHC IT users with regards to the IT services provided.
Source/collection of data	Survey Report.
Method of calculation	The results from the survey are compiled into a report to give a total average satisfaction rate in the entire organisation.
Data limitations	Accuracy of the Survey Report.
Type of indicator	Outcomes.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	New.
Desired performance	Exceeding targeted performance of 70% is desirable.
Indicator responsibility	CFO.

(b)

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

(c)

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

Programme 2: Heritage Management

2.1 (a)

Indicator title	Number of exchange programmes participated in per annum.
Short definition	Number of exchange programmes with different institutions/organisations the NHC participates in per annum within and outside South Africa. Exchange programmes may not only refer to exchange visits but may also mean exchange of ideas which accommodates a South African travelling to another country or foreign citizens visiting South Africa without a South African going out of the country.
Purpose/Importance	Tracks the number of exchange programmes that the NHC contributes to and participates in (plays a role in and is involved in) as part of its mandate.
Source/collection of data	Correspondence, Reports, plans and agreements on exchange programmes.
Method of calculation	Total number of exchange programmes participated in during the financial year.
Data limitations	None
Type of indicator	Outcomes.
Calculation type	Cumulative.
Reporting cycle	Annually.
New indicator	New indicator.
Desired performance	Actual performance that is higher than the targeted 2 exchange programmes is desirable.
Indicator responsibility	Heritage Manager.

(b)

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

(c)

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

(d)

Indicator title	Number of nation building initiatives implemented and funded.
Short definition	Tracks the number of nation building initiatives implemented and funded e.g. lectures, conferences and other nation building activities.
Purpose/Importance	Tracks the extent of the support offered by the NHC in nation building and social cohesion.
Source/collection of data	Correspondence with different partners and organisers of nation building initiatives.
Method of calculation	Number of nation building initiatives supported financially or non – financially i.e. through attendance lectures, conferences and other nation building activities etc. and/or provision of information or coordination or attendance of preparatory meetings, writing of letters of support, referrals etc.
Data limitations	Limited resources to respond to all requests for support.
Type of indicator	Impact.
Calculation type	Cumulative.
Reporting cycle	Annually.
New indicator	Continues without change from the previous year
Desired performance	Actual performance that is higher than 3 nation building initiatives is desirable.
Indicator responsibility	Heritage Manager.

2.2 (a)

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

(b)

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

(c)

Indicator title	Number of heritage education initiatives supported.
Short definition	Heritage outreach programme and other initiatives to empower the youth.
Purpose/Importance	Tracks the number of heritage outreach, education and skills initiatives implemented and supported by the NHC.
Source/collection of data	Reports and project documentation.
Method of calculation	Simple calculation of the number of heritage education & skills development initiatives by the NHC and/or other parties supported financially or non-financially through attendance and/or provision of information or coordination or attendance of preparatory meetings, writing of letters of support, referrals etc.
Data limitations	Limited resources to respond to all requests for support.
Type of indicator	Impact.
Calculation type	Cumulative.
Reporting cycle	Annually.
New indicator	Continues without change from the previous year.
Desired performance	Actual performance that is higher than 1 heritage education initiative supported is desirable.
Indicator responsibility	Heritage Manager.

2.3 (a)

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

(b)

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

2.4 (a)

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

(b)

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

(c)

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

(d)

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

(e)

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

(Footnotes)

1 Finance, Supply Chain Management, Information Communication Technology and Human Resources Management

RP21/2017

ISBN: 978-0-621-45137-5

T: +27 12 348-1663, F: +27 12 348-2833, E: nhc@nhc.org.za,

P. O Box 74097, Lynnwood Ridge, South Africa, 0040

Domus Building, Office no. 016, 57 Kasteel Road, Lynnwood Glen, South Africa, 0081

www.nhc.org.za