



# Annual Performance Plan

2015-2016



Building a nation proud of its African heritage



**nhc**

National Heritage Council  
SOUTH AFRICA

an agency of the  
Department of Arts and Culture





# Table of Contents

<b>Part A: Strategic Overview</b>	<b>8</b>
CEO's Overview	8
Updated Situational Analysis	9
Performance delivery environment	9
Organisational environment	9
<b>Revision to legislative and other mandates</b>	<b>11</b>
Overview of the 2015/16 budget and MTEF estimates	11
Relating expenditure trends to strategic outcome oriented goals	12
<b>Part B: Programme and sub programme plans</b>	<b>13</b>
Programme Summary	13
Programme 1: Administration	13
Programme 1: Strategic objectives and annual targets	14
Programme 1: Performance indicators and annual targets for 2015/16	21
Programme 1: Quarterly targets for 2015/16	28
Programme 2: Heritage Promotion	32
Programme 2: Strategic objectives and annual targets	32
Programme 2: Performance indicators and annual targets for 2015/16	34
Programme 2: Quarterly targets for 2015/16	37
Organisational Structure	41
<b>Part C: Links to other plans</b>	<b>42</b>
Links to the long-term infrastructure and other capital plans	42
Conditional grants	42
Public entities	42
Public-private partnerships	42
Annexures	42

# Foreword

It is my pleasure to present this 2015/16 Annual Performance Plan (APP) on behalf of the Council of the National Heritage Council of South Africa (NHC).

This APP signals the beginning of a new phase in the life of the NHC. In this phase the NHC forges a path with a new administration post the 2014 elections, a new Council appointed in December 2014 and the NHC entering its second decade since establishment.

This new phase / epoch therefore denotes and reflects continuity and change while recognizing new priorities and adjustment to new realities, chief among which is the tight fiscal environment resulting from a slowly growing global and national economy.

The Council is pleased to find a solid base laid by our predecessors which gives us a firm footing to play our role as the Accounting Authority in leading the NHC to greater heights.

The NHC has established itself as a thought leader and first point of call on issues of heritage. This leaves us no choice but to leverage on this proud legacy to sustain excellence and strengthen areas of weakness.

As a driver and catalyst of the struggle against forgetting and neglect of our past, the NHC plays a pivotal role in nation building and social cohesion and thus needs an improved resource base to deliver on its mandate.

The NHC carries into its second decade a wealth of experience derived from leadership and organisational stability which bodes well with the increased tempo with which our government seeks to implement its programmes.

Guided by the National Development Plan, the Medium Term Strategic Framework and other national policy prescripts, the NHC has developed this APP to respond and contribute to the attainment of these goals and objectives.



Dr. Marcus Balintulo  
Council Chairperson

## Official sign off

It is hereby certified that this Annual Performance Plan:

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

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

Accurately reflects the performance targets which the National Heritage Council will endeavour to achieve given the resources made available in the budget for 2015/16


**Sid Cassim**  
*Acting Chief Financial Officer*

Signature:  \_\_\_\_\_

**Tembile Yako**  
*Official responsible for planning*

Signature:  \_\_\_\_\_

**Adv. Sonwabile Mancotywa**  
*Chief Executive Officer*

Signature:  \_\_\_\_\_

**Dr. Marcus Balintulo**  
*Council Chairperson*

Signature:  \_\_\_\_\_

# List of Abbreviations

<b>DAC</b>	Department of Arts and Culture
<b>LHR</b>	Liberation Heritage Route
<b>MEXCO</b>	Management Executive Committee
<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>SAHRA</b>	South African Heritage Resources Agency

## 1. Vision

To build a nation proud of its African heritage.

We will know that we are achieving this when South Africans experience the following:

- Knowledge 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

## 2. Mission

To transform, protect and promote heritage through the management of heritage knowledge for sustainable development.

## 3. Core Values

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:

- Ubuntu;
- Integrity;
- Professionalism;
- Equity; and
- Creativity

# Part A: Strategic Overview

## 1. CEO's Overview

This 2015/16 Annual Performance Plan (APP) is premised on the new Medium Term Strategic Framework (MTSF). It sets out what the NHC seeks to achieve in the 2015/16 financial year. This APP seeks to respond to the strategic objectives and to achieve the outcomes identified during the planning process. The prevailing negative economic climate persists, with declining resources for investment in heritage and as a result the NHC has to mobilise additional resources by partnering with the private sector and other stakeholders for the successful implementation of programmes and projects falling under this APP and the Strategic Plan.

The NHC has taken cognisance of the government injunction to manage resources more efficiently, streamline expenditure and derive maximum value for money as well as curb non-essential spending. The NHC continues to strengthen its administrative systems to improve efficiency and effectiveness. The NHC is also stepping up the roll out of the Liberation Heritage Route (LHR) Project with the Department of Arts and Culture with the finalisation of the research project on unsung heroes and heroines of the liberation struggle. The Wiki Website through which information about South Africa's liberation struggle can be accessed has been launched.

On the policy front, the NHC will be putting forward policy position papers on Heritage and Economic development; Memorialisation and Statues and spiritual repatriation for the consideration of the Minister of Arts and Culture.

In contributing to a vibrant and transformed heritage sector, the NHC will continue to support community heritage initiatives to the best of its ability, particularly projects that promote the creation and preservation of knowledge about heritage.

In 2015 the nation will celebrate the 60<sup>th</sup> Anniversary of the Freedom Charter, one of the key founding documents to our democratic dispensation. The ideals and aspirations of the Charter as adopted by the Congress of the People in 1955 in Kliptown continue to inspire and challenge us to do more to create a better South Africa. The NHC will be involved in activities and events to mark this important milestone. As part of cost containment measures, non – essential expenditure will be further curtailed. The NHC is instilling a culture of innovation and creativity to avoid expenditure where possible.

We look forward to working with the nation and all our stakeholders towards realising the vision of “a nation proud of its African heritage”.



**Adv. Sonwabile Mancotywa**  
**Chief Executive Officer**



## 2. Updated Situational Analysis

### 2.1 Performance delivery environment

The success and visibility of the NHC have led to an increased demand for partnerships, support of community heritage events and presentations to various fora. The limited resources due to the negative economic and fiscal climate have impacted on the NHC's ability to match the demand for its products and services.

The National Development Plan and the new Outcome 14 on social cohesion have clearly set out the role of intangible cultural heritage within the national agenda of building a socially cohesive and united nation. The NHC intends to work more closely with its partners and stakeholders, particularly the DAC to achieve milestones on the policy development mandate of the NHC and towards the world heritage listing of the LHR, the national focus of the LHR and the Intergovernmental Relations.

Furthermore, the NHC will heed the direction set by the Revised White Paper on Arts, Culture and Heritage, if and when approved, and has geared itself to contribute meaningfully in the attainment of the goals and outcomes set out in the White Paper and by the DAC.

The NHC cannot solely depend on the DAC grant to pursue and fulfil its mandate and has initiated a fundraising and resource mobilisation strategy to leverage on its strong brand and networks and enter into partnerships. The review of funding criteria by the NLDTF is being closely monitored and engaged to avoid exclusion of public entities like the NHC from qualifying for funding 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 NHC has reached a stage of organisational maturity and stability. Some level of attrition was experienced but the present staff capacity has been able to rise to the task facing the NHC while critical vacancies were being filled. A number of areas of organisational weaknesses which had been identified by the Auditor General have been reviewed and strengthened and the NHC is confident that it will maintain the upward trend in performance and achievement of targets.

The areas of performance information, including the collection of data and strategy monitoring have received attention. Attention is being paid to information management in the NHC, through policy and systems review.

The term of office of the Council came to an end in October 2014, and a handover process is on course in welcoming the new Council ensure continuity. It is anticipated that the transition period will be smooth.

The **SWOT** and **PESTEL** Analyses have revealed the following:

The NHC is very strong and does the following very well, which give it a competitive edge:

- Strong brand
- Knowledge base
- Its responsiveness to sector demands
- Strong Network of relationships
- Operates in a niche area
- Heritage is a specialised resource
- Provides solutions to the sector
- First point of call on heritage
- The LHR concept and the frameworks
- Continuity and internal stability

However, despite the strengths above the NHC has noted that improvements are needed in the areas highlighted below. It has been noted that the organisation is not doing well in the following areas:

- Adherence to plans
- Management of stakeholders
- Over commitment
- Internal information flow and sharing
- Operations planning
- Lack of diverse funding streams for sustainability
- Monitoring of programmes & funded projects;
- Ratio of deployment of resources between Core Business and Support
- Demographics in the NHC
- Uncertainty about the demand & satisfaction with NHC services & products;
- Understanding of internal NHC policies;
- Absence of a knowledge management system

In addition to these, there are developments and factors in the external environment of the NHC that present opportunities. The NHC is also faced with potential threats that, if not mitigated, could pose serious challenges to its continued existence and brand; these include limited opportunities for external funding as well as changes to the NCH mandate that could emanate from the Revised White Paper on Arts and Culture.

### 3. Revision to legislative and other mandates

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 2015/16 financial year.

#### 1. Overview of the 2015/16 budget and MTEF estimates

Table A.2 National Heritage Council of South Africa

	Audited Outcome	2011/12	2012/13	2013/14	2014/15	Revised estimate	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term estimate			Expenditure/total: Average (%)	
									2015/16	2016/17	2017/18		
R thousand		19 979	16 141	22 494	15 618		2011/12 - 2014/15	2014/15 - 2017/18					
Administration		32 368	38 165	51 192	40 299	15 618	-7.9%	31.6%	19 577	20 706	22 034	12.2%	32.3%
Business development		52 347	54 306	73 686	55 917	40 299	7.6%	68.4%	38 898	40 868	42 619	1.9%	67.7%
Total expense							2.2%	100.0%	58 475	61 574	64 653	5.0%	100%

Table A.3 National Heritage Council of South Africa

Statement of financial performance	Approved budget	2011/12	2012/13	2013/14	2014/15	Budget estimate	Revised estimate	Outcome/Budget Average %	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term estimate			Average growth rate (%)	Expenditure/total: Average (%)
											2015/16	2016/17	2017/18		
R thousand		638	463	676	507	1 229	-	4.9%	2011/12 - 2014/15	2014/15 - 2017/18					
Revenue															
Tax revenue															
Non-tax revenue															

Transfers received	47 323	52 308	50 063	51 571	52 714	55 570	55 917	55 917	95.1%	2.2%	99.5%	58 475	61 574	64 653	5.0%	100%
Total revenue	47 961	52 771	50 739	52 078	61 837	55 743	55 917	55 917	100%	1.9%	100%	58 475	61 574	64 653	5.0%	100%
Expenses																
Current expenses	47 961	52 347	50 739	54 306	61 837	73 686	55 917	55 917	100%	2.2%	100%	58 475	61 574	64 653	5.0%	100%
Compensation of employees	15 356	15 674	16 469	18 241	20 074	22 500	23 625	23 625	34.2%	14.7%	34.1%	32 572	34 360	36 981	16.1%	52.7%
Goods and services	31 840	35 944	33 376	35 109	40 846	49 936	30 980	30 980	64.3%	-4.8%	64.1%	24 525	25 767	26 152	-5.5%	44.9%
Depreciation	557	519	664	851	623	964	1 012	1 012	1.1%	24.9%	1.4%	1 063	1 116	1 172	5.0%	1.8%
Interest, dividends and rent on land	208	210	230	105	294	286	300	300	0.5%	12.7%	0.4%	315	331	348	5.0%	0.5%
Total expenses	47 961	52 347	50 739	54 306	61 837	73 686	55 917	55 917	100%	2.2%	100%	58 475	61 574	64 653	5.0%	100%
Surplus/(Deficit)	-	424	-	(2 228)	-	(17 943)	-	-	-100%	-	-	-	-	-	-	-

#### 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 Strategic Plan 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.	Social Cohesion and nation building.	An effective, efficient and sustainable institution.

## Part B: Programme and sub programme plans

### 5. Programme Summary

Vision	Mission	Prog No.	Programme Name	Programme Aim	Sub Programme
To build a nation proud of its African heritage	To transform, protect and promote heritage through the management of heritage knowledge for sustainable development	1.	Administration	To provide strategic leadership and enable the NHC performance through the delivery of support services.	Office of the CEO
					Communications
					Company Secretariat
					Corporate Services
					Finance Administration
					Internal Audit
					Facilities Management
		2.	Heritage Promotion	To meet NHC customer expectations through the delivery of NHC products and services	Heritage
					Funding
					Liberation Heritage Route

### 6. Programme 1: Administration

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

The programme is made up of the following sub programmes: Office of the CEO, Communications, Company Secretariat, Corporate Services, Finance Administration, Internal Audit and Facilities Management.

