

# ANNUAL PERFORMANCE PLAN 2019-2020

“Celebrating 15 years of  
heritage in the 25 years  
of democracy”



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

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The **National Heritage Council of South Africa** is a statutory body that is responsible for the preservation of the country's heritage. Since its existence it has managed to place heritage as a priority for nation building and national identity

A **schedule 3A** public entity that came into existence through an amendment of the **Cultural Laws Second Amendment Act 69 of 2001**, The **National Heritage Council of South Africa** was officially constituted through the **National Heritage Council Act 11 of 1999**, which was assented to on **14 April 1999** and officially proclaimed on **26 February 2004**.



## TABLE OF CONTENTS

1.	CEO's Overview .....	10
2.	Updated Situational Analysis.....	12
2.1.	Performance delivery environment.....	12
2.2.	Organisational environment.....	12
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
<b>Part B: Programme and sub programme plans</b> .....		<b>15</b>
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 2018/19.....	18
6. 3.	Programme 1: Strategic Goals, Objectives, Indicators and Annual Targets .....	20
6. 4.	Programme 1: Quarterly Targets for 2018/19 .....	22
7.	Programme 2: Heritage Promotion.....	24
7. 1.	Programme 2: Strategic objectives and annual targets.....	24
7. 2.	Programme 2: Performance indicators and annual targets.....	26
7. 3.	Programme 2: Strategic Goals, Objectives, Indicators and Annual Targets .....	28
7.4.	Programme 2: Quarterly targets for 2018/19.....	30
8.	NHC ORGANISATIONAL STRUCTURE.....	33
<b>Part C: Links to other plans</b> .....		<b>36</b>
9.	Links to the long-term infrastructure and other capital plans .....	36
10.	Conditional grants .....	36
11.	Public entities .....	36
12.	Public-private partnerships.....	36
<b>13. ANNEXURES</b> .....		<b>36</b>
A.	MATERIALITY AND SIGNIFICANT FRAMEWORK.....	37
B.	RISK MANAGEMENT PLAN.....	39
C.	AUDIT IMPROVEMENT PLAN .....	39
D.	COUNCIL CHARTER.....	41
E.	TECHNICAL INDICATOR DESCRIPTORS.....	50



## FOREWORD

Heritage is about preserving the best aspects of our past and learning from previous mistakes to heal the divisions of the past by transforming the sector by promoting previously neglected and marginalised heritage like indigenous languages.

-Dr TJ Mbuli  
CHAIRPERSON OF COUNCIL

The work of the NHC is about developing a strong sense of national pride and constructing a national identity within the diverse population of South Africa. Our national identity comes from the sense of belonging to our country, being proud of its history, cultures, languages, landscapes and traditions.

However, being proud to be a South African does not mean looking down on or discriminating others. In this regard the NHC takes a firm stand against xenophobia, racism, sexism and other discriminatory practices.

The Constitution enjoins us all to ***“Heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights; Lay the foundations for a democratic and open society...”***

“Unity in diversity will be fostered by a shared commitment to constitutional values. The values entrenched in the Constitution and its Preamble and further expanded upon in the Bill of Responsibilities are part of children’s education and should also be promoted amongst adult South Africans” (NDP, 2012). The shared commitment to constitutional values will contribute to a more cohesive society that cuts across the divisions of race, gender and class.

Nation building and social cohesion enable unity of purpose, which is necessary to overcome the obstacles preventing prosperity and equity.

Heritage is a vast and intricate sector which touches every soul in many different ways. This therefore makes the work of the NHC and the sector as a whole quite significant in ensuring that the NHC and its work are truly representative of the aspirations of the people.

Heritage is about preserving the best aspects of our past and learning from previous mistakes to heal the divisions of the past by transforming the sector by promoting previously neglected and marginalised heritage like indigenous languages.

In this regard the NHC fully supports the resolution adopted by the United Nations General Assembly on 19 December 2016, where the year 2019 was proclaimed as the International Year of Indigenous Languages. In this regard the NHC will pursue programmes and projects in support of the aim of the resolution which is to “draw attention to the critical loss of indigenous languages and the urgent need to preserve, revitalize and promote indigenous languages and to take further urgent steps at the national and international levels.”

The year 2019 is significant as it coincides with several major milestones in our heritage calendar, the first being the 25th anniversary of our democracy; the 15th anniversary of the establishment of the NHC; the 40th anniversary of the hanging of Solomon Mahlangu and the 140th anniversary of the Battle of Isandlwana.

All these anniversaries are reminders of the past and should serve as an inspiration to the work of the NHC in preserving heritage for present and future generations.

The NHC draws inspiration and guidance from the Revised White Paper on Arts, Culture and Heritage which states that "Given that every society is a social, political, economic and cultural construct that maintains and renews itself by drawing on its creative and innovative store of cultural and heritage resources, the remaking of South Africa into a just and inclusive society cannot be accomplished without drawing on the creative, cultural and heritage resources of all our people" (DAC, 2017)

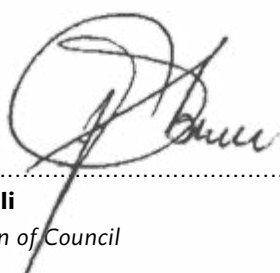
The NHC's work in the 2019/20 financial will contribute in harnessing the arts, culture and heritage for creative expression, education and training, job creation and the eradication of poverty through collaboration with the three tiers of government and related departments, the private sector and community based organisations, as well as the international community.

In 2019/20 the NHC will focus on the establishment and strengthening of Provincial Heritage Committees to ensure coordination of heritage work and synergising efforts by role players.

Further contributing to the regional and continental roads to freedom programme in the African Liber.

There needs to be a thorough examination on the utilisation of the Heritage Impact Assessment fees collected to ensure they are directed towards preservation and promotion of heritage.

The NHC prides itself on delivering top-quality services and resources to our stakeholders as well as the general public.



.....  
**Dr TJ Mbuli**

*Chairperson of Council*

## OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

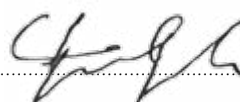
Was developed by the management of the National Heritage Council under the guidance of the Department of Arts and Culture;

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 2019/20.

MR. T. YAKO  
*Official responsible for planning*

Signature:.....




MR. UZWELITHINI MATHEBULA  
*Chief Financial Officer*

Signature:.....



ADV. SONWABILE MANCOTYWA  
*Chief Executive Officer*

Signature:.....



DR THULANI JOHN MBULI  
*Council Chairperson*

Signature.....



## LIST OF ABBREVIATIONS

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

## VISION

A nation proud of its African heritage.

## MISSION

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

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

## CORE VALUES

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

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

## PART A: STRATEGIC OVERVIEW

“The protection and promotion of the nation’s heritage is an enormous task requiring much more investment than currently is the case.”

- Adv. Sonwabile Mancotywa

### 1. CEO’s Overview

It gives me great pleasure to present the 2019/20 Annual Performance Plan to our stakeholders and the nation at large.

The plan was developed under the guidance of the Council taking into consideration the legislative mandate of the National Heritage Council and strategic imperatives and priorities outlined in the National Development Plan (NDP), the Medium Term Strategic Framework (MTSF) and the Ministerial priorities. This APP is the last for the current MTSF with a new MTSF set to come into place after the general elections to be held on 08 May 2019.

The prevailing socio economic conditions entrenched race, class, gender divisions continue to pose challenges against social cohesion and nation building. This enjoins us to accelerate the transformation of the arts, culture and heritage sectors and related institutions in order to effectively contribute to building an inclusive, creative, caring, cohesive and prosperous society in which the diverse creative and cultural practices, heritage and knowledge traditions and rights of all in South Africa are preserved and may flourish and prosper.

The NHC has geared itself to ensure sustained high performance and impact of our programmes and projects.

While the resource base is severely constrained due to the prevailing negative economic conditions the NHC will strive to ensure that service delivery is not compromised and thus continue to inculcate a culture of innovation and strengthening of collaborations and partnerships to achieve our goals and objectives.

The protection and promotion of the nation’s heritage is an enormous task requiring much more investment than currently is the case. The call for increased investment in heritage is about optimising the dynamic advantages of heritage and its potential role in sustainable socio economic development.

In the past year extensive work was done on the Nomination Dossier for the Nelson Mandela Human Rights and it will be submitted to UNESCO by September 2019.

The organisational repositioning is complete with the last phase of migration of NHC staff to the new organisational structure completed and critical vacancies were filled. In 2019/20 the identified skills gaps will be closed through skills development and training to ensure the NHC retains high calibre staff who are able to deliver on its mandate and goals.

As the Fourth Industrial Revolution gathers momentum organisations and decision-makers from both the public and private sectors are confronted with a new set of uncertainties regarding the future. Among others it offers both opportunities and risks.

Therefore the NHC, as part of its agenda setting and knowledge production goals will commence engagements in the sector on how the sector could position itself to adapt to the implications and take advantage of the opportunities offered by the Fourth Industrial Revolution.

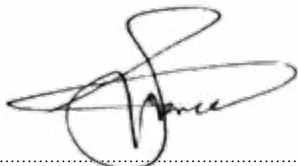
Furthermore, the NHC is mindful that the Arts, Culture and Heritage sector forms part of the bigger goals of government programmes including those such as the National Development Plan and the Mzansi Golden Economy and therefore its programmes must contribute in addressing some of the urgent challenges of unemployment, poverty and inequality; this is precisely because social cohesion and nation building are not possible in an unequal and poverty stricken nation.

