



SOUTH AFRICAN HERITAGE RESOURCES AGENCY

.. ANNUAL PERFORMANCE PLAN ..

FOR

2021 - 2022

• • S A H R A • •

AN AGENCY OF THE DEPARTMENT OF SPORT, ARTS AND CULTURE



# W H O I S S A H R A ?

We present this information about SAHRA in order to create an awareness among the people of our country of their right to conserve what they consider to be valuable heritage resources, the mechanisms for doing this, and to recognise the exciting new possibilities that the Act creates for them.

# W H A T W E D O ?

SAHRA is mandated to coordinate the identification and management of the national estate. The aims are to introduce an integrated system for the identification, assessment and management of the heritage resources and to enable provincial and local authorities to adopt powers to protect and manage them.

*Union Building*



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an agency of the  
Department of Sport, Arts and Culture

*Fostering inclusive participation in the conservation and management of South Africa's diverse heritage and contributing to building a national identity for the country through heritage*

.. ANNUAL PERFORMANCE PLAN ..

2021 <sup>FOR</sup> - 2022

## ACRONYMS AND DEFINITIONS

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APP	Annual Performance Plan
ARC	Audit and Risk Committee
CEO	Chief Executive Officer
DAC	Department of Arts and Culture
DSAC	Department of Sport, Arts and Culture
DPSA	Department of Public Service and Administration
ENE	Estimated National Expenditure
EXCo	Executive Committee
GDRC	Grading and Declaration Review Committee
GRAP	Generally Recognised Accounting Practice
HCM	Heritage Conservation Management
HIPSD	Heritage Information, Policy and Skills Development
HR	Human Resources
HRM	Heritage Resources Management
ICT	Information and Communication Technology
IT	Information Technology
KPI	Key Performance Indicator
LoA	Letter of Agreement
MEC	Member of the Executive Council
MoU/MoA	Memorandum of Understanding / Memorandum of Agreement
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NHC	National Heritage Council
NHRA	National Heritage Resources Act, 1999 (Act No. 25 of 1999)
NT	National Treasury
OHS	Occupational Health System
PHRA	Provincial Heritage Resources Authority
PFMA	Public Finance Management Act, 1999 (Act No. 1 of 1999 as amended by Act No. 29 of 1999)
SAHRA	South African Heritage Resources Agency
SAHRIS	South African Heritage Resources Information System
SETA	Sector Education and Training Authority
SMME	Small, Medium and Micro Enterprises
UNESCO	United Nations Educational, Scientific and Cultural Organization
SWOT	Strengths, Weaknesses, Opportunities and Threats



## COUNCIL CHAIRPERSON'S STATEMENT

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The country and the world at large is still battling the COVID-19 pandemic. It concerns me to note the crippling effect the pandemic has caused on the economy and the extent to which ordinary people's livelihoods has been affected. My heart goes out to our staff and their families who were either affected by the pandemic or lost their loved ones during these unprecedented times.

I am pleased to present the South African Heritage Resources Agency (SAHRA) Annual Performance Plan 2021/22, as approved by Council on the 29th of January 2021. The plan was reviewed to consider budget cuts in accordance with the agency's mandate, relevant legislative and policy mandates, the National Development Plan (NDP) as well as and the Medium-Term Strategic Framework (MTSF).

The plan sets forth the SAHRA's long-term four (4) outcomes of the approved 2020/25 strategic plan and that it details the inputs, activities, and outputs of the set targets. SAHRA has since expanded its programmes to five (5), a remarkable departure from its original three (3) programmes, which were based on the outcome-oriented goals and strategic objectives of the 2015/20 strategic term.

SAHRA pursues these outcomes through the annual performance goals that are set out each year and are published in the annual performance plan. SAHRA reports on its performance against the annual performance goals in its Annual Report.

Council commits itself in monitoring performance and implementation of the targets set out in this plan. The assessment and monitoring of annual performance is done on a quarterly basis and is approved by Council.

I must thank colleagues in the SAHRA Council for reviewing this plan. Our deepest and most sincere thanks and appreciation goes to the executive management and staff at SAHRA for their sterling work and commitment in SAHRA's mandate.



Mr Moses Themba Makhweyane  
Council Chairperson

## CHIEF EXECUTIVE OFFICER'S FOREWORD

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COVID-19 has changed our outlook on life and 2020 has been one of the most challenging years we have faced as a Nation and as a global community. As an organisation, this pandemic has given us new perspectives on how we do business and how quickly things can change. Our institution has been dynamically adaptive to the evolving business and social environment and adjusted accordingly. Most significantly, substantive budget cuts necessitated that we review our targets for this financial year and our adherence to safety protocols modified our workplace behaviors and office access. We continue to practice social distancing and prioritise the health and safety of people during these COVID-19 times.