## 6.1 Programme 1: Strategic objectives and annual targets

Strategic Objective	Baseline			Expected Performance Levels	Medium-term targets ( MTEF)			Responsible Unit
	2012-2013	2013-14	2014-15		2016-17	2017-18	2018-19	
1.1	30/04/12: 2012/12 Q4 Report; 30/07/12: 2012/13 Q1 Report; 15/08/2012: 2011/12 Annual Report; 30/08/12: 1st Draft 2013/14 APP; 30/10/12: 2012/13 Q2 Report; 30/11/12: 2nd Draft 2013/14 APP; 2nd Draft 2013/14 APP; 31/01/13: Final 2013/14 APP; 31/01/13: Final 2013/14 APP & 2012/13 Q3 Report	30/04/13: 2012/13 Q4 Report; 30/07/13: 2013/14 Q1 Report; 15/08/2013: 2012/13 Annual Report; 30/08/13: 1st Draft 2014/15 APP; 30/10/13: 2013/14 Q2 Report; 30/11/13: 2nd Draft 2014/15 APP; 31/01/14: Final 2014/15 APP & 2013/14 Q3 Report	30/04/14: 2013/14 Q4 Report; 30/07/14: 2014/15 Q1 Report; 15/08/2014: 2013/14 Annual Report; 30/08/14: 1st Draft 2015/16 APP; 30/10/14: 2014/15 Q2 Report; 30/11/14: 2nd Draft 2015/16 APP; 31/01/15: Final 2015/16 APP & MTSF & 2014/15 Q3 Report	30/04/15: 2014/15 Q4 Report; 30/07/15: 2015/16 Q1 Report; 15/08/2015: 2014/15 Annual Report; 30/08/15: 1st Draft 2016/17 APP; 30/10/15: 2015/16 Q2 Report; 30/11/15: 2nd Draft 2016/17 APP; 31/01/16: Final 2016/17 APP & 2015/16 Q3 Report	30/04/16: 2015/16 Q4 Report; 30/07/16: 2016/17 Q1 Report; 15/08/16: 2015/16 Annual Report; 30/08/16: 1st Draft 2017/18 APP; 30/10/16: 2016/17 Q2 Report; 30/11/16: 2nd Draft 2017/18 APP; 31/01/17: Final 2017/18 APP & 2016/17 Q3 Report	30/04/17: 2016/17 Q4 Report; 30/07/17: 2017/18 Q1 Report; 15/08/17: 2016/17 Annual Report; 30/08/17: 1st Draft 2018/19 APP; 30/10/17: 2017/18 Q2 Report; 30/11/17: 2nd Draft 2018/19 APP; 31/01/18: Final 2018/19 APP & 2017/18 Q3 Report	30/04/18: 2017/18 Q4 Report; 30/07/18: 2018/19 Q1 Report; 15/08/18: 2017/18 Annual Report; 30/08/18: 1st Draft 2019/20 APP; 30/10/18: 2018/19 Q2 Report; 30/11/18: 2nd Draft 2019/20 APP; 31/01/19: Final 2019/20 APP & 2018/19 Q3 Report	Strategic Management

Strategic Objective	Baseline			Expected Performance Levels	Medium-term targets ( MTEF)			Responsible Unit
	2012-2013	2013-14	2014-15		2016-17	2017-18	2018-19	
	1.2	50% of staff trained 90% retention 1 initiative to promote employee wellness Bi-annual performance reviews for all employees 5 days per incident	50% of staff trained 90% retention 1 initiative to promote employee wellness Bi-annual performance reviews for all employees 5 days per incident		50% of staff trained 95% retention 1 initiative to promote employee wellness Bi-annual performance reviews for all employees 5 days per incident	15 training and developmental courses provided to employees 10 out of 14 managers retained 1 initiative to promote employee wellness Bi-annual performance reviews for all employees 5 days per incident	15 training and developmental courses provided to employees 10 out of 14 managers retained 1 initiative to promote employee wellness Bi-annual performance reviews for all employees 5 days per incident	
1.3	No baseline determined at the time Corporate Diary approved by March	No baseline determined at the time Corporate Diary approved by March	Annual Council Business Plan signed off by end of March annually Corporate Diary approved by March	Annual Council business plan signed off by end of March annually Corporate Diary approved by March	Annual Council business plan signed off by end of March annually Corporate Diary approved by March	Annual Council business plan signed off by end of March annually Corporate Diary approved by March	Secretariat Secretariat	
1.4	Five working days	Five working days	Requests responded to within five working days	Requests responded to within five working days	Requests responded to within five days	Requests responded to within five days	Secretariat	

Strategic Objective	Baseline			Expected Performance Levels	Medium-term targets (MTEF)			Responsible Unit
	2012-2013	2013-14	2014-15		2016-17	2017-18	2018-19	
1.5 Financial and Procurement Support	Budget approved (1) (New)	Budget approved (1) (New)	Budget approved (1) (New)	Budget approved (1) (New)	Budget approved (1) (New)	Budget approved (1) (New)	Budget approved (1) (New)	Corporate Services
	Annual statutory financial information provided within prescribed time (New)	2012/2013 Annual statutory financial information provided within prescribed time (1) (New)	2013/2014 Annual statutory financial information provided within prescribed time (New)	2012/2013 Annual statutory financial information provided within prescribed time (1) (New)	2012/2013 Annual statutory financial information provided within prescribed time (1) (New)	2012/2013 Annual statutory financial information provided within prescribed time (1) (New)	2012/2013 Annual statutory financial information provided within prescribed time (1) (New)	Corporate Services
	Quarterly statutory financial information provided within prescribed time (4) (New)	Quarterly statutory financial information provided within prescribed time (4)	Quarterly statutory financial information provided within prescribed time (4)	Quarterly statutory financial information provided within prescribed time (4)	Quarterly statutory financial information provided within prescribed time (4)	Quarterly statutory financial information provided within prescribed time (4)	Quarterly statutory financial information provided within prescribed time (4)	Corporate Services
	Monthly statutory financial information provided within prescribed time (12) (New)	Monthly statutory financial information provided within prescribed time (12) (New)	Monthly statutory financial information provided within prescribed time (12) (New)	Monthly statutory financial information provided within prescribed time (12) (New)	Monthly statutory financial information provided within prescribed time (12) (New)	Monthly statutory financial information provided within prescribed time (12) (New)	Monthly statutory financial information provided within prescribed time (12) (New)	Corporate Services
	Average lead time from accurate creditor payment information received until paid (30) (New)	Average lead time from accurate creditor payment information received until paid (30) (New)	Average lead time from accurate creditor payment information received until paid (30) (New)	Average lead time from accurate creditor payment information received until paid (30) (New)	Average lead time from accurate creditor payment information received until paid (30) (New)	Average lead time from accurate creditor payment information received until paid (30) (New)	Average lead time from accurate creditor payment information received until paid (30) (New)	Corporate Services



Strategic Objective	Baseline				Expected Performance Levels	Medium-term targets ( MTEF)			Responsible Unit
	2012-2013	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19	
	1.6 IT support								
	IT client satisfaction survey rating achieved (60%) (New)	IT client satisfaction survey rating achieved (60%) (New)	IT client satisfaction survey rating achieved (60%) (New)	IT client satisfaction survey rating achieved (60%) (New)	IT client satisfaction survey rating achieved (60%) (New)	IT client satisfaction survey rating achieved (60%)	IT client satisfaction survey rating achieved (65%)	IT client satisfaction survey rating achieved (70%)	Corporate Services
	Average response time from IT call logged until responded to (3 hours) (New)	Average response time from IT call logged until responded to (3 hours) (New)	Average response time from IT call logged until responded to (3 hours) (New)	Average response time from IT call logged until responded to (3 hours) (New)	Average response time from IT call logged until responded to (3 hours) (New)	Average response time from IT call logged until responded to (3 hours)	Average response time from IT call logged until responded to (2 hours)	Average response time from IT call logged until responded to (1 hours)	Corporate Services
	Back-up tests conducted (12) (New)	Back-up tests conducted (12) (New)	Back-up tests conducted (12) (New)	Back-up tests conducted (12) (New)	Back-up tests conducted (12) (New)	Back-up tests conducted (12)	Back-up tests conducted (12)	Back-up tests conducted (12)	Corporate Services
	Local Area Network availability (95%) (New)	Local Area Network availability (95%) (New)	Local Area Network availability (95%) (New)	Local Area Network availability (95%) (New)	Local Area Network availability (95%) (New)	Local Area Network availability (95%)	Local Area Network availability (95%)	Local Area Network availability (95%)	Corporate Services

Strategic Objective	Baseline				Expected Performance Levels	Medium-term targets (MTEF)			Responsible Unit
	2012-2013	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19	
	Organisational performance system adhered to by line managers (2) (New)	Organisational performance system adhered to by line managers (2) (New)	Organisational performance system adhered to by line managers (2) (New)	Organisational performance system adhered to by line managers (2) (New)		Organisational performance system adhered to by line managers (2) (New)	Organisational performance system adhered to by line managers (2)	Organisational performance system adhered to by line managers (2)	
Organisational performance system adhered to by line managers (1) (New)	Organisational performance system adhered to by line managers (1) (New)	Organisational performance system adhered to by line managers (1) (New)	Organisational performance system adhered to by line managers (1) (New)	Organisational performance system adhered to by line managers (1) (New)	Organisational performance system adhered to by line managers (1)	Organisational performance system adhered to by line managers (1)	Organisational performance system adhered to by line managers (1)	Corporate Services	
Lead time from recruitment requisition received until appointment recommendation made (90 days) on any approved positions) (New)	Lead time from recruitment requisition received until appointment recommendation made (90 days) on any approved positions) (New)	Lead time from recruitment requisition received until appointment recommendation made (90 days) on any approved positions) (New)	Lead time from recruitment requisition received until appointment recommendation made (90 days) on any approved positions) (New)	Lead time from recruitment requisition received until appointment recommendation made (90 days) on any approved positions) (New)	Lead time from recruitment requisition received until appointment recommendation made (90 days) on any approved positions) (New)	Lead time from recruitment requisition received until appointment recommendation made (60 days) on any approved positions)	Lead time from recruitment requisition received until appointment recommendation made (60 days) on any approved positions)	Corporate Services	
Work place skills development budget utility (100%) (New)	Work place skills development budget utility (100%) (New)	Work place skills development budget utility (100%) (New)	Work place skills development budget utility (100%) (New)	Work place skills development budget utility (100%) (New)	Work place skills development budget utility (100%) (New)	Work place skills development budget utility (100%)	Work place skills development budget utility (100%)	Corporate Services	
Labour relations support requested versus provided (100%) (New)	Labour relations support requested versus provided (100%) (New)	Labour relations support requested versus provided (100%) (New)	Labour relations support requested versus provided (100%) (New)	Labour relations support requested versus provided (100%) (New)	Labour relations support requested versus provided (100%) (New)	Labour relations support requested versus provided (100%)	Labour relations support requested versus provided (100%)	Corporate Services	
Wellness sessions conducted (2) (New)	Wellness sessions conducted (2) (New)	Wellness sessions conducted (2) (New)	Wellness sessions conducted (2) (New)	Wellness sessions conducted (2) (New)	Wellness sessions conducted (2)	Wellness sessions conducted (2)	Wellness sessions conducted (2)	Corporate Services	
HR administration support requested versus provided within service standards (90%) (New)	HR administration support requested versus provided within service standards (90%) (New)	HR administration support requested versus provided within service standards (90%) (New)	HR administration support requested versus provided within service standards (90%) (New)	HR administration support requested versus provided within service standards (90%) (New)	HR administration support requested versus provided within service standards (90%) (New)	HR administration support requested versus provided within service standards (90%)	HR administration support requested versus provided within service standards (90%)	Corporate Services	
Compliance to human resource regulatory frameworks (100%) (New)	Compliance to human resource regulatory frameworks (100%) (New)	Compliance to human resource regulatory frameworks (100%) (New)	Compliance to human resource regulatory frameworks (100%) (New)	Compliance to human resource regulatory frameworks (100%) (New)	Compliance to human resource regulatory frameworks (100%) (New)	Compliance to human resource regulatory frameworks (100%)	Compliance to human resource regulatory frameworks (100%)	Corporate Services	