In 2019/20 the NHC will engage closely with role players on the issue of repatriation and healing in the aftermath of the conflict during the struggle against apartheid. This will be part of efforts to help families of those who lost their lives under torture in detention to find closure

The strategic success of the NHC also hinges on the continued engagement of all stakeholders for partnerships and collaboration given the severe resource constraints faced not only by the NHC but the sector and the public sector as a whole.

The NHC is underfunded, partly because there has been no quantification of the contribution of heritage in the economy. Work is commencing in this regard by engaging StatsSA to design a tool to measure the contribution of heritage to the economy, the outcome of which will be part of the discussion on the proposed heritage levy to fund the preservation, development and promotion of our heritage resources.

The NHC will also extend its footprint in the continent through a partnership with the Seychelles Heritage Foundation as part of the South Africa-Seychelles General Cooperation Agreement. Areas of common interest have been identified and a Joint Action Plan will be implemented.



**ADV. SONWABILE MANCOTYWA**  
*Chief Executive Officer*

## 2. Updated Situational Analysis

### 2.1 Performance delivery environment

The rollout of the PMO presents opportunities for investment and development of RLHR sites which will contribute to job creation and poverty alleviation in the communities around the sites, and the education of the communities about liberation as well as national heritage.

Conclusion of the ongoing Policy Review would give certainty and 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 thus present an opportunity for further growth of the organisation or a change of its mandate.

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 recognises that it 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 exclusion of public entities like the NHC from qualifying for funding by the NLDTF continues to present a challenge given the limited funding received from the government grant and the disproportionately high demand for funding and support from the heritage sector and public at large.

### 2.2 Organisational environment

The migration to the new organisational structure has been completed in 2019/20 in order to align and respond to the Repositioning Agenda led by the Council.

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

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

ISSUE	SWOT	PESTEL
Digital developments to reach wider audiences	O	T
Management of Intellectual Property	O/T	P/L
Policy review – will clarify mandate and role of the NHC	S/O	P
Policy review taking too long to complete	T	P/L
Policy Review to increase coherence of the sector	O	P/L
Possible amalgamation is creating anxiety	T	P/L
Target audience is increasingly on the youth side – but we are not geared technologically to reach this audience	W	T
Started a technological base we can build on for future work	S	T
Have not yet appropriately responded to the challenge of unemployment in the country	W	S/P
Employment creation opportunities in heritage and tourism	O	E
Heritage potential for economic development	O	S
Heritage seen as an underperforming sector	T	P/S
Greater economic relevance of sector	O	E
Heritage not seen as a contributor to repairing historical fault lines	T	P
Heritage is a contested space	O/T	S/P
Global resurgence of racism and ethnocentrism	T	P/S
Nation building agenda unclear	W/T	P/S

ISSUE	SWOT	PESTEL
No figures to measure social cohesion	O	P/S/L
Local youth exchange programmes	O	S
Compliance orientation and easy targets	W	L
Bias towards political heritage	W	P/S
"Heritage Fridays" to increase staff awareness	O	P/S/L
Involvement in too many different programmes & projects	W	L
Insufficient follow ups on good suggestions made	W	L
Going beyond good audit results to improving higher impact	O	P/L
Affirming everything African	O	P/S
Becoming a visible learning organization	O	T
Shrinking fiscus	T	E/P
Budget limitations mean that NHC is not visible in small communities	W	P/E

In the 2019/20 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.

### 3. Policy and legislative Review

The DAC initiated a review of the White Paper on Arts and Culture in 2013. The process is still in progress and there are no envisaged legislative and/or mandate changes in the 2019/20 financial year pending the finalisation of the Policy Review.

The NHC plans to make submissions to the DAC for consideration of legislative review of the NHC Act subject to the progress and outcomes of the Policy Review.

### 4. OVERVIEW OF 2019 - 2022 BUDGET AND MTEF ESTIMATES

Programmes	Audited Outcome	Audited Outcome	Audited Outcome	Approved budget	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term estimate			Average growth rate (%)	Expenditure/total: Average (%)
	2015/16 R`000	2016/17 R`000	2017/18 R`000	2018/19 R`000	2015/16-2018/19		2019/20 R`000	2020/21 R`000	2021/22 R`000	2018/19 - 2021/22	
<b>Programme 1:</b> Administration	33,860	31,762	40,170	34,146	0.3%	52.1%	34,672	36,524	38,532	4.1%	48.6%
<b>Programme 2:</b> Business Development	28,352	31,888	32,385	36,009	8.3%	47.9%	36,586	38,655	40,782	4.2%	51.4%
<b>Total expense</b>	<b>62,212</b>	<b>63,650</b>	<b>72,555</b>	<b>70,155</b>	<b>4.1%</b>	<b>100.0%</b>	<b>71,258</b>	<b>75,179</b>	<b>79,314</b>	<b>4.2%</b>	<b>100.0%</b>

#### 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.



## **PART B: PROGRAMME AND SUB PROGRAMME PLANS**

## PART B: PROGRAMME AND SUB PROGRAMME PLANS

### 5. Programme Summary

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

### 6. Programme 1: Administration

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

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

### 6.1 Programme 1: Strategic objectives and annual targets

Strategic Objective	Baseline		Expected Performance Levels	Annual Targets	Medium-term targets (MTEF)		Responsible Unit
	2016-17	2017-18			2020-21	2021-22	
1.1 Provide Strategic Management Services	Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved	Strategic Management
1.2 Promote the NHC and its programmes	a. 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).	1 heritage publication produced.	1 heritage publication produced.	1 heritage publication produced.	Communications & Stakeholder Management
	b. 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
b. 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	10 multimedia awareness campaigns conducted about key NHC projects	Communications & Stakeholder Management

Strategic Objective	Baseline				Expected Performance Levels	Annual Targets	Medium-term targets (MTEF)		Responsible Unit
	2016-17	2017-18	2018-19	2019-20			2020-21	2021-22	
1.3 Development of a highly capable organisational personnel	a.	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.	80% staff retention of staff in funded posts	85% staff retention of staff in funded posts	85% staff retention of staff in funded posts	90% staff retention of staff in funded posts	95% staff retention of staff in funded posts	95% staff retention of staff in funded posts	95% staff retention of staff in funded posts	Corporate Services
	c.	2 initiatives to promote employee wellness implemented	3 initiatives to promote employee wellness implemented	4 initiatives to promote employee wellness implemented	4 programmes to promote employee wellness implemented	4 programmes to promote employee wellness implemented	4 programmes to promote employee wellness implemented	4 programmes to promote employee wellness implemented	Corporate Services
1.4 Financial and procurement support provided	a.	Unqualified Audit Outcome achieved	Unqualified Audit Outcome achieved	Unqualified Audit outcome achieved	Unqualified Audit outcome achieved	Unqualified Audit outcome achieved	Unqualified Audit outcome achieved	Unqualified Audit outcome achieved	Corporate Services
1.5 Provide ICT support	a.	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%)	Corporate Services
	b.	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.	Disaster Recovery & Business Continuity reviewed and tested.	Disaster Recovery & Business Continuity approved and tested.	Disaster Recovery & Business Continuity approved and tested.	Disaster Recovery & Business Continuity approved and tested.	Disaster Recovery & Business Continuity approved and tested.	Disaster Recovery & Business Continuity approved and tested.	Disaster Recovery & Business Continuity approved and tested.	Corporate Services

### 6.2 Programme 1: Performance indicators and annual targets for 2019/20

Strategic Objective	Indicator	3 Year Target	Baseline		Expected Performance Levels	Annual Targets	Medium-term targets (MTEF)	
			2016-17	2017-18			2020-21	2021-22
1.1 Strategic Management Services provided.	Dates by which compliance documents (APP, Quarterly Reports and Annual Report) are submitted to the Executive Authority	Organisation wide adherence to compliance dates achieved.	Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved	2018-19 Organisation wide adherence to compliance dates achieved	2019-20 Organisation wide adherence to compliance dates achieved	2020-21 Organisation wide adherence to compliance dates achieved	2021-22 Organisation wide adherence to compliance dates achieved
1.2 Promote the NHC and its programmes.	a. Number of heritage publications produced.	6x issues of Heritage Magazine published.	2x Heritage Magazine and 1x Heritage information booklet published.	Heritage Magazine produced (2x issues of 5000 copies each).	Heritage Magazine produced (2x issues of 5000 copies each).	1 heritage publication produced.	1 heritage publication produced.	1 heritage publication produced.
		36x Media engagements conducted (media coordination for projects e.g. briefings).	12x Media engagements conducted (media coordination for projects e.g. briefings).	12x planned Media engagements conducted (media coordination for projects e.g. briefings).	12x planned Media engagements conducted (media coordination for projects e.g. briefings).	12x planned Media engagements conducted (media coordination for projects e.g. briefings).	12x planned Media engagements conducted (media coordination for projects e.g. briefings).	12x planned Media engagements conducted (media coordination for projects e.g. briefings).
	c. Number of multi-media campaigns conducted about key NHC projects.	30 multimedia awareness campaigns conducted about NHC key projects.	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures.	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.