I am pleased to present the South African Heritage Resources Agency (SAHRA) Annual Performance Plan 2021/22, which, having been reviewed by the Council was approved by that body on the 29th of January 2021. When compiling this plan, we were mindful to align our plan with National Heritage Resources Act No.25 of 1999 (NHRA), as well as other relevant legislations and policy mandates.

SAHRA made a significant progress towards fulfilling its mandate set out in the 2019/20 annual performance plan and achieved a clean audit and 90% annual performance of the targets projected for the 2019/20 financial year.

This plan expands the institutional programme performance information to five programmes and clearly describes the purpose of each programme. The outcomes, outputs, performance indicators and targets are well defined to ensure that all programmes can implement them.

To this end, we will be guided by this plan, which is aligned to the newly developed 5-year strategic plan approved by Council.

The annual performance is monitored and approved by Council quarterly. We remain focused and commit ourselves, to achieve more than 90% of our targets set out in this plan.

My deepest and most sincere appreciation goes to Council, executive management, managers, and staff of SAHRA for their dedication and commitment in executing SAHRA's mandate.



Adv. Lungisa Malgas  
Chief Executive Officer

## OFFICIAL SIGN-OFF

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It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the South African Heritage Resources Agency under the guidance of the SAHRA Council.
- Takes into account all the relevant policies, legislation and other mandates for which the South African Heritage Resources Agency is responsible.
- Accurately reflects the impact, outcomes and outputs which the South African Heritage Resources Agency will endeavour to achieve over the period 2021 to 2022.



Heritage Information, Policy and Skills Development Executive and Heritage Conservation Management Executive  
Ms Mamakomoreng Nkhasi-Lesaoana



Acting Chief Financial Officer  
Ms Bongiwe Madolo



Acting Corporate Service Executive  
Ms Ntombozuko Mphambani



Head Official responsible for Planning  
Reitumetse Nchabeleng



Chief Executive Officer  
Adv. Lungisa Malgas



Approved by:

Executive Authority/Council Chairperson  
Mr. Moses Makhweyane

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SAHRA'S MANDATE

*Fossil Park*



# 1. RELEVANT LEGISLATIVE AND POLICY MANDATES

The multi-stakeholder, multi-sectoral and multi-layered nature of the heritage sector is reflected in South Africa in the multiplicity of legislation relating to heritage identification, management and protection. Two of these key pieces of legislation are discussed below.

## WORLD HERITAGE CONVENTION ACT, 1999

World Heritage Convention Act serves to incorporate the World Heritage Convention into South African law and provides for the nomination, identification and management of World Heritage Sites in South Africa. Section 4(1) of the Act further requires that, among others:

- Cultural and national heritage management must be sensitive to the people and their needs and must equitably serve their physical, psychological, developmental, cultural and social interests,
- The participation of all interested and affected parties in the governance of cultural and national heritage must be promoted,
- All people must have the opportunity to develop the understanding, skills and capacity necessary for achieving equitable and effective participation,
- Participation by vulnerable and historically disadvantaged persons must be ensured, and
- Community well-being and empowerment must be promoted through cultural and national heritage education, the raising of cultural and national heritage awareness, the sharing of knowledge and experience and other appropriate means.

## NATIONAL HERITAGE RESOURCES ACT, 1999

The main aim of the National Heritage Resources Act, 1999 (the NHRA) is to:

*“Introduce an integrated and interactive system for the management of the national heritage resources; to promote good government at all levels and empower civil society to nurture and conserve their heritage resources so that they may be bequeathed to future generations”.*

To this end, section 11 of the NHRA sets out the establishment of SAHRA.

### Objective, functions, powers and duties of SAHRA

In terms of section 12 of the NHRA, the objective of SAHRA is “to co-ordinate the identification and management of the national estate”. More specifically, section 13(1) of the NHRA sets out the functions, powers and duties of SAHRA as follows:

- (a) establish national principles, standards and policy for the identification, recording and management of the national estate in terms of which heritage resources authorities and other relevant bodies must function with

- respect to South African heritage resources;
- (b) co-ordinate the management of the national estate by all agencies of the State and other bodies and monitor their activities to ensure that they comply with national principles, standards and policy for heritage resources management;
- (c) identify, record and manage nationally significant heritage resources and keep permanent records of such work;
- (d) advise, assist and provide professional expertise to any authority responsible for the management of the national estate at provincial or local level, and assist any other body concerned with heritage resources management;
- (e) promote and encourage public understanding and enjoyment of the national estate and public interest and involvement in the identification, assessment, recording and management of heritage resources;
- (f) promote education and training in fields related to the management of the national estate; and
- (g) perform any other functions assigned to it by this Act or as directed by the Minister.