**1.7 Human Resources Support**

Strategic Objective	Base line				Expected Performance Levels	Medium-term targets (MTEF)			Responsible Unit	
	2012-2013		2013-14			2014-15		2015-16		
	2016-17		2017-18			2018-19				
	Grievances / disputes lodged versus attended to within specified time (100%) (New)	Grievances / disputes lodged versus attended to within specified time (100%) New	Grievances / disputes lodged versus attended to within specified time (100%) (New)	Grievances / disputes lodged versus attended to within specified time (100%) (New)	Grievances / disputes lodged versus attended to within specified time (100%) (New)	Grievances / disputes lodged versus attended to within specified time (100%)	Grievances / disputes lodged versus attended to within specified time (100%)	Grievances / disputes lodged versus attended to within specified time (100%)	Corporate Services	
	Performance review frequency (2) (New)	Performance review frequency (2) (New)	Performance review frequency (2) (New)	Performance review frequency (2) (New)	Performance review frequency (2) (New)	Performance review frequency (2)	Performance review frequency (2)	Performance review frequency (2)	Corporate Services	
	Policies planned to be developed / reviewed versus developed / reviewed (80%) (New)	Policies planned to be developed / reviewed versus developed / reviewed (80%) (New)	Policies planned to be developed / reviewed versus developed / reviewed (80%) (New)	Policies planned to be developed / reviewed versus developed / reviewed (80%) (New)	Policies planned to be developed / reviewed versus developed / reviewed (80%) (New)	Policies planned to be developed / reviewed versus developed / reviewed (80%)	Policies planned to be developed / reviewed versus developed / reviewed (80%)	Policies planned to be developed / reviewed versus developed / reviewed (80%)	Corporate Services	

Strategic Objective	Baseline				Expected Performance Levels	Medium-term targets (MTEF)			Responsible Unit
	2012-2013	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19	
	1.8	Promote organisational activities and events using marketing and communication tools	1x Heritage information booklet	1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit		2x Heritage Magazine and 1x Heritage information booklet published	2x Heritage Magazine and 1x Heritage information booklet published	2x Heritage Magazine and 1x Heritage information booklet published	
		1x Strategy, 1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	Communications
	0	0	1x Exhibition hosted	4x Exhibition hosted	4x Exhibition hosted	4x Exhibition hosted	4x Exhibition hosted	4x Exhibition hosted	Communications
	4x Media engagements (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	Communications
	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures	Communications
	N/A	42000 visits achieved on the NHC website	45000 visits achieved on the NHC website	48000 visits achieved on the NHC website	51000 visits achieved on the NHC website	54000 visits achieved on the NHC website	57000 visits achieved on the NHC website	57000 visits achieved on the NHC website	Communications

## 6.2 Programme 1: Performance indicators and annual targets for 2015/16

Strategic Objective	Indicator	3 Year Target	Baseline			Expected Performance Levels	Medium-term targets ( MTEF)			
			2012-2013	2013-14	2014-15		2016-17	2017-18	2018-19	
1.1 Provide Strategic Management Services	Dates by which compliance documents are submitted to the DAC	30/04:Q4 Report; 30/07: Q1 Report; 30/08: 1st Draft APP; 30/10:Q2 Report; 30/11: 2nd Draft APP; 31/01:Final APP & Q3 Report	30/04/12: 2012/12 Q4 Report; 30/07/12: 2012/13 Q1 Report; 15/08/2012: 2011/12 Annual Report; 30/08/12: 1st Draft 2013/14 APP; 30/10/12: 2012/13 Q2 Report; 30/11/12: 2nd Draft 2013/14 APP; 31/01/13:Final	30/04/13: 2012/13 Q4 Report; 30/07/13: 2013/14 Q1 Report; 15/08/2013: 2012/13 Annual Report; 30/08/13: 1st Draft 2014/15 APP; 30/10/13: 2013/14 Q2 Report; 30/11/13: 2nd Draft 2014/15 APP; 31/01/14:Final	30/04/14: 2013/14 Q4 Report; 30/07/14: 2014/15 Q1 Report; 15/08/2014: 2013/14 Annual Report; 30/08/14: 1st Draft 2015/16 APP; 30/10/14: 2014/15 Q2 Report; 30/11/14: 2nd Draft 2015/16 APP; 31/01/15:Final	30/04/15: 2014/15 Q4 Report; 30/07/15: 2015/16 Q1 Report; 15/08/2015: 2014/15 Annual Report; 30/08/15: 1st Draft 2016/17 APP; 30/10/15: 2015/16 Q2 Report; 30/11/15: 2nd Draft 2016/17 APP; 31/01/16:Final	30/04/16: 2015/16 Q4 Report; 30/07/16: 2016/17 Q1 Report; 15/08/16: 2015/16 Annual Report; 30/08/16: 1st Draft 2017/18 APP; 30/10/16: 2016/17 Q2 Report; 30/11/16: 2nd Draft 2017/18 APP; 31/01/17:Final	30/04/17: 2016/17 Q4 Report; 30/07/17: 2017/18 Q1 Report; 15/08/17: 2016/17 Annual Report; 30/08/17: 1st Draft 2018/19 APP; 30/10/17: 2017/18 Q2 Report; 30/11/17: 2nd Draft 2018/19 APP; 31/01/16:Final	30/04/18: 2017/18 Q4 Report; 30/07/18: 2018/19 Q1 Report; 15/08/18: 2017/18 Annual Report; 30/08/18: 1st Draft 2019/20 APP; 30/10/18: 2018/19 Q2 Report; 30/11/18: 2nd Draft 2019/20 APP; 31/01/19:Final	2018/19 Q3 Report & 2018/19 Q3 Report











Strategic Objective	Indicator	3 Year Target	Baseline				Expected Performance Levels	Medium-term targets ( MTEF)				
			2012-2013	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19		
	Labour relations support requested versus provided (%)	Labour relations support requested versus provided (100%) (New)	Labour relations support requested versus provided (100%) (New)	Labour relations support requested versus provided (100%) (New)	Labour relations support requested versus provided (100%) (New)	Labour relations support requested versus provided (100%)	Labour relations support requested versus provided (100%)	Labour relations support requested versus provided (100%)	Labour relations support requested versus provided (100%)	Labour relations support requested versus provided (100%)	Labour relations support requested versus provided (100%)	Labour relations support requested versus provided (100%)
	Wellness sessions conducted (n)	Wellness sessions conducted (2) (New)	Wellness sessions conducted (2) (New)	Wellness sessions conducted (2) (New)	Wellness sessions conducted (2) (New)	Wellness sessions conducted (2)	Wellness sessions conducted (2)	Wellness sessions conducted (2)	Wellness sessions conducted (2)	Wellness sessions conducted (2)	Wellness sessions conducted (2)	Wellness sessions conducted (2)
	HR administration support requested versus provided within service standards (%)	HR administration support requested versus provided within service standards (90%) (New)	HR administration support requested versus provided within service standards (90%) (New)	HR administration support requested versus provided within service standards (90%) (New)	HR administration support requested versus provided within service standards (90%) (New)	HR administration support requested versus provided within service standards (90%)	HR administration support requested versus provided within service standards (90%)	HR administration support requested versus provided within service standards (90%)	HR administration support requested versus provided within service standards (90%)	HR administration support requested versus provided within service standards (90%)	HR administration support requested versus provided within service standards (90%)	HR administration support requested versus provided within service standards (90%)
	Compliance to human resource regulatory frameworks (%)	Compliance to human resource regulatory frameworks (100%) (New)	Compliance to human resource regulatory frameworks (100%) (New)	Compliance to human resource regulatory frameworks (100%) (New)	Compliance to human resource regulatory frameworks (100%) (New)	Compliance to human resource regulatory frameworks (100%)	Compliance to human resource regulatory frameworks (100%)	Compliance to human resource regulatory frameworks (100%)	Compliance to human resource regulatory frameworks (100%)	Compliance to human resource regulatory frameworks (100%)	Compliance to human resource regulatory frameworks (100%)	Compliance to human resource regulatory frameworks (100%)
	Grievances / disputes lodged versus attended to within specified time (%)	Grievances / disputes lodged versus attended to within specified time (100%) (New)	Grievances / disputes lodged versus attended to within specified time (100%) (New)	Grievances / disputes lodged versus attended to within specified time (100%) (New)	Grievances / disputes lodged versus attended to within specified time (100%) (New)	Grievances / disputes lodged versus attended to within specified time (100%)	Grievances / disputes lodged versus attended to within specified time (100%)	Grievances / disputes lodged versus attended to within specified time (100%)	Grievances / disputes lodged versus attended to within specified time (100%)	Grievances / disputes lodged versus attended to within specified time (100%)	Grievances / disputes lodged versus attended to within specified time (100%)	Grievances / disputes lodged versus attended to within specified time (100%)
	Performance review frequency (n)	Performance review frequency (2) (New)	Performance review frequency (2) (New)	Performance review frequency (2) (New)	Performance review frequency (2) (New)	Performance review frequency (2)	Performance review frequency (2)	Performance review frequency (2)	Performance review frequency (2)	Performance review frequency (2)	Performance review frequency (2)	Performance review frequency (2)
	Policies planned to be developed / reviewed versus developed / reviewed (%)	Policies planned to be developed / reviewed versus developed / reviewed (80%) (New)	Policies planned to be developed / reviewed versus developed / reviewed (80%) (New)	Policies planned to be developed / reviewed versus developed / reviewed (80%) (New)	Policies planned to be developed / reviewed versus developed / reviewed (80%) (New)	Policies planned to be developed / reviewed versus developed / reviewed (80%)	Policies planned to be developed / reviewed versus developed / reviewed (80%)	Policies planned to be developed / reviewed versus developed / reviewed (80%)	Policies planned to be developed / reviewed versus developed / reviewed (80%)	Policies planned to be developed / reviewed versus developed / reviewed (80%)	Policies planned to be developed / reviewed versus developed / reviewed (80%)	Policies planned to be developed / reviewed versus developed / reviewed (80%)

Strategic Objective	Indicator	3 Year Target	Baseline					Expected Performance Levels			
			Medium-term targets ( MTEF)					2015-16	2016-17	2017-18	2018-19
			2012-2013	2013-14	2014-15	2015-16	2016-17				
1.8 Promote organisational activities and events using marketing and communication tools	Number of heritage publications produced and distributed	N/A	N/A	1x Heritage information booklet published	2x Heritage Magazine and 1x Heritage information booklet published	2x Heritage Magazine and 1x Heritage information booklet published	2x Heritage Magazine and 1x Heritage information booklet published	2x Heritage Magazine and 1x Heritage information booklet published	2x Heritage Magazine and 1x Heritage information booklet published	2x Heritage Magazine and 1x Heritage information booklet published	
	Number of compliance publications supported	1x Strategy, 1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	1x Strategy, 1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	
	Number of exhibitions hosted	0	0	1x Exhibition hosted	1x Exhibition hosted	4x Exhibition hosted	4x Exhibition hosted	4x Exhibition hosted	4x Exhibition hosted	4x Exhibition hosted	
	Number of media engagements	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)	4x Media engagements conducted (media coordination for projects e.g. briefings)
	Number of information updates on communication platforms	12x content updates on website, social media, office reception areas, intranet, telephone voice signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice signatures	12x content updates on website, social media, office reception areas, intranet, telephone voice signatures	
	Number of visits on the NHC Website	N/A	42000 visits achieved on the NHC website	45000 visits achieved on the NHC website	48000 visits achieved on the NHC website	51000 visits achieved on the NHC website	54000 visits achieved on the NHC website	57000 visits achieved on the NHC website			

### 6.3 Programme 1: Quarterly Targets for 2015/16

Indicator	Expected Performance Levels 2015-16	Reporting Frequency	Quarterly Targets				Means of verification
			2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4	
1.1 Dates by which compliance documents are submitted to the DAC	30/04/15: 2014/15 Q4 Report; 30/07/15: 2015/16 Q1 Report; 15/08/2015: 2014/15 Annual Report; 30/08/15: 1st Draft 2016/17 APP; 30/10/15: 2015/16 Q2 Report; 30/11/15: 2nd Draft 2016/17 APP; 31/01/16: Final 2016/17 APP & 2015/16 Q3	Quarterly and Annually	30 April 2015: 2014/15 Q4 Report	30 July 2015: 2015/16 Q1 Report; 15 Aug 2015: 2014/15 Annual Report; 30 Aug 2015: 1st Draft 2016/17 APP Q1 Report; 2014/15 Annual Report; 1st Draft 2016/17 APP	30 Oct 2015: 2015/16 Q2 Report & 30 Nov 2015: 2nd Draft 2016/17 APP	31 Jan 2016: Final 2016/17 APP & 2015/16 Q3 Report	Quarterly Reports; APPs, Annual Reports, Strategic Plan
			3 training and developmental courses provided to employees	4 training and developmental courses provided to employees	4 training and developmental courses provided to employees	4 training and developmental courses provided to employees	Annual Work Skills Plan, Quarterly Training Reports and Certificates/Attendance Registers
			10 managers retained	10 managers retained	10 managers retained	10 managers retained	Quarterly Staff Complement Listing
			1 initiatives to promote employee wellness	No target set	No target set	Initiative to have staff members medically tested (Voluntary)	Employee Wellness Report
1.2 Number of performance reviews conducted for all employees annually	Bi-annual performance reviews for all employees	Bi-annually	No target set	Performance reviews for all employees	No target set	Performance reviews for all employees	Completed Performance Reviews
			5 days per incident	5 days per incident	5 days per incident	5 days per incident	Facilities Register
			Annual Council business plan signed off by end of March annually	No target set	No target set	2016/17 Council Business Plan Approved	Approved and signed off Council business plan
			Date by which the Corporate Diary is approved annually	No target set	No target set	2016/17 Corporate Diary approved	Signed off minutes/Meeting Packs/
1.3 Turnaround time in days for the resolution of facilities complaints	Requests responded to within five working days	Annually	Requests responded to within five working days	Requests responded to within five working days	Requests responded to within five working days	Requests responded to within five working days	Register/ Systems generated report
			15 training and developmental courses provided to employees	15 training and developmental courses provided to employees	15 training and developmental courses provided to employees	15 training and developmental courses provided to employees	
			10 managers retained	10 managers retained	10 managers retained	10 managers retained	
			1 initiatives to promote employee wellness	No target set	No target set	1 initiatives to promote employee wellness	
1.4 Turnaround time in days for responding to requests	Requests responded to within five working days	Annually	Requests responded to within five working days	Requests responded to within five working days	Requests responded to within five working days	Requests responded to within five working days	Register/ Systems generated report
			15 training and developmental courses provided to employees	15 training and developmental courses provided to employees	15 training and developmental courses provided to employees	15 training and developmental courses provided to employees	
			10 managers retained	10 managers retained	10 managers retained	10 managers retained	
			1 initiatives to promote employee wellness	No target set	No target set	1 initiatives to promote employee wellness	