Strategic Objective	Indicator	3 Year Target	Baseline		Expected Performance Levels	Annual Targets	Medium-term targets (MTEF)	
			2016-17	2017-18			2019-20	2020-21
1.3 Recruitment & retention of a highly capable organisational personnel.	a. Level of implementation of the Approved Annual Training Plan in critical skills.	80% implementation of the approved Annual Training Plan in critical skills.	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.
	b. Number of staff retained in funded positions.	95% staff retention in funded posts.	80% staff retention of staff in funded posts.	85% staff retention of staff in funded posts.	90% staff retention of staff in funded posts.	90% staff retention of staff in funded posts.	95% staff retention of staff in funded posts.	95% staff retention of staff in funded posts.
	c. Number of programmes to promote employee wellness.	12 programmes 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 programmes to promote employee wellness implemented.	4 programmes to promote employee wellness implemented.	4 programmes to promote employee wellness implemented.
1.4 Sound financial management provided	a. Audit opinion achieved (Unqualified).	Clean Audit Opinion Outcome.	Unqualified Audit Opinion Outcome.	Unqualified Audit outcome achieved.	Unqualified Audit outcome achieved.	Unqualified Audit outcome achieved.	Unqualified Audit outcome achieved.	Unqualified Audit outcome achieved.
1.5 ICT support provided	a. Level of IT client satisfaction survey rating achieved (%).	IT client satisfaction survey rating achieved (85%).	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%).
	b. Level of Local Area Network availability (%).	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%).
	c. Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan reviewed, approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.

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

Strategic Outcome Oriented Goals	No.		Strategic Objective	Indicator	Medium-term targets		
					2019-20	2020-21	2021-22
An effective, efficient and sustainable institution.	1.1	a.	Strategic Management Services provided.	Dates by which compliance documents (APP, Quarterly Reports and Annual Report) are submitted to the Executive Authority.	Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved	Organisation wide adherence to compliance dates achieved
An effective, efficient and sustainable institution.	1.2	a.	Promote the NHC and its programmes.	Number of heritage publications produced.	1 heritage publication produced.	1 heritage publication produced.	1 heritage publication produced.
		b.		Number of planned media engagements conducted.	12x planned Media engagements conducted (media coordination for projects e.g. briefings).	12x planned Media engagements conducted (media coordination for projects e.g. briefings).	12x planned Media engagements conducted (media coordination for projects e.g. briefings).
		c.		Number of multi-media campaigns conducted about key NHC projects	10 multimedia awareness campaigns conducted about key NHC projects	10 multimedia awareness campaigns conducted about key NHC projects.	10 multimedia awareness campaigns conducted about key NHC projects.
An effective, efficient and sustainable institution.	1.3	a.	Recruitment & retention of a highly capable organisational personnel.	Level of implementation of the Approved Annual Training Plan in critical skills.	80% implementation of the approved Annual Training Plan on critical skills.	80% implementation of the approved Annual Training Plan on critical skills.	80% implementation of the approved Annual Training Plan on critical skills.
		b.		Number of staff retained in funded positions.	90% staff retention of staff in funded posts.	95% staff retention of staff in funded posts.	95% staff retention of staff in funded posts.
		c.		Number of programmes to promote employee wellness.	4 programmes to promote employee wellness implemented.	4 programmes to promote employee wellness implemented.	4 programmes to promote employee wellness implemented.
An effective, efficient and sustainable institution.	1.4	a.	Sound financial management provided	Audit opinion achieved.	Unqualified Audit outcome achieved.	Unqualified Audit outcome achieved	Unqualified Audit outcome achieved

Strategic Outcome Oriented Goals	No.		Strategic Objective	Indicator 2019-20	Medium-term targets		
					2020-21	2021-22	
An effective, efficient and sustainable institution.	1.5	a.	ICT support provided.	IT client satisfaction survey rating achieved (%).	IT client satisfaction survey rating achieved (80%).	IT client satisfaction survey rating achieved (85%).	IT client satisfaction survey rating achieved (85%).
		b.		Local Area Network availability (%).	Local Area Network availability (95%).	Local Area Network availability (95%).	Local Area Network availability (95%).
		c.		Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.	Disaster Recovery & Business Continuity Plan approved and tested.

#### 6.4 Programme 1: Quarterly Targets for 2019/20

Indicator	Annual Targets	Reporting Frequency	Quarterly Targets				Means of verification
			Q1	Q2	Q3	Q4	
1.1	<p><b>2019-20</b></p> <p>Organisation wide adherence to compliance dates achieved</p>	Quarterly	<p>Q1 Report and 2018/19 Annual Report submitted to the Executive Authority.</p>	<p>Q2 Report submitted to the Executive Authority.</p>	<p>Q3 Report and 2020/21 APP submitted Authority.</p>	Signed receipts and e-mails.	
1.2	<p>1 heritage publication produced</p>	Bi-annually	No target set.	1 heritage publication produced	Heritage publication distributed	Copy of hard & soft copy.	
1.3	<p>a. Dates by which compliance documents (APP, Quarterly Reports and Annual Report) are submitted to the Executive Authority.</p> <p>b. Number of planned media engagements conducted.</p> <p>c. Number of multi-media campaigns conducted about key NHC projects.</p>	Quarterly	<p>3x planned media engagements conducted.</p>	<p>4x planned media engagements conducted.</p>	<p>3x planned media engagements conducted.</p>	<p>2x planned media engagements completed</p> <p>Media Reports.</p>	
	<p>a. Level of implementation of the Approved Annual Training Plan in critical skills.</p> <p>b. Level of staff retained in funded positions.</p> <p>c. Number of programmes to promote employee wellness.</p>	Quarterly	No target set	No target set.	No target set.	<p>2x multimedia awareness campaigns conducted.</p> <p>2x multimedia awareness campaigns conducted.</p> <p>2x multimedia awareness campaigns conducted.</p> <p>80% implementation of the approved Annual Training Plan on critical skills.</p> <p>90% staff retention in funded posts.</p> <p>4 programmes to promote employee wellness implemented.</p>	<p>Multimedia management report.</p> <p>Approved Annual Training Plan on critical skills, Quarterly Training Reports and Certificates/Attendance Registers.</p> <p>Quarterly Staff Complement Listing.</p> <p>Employee Wellness Report.</p>

	Indicator	Annual Targets	Reporting Frequency	Quarterly Targets				Means of verification
				Q1	Q2	Q3	Q4	
1.4	a. Unqualified audit opinion achieved.	2019-20 Unqualified audit opinion achieved.	Annually	No target set	Unqualified audit opinion achieved	No target set	No target set	Auditor General's Report
1.5	a. IT Client Satisfaction Survey rating achieved (%)	IT client satisfaction survey rating achieved (80%)	Annually	No target set	No target set	No target set	IT client satisfaction survey 80% rating achieved	IT Client Satisfaction Survey Report
	b. Level of Local Area Network availability (%)	Local Area Network availability (95%)	Quarterly	95% network availability achieved	95% network availability achieved	95% network availability achieved	95% network availability achieved	IT Monthly Reports
	c. Disaster Recovery & Business Continuity Plan approved and tested	Disaster Recovery & Business Continuity Plan approved and tested	Quarterly	No target set	No target set	Disaster Recovery & Business Continuity Plan approved	Disaster Recovery & Business Continuity Plan tested	Approved Disaster Recovery & Business Continuity Plan and Test Report

## 7. Programme 2: Heritage Promotion

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

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

### 7.1. Programme 2: Strategic objectives and annual targets

	Strategic Objective	Baseline		Expected Performance Levels	Annual Targets	Medium-term targets (MTEF)		Responsible Unit	
		2016-17	2017-18	2018-19	2019-20	2020-21	2021-22		
2.1	To intensify the promotion of living heritage through collaborations and stakeholder engagements nationally and internationally.	a.	1 exchange programme participated in per year.	1 exchange programme participated in per year.	1 exchange programme participated in per year.	1 exchange programme implemented per annum.	2 exchange programmes implemented per annum.	2 exchange programmes implemented per annum.	Living Heritage
		b.	1 world heritage project that the NHC participates in annually.	1 international multilateral engagement annually.	1 international multilateral engagement annually.	1 international multilateral engagement per annum.	2 international multilateral engagements per annum	2 international multilateral engagements per annum	RLHR
		c.	1 cultural expression hosted and supported.	3 Cultural Expressions supported	3 Cultural Expressions supported	3 Cultural Expressions implemented	3 Cultural Expressions implemented	3 Cultural Expressions implemented	Living Heritage
		d.	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
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.	1 publication produced per year.	1 publication produced per year.	1 publication produced per year.	1 publication produced per annum	1 publication produced per year.	1 publication produced per year.	RLHR
		b.	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.	Living Heritage
		c.	2 journal articles contributed per annum.	2 journal articles contributed per annum.	2 journal articles contributed per annum.	2 journal articles contributed per annum.	2 journal articles contributed per annum.	2 journal articles contributed per annum.	Living Heritage
		d.	1 heritage education initiative supported	1 heritage education initiative supported	1 heritage education initiative supported	1 heritage education initiative implemented	1 heritage education initiative implemented	1 heritage education initiative implemented	Living Heritage