Indicator	Expected Performance Levels 2015-16	Reporting Frequency	Quarterly Targets				Means of verification
			2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4	
Budget approved (n)	1	Annually	No target set	1 budget submission to National Treasury and DAC produced	Estimates of National Expenditure Estimates (ENE) budget submission to National Treasury DAC prepared	Budget and business plan approved by 31 March 2015	ENE Database and DAC Allocation Letter
Annual statutory financial information provided within prescribed time (n)	1	Annually	Annual financial statements produced	No target set	No target set	No target set	Annual Financial Statements
Quarterly statutory financial information provided within prescribed time (n)	4	Quarterly	1 Quarterly Report produced by 31 July 2015	1 Quarterly Report produced by 31 October 2015	1 Quarterly Report produced by 31 January 2015	1 Quarterly Report produced by 30 April 2016	DAC Quarterly Report
Monthly statutory financial information provided within prescribed time (n)	12	Monthly	3 Monthly expenditure reports compiled by 10 <sup>th</sup> of each month	3 Monthly expenditure reports compiled by 10 <sup>th</sup> of each month	3 Monthly expenditure reports compiled by 10 <sup>th</sup> of each month	3 Monthly expenditure reports compiled by 10 <sup>th</sup> of each month	Management Accounts
Average lead time from accurate creditor payment information received until paid (days)	30	Monthly	Payment processes and systems and age analysis reviewed (monthly)	Payment processes and systems and age analysis reviewed (monthly)	Payment processes and systems and age analysis reviewed (monthly)	Payment processes and systems and age analysis reviewed (monthly)	Pastel Age Analysis
Compliance with SCM Laws and Regulations (%)	100% compliance with SCM requirements.	Monthly	100% compliance with SCM requirement. (monthly)	100% compliance with SCM requirement. (monthly)	100% compliance with SCM requirements. (monthly)	100% compliance with SCM requirements. (monthly)	Irregular, fruitless and wasteful expenditure register
Procurement lead time targets achieved as per delegations of authority (%)	100	Monthly	Procurement facilitated	Procurement facilitated	Procurement facilitated	Procurement facilitated	Annual Procurement Plan
Respond to audit issues received annually (%)	100	Annually	No target set	No target set	No target set	100% audit issues responded to	Audit Outcomes Implementation Plan
Policies planned to be developed / reviewed versus developed / reviewed (%)	80	Annually	No target set	No target set	Policies drafted	Polices submitted	Approved Policies
Audit opinion (status) (Clean)	Clean	Annually	No target set	Audit opinion (Clean)	No target set	No target set	Audit Report

1.5

Indicator	Expected Performance Levels 2015-16	Reporting Frequency	Quarterly Targets				Means of verification
			2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4	
1.6	IT client satisfaction survey rating achieved (%)	Annually	No target set	No target set	No target set	IT client satisfaction survey completed	IT satisfaction survey report
	Average response time from IT call logged until responded to (hours)	Monthly	IT Calls logged	IT Calls logged	IT Calls logged	IT Calls logged	Register
	Back-up tests conducted (n)	Quarterly	1 Back-up test facilitated	1 Back-up test facilitated	1 Back-up test facilitated	1 Back-up test facilitated	IT Monthly Report
	Local Area Network availability (%)	Monthly	95%	95%	95%	95%	IT Monthly Report
	Organisational performance system adhered to by line managers (number of times monitored)	Quarterly	Development of performance contracts facilitated	Performance evaluations facilitated	No target set	Performance evaluations facilitated	Performance Contracts
	Organisation structure review (n)	Annually	Organisational structure reviewed	No target set	No target set	No target set	Approved Structure
	Lead time from recruitment requisition received until appointment recommendation made (days) on any approved positions	Quarterly	Filling of vacant and budgeted positions facilitated	Filling of vacant and budgeted positions facilitated	Filling of vacant and budgeted positions facilitated	Filling of vacant and budgeted positions facilitated	Appointment Letters
	Work place skills development budget utility (%)	Quarterly	Work Place Skills plan submitted	Work Place Skills Plan implemented	Work Place Skills Plan implemented	Work Place Skills Plan drafted	Work Place Skills Plan
	Labour relations support requested versus provided (%)	Quarterly	Labour relations requests implemented	Labour relations requests implemented	Labour relations requests implemented	Labour relations requests implemented	Monthly Report
	Wellness sessions conducted (n)	Quarterly	Wellness sessions conducted	Wellness sessions conducted	Wellness sessions conducted	Wellness sessions conducted	Attendance Register
1.7	HR administration support requested versus provided within service standards (%)	Quarterly	Administration support provided	Administration support provided	Administration support provided	Administration support provided	Monthly Report
	Compliance to human resource regulatory frameworks (%)	Quarterly	80% compliance	80% compliance	80% compliance	80% compliance	Satisfaction survey report
	Employee satisfaction ratings conducted and improvement plan (n)	Annually	Resolution of lodged grievances facilitated	Resolution of lodged grievances facilitated	Resolution of lodged grievances facilitated	Resolution of lodged grievances facilitated	Satisfaction survey report
	Grievances / disputes lodged versus attended to within specified time (%)	Quarterly	No target set	Performance reviews conducted	Performance reviews conducted	Performance reviews conducted	Performance Reviews
	Performance review frequency (n)	Quarterly	No target set	Performance reviews conducted	Performance reviews conducted	Performance reviews conducted	Performance Reviews
	Policies planned to be developed / reviewed versus developed / reviewed (%)	Annually	No target set	Performance reviews conducted	Performance reviews conducted	Performance reviews conducted	Approved Policies

Indicator	Expected Performance Levels 2015-16	Reporting Frequency	Quarterly Targets				Means of verification
			2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4	
Number of heritage publications issues produced and distributed	2x Heritage Magazine and 1x Heritage information booklet published	Annually	Policies developed and submitted for approval	No target set	Policy awareness session conducted	No target set	Heritage magazine, In-heritage booklet
Number of compliance publications supported	1x Strategy, 1x Annual Performance Plan and 1x Annual Reports produced on behalf of Strategy Unit	Annually		1x Annual Report	No target set	1x Annual Performance plan	Annual Report, APP (and Strategy Framework -- when required)
Number of exhibitions hosted	4x Exhibition hosted	Quarterly	1x exhibition	1x exhibition	1x exhibition	1x exhibition	Exhibition reports
Number of media engagements	4x Media engagements conducted (media coordination for projects e.g. briefings)	Quarterly	1x media engagement	1x media engagement	1x media engagement	1x media engagement	Media reports
Number of information updates on communication platforms	12x content updates on website, social media, office reception areas, intranet, telephone voice overs, email signatures	Monthly	3x information updates on communication platforms	3x information updates on communication platforms	3x information updates on communication platforms	3x information updates on communication platforms	Content management reports
Number of visits on the NHC Website	48000 visits achieved on the NHC website	Quarterly	12 000 visits	12 000 visits	16 000 visits	8 000 visits	Website statistics Report

1.8

## 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: *Heritage, Funding and the Liberation Heritage Route*

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

	Strategic Objective	Baseline			Expected Performance Levels	Medium-term targets ( MTEF)			Responsible Unit
		2012-2013	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	
2.1	Implemented exchange programmes per year	0	1	2	2	2	2	3	Heritage
		0	0	1	1	1	1	2	Heritage
2.2	International multilateral engagements	1	1	1	1	2	2	3	LHR
		0	0	10%	20%	30%	30%	10%	LHR
2.3	Research outputs	1	0	1	1	1	1	1	Heritage
		4	4	2	2	2	2	2	Heritage
		4	6	2	2	2	2	2	LHR
		1	1	1 IGR Document to all provinces	2	2	2	2	LHR
2.4	Respond to enquiries on heritage submitted to the NHC	-	-	-	7 days	7 days	7 days	7 days	Core Business
2.5	Heritage Journal	New Programme	New Programme	New Programme	31-Mar-16	No subsequent target	No subsequent target	No subsequent target	Heritage
2.6	Establish a Heritage Institute	New Programme	New Programme	New Programme	New Programme	31-Mar-17	No subsequent target	No subsequent target	
2.7	Number of nation building initiatives implemented and funded	1	1	1	3	3	3	3	Heritage
		2	2	2	2	2	2	2	Heritage
2.8	Support and funding of community heritage projects	28	20	20	20	20	20	25	Funding
		2	4	2	2	2	2	3	LHR
		0	2	2	2	3	3	4	LHR
2.9	Diversity of funding streams	0%	31%	2%	2%	2%	2%	2%	Funding



Strategic Objective	Baseline			Expected Performance Levels	Medium-term targets ( MTEF)			Responsible Unit
	2012-2013	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	
2.10 Initiatives and programmes to mainstream liberation heritage	0	0	2 sites submitted for declaration	4 sites submitted for declaration	6 provincial sites submitted for declaration	-	-	LHR
	0	0	2 sites submitted for declaration and 1 assisted to management plan, MOA with RIM, develop consolidated dossier	Production of Dossier	Submission of Dossier for evaluation by the World Heritage Committee	-	-	LHR
	0	0	1 submission	1 submission	2 submissions	2 submissions	2 submissions	LHR
	0	1	2 reports	2 reports	3 reports	4 reports	4 reports	LHR
	5	5	3 presentations	4 presentations	5 presentations	5 presentations	5 presentations	LHR
	0	1	1 partnership	2 partnerships	3 partnerships	4 partnerships	4 partnerships	LHR
	0	0	2	4	5	7	7	LHR
	0	0	3	4	5	5	5	LHR

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

Strategic Objective	Indicator	3 Year Target	Baseline				Expected Performance Levels	Medium-term targets ( MTEF)		
			2012-13	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19
2.1 Implemented exchange programmes per year	Number of formal agreements signed with different bodies	6	0	0	0	2	2	2	3	
	Number of exchange programmes participated in per year	3	0	0	1	1	1	2	2	
2.2 International multilateral engagements	Number of world heritage projects that the NHC participates in annually	5	1	1	1	1	2	2	3	
	Percentage of identified sites on the revised tentative list researched annually	80%	0	0	10%	20%	30%	30%	10%	
2.3 Research outputs	Number of publications produced per year	3	1	0	1	1	1	1	1	
	Number of Position Papers produced per year	6	4	4	2	2	2	2	2	
	Number of Research Reports	6	4	6	2	2	2	2	2	
	Number of research and other heritage publications distributed to stakeholders	6	1	1	1 IGR Document to all provinces	2	2	2	2	
	Information gathered from questionnaires (Indices)	Approved survey report	-	-	Approved Survey report	Approved survey report	-	-	-	

Strategic Objective	Indicator	3 Year Target	Baseline				Expected Performance Levels	Medium-term targets (MTEF)			
			2012-13	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19	
2.4	Respond to enquiries on heritage submitted to the NHC	7 days	No similar target previously	7 days	7 days	7 days	7 days	7 days	7 days	7 days	7 days
2.5	Heritage Journal	31-Mar-16	New target	New target	31-Mar-16	No target	No target	No target	No target	No target	No target
2.6	Establish a Heritage Institute	31-Mar-17	New target	New target	No target in 2015/16	31-Mar-17	No target	No target	No target	No target	No target
2.7	Number of nation building initiatives implemented and funded	9	1 cultural expression hosted and supported	1 cultural expression supported	3 cultural expression hosted and supported	3 cultural expression hosted and supported	3 cultural expression hosted and supported	3 cultural expression hosted and supported	3 cultural expression hosted and supported	3 cultural expression hosted and supported	3 cultural expression hosted and supported
		6	2 heritage education & skills development initiatives supported	2 heritage education & skills development initiatives supported	2 heritage education & skills development initiatives supported	2 heritage education & skills development initiatives supported	2 heritage education & skills development initiatives supported	2 heritage education & skills development initiatives supported	2 heritage education & skills development initiatives supported	2 heritage education & skills development initiatives supported	2 heritage education & skills development initiatives supported
2.8	Support and funding of community heritage projects	60	20 community heritage projects supported and funded	20 community heritage projects supported and funded	20 community heritage projects supported and funded	20 community heritage projects supported and funded	20 community heritage projects supported and funded	20 community heritage projects supported and funded	20 community heritage projects supported and funded	20 community heritage projects supported and funded	25 community heritage projects supported and funded
		6	2 commemorative events supported	2 commemorative events supported	2 commemorative events supported	2 commemorative events supported	2 commemorative events supported	2 commemorative events supported	2 commemorative events supported	2 commemorative events supported	2 commemorative events supported
		8	2 repatriations supported	2 repatriations supported	2 repatriations supported	3 repatriations supported	3 repatriations supported	3 repatriations supported	3 repatriations supported	3 repatriations supported	4 repatriations supported

Strategic Objective	Indicator	3 Year Target	Baseline				Expected Performance Levels				Medium-term targets ( MTEF)		
			2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19				
2.9 Diversity of funding streams	Level of additional funds raised outside the DAC grant	6%	0%	31%	2%	2%	2%	2%	2%	2%	2%	2%	2%
	The number of sites submitted for declaration	10 sites submitted for declaration	0	0	2 sites submitted for declaration	4 sites submitted for declaration	2 sites submitted for declaration	6 provincial sites submitted for declaration	No targets for the year	No targets for the year	No targets for the year	No targets for the year	No targets for the year
	Production and Submission of Dossier for evaluation to the World Heritage Committee for the World Heritage listing	Production and Submission of Dossier	0	0	2 sites submitted for declaration and 1 assisted to management plan, MOA with RIM, develop consolidated dossier	Production of Dossier	Submission of dossier for evaluation by the World Heritage Committee	No targets for the year	No targets for the year	No targets for the year	No targets for the year	No targets for the year	No targets for the year
2.10 Initiatives and programmes to mainstream liberation heritage	Number of submissions on the African Liberation Heritage Programme	5	0	0	1 submission	1 submission	2 submissions	2 submissions	2 submissions	2 submissions	2 submissions	2 submissions	2 submissions
	Number of Research Reports and Publications	9 report	0	1	2 reports	2 reports	3 reports	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports
	Number of Presentations made on the liberation heritage	14	5 presentations	5 presentations	3 presentations	4 presentations	5 presentations	5 presentations	5 presentations	5 presentations	5 presentations	5 presentations	5 presentations
	Number of Knowledge Partnerships signed	9	0	1	1 partnership	2 partnerships	3 partnerships	4 partnerships	4 partnerships	4 partnerships	4 partnerships	4 partnerships	4 partnerships
	Number of identified sites submitted for formal protection	14	0	0	3 sites identified for formal protection	4 sites identified for formal protection	5 sites identified for formal protection	5 sites identified for formal protection	5 sites identified for formal protection	5 sites identified for formal protection	5 sites identified for formal protection	5 sites identified for formal protection	5 sites identified for formal protection

### 7.3 Programme 2: Quarterly targets for 2015/16

Indicator	Expected Performance Levels	Reporting Frequency	Quarterly Targets				Means of verification
			2015/16	2015/16	2015/16	2015/16	
			Q1	Q2	Q3	Q4	
2.1	2	Annually	No target set for the quarter	No target set for the quarter	2 Formal agreements signed	No target set for the quarter	Progress Reports
			No target set for the quarter	Participated in 1 exchange programme	No target set for the quarter	No target set for the quarter	Progress Reports
2.2	1	Annually	No target set for the quarter	Participated in 1 world heritage project	No target set for the quarter	No target set for the quarter	Participation Report
			20%	Percentage of identified sites on the revised tentative list researched annually	10% sites re-searched	10% sites researched	Research Reports / Grading Form

Indicator	Expected Performance Levels	Reporting Frequency	Quarterly Targets				Means of verification
			2015/16	2015/16	2015/16	2015/16	
			Q1	Q2	Q3	Q4	
2.3	1	Annually	No target set for the quarter	No target set for the quarter	1 publication produced	No target set for the quarter	Actual Publication
	2	Annually	Progress Report	Draft Research Report	No target set for the quarter	2 Approved position papers	Actual Position Papers
	2	Quarterly	Draft Research Report	Draft Research Report	No target set for the quarter	2 approved research reports	Research Reports
	2	Annually	No target set for the quarter	1 research and other heritage publication distributed to stakeholders	No target set for the quarter	1 research and other heritage publication distributed to stakeholders	Proof of delivery
2.4	7 days	Quarterly	7 days	7 days	7 days	7 days	Reports
2.5	31-Mar-16	Annually	Research Report towards the production and/or support of a heritage Journal produced	Heritage Journal Framework drafted	Heritage Journal Framework approved	Journal articles approved	Approved Framework
2.6	-	Annually	No target set for the 2015/16 financial year and only relevant for 2016/17.	No target set for the 2015/16 financial year	No target set for the 2015/16 financial year	No target set for the 2015/16 financial year	Approved Framework

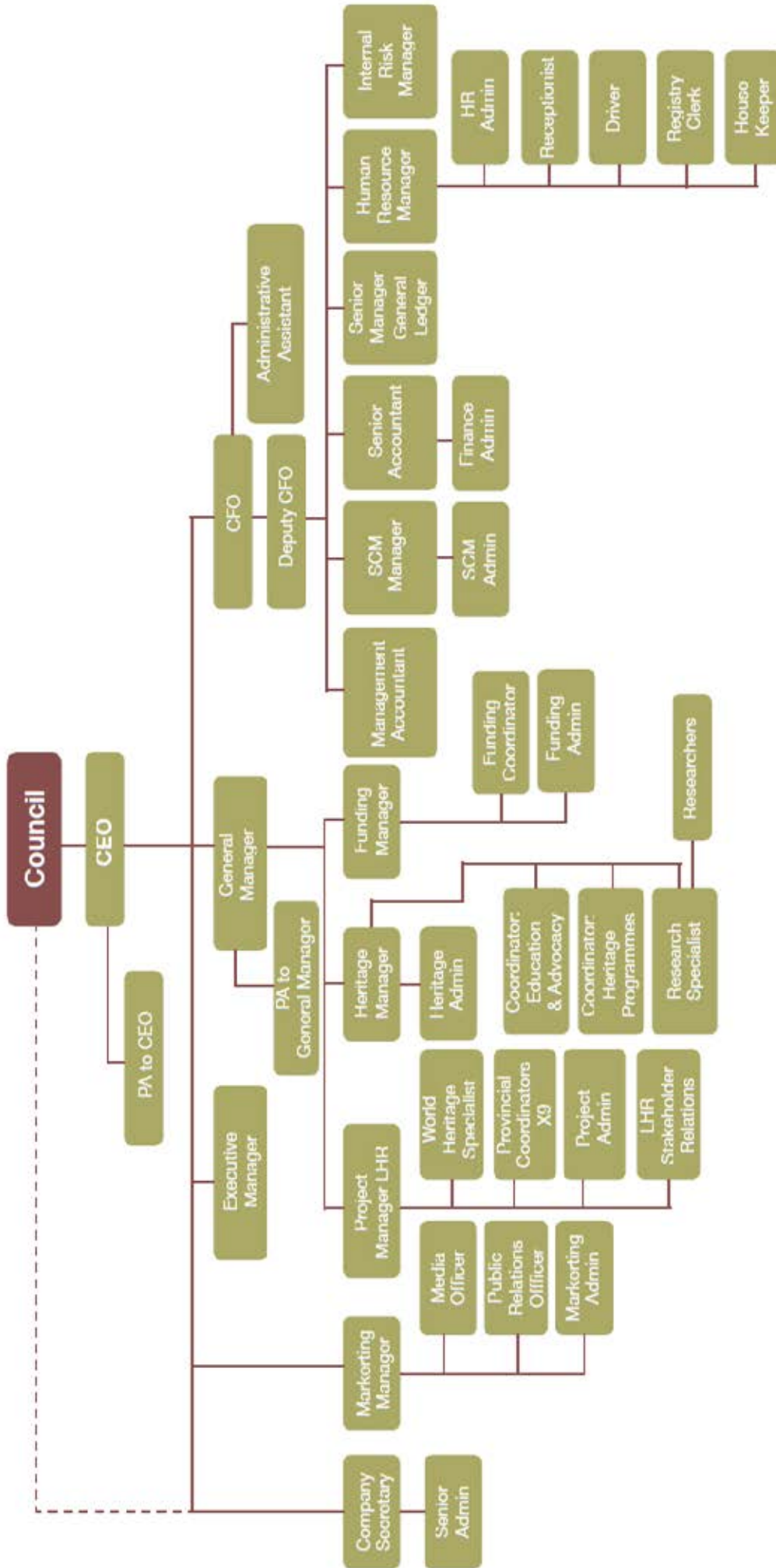
Indicator	Expected Performance Levels 2015-16	Reporting Frequency	Quarterly Targets				Means of verification
			2015/16	2015/16	2015/16	2015/16	
			Q1	Q2	Q3	Q4	
2.7	3	Annually	No target set for the Quarter	Progress Report on prospective partners engaged on cultural expressions	3 cultural expressions supported	Approved MEXCO Report	Report
	2	Annually	No target set for the Quarter	1 heritage education & skills development initiative supported	1 heritage education & skills development initiative supported	No target set for the Quarter	Report
	20	Quarterly	Report on incoming projects contracted	Progress Report on implementation of contracted projects	Monitoring & Evaluation Report on implementing projects	Disbursement Report	Adjudication Report & signed contracts
2.8	2	Annually	No target set for the Quarter	1 commemorative event supported	1 commemorative event supported	No target set for the Quarter	Event Reports
	2	Annually	Report on repatriations engagements undertaken supported	Report on repatriations engagements undertaken supported	1 repatriation supported	1 repatriation supported	Repatriation Reports
2.9	2%	Quarterly	Fundraising Strategy reviewed	3 Proposals for funding submitted	Progress Report	Report on Fundraising	Funding Proposals; correspondence

Indicator	Expected Performance Levels	Reporting Frequency	Quarterly Targets				Means of verification
			2015/16	2015/16	2015/16	2015/16	
			Q1	Q2	Q3	Q4	
The number of sites submitted for declaration	4 sites submitted for declaration	Quarterly	Report on identified sites for submission and comparison with draft dossier	Draft dossiers for submission produced	Report on the Preparation of declaration dossiers for submission	Declaration Dossier with four sites submitted	Gazette, SAH-RA Notice, grading forms, capacity building report
Production and Submission of Dossier for evaluation to the World Heritage Committee for the World Heritage listing	Production of Dossier	Quarterly	Draft Dossier In Place	Report on Consultation on Draft Dossier	Submission of Draft Dossier for Completeness Check	Submission of Dossier to the World Heritage Committee	correspondence, minutes, copy of agreement if applicable
Number of submissions on the African Liberation Heritage Programme	1 submission	Annually	No target set	ALHP Research towards submission report	1 Submission Report	No target set	Copy of submission
Number of Research Reports and Publications	2 reports	Quarterly	No target set	Draft Research Report	Draft Research Report	2 Reports produced	progress reports
Number of Presentations made on the liberation heritage	4 presentations	Quarterly	No target set	1 Presentation made on liberation heritage	1 Presentation made on liberation heritage	2 Presentations made on liberation heritage	copy of presentation
Number of Knowledge Partnerships signed	2 partnerships	Annually	Report on identified partners	Engagement Report on Negotiations identified partners	1 partnership agreement Signed	1 partnership agreement Signed	correspondence, minutes, agreement if applicable.
Number of Intergovernmental Arrangements formalised	4	Quarterly	Report on the Review of IGR arrangements	Progress report on the engagement with the identified partners	2 Signed partnership agreements	2 Signed partnership agreements	meeting correspondence, and agreement
Number of identified sites submitted for formal protection	4	Quarterly	Report on the Review of currently submitted sites or of Draft Dossier for sites to submit	Progress report on the Preparation of Site Documents for Submission if not in Draft Dossier	2 sites submitted for formal protection	2 sites submitted for formal protection	Reports and declaration forms