	Strategic Objective	Baseline		Expected Performance Levels	Annual Targets	Medium-term targets (MTEF)		Responsible Unit	
		2016-17	2017-18	2018-19	2019-20	2020-21	2021-22		
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.	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.	30 community heritage projects supported and funded.	Heritage Development
		b.	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% additional funds raised outside the DAC grant.	Heritage Development
2.4	To coordinate the management of the Resistance Liberation Heritage Route, the African Liberation. Heritage Programme and national input in the world heritage agenda by promoting the influence of the South African heritage globally.	a.	2 commemorative events supported.	2 Commemorative events supported.	2 Commemorative events supported.	3 Commemorative projects implemented/ supported.	3 Commemorative projects implemented/ supported.	3 Commemorative projects implemented/ supported.	RLHR
		b.	2 repatriations supported.	3 repatriations supported.	3 repatriations supported.	3 repatriations supported.	4 repatriations supported.	4 repatriations supported.	RLHR
		c.	4 presentations made to different stakeholders.	5 presentations made to different stakeholders.	5 presentations made to different stakeholders.	5 presentations on RLHR made to different stakeholders.	5 presentations on RLHR made to different stakeholders.	5 presentations on RLHR made to different stakeholders.	RLHR
		d.	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.	2 submissions on the African Liberation Heritage Programme.	RLHR
		e.	Production of Dossier	1 milestone achieved	1 milestone achieved	1 milestone achieved (Submission of final amplified Nomination Dossier to DAC)	1 milestone achieved	1 milestone achieved	RLHR

## 7.2. Programme 2: Programme performance indicators and annual targets

Strategic Objective	Indicator	3 Year Target 2016-17	Baseline		Expected Performance Levels	Annual Targets	Medium-term targets (MTEF)	
			2017-18	2018-19			2020-21	2021-22
2.1 To intensify the promotion of the living heritage through collaborations and stakeholder engagements nationally and globally.	a. Number of exchange programmes participated in per annum.	6 exchange programmes participated in.	1 exchange programme participated in per year.	1 exchange programme participated in per year.	1 exchange programme participated in per year.	1 exchange programme implemented in per annum.	2 exchange programmes implemented per annum.	2 exchange programmes implemented per annum.
	b. Number of international multilateral engagements per annum.	7 international multilateral engagements.	1 world heritage project that the NHC participates in annually.	1 international multilateral engagement annually.	1 international multilateral engagement annually.	1 international multilateral engagement annually.	2 international multilateral engagements annually.	2 international multilateral engagements annually.
	c. Number of community based cultural expressions implemented	9 cultural expressions hosted and supported.	1 cultural expression hosted and supported.	3 Cultural Expressions supported.	3 Cultural Expressions supported.	3 Cultural Expressions implemented	3 Cultural Expressions implemented	3 Cultural Expressions implemented
	d. Number of 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.
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.	3 publications produced.	1 publication produced per year.	1 publication produced per year.	1 publication produced per year.	1 publication produced per year.	1 publication produced per year.	1 publication produced per year.
	b. Number of policy position papers produced per year.	6 Position Papers produced.	2 Position Papers produced per year.	2 Position Papers produced per year.	2 Position Papers produced per year.	2 Position Papers produced per year.	2 Position Papers produced per year.	2 Position Papers produced per year.
	c. Number of heritage journal articles contributed per annum.	6 journal articles contributed.	31-Mar-16.	2 journal articles contributed.	2 journal articles contributed.	2 journal articles contributed.	2 journal articles contributed.	2 journal articles contributed.
	d. Number of heritage education initiatives supported	3 heritage education initiative supported	1 heritage education initiative supported	1 heritage education initiative 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 2016-17	Baseline		Expected Performance Levels	Annual Targets	Medium-term targets (MTEF)	
			2017-18	2018-19			2020-21	2021-22
2.3 To build a network of strategic partnerships to strengthen and integrate heritage development by extending the influence of the NHC and leveraging the resources through partnerships to the NHC.	a. Number of community heritage projects supported and funded.	80 community heritage projects supported and funded.	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.	30 community heritage projects supported and funded.
	b. Level of funds raised outside the DAC Grant.	2% additional funds raised outside the DAC grant.	2% additional funds raised outside the DAC grant.	2% additional funds raised outside the DAC grant.	2% additional funds raised outside the DAC grant.	2% additional funds raised outside the DAC grant.	2% additional funds raised outside the DAC grant.	2% additional funds raised outside the DAC grant.
2.4 To coordinate the management of the Liberation Heritage Route, the African Liberation Heritage Programme and national input in the world heritage agenda by promoting the influence of the South African heritage globally.	a. Number of commemorative events supported.	2 commemorative events supported.	2 commemorative events supported.	2 commemorative events supported.	2 commemorative events supported.	3 commemorative events supported.	3 commemorative events supported.	3 commemorative events supported.
	b. Number of repatriations supported	11 repatriations supported	2 repatriations supported	3 repatriations supported	3 repatriations supported	3 repatriations supported	4 repatriations supported	4 repatriations supported
	c. Number of presentations made to different stakeholders	15 presentations made to different stakeholders.	4 presentations made to different stakeholders.	5 presentations made to different stakeholders.	5 presentations on RLHR made to different stakeholders.	5 presentations on RLHR made to different stakeholders.	5 presentations on RLHR made to different stakeholders.	5 presentations on RLHR made to different stakeholders.
	d. Number of submissions on the African Liberation Heritage Programme	6 submissions on the African Liberation Heritage Programme	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	2 submissions on the African Liberation Heritage Programme
	e. Number of milestones achieved in the World Heritage Listing Programme	3 milestones achieved	Production of Dossier	1 milestone achieved	1 milestone achieved	1 milestone achieved	1 milestone achieved	1 milestone achieved

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

Strategic Outcome Oriented Goals	No.	Strategic Objective	Indicator	Medium-term targets			
				2019-20	2020-21	2021-22	
An internationally recognised heritage organisation on the African Continent.	2.1	a.	To intensify the promotion of the living heritage through	Number of exchange programmes implemented per annum	1 exchange programme implemented per annum	1 exchange programme implemented per annum	2 exchange programmes implemented per annum
		b.	collaborations and stakeholder engagements nationally and globally.	Number of international multilateral engagements per annum	1 international multilateral engagement per annum.	2 international multilateral engagements per annum.	2 international multilateral engagements per annum.
		c.		Number of community based cultural expressions implemented or supported.	3 Cultural Expressions implemented per annum.	3 Cultural Expressions implemented per annum.	3 Cultural Expressions implemented per annum.
The leading institution on intangible heritage in South Africa and support for tangible heritage.		d.		Number of nation building initiatives implemented and funded.	3 nation building initiatives implemented and funded per annum.	3 nation building initiatives implemented and funded per annum.	3 nation building initiatives implemented and funded per annum.
Social Cohesion and nation building.							
Increased knowledge and awareness about South Africa's heritage by South Africa's citizens.	2.2	a.	To develop a national planning, policy	Number of research products produced per annum	1 publication produced per annum.	1 publication produced per annum.	1 publication produced per annum.
		b.	development and research capability that will create an enabling environment for the advancement and promotion of National Heritage content	Number of policy position papers produced per year	2 Position Papers produced per annum.	2 Position Papers produced per annum.	2 Position Papers produced per annum.
The leading institution on intangible heritage in South Africa and support for tangible heritage		c.		Number of heritage journal articles contributed per annum	Two journal articles contributed per annum.	Two journal articles contributed per annum.	Two journal articles contributed per annum.
	d.			Number of heritage education initiatives implemented	1 heritage education initiative implemented	1 heritage education initiative implemented	1 heritage education initiative implemented

Strategic Outcome Oriented Goals	No.	Strategic Objective	Indicator	Medium-term targets			
				2019-20	2020-21	2021-22	
The leading institution on intangible heritage in South Africa and support for tangible heritage	2.3	a.	To build a network of strategic partnerships to strengthen and integrate heritage development	Number of community heritage projects supported and funded	25 community heritage projects supported and funded	30 community heritage projects supported and funded	30 community heritage projects supported and funded
An effective, efficient and sustainable institution.		b.	by extending the influence of the NHC and leveraging the resources through partnerships to the NHC	Level of funds raised outside the DAC Grant	2% additional funds raised outside the DAC grant	2% additional funds raised outside the DAC grant	2% additional funds raised outside the DAC grant
Mainstreaming of Liberation Heritage.	2.4	a.	To coordinate the management of the Liberation Heritage Route, the African Liberation Heritage Programme and national input in the world heritage agenda by promoting the influence of the South African heritage globally.	Number of commemorative events supported	2 Commemorative events supported	3 Commemorative events supported	3 Commemorative events supported
		b.		Number of repatriations supported	3 repatriations supported	3 repatriations supported	4 repatriations supported
		c.		Number of presentations on RLHR made to different stakeholders.	5 presentations on RLHR made to different stakeholders.	5 presentations on RLHR made to different stakeholders.	5 presentations on RLHR 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
		e.		Number of milestones achieved in the World Heritage Listing Programme	1 milestone achieved (Submission of final amplified Nomination Dossier to DAC)	1 milestone achieved	1 milestone achieved

#### 7.4. Programme 2: Quarterly targets for 2019/20

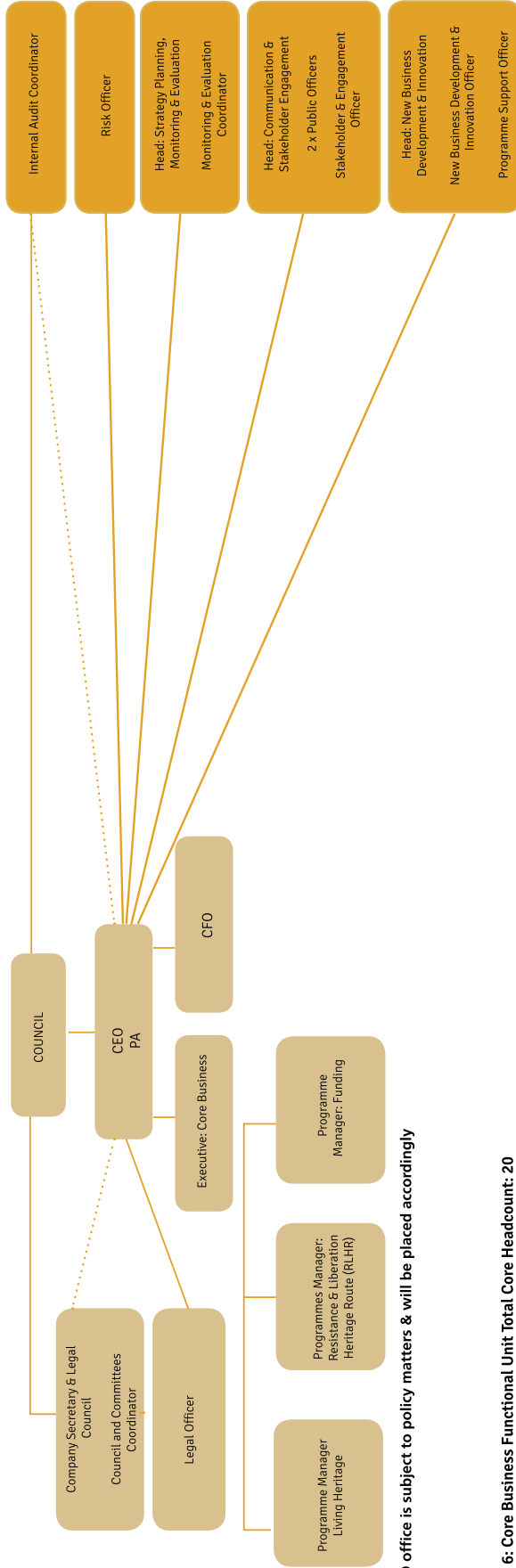
Indicator 2019-20	Annual Targets	Reporting Frequency	Quarterly Targets				Means of verification
			Q1	Q2	Q3	Q4	
2.1	a. Number of exchange programmes implemented per annum	Quarterly	Planned exchange programme approved	No target set.	No target set.	1 exchange programme implemented.	Progress Reports
	b. Number of international multilateral engagements per annum	Quarterly	Draft international multilateral engagement Plan produced	Multilateral Engagement Plan approved	1 international multilateral engagement implemented	No target set	Approved Multilateral Engagement Plan and Multilateral Engagement Reports
	c. Number of community based cultural expressions implemented or supported.	Annually	No target set.	Prospective cultural expressions to be implemented approved	3 cultural expressions implemented.	No target set.	Report
	d. Number of nation building initiatives implemented and funded.	Annually	Prospective partners on nation building initiatives identified and engaged	1 nation building initiative implemented and funded	2 nation building initiatives implemented and funded	No target set	Reports

	Indicator 2019-20	Annual Targets	Reporting Frequency	Quarterly Targets				Means of verification
				Q1	Q2	Q3	Q4	
2.2	a.	1 publication produced per annum.	Annually	No target set	No target set	1 publication produced	No target set	Actual Publication and Council Minutes of meeting approving the publication
	b.	2 Position Papers produced per annum.	Annually	Topics for the position papers approved by Council	No target set.	2 Position Papers drafted	2 Position Papers produced	Actual Position Papers and Council Minutes
	c.	2 journal articles contributed per annum.	Quarterly	No target set	1 draft journal article produced	1 journal draft article produced	2 journal articles contributed	Approved journal articles and Council Minutes
	d.	1 heritage education initiative supported	Annually	No target set.	No target set.	1 heritage education initiative supported	No target set.	Reports and Council Minutes
2.3	a.	25 community heritage projects supported and funded	Quarterly	No target set	No target set.	25 incoming projects contracted	25 community heritage projects funded	Adjudication Report & signed contracts
	b.	2% additional funds raised outside the DAC grant	Quarterly	1 Proposal for funding submitted to potential funders	1 Proposal for funding submitted to potential funders	2 Proposals for funding submitted to potential funders	2% additional funds raised outside the DAC grant	Funding Proposals; correspondence; Financial Statements

Indicator 2019-20	Annual Targets	Reporting Frequency	Quarterly Targets				Means of verification
			Q1	Q2	Q3	Q4	
2.4	a. Number of commemorative events supported	Annually	2 Concepts for Commemorative Events approved by MEXCO.	1 commemorative event supported	2 commemorative events 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 RLHR 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 by MEXCO.	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.	Draft Amplified Nomination Dossier produced	Submission of final Amplified Nomination Dossier to DAC	Engagement Report, Copies of the Management Plans, Submission to DAC

## 8. NHC ORGANISATIONAL STRUCTURE

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



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

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

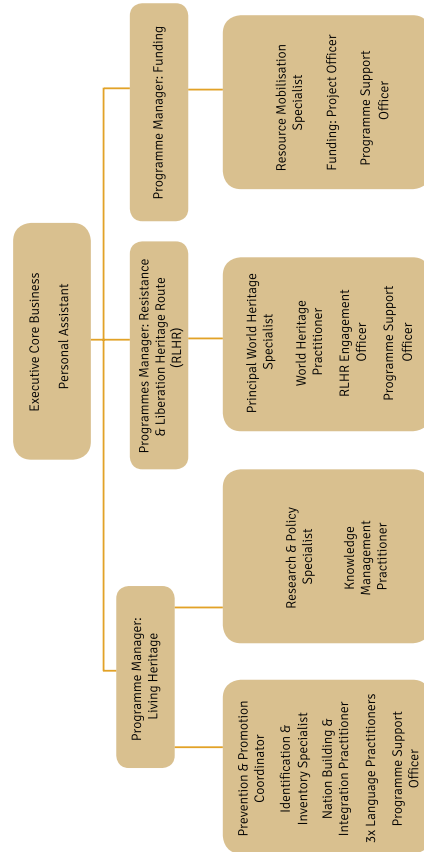
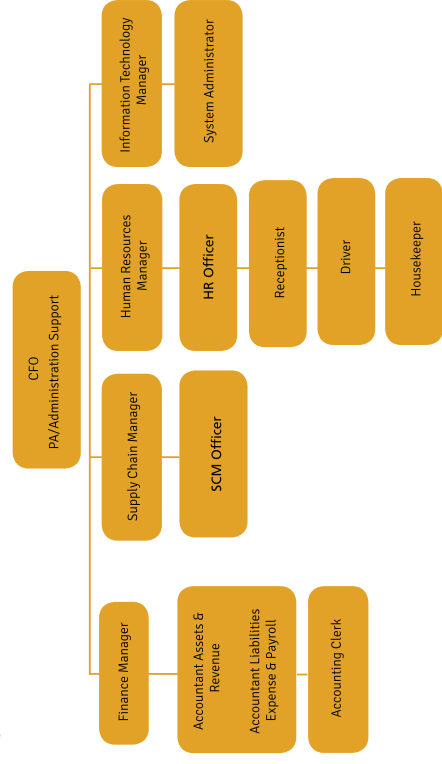


Figure 7: Corporate Services Functional Unit Total Headcount: 14





# 15

“Celebrating 15 years of  
heritage in the 25 years  
of democracy”

## Organisational Excellence:

Unbroken record of  
**unqualified annual reporting**

## Recognition:

The only **heritage awards** that **recognise** and **restore** pride of champions who **preserve**, **protect** and **promote** the country's heritage.

## Community Development:

Over **R50 million** distributed to **230 community heritage projects**.

## Education:

Reached out to **schools** in all **nine provinces** to instill **intercultural pride** and promote the learning of **intangible** and **tangible heritage**.

## Transformation:

Developed the 1st comprehensive Heritage Transformation Charter for the sector as a base for policy.

## Breaking New Ground:

Elevated the history of South Africa's freedom struggle to be recognised nationally and internationally: 27 sites in provinces and 10 sites ready for world recognition.



## **PART C: LINKS TO OTHER PLANS**

## PART C: LINKS TO OTHER PLANS

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

Not applicable.

### **10. Conditional grants**

Not applicable.

### **11. Public entities**

Not applicable.

### **12. Public-private partnerships**

Not applicable.