2.10



# 8. NHC ORGANISATIONAL STRUCTURE



## 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. Ant-Fraud and Corruption Prevention Plan

C. Risk Management Plan

## A. NHC MATERIALITY AND SIGNIFICANT FRAMEWORK

Framework	Resulting figures for 2015/16	Underlying principles
<p><b>Material</b> for Section 55 – Disclosure, in the Annual Report, of:</p> <ul style="list-style-type: none"> <li>▪ Losses due to criminal conduct</li> <li>▪ Irregular expenditure</li> <li>▪ Fruitless and wasteful expenditure</li> </ul>	<p><u>Quantitative:</u></p> <p>Capital Expenditure:</p> <p>10% of the capital expenditure budget line item</p> <p>Other expenditure:</p> <p>10% of the related operating expenditure budget line item</p>	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
<p>The materiality levels above are subject to a <u>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><i>It is, therefore important to note that the quantitative measures of materiality will only apply to irregular expenditure and fruitless and wasteful expenditure, whereas the qualitative measure will apply to losses due to criminal conduct.</i></p>		<ul style="list-style-type: none"> <li>▪ 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)).</li> </ul> <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 2015/16	Underlying principles
<p><b>Significant for Section 54</b> – Information and approval by the Minister of “Qualifying transactions”, i.e.:</p> <ul style="list-style-type: none"> <li>▪ participation in a significant partnership, trust, unincorporated joint venture or similar arrangement;</li> <li>▪ acquisition or disposal of a significant shareholding in an organisation;</li> <li>▪ acquisition or disposal of a significant asset;</li> <li>▪ commencement or cessation of a significant business activity; and</li> <li>▪ a significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement.</li> </ul>	<p><u>Quantitative:</u></p> <p>Qualifying transactions of an operational nature,</p> <ul style="list-style-type: none"> <li>▪ 15% of Total Assets</li> </ul> <p>Qualifying transactions of a strategic nature.</p> <ul style="list-style-type: none"> <li>▪ 10% of equity</li> </ul> <p>Regardless of the monetary value thereof, all direct equity investments:</p> <ul style="list-style-type: none"> <li>▪ greater than 20% require formal information to the Executive Authority; or</li> <li>▪ greater than 50% require approval by the Executive Authority.</li> </ul> <p><u>Qualitative:</u></p> <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>		<ul style="list-style-type: none"> <li>▪ 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;</li> <li>▪ 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;</li> <li>▪ The NHC also has defined accountability and approval structures from the Council, as the stakeholder representative, to the CEO and management;</li> <li>▪ 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.</li> </ul>



**nhc**

---

**National Heritage Council**  
SOUTH AFRICA

---

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

**FRAUD PREVENTION POLICY AND PLAN**  
**NATIONAL HERITAGE COUNCIL**  
**(“NHC”)**

# TABLE OF CONTENTS

1.	PURPOSE	47
2.	SCOPE	47
3.	LEGISLATION AND CORPORATE GOVERNANCE REQUIREMENTS REFERENCE	47
4.	POLICY STATEMENT AND INTERNAL STANDARDS	47
4.1	Background	48
4.2	Actions constituting fraud	48
4.3	Responsibilities	49
4.4	Internal controls to prevent and detect fraud and corruption	50
4.5	Reporting responsibilities	52
4.6	Ownership	52
4.7	Administration of policy	52
5.	APPLICABLE BUSINESS GOVERNANCE FORUMS REFERENCE	53
6.	NON-COMPLIANCE	53
7.	PERIOD OF OPERATION	53
8.	DEFINITIONS	53
	APPENDIX A - DECISION MATRIX	54
	APPENDIX B - CONTACT DETAILS	54
	APPENDIX C - REFERENCES	55
	APPENDIX D - DECLARATION	55
	APPENDIX E – Fraud Red Flags - Characterisation of a White-Collar Criminal	55

## 1. PURPOSE

This policy is intended to:

- Convey the expectations of the council and senior management regarding managing fraud risk.
- Establish procedures and assign responsibility for the investigation of fraud and related offences.
- Provide guidance to those employees who find themselves having to deal with suspected cases of theft, fraud and corruption.
- Develop a risk and fraud awareness programme in the organisation.

## 2. SCOPE

The policy applies to any fraud, or suspected fraud, as defined in this policy involving managers and employees, consultants, vendors, contractors, outside agencies and/or any other parties with a business relationship with the NHC.

## 3. LEGISLATION AND CORPORATE GOVERNANCE REQUIREMENTS REFERENCE

The Fraud Prevention Policy needs to support the current legislative and regulatory framework. Regular reviews of NHC's legislative and regulatory framework should be undertaken to ensure that the Fraud Prevention Policy is at all times aligned to this framework.

The following main pieces of legislation and guidelines are applicable to the policy:

- The Prevention and Combating of Corrupt Activities Act 2008;
- The Prevention of Organised Crime Act, of 1998.
- The Promotion of Access to Information Act, 2000
- The Competition Act, 1998
- Protected disclosure act 2000
- The Public Finance Management Act, 1999
- The Companies Act
- International Conventions and Protocol
  - > United Nations Convention Against Corruption (UNCAC)
  - > Global Compact Anti-Corruption Principle
  - > African Union Convention on Preventing and Combating of Corruption
  - > South African Development Community Protocol Against Corruption
  - > NEPAD's APRM
  - > Laws in Foreign jurisdictions that may have extraterritorial
    - UK bribery Act
    - US Foreign Corrupt Practices Act

## 4. POLICY STATEMENT AND INTERNAL STANDARDS

All employees are responsible for the detection and prevention of fraud, misappropriation, and other inappropriate conduct.

Each member of the management team should be reasonably familiar with the types of improprieties that may occur within his or her area of responsibility and be alert for any indication of irregularity.

Fraud or irregularities detected or suspected should be reported without delay to any of either the anonymous reporting hotline, to the CEO and Chairperson of the Audit and Risk Committee, who will coordinate the necessary investigations with management, HR, Secretariat and external parties, as required.

## 4.1 Background

The National Heritage Council (NHC) is committed to ethical behaviour and to the prevention, detection, and reporting of fraud in terms of a zero-tolerance approach. All members of staff are expected to share this commitment.

The council will manage fraud risk by:

- Defining, setting and maintaining cost effective control procedures to prevent, identify and deter fraud;
- Ensuring key controls are complied with;
- Investigating all incidences of actual, attempted or suspected fraud, and all instances of major control break downs;
- Encouraging staff to be vigilant and raising fraud-awareness at all levels;
- Providing staff with effective confidential reporting mechanisms and encouraging their use;
- Taking action against individuals and organisations perpetrating fraud against the company, its shareholders, or its customers;
- Seeking restitution of any asset fraudulently obtained and the recovery of costs, and
- Co-operating with the law enforcement and other appropriate authorities in the investigation and prosecution of those suspected of fraud.

## 4.2 Actions constituting fraud

At NHC, fraud could include the crimes listed below (as defined under definitions):

- Fraud in the widest term
- Forgery
- Bribery
- Corruption
- Hacking.

For the purposes of this policy, the term: "Fraud" can interchangeably be used with the crimes reflected above. In this context, actions constituting fraudulent behaviour include, but are not limited to:

- Any dishonest or fraudulent act;
- Embezzlement or misappropriation;
- Forgery or alteration of any document or account belonging to the NHC;
- Forgery or alteration of a cheque, bank transfer or any other financial document;
- Theft or misappropriation of funds, securities, supplies, or other assets;
- Impropriety in the handling or reporting of money or financial transactions;
- Transacting in securities or financial instruments using insider knowledge of council or customer activities, irrespective of whether a profit or loss is made;
- Unauthorised disclosure or manipulation of sensitive, confidential or proprietary information;
- The offering or taking of inducements, gifts, or favours as referred to in the NHC Gifts and Benefits from a Suppliers' Policy, which may influence the action of any persons;
- Wilful destruction, removal or inappropriate use of records or company assets;
- Engage in any practices or pursue any private activities which conflict in any way with the NHC's interests;
- Hacking of and unauthorised access to the NHC computer systems;
- Making a payment to or on behalf of any official (including government officials) for the purpose of obtaining or retaining business for or with, or directing business to any person, and/or
- Any similar or related inappropriate conduct. The NHC Code of Ethics places a fiduciary duty on all employees to disclose such activities. Failure to disclose could result in disciplinary action being taken against the employee concerned.

In the case of any queries as to what actions could constitute fraud, the Company Secretary of the NHC may be contacted for guidance in this regard.



## 4.3 Responsibilities

### 4.3.1 Managers

Managers, at all levels, have a responsibility to:

- Promote the highest levels of ethical and lawful conduct, in accordance with the NHC Code of Ethics and embrace good corporate governance to report any conduct which may be regarded as unethical, unlawful or in breach of good corporate governance, or which has the potential to tarnish the good name and reputation of the NHC.
- Set the tone at the top. An organisation's culture plays an important role in preventing, detecting, and deterring fraud. Management needs to create a culture through words and actions where it is clear that fraud is not tolerated, that any such behaviour is dealt with swiftly and decisively.
- Be familiar with the types of improprieties that might occur within his/her area of responsibility and be alert for any indication of irregularity.
- Ensure that an adequate system of internal controls exists within their areas of responsibility and that controls operate effectively.
- Ensure that the NHC Code of Ethics, Fraud Prevention Policy and Whistle Blowing Policy are well communicated to all staff within their area of responsibility.
- In consultation with Legal and HR, take appropriate legal and/or disciplinary action against perpetrators of fraud.
- Take disciplinary action against employees where employee negligence has contributed to the commission of the fraud.
- Annexure D – Declaration by employees and contractors in area of responsibility should be included in the personnel record of the employee and the contractors pack of the contractors. This document should be renewed and filed annually.

### 4.3.2 All Employees

All employees have a responsibility to:

- Ensure that they are familiar with, and comply with the NHC Code of Ethics. These related policies should be included in the annual induction training for all employees and contractors.
- Ensure they are familiar with, and comply with controls and procedures in their area of responsibility. Employees should understand how their job procedures are designed to manage fraud risks and when non-compliance may create an opportunity for fraud to occur or go undetected.
- Have a basic understanding of fraud and be aware of the red flags.
- Recognise any specific fraud risks within their own area of responsibility. All employees have a duty to ensure that these risks are identified and addressed. Where an employee believes that an opportunity for fraud exists, whether because of poor procedures or oversight, the employee should discuss it with their line manager and / or company Secretary.
- Report any suspected irregularities in accordance with the NHC Code of Ethics and Fraud Prevention Policy.
- Co-operate in investigations.
- Treat information relating to fraud investigations as confidential.

### 4.3.3 Internal Audit

Internal Audit is responsible for:

- Providing advice and assistance on risk and control issues.
- Reviewing control systems once an investigation has been completed to identifying any weaknesses which contributed to the fraud; and if necessary, make recommendations for remedial action.
- Reporting the results of fraud investigations, actions that have been taken to manage fraud risks and the effectiveness of the fraud risk management programme to appropriate Management and the Council through the Audit Committee.
- Adopting a pro-active approach to providing management support in detecting, preventing, and monitoring fraud risks.
- Provide a source of information to Management as appropriate, regarding instances of fraud, corruption, unethical behaviour and irregularities.

#### 4.3.4 Governance, Risk and Compliance

Governance Risk and Compliance and its staff are responsible for:

- Conducting investigations into any matter as referred to them, by the Chairperson of the Audit and Risk Committee.
- Co-ordination of the investigations into all suspected fraudulent acts.
- Reporting the results of the investigation to the appropriate person.
- Where applicable, outsource certain functions pertaining to investigations to approved service providers and manage such service providers.

#### 4.3.5 Social and Ethics Committee

The Social and Ethics Committee shall:

- Review the appropriateness and effectiveness of policies and procedures for preventing or detecting fraud.
- Direct and supervise investigations into matters within the committee's scope, for example, evaluations of the effectiveness of the Council's internal control, cases of employee fraud or supplier fraud, forensic investigations, misconduct or conflict of interest.
- Receive and review reports on the prevention, detection and investigation of fraudulent activity or misconduct within the NHC.
- Review significant cases of employee conflicts of interest, misconduct or fraud, or any other unethical activity by employees or the Council.

#### 4.3.6 MEXCO – Management and Executive Committee

The Management and Executive Committee is responsible for evaluating all instances of fraud, corruption, possible conflicts of interests, violation of the Code of Ethics or any other ethics related matter.

All instances of fraud must be reported to the Executive Committee which will oversee appropriate periodic reporting to the Social and Ethics Committee.

### 4.4 Internal controls to prevent and detect fraud and corruption

This section of the plan is divided into two components, namely:

- Basic internal controls, and
- Training of employees on internal controls in the conducting of their day-to-day duties.

#### 4.4.1 Basic Internal Control

The policies, procedures, rules, regulations and other prescripts of the NHC prescribe various controls that, if effectively implemented, would limit corruption and fraud within the NHC. These controls may be categorised as follows, it being recognised that the categories contain elements of overlapping:

- **Prevention controls:**  
These are divided into two sub-categories, namely, Authorisation and Physical.
- **Detection controls:**  
These are divided into four categories, namely, Arithmetic and Accounting, Physical, Supervision and Management Information.
- **Segregation of duties.**

#### 4.4.1.1 Prevention controls

##### (a) Authorisation and verification

All transactions require authorisation or approval by an appropriate responsible person.