### **13. ANNEXURES**

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

## A.NHC MATERIALITY AND SIGNIFICANT FRAMEWORK

	Framework	Resulting figures for 2018/19	Underlying principles
Material for Section 55 – Disclosure, in the Annual Report, of: Losses due to criminal conduct Irregular expenditure Fruitless and wasteful expenditure	<p><b>Quantitative:</b></p> <p>Capital Expenditure: 10% of the capital expenditure budget line item</p> <p>Other expenditure: 10% of the related operating expenditure budget line item</p>	Depends on the related expenditure budget line item	Each loss due to criminal conduct, irregular expenditure or fruitless and wasteful expenditure, as identified, will be evaluated in context of the expense category to which it relates to determine whether it qualifies for disclosure in the Annual Report as required by Section 55.
	<p>The materiality levels above are subject to <u>a minimum of R1 million.</u></p> <p><u>Qualitative:</u></p> <p>Over and above the financial considerations of materiality, any losses due to criminal conduct are considered to be material by nature, irrespective of the quantum thereof.</p> <p>It is, therefore important to note that the quantitative measures of materiality will only apply to irregular expenditure and fruitless and wasteful expenditure, whereas the qualitative measure will apply to losses due to criminal conduct.</p>		<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>

	Framework	Resulting figures for 2018/19	Underlying principles
<p><b>Significant</b> for Section 54 – Information and approval by the Minister of “Qualifying transactions”, i.e.: participation in a significant partnership, trust, unincorporated joint venture or similar arrangement;</p> <p>acquisition or disposal of a significant shareholding in an organisation;</p> <p>acquisition or disposal of a significant asset;</p> <p>commencement or cessation of a significant business activity; and</p> <p>a significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement.</p>	<p><u>Quantitative:</u> Qualifying transactions of an operational nature, 15% of Total Assets</p> <p>Qualifying transactions of a strategic nature. 10% of equity</p> <p>Regardless of the monetary value thereof, all direct equity investments:</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>greater than 20% require formal information to the Executive Authority; or greater than 50% require approval by the Executive Authority.</p> <p><u>Qualitative:</u></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>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>		The NHC also has defined accountability and approval structures from the Council, as the stakeholder representative, to the CEO and management;
			The responsibility for day-to-day management of the NHC vests in line management through a clearly defined organisational structure and through formally delegated authorities.

## B. RISK MANAGEMENT PLAN

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

Strategic Objective	Unit	Risk Description	Risk Background	Control
Implemented exchange programmes per year	Heritage	Failure by international partners to meet foundational partnership requirements on time to launch an international exchange programme.	The NHC seeks to establish international student, professional and other suitable exchange programmes. The difficulty is that it has taken excessively long periods of time to establish viable Memoranda of understanding with identified prospective partners.	Partnering with local tertiary institutions. Detailed planning including identifying political uncertainties and major calendar events that could affect the participation of the identified prospective partners. Clarifying the package and incentives for the identified prospective partners.
International multilateral engagements	LHR	Disapproval of the LHR Nomination Dossier by the Africa Group. Failure to	The NHC seeks to establish communication channels with the countries that are linked firstly with the South African liberation struggle and African liberation. The principal aim being to lobby support to gain the inscription of nominated South African liberation heritage sites by UNESCO.	Establish sustainable communication channels with the African Group in connection with the liberation heritage.
Research outputs produced	Heritage	Failure to compile a research master plan and source a distribution channel	Historically the NHC has not had a formal master plan for research, also no distribution channels for the research outputs. The challenge is to have a targeted research plan and predetermined dissemination channels.	NHC to arrange favourable intellectual property rights with the researchers. NHC to arrange compliant and commercial publishing model and rearrange its existing budgets between publishing and research.
Heritage articles contributed to accredited journal	Heritage	The failure to publish articles in accredited journals	The NHC seeks to initiate, develop and contribute academic articles to accredited journals. Failure to submit compliant articles on time may result in failure to publish	Develop and implement a detailed project plan and secure skilled scholars. List research master plan.

### C. AUDIT IMPLEMENTATION PLAN

#### Arts & Culture

#### Audit Opinion

#### Audit Issues

	Select
Unqualified	Yes
Qualification	No
Emphasis of matter	No

#### Audit Findings Action Plan Monitoring Tool



## NHC COUNCIL CHARTER

## CONTENTS

<b>1.</b>	<b>CONSTITUTION AND INTRODUCTION</b> .....	<b>43</b>
<b>2.</b>	<b>MEMBERSHIP</b> .....	<b>43</b>
<b>3.</b>	<b>MEETINGS AND PROCEEDINGS</b> .....	<b>43</b>
<b>4.</b>	<b>ATTENDANCE AT MEETINGS</b> .....	<b>44</b>
<b>5.</b>	<b>FEES</b> .....	<b>44</b>
<b>6.</b>	<b>SECRETARY</b> .....	<b>44</b>
<b>7.</b>	<b>DUTIES AND RESPONSIBILITIES</b> .....	<b>44</b>
7.1	The NHC responsibilities.....	44
7.2	Department of Arts and Culture (“DAC”) and/or Minister’s responsibilities.....	44
7.3	Council’s responsibility.....	45
7.4	Furthermore, the Council:.....	46
<b>8.</b>	<b>GOVERNANCE</b> .....	<b>47</b>
<b>9.</b>	<b>REPORTING AND ACCOUNTABILITY</b> .....	<b>47</b>
<b>10.</b>	<b>ACCESS TO THE COUNCIL</b> .....	<b>47</b>
	Annexure A.....	49

## 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 stakeholders<sup>1</sup> 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.

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.

- 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.

## 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:

### 3.8.1 Reports on:

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

**3.8.2 Documents requesting approval of:**

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

**3.8.3 Reports by:**

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

**3.8.4 Council Committees documentation which includes:**

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

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

upon this person to ensure that contents of agendas of meetings are agreed with the Chairperson, that agendas and papers are distributed timeously to Council members and attendees, that minutes are taken and agreed by members of the Council and to do all other things necessary to ensure that meetings are held as scheduled.

- 6.2 The Council has delegated the powers for selection and appointment of the Company Secretary to the Chief Executive Officer in consultation with the Chairperson. The Council shall recognise the pivotal role to be played by the Company Secretary in the achievement of good corporate governance and empower this individual accordingly. The Company Secretary must provide the Council as a whole and the individual Councillors with detailed guidance regarding their responsibilities.
- 6.3 The Company Secretary or deputy shall attend all Council meetings.

## 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.

## FEEES

- 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

## DUTIES AND RESPONSIBILITIES

### 7.1 The NHC responsibilities

*The NHC shall:*

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

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

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

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

### 7.3 Council's responsibility

- 7.3.1 The Council plays an advisory role to the Minister on certain issues, including but not limited, to:
- 7.3.1.1 national policies on heritage matters;
  - 7.3.1.2 allocation of core funding and resources;
  - 7.3.1.3 any other matter concerning heritage that the Minister or the Council may determine
- 7.3.2 The duties of the Council include, but are not limited to, the following:
- 7.3.2.1 investigation of ways and means of effecting the repatriation of South African heritage objects presently being held by foreign governments, public and private institutions and individuals;
  - 7.3.2.2 allocation of grants in order to promote and develop national heritage activities and resources;
  - 7.3.2.3 co-ordination of the activities of public institutions involved in heritage management;
  - 7.3.2.4 monitoring and co-ordination of the transformation of the heritage sector;
  - 7.3.2.5 consultation and liaison with relevant stakeholders on heritage matters;
  - 7.3.2.6 promotion of an awareness of the history of the people of the Republic of South Africa; and
  - 7.3.2.7 lobbying in order to secure funding for heritage management and the creation of the greater public awareness of the importance of the South African national heritage.
- 7.3.3 The Council may appoint employees necessary to perform the functions and to manage the affairs of the NHC, and shall ensure that such employees are paid suitable remuneration and benefits, as determined by the Council, in accordance with the policies and procedures of the government of the Republic of South Africa.
- 7.3.4 The Council may delegate this responsibility to the executive management of the NHC.
- 7.3.5 The Council shall appoint the chief executive officer ("**CEO**"), who shall be responsible for the management of the affairs of the NHC. The CEO also acts as the accounting officer responsible for accounting for all money received and the utilisation thereof.
- 7.3.6 The Council may establish sub-committees to assist it in the performance of its functions, and it may appoint, to such sub-committee, members that are considered competent or who possess specific skills and expertise.
- 7.3.7 The Council is responsible for ensuring that the NHC is financially sound and that funds are utilised to defray expenses in connection with the performance of its functions.
- 7.3.8 The Council shall, in each financial year, submit a statement of the Council's estimated income and expenditure for the following year. Furthermore, the Council may be required to submit supplementary statements required during the course of the financial year.
- 7.3.9 The Council may invest any unexpected portion of funds, lend or borrow moneys, establish reserve funds, in accordance with the directions determined by the minister, in consultation with the Minister of Finance.
- 7.3.10 It is the role of the Council, on such terms and conditions as may be agreed upon, and subject to legislation regarding international co-operation, to support heritage activities by any South African citizen, in any territory outside the Republic of South Africa.
- 7.3.11 The Council shall regulate the procedure followed in its meetings.
- 7.3.12 The Council shall regulate a Code of Conduct and Ethics for Council members and its committees in order to prevent conflict of interest and bringing the Council into disrepute.
- 7.3.13 The Council, as the highest decision making body of the NHC, has a duty to act fairly and against bias to all persons or stakeholders of the NHC.
- 7.3.14 In order to protect the integrity of the decision making processes, impartiality and independence of the NHC, all decisions by the Council shall stand up to public scrutiny.
- 7.3.15 The members shall acquaint themselves with the laws pertaining to their function in order to determine, in performance of their duties, they:
- 7.3.15.1 are authorised by law;
  - 7.3.15.2 have jurisdiction to make decisions(s); and
  - 7.3.15.3 have complied with procedures required by the law.
- 7.3.16 The members make decisions using delegated powers provided by the Act. Any discretionary

powers provided under the Act, shall be used for the purpose for which they were intended. In particular, the members shall not:

- 7.3.16.1 exercise power in bad faith;
- 7.3.16.2 exercise power in a way that constitutes or could be seen as unfair, bias and abuse of power;
- 7.3.16.3 exercise power that is uncertain or unclear;
- 7.3.16.4 delegate any of their powers unless authorised; and
- 7.3.16.5 exercise powers outside the ambit of their jurisdiction.