The limits for these authorisations are specified in the delegations of authority of the NHC.

All individuals with specified delegations for the authorisation of transactions must be trained and/or made to acknowledge their understanding of their responsibilities in terms of the PFMA and Code of Conduct.

Declarations of interests forms should be completed annually by all employees and captured onto the employee database by the Human Resources department. Regular checks should be performed against the supplier database.

All employees must be subjected to reference checks, such as Kroll checks, prior to the signing of an employment contract.

#### 4.4.1.2 Detection controls

##### (a) Arithmetic and Accounting

These are basic controls within the recording function which check that transactions to be recorded and processed have been authorised, that they are included completely, and that they are correctly recorded and accurately processed.

Such controls include checking the arithmetical accuracy of the records, the maintenance and checking of totals, reconciliation, control accounts, and accounting for documents.

A list of recommended controls based on the previous experience of fraud should be given to management for implementation.

##### (b) Physical

These controls relate to the security of records. They therefore underpin arithmetic and accounting controls.

Their similarity to preventive controls lies in the fact that these controls are also designed to limit access.

##### (c) Supervision

This control relates to supervision by responsible officials of day-to-day transactions and the recording thereof.

##### (d) Management Information

This relates to the review of management accounts and budgetary control.

Management outside the day-to-day routine of the system normally exercises these controls.

#### 2.4.1.3 Segregation of duties

(a) One of the primary means of control is the separation of those responsibilities or duties, which would, if combined, enable one individual to record and process a complete transaction, thereby providing him/her with the opportunity to manipulate the transaction irregularly and commit fraud.

(b) Segregation of duties reduces the risk of intentional manipulation or error and increases the element of checking.

(c) Functions that should be separated include those of authorisation, execution, custody, and recording and,

in the case of computer-based accounting systems, systems development and daily operations.

Placed in context with fraud prevention, segregation of duties lies in separating either the authorisation or the custodial function from the checking function, and from the execution function.

The NHC has identified risks in this area as being:

- Line management not willing to accept accountability for the enforcement of internal controls;
- The fact that accountabilities and responsibilities within the NHC management structure has not clearly been defined, creating uncertainty in terms of who is accountable for the enforcement of internal controls, and the appropriate corrective actions in terms of non-conformances;
- The fact that employees are not held accountable for their actions and transgressions;
- That consequently internal controls are not adhered to.

Recognising this, the NHC intends to focus on the effective implementation and maintenance of internal controls by:

- Clearly defining and communicating the accountabilities and responsibilities of the NHC management structure;
- Holding management accountable to enforce internal controls and the consequent application of disciplinary measures in terms of non-adherence and non-conformance by employees;
- Holding employees accountable for their actions and transgressions;
- Reviewing the inherent controls of the new systems to ensure that they provide adequate protection;
- Ensuring that effective refresher training courses are conducted for the users of the new systems to ensure proper application;
- Conducting profiling of all the suppliers / contractors / consultants / service providers to ensure legitimacy;
- Including this profiling as part of the procurement process.

The MEXCO will monitor the implementation and improvement of internal controls in the areas identified to ensure that a noticeable improvement is achieved.

## 4.5 Reporting responsibilities

Any employee who suspects dishonest or fraudulent activity should notify their direct supervisors and line managers. The employee or other complainant may remain anonymous.

The Auditor General must be advised of any fraud that could affect the council's financial statements. In addition, the council must report any fraud to the applicable regulatory bodies in terms of the relevant legislation including, but limited to, The Prevention and Combating of Corrupt Activities Act and The Prevention of Organised Crime Act and noted in section 3.

## 4.6 Ownership

The Council and MEXCO are responsible for adopting this policy and taking reasonable steps to ensure that all directors, senior management and employees are aware of the contents hereof.

## 4.7 Administration of policy

The CFO is responsible for the administration, revision, interpretation, and application of this policy. This policy will be reviewed and updated as changes in business or legislation are identified.

## 5. APPLICABLE BUSINESS GOVERNANCE FORUMS REFERENCE

NHC Council  
NHC Audit and Risk Committee  
NHC Social and Ethics Committee  
NHC Corporate Services Committee  
NHC Management and Executive Committee (MEXCO)

## 6. NON-COMPLIANCE

In the event of non-compliance, the individual shall be subject to the NHC's disciplinary procedures.

## 7. PERIOD OF OPERATION

This Policy will remain in force from date of acceptance until amended and circulated as an updated Policy.

## 8. DEFINITIONS

<b>Bribery:</b>	The offering, acceptance, or receipt of "anything of value" intended to influence behaviour contrary to honesty/integrity.
<b>Corruption:</b>	The misuse of entrusted power or public office for private gain. It covers a range of criminal offences that includes bribery and other crimes (e.g., fraud, extortion and money laundering).
<b>MEXCO:</b>	NHC Management and Executive Committee.
<b>NHC:</b>	National Heritage Council.
<b>Fraud:</b>	The intentional misrepresentation or concealment of a material fact for the purpose of inducing another to act upon it, causing actual or potential prejudice.
<b>Forgery:</b>	The unlawful and intentional making of a false document to the actual or potential prejudice of another.
<b>Hacking:</b>	Intentionally accessing a computer without authorisation or exceeding authorised access in order to obtain or manipulate electronically stored information.
<b>Insider trading:</b>	Using inside information relating to securities or financial instruments when dealing in such securities or financial instruments.
<b>Policy:</b>	A set of principles applicable to a specific discipline or processes.
<b>Theft:</b>	The unlawful appropriation of moveable corporeal property belonging to another with intent to deprive the owner permanently of the property.

## APPENDIX A - DECISION MATRIX

- R: Responsible
- A: Accountable
- I: Inform
- C: Consult

Action Required	Finance and Accounting	Line Management	Compliance / Legal	MEXCO	Council
Controls to prevent and detect fraud					
Recommendations to prevent fraud					
Reporting of incidents to Internal Audit					
Investigation of fraud					
Referrals to law enforcement					
Recovery of monies lost due to fraud					
Monitoring of recoveries					
Communications, publicity and press releases					
Civil litigation					
Fraud education and training					
Fraud risk assessment					
Hotline					

## APPENDIX B - CONTACT DETAILS

The following contact details are provided to report any suspected fraudulent activities:

**Chairperson of the Audit and Risk Committee:**

Name	E-mail address	Telephone

**Web-based Hotline Reporting System**

**Hotline Details**

Country	Toll Free Number	E-mail address

## APPENDIX C - REFERENCES

NHC Code of Ethics  
NHC Disciplinary Code

## APPENDIX D - DECLARATION

To be completed by contractors as well.

I, \_\_\_\_\_,  
employee number \_\_\_\_\_, employed by the NHC, at \_\_\_\_\_,  
hereby confirm that I have read and understood the NHC Company Fraud Prevention Policy.

I further confirm, that should I have any questions or require any clarity regarding the NHC Fraud Prevention Policy, I can approach my direct supervisor, line manager, Human Resources Manager, and the Company Secretary.

Signature \_\_\_\_\_

Date \_\_\_\_\_

## APPENDIX E – Fraud Red Flags - Characterisation of a White-Collar Criminal

### A. Indicators that individuals may be susceptible to committing fraud

- A1. Unusually high personal debts
- A2. Severe personal financial losses
- A3. Living beyond one's means
- A4. Extensive involvement in speculative investments
- A5. Excessive gambling habits
- A6. Alcohol problems / Drug problems
- A7. Undue family or peer pressure to succeed
- A8. Feeling of being underpaid
- A9. Dissatisfaction or frustration with job
- A10. Feeling of insufficient recognition for job performance
- A11. Continual threats to quit
- A12. Belief that the job is in jeopardy
- A13. Close associations with suppliers / customers
- A14. Poor credit rating
- A15. Rationalisation or justification of poor performance
- A16. Wheeler-dealer attitude
- A17. Lack of personal stability such as frequent job changes, residence, partners and acquaintances
- A18. Desire to "beat the system"
- A19. Unreliable communications and reports
- A20. Criminal record
- A21. Defendant in a civil suit
- A22. Not taking vacations
- A23. Rationalisation for conflicting behavioural patterns
- A24. No signs or code of personal ethics
- A25. Undisclosed conflicts of interest

**B. Indicators that the organisation may be a target for a fraudster**

- B1. An organisation that lacks competent personnel
- B2. An organisation that does not enforce clear lines of authority and responsibility
- B3. An organisation that does not enforce proper procedures for authorisation of transactions
- B4. An organisation that lacks adequate documents and records
- B5. An organisation that is not frequently reviewed by internal auditors
- B6. Lack of independent checks
- B7. No separation of custody over assets from the accounting for them
- B8. No separation of authorisation of transactions from the custody of the related assets
- B9. No separation of duties between the various duties within each business cycle
- B10. Inadequate physical security in departments, such as locks, safes, fences, keys, access cards, etc.
- B11. Inadequate background and reference checking before hiring decisions
- B12. Inadequate disclosure of personal investment and other income
- B13. Undisclosed conflicts of interest
- B14. Operating on a crisis basis
- B15. Operating without budgetary control
- B16. Budgets not reviewed or meaninglessly justified
- B17. Too much trust placed in key employees
- B18. Unrealistic productivity requirements
- B19. Pay levels not commensurate with responsibilities
- B20. Inadequate staff - quality and quantity
- B21. Failure to discipline violators of company policy
- B22. Inadequate communication about disciplinary codes and codes of conduct
- B23. Absence of conflict-of-interest questionnaires or regular updating thereof.

**C. Indicators of opportunities to commit fraud**

- C1. Rapid turnover of key employees, through resignation or dismissal
- C2. Dishonest or dominant management
- C3. Inadequate training programmes
- C4. Complex business structures
- C5. No effective internal audit function
- C6. Using several different auditing firms or frequent changes in auditors
- C7. Reluctance to provide auditors with requested information
- C8. Use of several legal firms or changes in legal counsels used
- C9. Making use of many different banks, and excessive numbers of accounts
- C10. Continuous problems with regulatory agencies
- C11. Large year-end and unusual accounting transactions



## ANNEXTURE B: FRAUD PREVENTION IMPLEMENTATION PLAN

FPP COMPONENT and AREA		ACTION REQUIRED		RESPONSIBLE OFFICIAL /BODY	COMPLETION DATE
Creating awareness					
Education	Manager's workshop				
Communication	Line Managers to train their subordinates				
	Develop communication strategies				
	Organisational circulars and e-mail communications				
	Pamphlets/ Z-Card on Code and Policy				
Communication	Other strategies				
	<ul style="list-style-type: none"> <li>▪ Bulletins on latest schemes uncovered.</li> <li>▪ Latest Red Flags identified</li> </ul>				
PFMA and Treasury Regulations					
PFMA and Treasury Regulations	Ensure that operating procedures support the PFMA and Treasury Regulations.				
	Monitor that communication and education re: the PFMA and Treasury Regulations are taking place.				
HR Management – Employment procedures	Review current employment strategy to include:				
	Proper pre-employment screening activities and integrity assessments that includes criminal record checks on all new appointments.				
	Induction programmes to include training and awareness of fraud prevention strategy and policies				
	Conducting compulsory exit interviews; and				
	Review and discuss results of exit interviews.				
HR Management – Training	Initiate performance agreement process to ensure focused training and development				

FPP COMPONENT and AREA	ACTION REQUIRED	RESPONSIBLE OFFICIAL /BODY	COMPLETION DATE
Accountability in terms of adherence to policies and procedures	<p>Enforce policies and procedures by:</p> <p>Making management responsible for continuous communication and training of staff in relation to policies and procedures;</p> <p>Making management accountable to discipline non-conformance;</p> <p>Holding employees accountable for their actions / transgressions; and</p> <p>Ensuring consistent and appropriate disciplinary actions.</p> <p>Ensure compliance and understanding of labour law and disciplinary process.</p> <p>Ensure fraud and corruption matters are correctly dealt with in terms of the NHC policies and;</p> <p>Ensure correct decisions and sanctions are handed out.</p> <p>Hold management accountable for proper, clear cascading of communication / information to their staff</p>		
Disciplinary Code and Procedures	<p>Review the disciplinary code and procedures to include contraven- tions of:</p> <p>The Code of Ethics and Business Conduct;</p> <p>The Anti-Fraud and Corruption Policy; and</p> <p>The Public Finance Management Act and supporting Treasury Regulations</p> <p>Communicate revised disciplinary code and procedures to all staff and managers</p> <p>Provide training and support to line management in terms of the application of the disciplinary code and procedures</p> <p>Empower line management to apply disciplinary code and procedures through effective delegation</p> <p>Monitor actions taken by managers to ensure proper supervision and compliance by managers</p> <p>Develop training strategy to train Chairpersons (Council, MEXCO, Audit and Risk Committee, Human Resources, Heritage, etc.) and initiators to provide adequate capacity for managing fraud and corruption related inquiries.</p>		
Internal controls to prevent and detect fraud and corruption			

FPP COMPONENT and AREA	ACTION REQUIRED	RESPONSIBLE OFFICIAL /BODY	COMPLETION DATE
Accountability for controls	Hold management accountable to enforce internal controls and discipline non-adherence and non-conformance	CEO	Ongoing
	Hold employees accountable for their actions / transgressions	Managers	Ongoing
	Conduct profiling of all suppliers / contractors / consultant / service providers to ensure legitimacy	SCM	Ongoing
Management and mitigation of risks	Effectively manage and mitigate risks within the operational areas of programme implementation by: Review, design, and implement controls in this operational area;	Internal Audit / Management	Ongoing
	Transfer liability by means of contractual agreements	Secretariat	Ongoing
	Obtain adequate insurance cover, that includes cover for loss resulting from actions of other contractors / service providers	Finance	Ongoing
	Monitor the implementation and improvement of internal controls in the areas identified to ensure that a noticeable improvement is achieved	MEXCO/Internal Audit/ Audit Committee	Ongoing
Effective internal audit function			
Internal Audit Function	In order to provide an adequate, value-adding support service to the NHC, Internal Audit will: Be actively involved with management in terms of the evaluation design, implementation and maintenance of controls; Work according to an audit strategy that includes coverage plan Focus considerably on the programme operations in terms of their involvement in submissions, and the valuation, design, implementation and maintenance of controls during programme implementation.	Internal Audit Internal Audit Internal Audit	Ongoing Ongoing Ongoing
	Hold management accountable to take corrective actions in terms of audit reports submitted to them.	Management	Ongoing
	Monitor the level of support received from Internal Audit to ensure satisfactory standard and intensity.	MEXCO	Ongoing
Investigations			

FPP COMPONENT and AREA	ACTION REQUIRED	RESPONSIBLE OFFICIAL /BODY	COMPLETION DATE
Investigations	Delegate responsibility and accountability effectively by:		
	Developing a mandate that ensures clarity and adequate support for the accountable individuals.	MEXCO	Ongoing
	Communicating to all stakeholders to ensure everyone is aware of where to report relative incidents.	MEXCO	Ongoing
	Develop a database for recording of incidents reported and/or investigated.	MEXCO	Ongoing
	Monitor level and quality of service and support received.	MEXCO	Ongoing
Ongoing risk assessment			
Management structures	Review latest risk assessment conducted to ensure that action is taken to manage and mitigate fraud and corruption risks disclosed therein	MEXCO	Ongoing
	Ensure regular risk assessments are conducted and risk profile updated	CS/CFO	Ongoing
	Conduct annual organisation wide risk assessment	CS/CFO	Annually
Code of Ethics and Business Conduct	Establishment of a Fraud Committee	MEXCO/Council	
Anti-Fraud and Corruption Policy	Update Code of Ethics and Business Conduct	Human Resources	
	Managers to conduct awareness seminars to employees under their supervision	Managers	
	Have employees acknowledge that employees are aware of what is expected of them by having them sign official acknowledgement of receipt	Human Resources	
Anti-Fraud and Corruption Hotline	Adopt Anti-Fraud and Corruption Policy	MEXCO	
	Circulate Policy to all managers and staff	CFO	
	Managers to conduct awareness seminars to all employees under their supervision	Managers	

FPP COMPONENT and AREA	ACTION REQUIRED	RESPONSIBLE OFFICIAL /BODY	COMPLETION DATE
	Initiate implementation of hotline facility	Management	
	Launch hotline in order to effectively communicate its existence and purpose	Management	
	Ensure implementation of proper procedures to ensure timeous receipt of evaluated information	Management	
	Monitor effectiveness of Hotline in terms of reports received and level of awareness throughout the NHC.	Management	
Physical and Information Security			
Delegation of responsibility	Delegate responsibility for security to individuals	CEO	
	Ensure that the responsible persons appointed improve security measures by:		
	Identifying vulnerable areas and performance gaps;		
	Revising security measures to ensure that vulnerabilities and performance gaps are effectively addressed;		
	Documenting security procedures; and		
	Communicating security measures to all stakeholders		
	Develop and implement an information security policy and procedures that deals with control over physical documents containing confidential information		
	Monitor the implementation of the actions detailed above to insure that it has a positive impact on the security measures at various institutions		
Ongoing maintenance and review			
	Ensure ongoing maintenance and review of:	MEXCO	Ongoing
	Code of Ethics and Business Conduct;	MEXCO	Ongoing
	Anti-Fraud and Corruption Policy;	MEXCO	Ongoing
	Awareness programme;	MEXCO	Ongoing
	Communication strategies; and	MEXCO	Ongoing
	Additional strategies to motivate buy-inn and create awareness	MEXCO	

## C. Risk Management Plan

### Key Strategic Risks

The top 15 strategic risks currently facing the NHC are detailed below. These will be managed on an on-going basis; until such time that they have been adequately addressed. The re-assessment of strategic risks based on the revised strategic plan was done in February 2015, under the auspices of the Risk Management Committee.

Risk Number	Unit	Link to objective	Risk category	Risk description	Background to the risk	Impact	Likelihood	Inherent risk	Current controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	Action owner	Time scale
53	Funding	SO1 (4.4.2)	Grant Disbursements	Availability of grant funding to fund approved projects	Late timing of public call is done during the financial year which consequently delays implementation, and as a result roll - overs	Critical	5	25	Operational plan for the current year reflects revised timelines	Weak	0.80	20	Public call to be brought forward in Q3 instead of Q4	Funding Manager	Q3
													Advert to be published for expression of interest.		

Risk Number	Unit	Link to objective	Risk category	Risk description	Background to the risk	Impact	Likelihood	Inherent risk	Current controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	Action owner	Time scale
57	Heritage	SO1 - (4.3.1) Ensure implementation of all intangible Heritage Programmes	Support towards heritage projects	Inability to implement all planned programmes and projects	Deviation from APP to focus on emerging programmes and sector demands	Critical	5	25	A balance needs to be struck between other such supported project deliverables and initiatives in the APP in terms of implementation, because budgeted funds on discontinued programmes would be diverted to other programmes.	Weak	Maximum	General Manager	Critical APP project deliverables should be the main focus areas, given that performance is measured on the delivery of the key mandate.	Heritage Manager	Ongoing
1	Executive	S01 (1.1)	Leadership	Low Level of achievement of strategic milestones	Low achievement levels of pre-terminated strategic targets will result to adverse audit outcome on Performance Information	Critical	5	25	Quarterly performance monitoring reports	Satisfactory	Maximum	CEO	Monitoring of strategy to be carried on a regular basis	EM	Q4

Risk Number	Unit	Link to objective	Risk category	Risk description	Background to the risk	Impact	Likelihood	Inherent risk	Current controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	Action owner	Time scale			
13	Financial Management	SO3	Financial	Non adherence to internal financial processes and procedures	Non adherence to approved internal financial policies and procedures can result to audit findings and adverse audit implications for NHC	Critical	5	5	25	Regular communication and compliance circulars	Satisfactory	0.65	Maximum	16.25	CFO	Tightening of internal controls. Policies to be reviewed and/or revised to accommodate the new structure as well as alignment with NT standards and requirements.	CFO	Ongoing



Risk Number	Unit	Link to objective	Risk category	Risk description	Background to the risk	Impact	Likelihood	Inherent risk	Current controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	Action owner	Time scale
23	SCM	SO1	Supply Chain	Ineffective procurement planning	Noncompliance with recent National Treasury pronouncement	Critical	5	5	25	Satisfactory	0.65	CFO	Awareness sessions should be a continued practise to cover other areas of SCM as well. Development of NHC procurement plan, submission to National Treasury and DAC. Implementation and Reporting of non-compliance for corrective action.	SCO	Q2

Risk Number	Unit	Link to objective	Risk category	Risk description	Background to the risk	Impact	Likelihood	Inherent risk	Current controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	Action owner	Time scale
25	SCM	SO1	Supply Chain	Inadequate SCM skills organisation wide	Lack of SCM skills for officials involved one way or another in procurement and bid committees is a profound risk	Critical	5	Maximum	25	Satisfactory	0.65	CFO	Ongoing training workshops for all staff on SCM and Bid Committees	CFO	Q4
43	HR	S05	Human Resources	Facilities Management	Inadequate utilisation of rented facilities	Critical	5	Maximum	25	Satisfactory	0.65	HR Manager	Formal and effective engagement for repairs and maintenance and project to advertise for new premises	HR Manager	Monitoring Monthly. Advert for new premises by Q4

Risk Number	Unit	Link to objective	Risk category	Risk description	Background to the risk	Impact	Likelihood	Inherent risk	Current controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	Action owner	Time scale
49	Mktg & Comm	SO2 (1.2.5)	Stakeholder relations	Reputational	Lack of communication tools with internal and external publics	Critical	5	5	25	Satisfactory	0.65	MM	Improved stakeholder management and engagement strategies	MM	Q2
61	LHR	SO1 (4.5.5)	LHR Business Plan	Unclear future scenarios owing to the lack of approval of the Business Plans which stalls implementation of predetermined objectives on the APP	The target for consideration of the LHR Business Plan was year-end 2011. Its approval would have informed the future scenarios of the LHR.	Critical	5	5	25	Satisfactory	0.65	GM	Constant communication with the DAC.	GM	Q1, Q2, Q3, Q4

Risk Number	Unit	Link to objective	Risk category	Risk description	Background to the risk	Impact	Likelihood	Inherent risk	Current controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	Action owner	Time scale				
NEW	Executive	SO3	Governance Risk	Relationship with DAC	With the changes in the leadership of the ministry of Arts and Culture, the same aspects need to be covered afresh with new Minister.	Critical	5	5%	Maximum	25	Maintain ongoing liaison with DG and Minister.	Satisfactory	0.65	Maximum	16.25	CEO	Schedule regular inter-actions with DG and Minister	CEO	Immediate
NEW	Executive	SO3	Governance Risk	Dysfunctional Council Committees.	Committees not meeting in accordance with Annual Year Plan	Critical	5	5	Common	25	Secretariat to follow up with Committee Chairs for regular meetings.	Satisfactory	0.65	Maximum	16.25	CEO	Ensure timely submission of agendas and notices of meetings.	Secretariat	Immediate

Risk Number	Unit	Link to objective	Risk category	Risk description	Background to the risk	Impact	Likelihood	Inherent risk	Current controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	Action owner	Time scale
NEW	Executive	SO3	Governance Risk	Timeous approval of APP and SP.	Due to detailed processes and bottom up processes followed, delays experienced in finalising budgets.	Critical	5	Maximum	25	Satisfactory	0.65	CFO	Develop budget and SP/APP di- visional templates for populating by discussions of NHC.	FM	Imme- diate
NEW	Executive	SO3	Governance Risk / Legal	SIU pending report having adverse outcomes for NHC.	SIU Invest- igation conducted through Presi- dential gazetting.	Critical	5	Maximum	25	Unsatis- factory	0.90	CEO / Council	Ensure crisis re- sponse and media state- ment pre- pared and on hold for release	CEO / Council / Marketing and Com- muni- cations	Imme- diate
NEW	Executive	SO3	Financial	Unpre- dictable / unplanned activities by DAC impacting on NHC budget.	New events / functions identified and pro- moted by DAC not budgeted for by NHC.	Critical	5	Maximum	25	Unsatis- factory	0.90	CEO / CFO	Con- vince DAC to have "stop gap" funds to fund ad hoc events.	CEO / Marketing and Com- muni- cations	Imme- diate

Risk Number	Unit	Link to objective	Risk category	Risk description	Background to the risk	Impact	Likelihood	Inherent risk	Current controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	Action owner	Time scale
NEW	Executive	SO3	Financial	Management reporting	Lack of attention to detail, resulting in breakdown in financial reporting.	Critical	5	5	25	Satisfactory	0.65	CFO	Improve reporting and accounting discipline and have a fully functioning finance team.	CFO / FM	Immediate
NEW	Executive	SO3	Governance Risk / Legal	Merger legislative review.	Possible combination of NHC with other DAC funded initiatives, e.g. Freedom Park Trust.	Critical	5	5	25	Satisfactory	0.65	CEO / Council	Continue to draw attention to uniqueness of NHC and rationale to stay independent.	CEO / Marketing and Immediate Communications	



**National Heritage Council:**  
Annual Performance Plan 2015/16  
RP36/2015  
**ISBN:** 978-0-621-43334-0

Building a nation proud of its African heritage

Domus Building,  
57 Kasteel Road (Cnr Ingersol & Kasteel  
Roads),  
Lynwood Glen  
South Africa  
0081

PO Box 74097  
Lynwood Ridge  
Pretoria  
0040

+27 12 348 1663/8223  
+27 12 348 2833  
[nhc@nhc.org.za](mailto:nhc@nhc.org.za)  
[www.nhc.org.za](http://www.nhc.org.za)