7.3.17 The members must be consistent in their treatment of stakeholders and should not act in a way, which is unreasonable or discriminatory.

7.3.18 In exercising their powers, they shall be procedurally and substantially fair.

#### **7.4 Furthermore, the Council:**

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

7.4.2 in directing NHC shall exercise leadership, enterprise, integrity and judgement based on transparency, fairness, accountability and responsibility.

7.4.3 is responsible for approving the strategic direction of NHC.

7.4.4 is responsible for approving the budgets necessary for the implementation of the strategic direction.

7.4.5 shall ensure that procedures are in place to monitor and evaluate the implementation of its corporate vision, strategies, policies, senior management performance criteria and business plans.

7.4.6 is responsible for monitoring of business and operational performance.

7.4.7 is responsible for monitoring the performance of senior executives and determining their rewards/remuneration.

7.4.8 is ultimately responsible for ensuring that an adequate and effective process of corporate governance which includes the process of risk

management is established and maintained. Reports in this regard shall be received and evaluated by the Council.

7.4.9 is the guardian of the values and ethics of NHC.

7.4.10 shall assume responsibility and accountability to stakeholders for NHC's compliance with ethics.

7.4.11 ensures that at all times there is compliance with the letter and the spirit of the law, regulations, policies and relevant codes.

7.4.12 shall record the facts and assumptions on which it relies to conclude that the business will be a going concern in the financial year ahead or why it will not, and in that case, the steps the Council is taking.

7.4.13 will communicate with stakeholders and all other internal and external stakeholders openly and timeously throughout the year.

7.4.14 shall on an annual basis undertake performance/ effectiveness assessments of the individual Councillors, the Chairperson, the CEO and the Council and the Council Committees.

7.4.15 is responsible for Council and key position succession planning.

7.4.16 carries full fiduciary responsibility and owe a duty of care and skill to NHC in terms of the Act, the Public Finance Management Act (PFMA), Common Law and the Code of Ethics.

7.4.17 shall adhere to the conflict of interest rules:

7.4.17.1 Full disclosure of the nature of a Councillor's interest, whether directly or indirectly, on any matter before the Council is required.

7.4.17.2 A Councillor may not vote nor be counted in the quorum on any matter in which he/she has an interest. Additionally, he/she may be recused from any meeting at the discretion of the Chairperson when such matters are discussed.

7.4.17.3 A register of declarations of interest shall be kept.

7.4.18 reserves specific powers to itself and delegates other duties. The following apply:

7.4.18.1 The Council shall define levels of materiality, reserving specific powers to itself.

- 7.4.18.2 While the Council retains full and effective control of the organisation it may delegate duties to Committees deemed appropriate and appointed by it or to individuals.
- 7.4.18.3 Such delegated responsibility and the powers, limits and authorities attached thereto are approved by the Council.
- 7.4.18.4 Items requiring specific approval by the Council are included in Annexure A.
- 7.4.19 The Council shall appoint Committees as required in the opinion of the Council or as determined by the Act and the PFMA and shall set out their purpose:
- 7.4.19.1 All Council Committees shall have charters with clearly agreed reporting procedures and scope of authority.
- 7.4.19.2 The Council shall receive reports from Council Committees at each Council meeting.
- 7.4.19.3 The NHC Council shall receive a report, at least annually, from the Audit and Risk Committee on internal control and on the going concern status.
- 7.4.19.4 The Council shall receive for review a regular report from the Audit and Risk Committee on the total process of risk management and the effectiveness thereof. This report shall include information in respect of:
- the design, implementation and monitoring of the process of risk management;
  - confirmation that a systematic, documented assessment of the processes and outcomes surrounding key risks is undertaken;
  - NHC's risk profile;
  - compliance with legislation pertaining to risk and risk management.
- 7.4.20 Council shall develop guidelines on the roles, responsibilities and reporting of Provincial Representatives appointed in terms of S 5 (1) (b) of the National Heritage Act, 1999 (Act 11 of 1999) and Chairpersons of Declared Institutions as provided for by Section 5 (1) (c) of the Act.
- 7.4.21 The Council shall be responsible for undertaking performance assessments of the:
- Chairperson;
  - CEO
  - the Council as a whole;
  - individual Councillors;
  - Council Committees in terms of their charters.

Individual assessments and Council evaluation will be conducted annually.

## GOVERNANCE

### 8.1 Access to information, records and employees

- 8.1.1 Council members have unrestricted access to all NHC information, records, documents and property, which they may require to make competent decisions.
- 8.1.2 Councillors have unrestricted access to management and may meet separately with management. Councillors shall apply their discretion in consultation with the Chairperson whether to report these findings to the Council.

### 8.2 Access to use of external expertise if required

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

### 8.3 Councillor Induction and Development

- 8.3.1 The necessary induction and training for new Councillors will be provided by NHC.
- 8.3.2 Further development of Councillors in the form of briefings on relevant new laws, governance requirements, and changing risks shall be held periodically.

## REPORTING AND ACCOUNTABILITY

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

## ACCESS TO THE COUNCIL

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

3. The Charter will be reviewed annually.



## ANNEXURE A

## ANNEXURE A

### Items requiring specific approval by the Council

#### *Financial*

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

#### *Statutory and administrative*

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

#### *Human Resources*

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

## E. TECHNICAL INDICATOR DESCRIPTORS

### Programme 1: Administration

#### 1.1(a)

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

#### 1.2 (a)

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

#### (b)

<b>Indicator title</b>	Number of planned media engagements conducted.
<b>Short definition</b>	Number of times the NHC engages with the media to profile its work.
<b>Purpose/Importance</b>	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.
<b>Source/collection of data</b>	Press statements, electronic and print media reports etc.
<b>Method of calculation</b>	Calculated from media engagements conducted as above.
<b>Data limitations</b>	Inability to record all media engagements.
<b>Type of indicator</b>	Outcomes.
<b>Calculation type</b>	Cumulative.

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

(c)

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

1.3 (a)

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

(b)

<b>Indicator title</b>	Level of staff retained in funded positions.
<b>Short definition</b>	Number of staff retained in funded positions in the NHC Organisational structure.
<b>Purpose/Importance</b>	Tracks the retention and attrition rate within the NHC.
<b>Source/collection of data</b>	Annual Staff Complement listing.
<b>Method of calculation</b>	Number of filled positions counted against the total number of positions in the approved organisational structure.

<b>Data limitations</b>	Dependent on the accuracy of staff complement listings.
<b>Type of indicator</b>	Outcomes.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	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.
<b>Desired performance</b>	Retention of all staff.
<b>Indicator responsibility</b>	Human Resources Manager.

(c)

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

1.4 (a)

<b>Indicator title</b>	Audit opinion achieved.
<b>Short definition</b>	Audit opinion received from the external audit by the Auditor General.
<b>Purpose/Importance</b>	Tracks the NHC's achievement of good governance, performance and administration targets as per legislative and regulatory prescripts.
<b>Source/collection of data</b>	2018/19 Auditor General's Report.
<b>Method of calculation</b>	The opinion is expressed by the AG on the NHC 2018/19 Annual Report and Annual Financial Statements.
<b>Data limitations</b>	The accuracy of the opinion of the Auditor General
<b>Type of indicator</b>	Outcomes.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Continues without change from the previous year.
<b>Desired performance</b>	Achievement of a clean audit opinion outcome is desirable.
<b>Indicator responsibility</b>	CFO.

## 1.5 (a)

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

## (b)

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

## (c)

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

## Programme 2: Heritage Management

### 2.1 (a)

<b>Indicator title</b>	Number of exchange programmes participated in per annum.
<b>Short definition</b>	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.
<b>Purpose/Importance</b>	Tracks the number of exchange programmes that the NHC contributes to and participates in (plays a role in and is involved in) as part of its mandate.
<b>Source/collection of data</b>	Correspondence, Reports, plans and agreements on exchange programmes.
<b>Method of calculation</b>	Total number of exchange programmes participated in during the financial year.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Outcomes.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	New indicator.
<b>Desired performance</b>	Actual performance that is higher than the targeted 2 exchange programmes is desirable.
<b>Indicator responsibility</b>	Heritage Manager.

### (b)

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

### (c)

<b>Indicator title</b>	Number of community based cultural expressions implemented or supported.
<b>Short definition</b>	Number of cultural expressions supported i.e. events, awards, festivals, coronations, etc.
<b>Purpose/Importance</b>	Tracks the extent of the support offered by the NHC in the promotion of culture and heritage.
<b>Source/collection of data</b>	Correspondence with different organisers of cultural events.
<b>Method of calculation</b>	Number of cultural expressions and events supported financially or non – financially 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.
<b>Data limitations</b>	None

<b>Type of indicator</b>	Impact.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Continues without change from the previous year.
<b>Desired performance</b>	Actual performance that is higher than 3 cultural expressions is desirable.
<b>Indicator responsibility</b>	Heritage Manager.

(d)

<b>Indicator title</b>	Number of nation building initiatives implemented and funded.
<b>Short definition</b>	Number of nation building initiatives implemented and funded i.e. lectures, conferences and other nation building activities.
<b>Purpose/Importance</b>	Tracks the extent of the support offered by the NHC in nation building and social cohesion.
<b>Source/collection of data</b>	Correspondence with different partners and organisers of nation building initiatives.
<b>Method of calculation</b>	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.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Impact.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Continues without change from the previous year
<b>Desired performance</b>	Actual performance that is higher than 3 nation building initiatives is desirable.
<b>Indicator responsibility</b>	Heritage Manager.

2.2 (a)

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

(b)

<b>Indicator title</b>	Number of Policy Position Papers produced per year.
<b>Short definition</b>	Number of policy position papers produced for stimulation of debate on heritage policies towards ultimate approval by the Minister of Arts and Culture.
<b>Purpose/Importance</b>	Tracks delivery on the policy advisory mandate of the NHC.
<b>Source/collection of data</b>	Actual Policy Position Papers.

<b>Method of calculation</b>	Total number of position papers produced counted against the planned number.
<b>Data limitations</b>	Failure to timeously complete position papers by NHC Panel of Experts or NHC staff working on the papers.
<b>Type of indicator</b>	Outputs.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Continues without change from the previous year.
<b>Desired performance</b>	Actual performance that is higher than two position papers is desirable.
<b>Indicator responsibility</b>	General Manager: Heritage.

(c)

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

(d)

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

(e)

<b>Indicator title</b>	Number of Heritage Impact Studies concluded.
<b>Short definition</b>	Number of Heritage Impact Studies concluded.
<b>Purpose/Importance</b>	To evaluate the impact of the NHC programmes and projects and ascertain areas of most impact and gaps.
<b>Source/collection of data</b>	ToR for the appointment of the service provider, Contract with service provider, Impact Study Report etc.
<b>Method of calculation</b>	Draft Impact Study Report
<b>Data limitations</b>	Delays in the conclusion of the Impact Study Report
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	New
<b>Desired performance</b>	Impact Study Report to be concluded by or before 31 March 2019
<b>Indicator responsibility</b>	General Manager: Heritage

2.3 (a)

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

(b)

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

## 2.4 (a)

<b>Indicator title</b>	Number of Commemorative events supported.
<b>Short definition</b>	Number of commemorative activities/processes/events supported financially and non-financially.
<b>Purpose/Importance</b>	Tracks the extent to which the NHC supports commemorative and memorial activities/processes/events organised to remember, honour deceased people and events etc.
<b>Source/collection of data</b>	Correspondences, and/or Concept Documents or Reports and Programmes of the commemorative events.
<b>Method of calculation</b>	Simple calculation of commemorative events supported financially and non-financially through attendance and/or provision of information or coordination or attendance of preparatory meetings, writing of letters of support, referrals etc.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Impact.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Continues without change from the previous year.
<b>Desired performance</b>	Support of more than the 2 targeted commemorative events is desirable.
<b>Indicator responsibility</b>	Project Manager: Liberation Heritage Route.

## (b)

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

## (c)

<b>Indicator title</b>	Number of presentations made on the liberation heritage made to different stakeholders.
<b>Short definition</b>	Number of presentations and inputs/speeches made to different stakeholders on the liberation heritage.
<b>Purpose/Importance</b>	Tracks the extent to which the NHC engages and reaches out to different stakeholders on the liberation heritage.
<b>Source/collection of data</b>	Copies of presentations made and correspondence with different stakeholders (internal and external).
<b>Method of calculation</b>	Simple calculation of the different presentations made to different stakeholder.
<b>Data limitations</b>	Completeness of the sum of presentations made.

<b>Type of indicator</b>	Outputs.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Continues without change from the previous year.
<b>Desired performance</b>	More than the 5 targeted presentations are desirable.
<b>Indicator responsibility</b>	Project Manager: Liberation Heritage Route.

(d)

<b>Indicator title</b>	Number of submissions on the African Liberation Heritage Programme.
<b>Short definition</b>	Number of presentations, documents, reports and other submissions made on the African Liberation Heritage Programme.
<b>Purpose/Importance</b>	Tracks the NHC's contribution to the African Liberation Heritage Programme.
<b>Source/collection of data</b>	Correspondence and documents submitted to forums dealing with the African Liberation Heritage Programme.
<b>Method of calculation</b>	Simple calculation of reports and correspondences on the African Liberation Heritage Programme.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Outputs.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Continues without change from the previous year.
<b>Desired performance</b>	More than 2 submissions are desirable.
<b>Indicator responsibility</b>	Project Manager: Liberation Heritage Route.

(e)

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

**(Footnotes)**

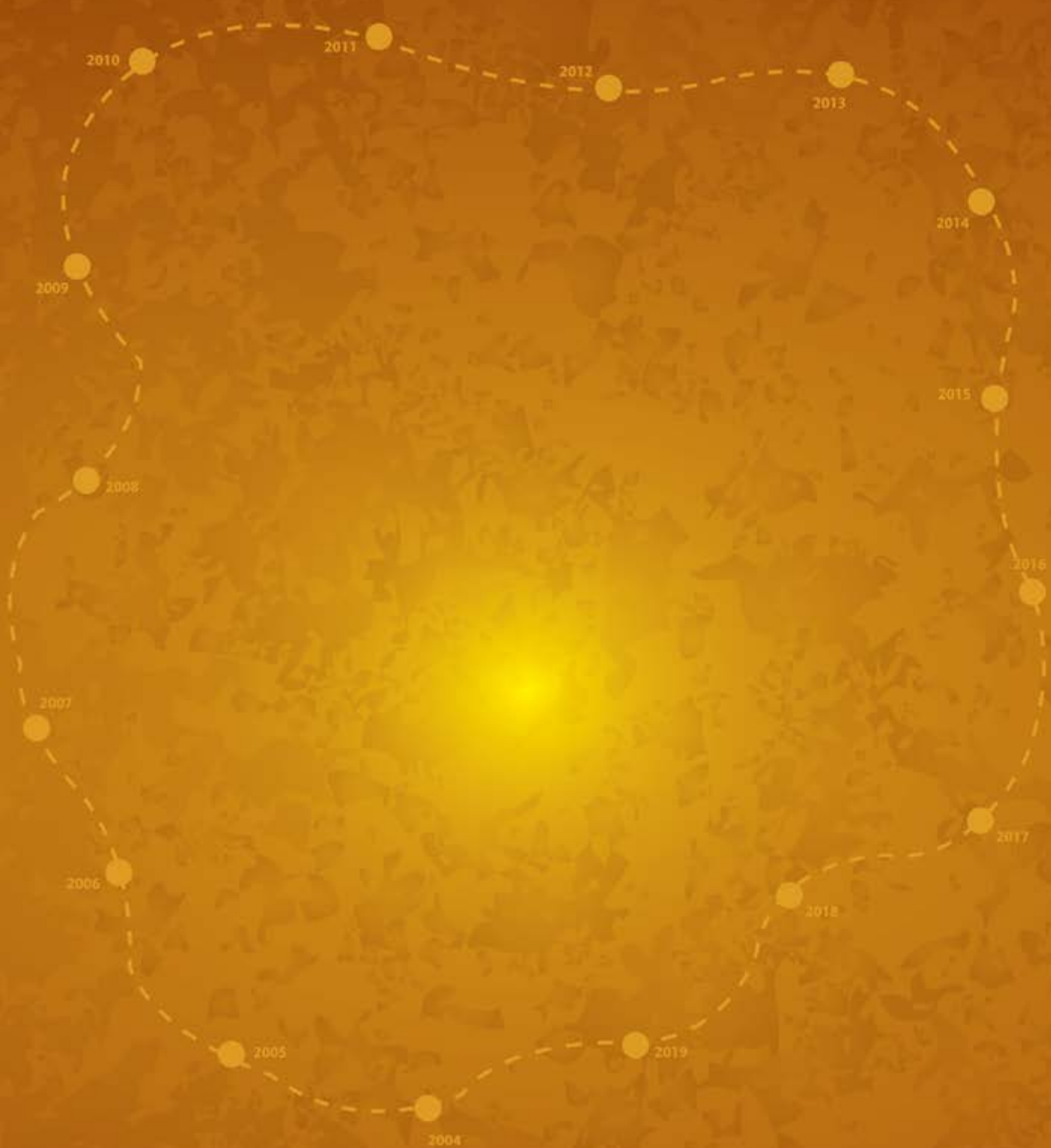
1. Finance, Supply Chain Management, Information Communication Technology and Human Resources Management











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