### **Three-tier approach to managing heritage resources**

The NHRA further creates a decentralised, three-tier approach to identifying, managing and protecting heritage resources:

SAHRA is tasked with managing Grade I heritage resources at the national level of government, Grade II heritage resources are the responsibility of Provincial Heritage Resources Authorities (PHRAs) at the provincial level of government, and Grade III heritage resources are managed at the local government level.

This, therefore, means that national, provincial, and local authorities share the responsibility of identifying, managing and protecting heritage resources.

The functions, powers and duties of PHRAs are set out in section 24 of the NHRA and are similar to those of SAHRA – with the additional duty to notify SAHRA of the presence of any heritage resource in the province that a PHRA considers as qualifying for protection at the national level.

### **Training and professional development**

Section 5(2) further notes the following to ensure the effective management of heritage resources:

- “(a) the skills and capacities of persons and communities involved in heritage resources management must be developed; and
- (b) provision must be made for the ongoing education and training of existing and new heritage resources management workers”.

Therefore, not only is there a requirement that qualified and competent persons must be appointed to deal with heritage resources, but also that the skills of anyone involved in heritage management must be developed.

## OTHER ACTS (LEGISLATION)

Other acts and policy papers that relate to the management of heritage resources include:

National Heritage Council Act (Act No. 11 of 1999)  
 Cultural Institutions Act (Act No. 119 of 1998)  
 South African Geographical Names Council Act (Act No. 18 of 1998)  
 National Library of South Africa Act (Act No. 92 of 1998)  
 National Environmental Management Act (Act No. 107 of 1998)  
 National Environmental Management: Protected Areas Act (Act No. 57 of 2003)  
 South African Library for the Blind Act (Act No. 91 of 1998)  
 National Film and Video Foundation Act (Act No. 73 of 1997)  
 National Arts Council Act (Act No. 56 of 1997)  
 Legal Deposit Act (Act No. 54 of 1997)  
 National Archives and Record Service of South Africa Act (Act No. 43 of 1996)  
 Pan South African Language Board Act (Act No. 59 of 1995)  
 Culture Promotion Act (Act No. 35 of 1983)  
 Heraldry Act (Act No. 18 of 1962)  
 Revised White Paper on Arts, Culture and Heritage, 2013  
 National Policy on Living Heritage, 2009

## OTHER RELEVANT LEGISLATION INCLUDES:

Labour Relations Act (Act No. 66 of 1995)  
 Basic Conditions of Employment Act (Act No. 75 of 1997)  
 Employment Equity Act (Act No. 55 of 1998)  
 Skills Development Act (Act 97 of 1998)  
 Public Finance Management Act (Act No.1 of 1999)  
 The Annual Division of Revenue Acts (Act No.1 of 2018)



*SS Mendi Memorial*

## 2. INSTITUTIONAL POLICIES AND STRATEGIES

The following planning documents are considered relevant:

- The National Development Plan (NDP), and
- The Medium-term Strategic Framework (MTSF).

The specific elements of each of these documents that are most relevant to SAHRA, are outlined below.

### BUILDING A CAPABLE STATE

NDP: A capable state serving its people

MTSF: Outcome 12 – An efficient, effective and development-oriented public service

#SONA2019: A capable, ethical and developmental state

Central to ensuring that SAHRA is able to deliver on its mandate, is adopting the following two principles set out in the NDP:

- Public service needs skills and professionalism – this includes offering stimulating career paths, ensuring a pipeline of potential talent is being developed, and training, and
- Senior-level recruitment and reporting should not involve political interference.

### PARTICIPATION AND INCLUSIVITY

The principle of participation is a fundamental feature of the NHRA. Prior to the NHRA taking effect, heritage was managed by the National Monuments Council which was criticised for prioritising buildings and monuments which were largely perceived to represent ‘white’ heritage. The NHRA, however, introduced a three-tier approach to managing heritage resources by devolving the responsibility for identifying, managing and protecting heritage across all three spheres of Government. Also, the international and regional instruments, as well as the NHRA, highlight the importance of community participation in the identification, management and protection of South Africa’s heritage.

#### **Nation-building and social cohesion**

NDP: Unite the nation

MTSF: Outcome 14 – Social cohesion and nation-building

#SONA2019: Social cohesion and safe communities

The notion of heritage as a force for social cohesion and nation-building, speaks to the Constitution’s declaration that “South Africa belongs to all who live in it, united in our diversity.” Further, the preamble of the NHRA asserts that the country’s heritage can assist in defining the nation’s cultural identity and affirms its diverse cultures, and in so doing “shape national character”:



## Inclusive growth

NDP: Create 11 million new jobs

#SONA2019: Economic transformation and job creation

This speaks to the need for inclusive growth in order to address South Africa's inequalities and the positive role that heritage can play in responding to this challenge. According to a number of studies on the social and economic value of heritage, "Heritage, if properly managed, can be instrumental in enhancing social inclusion, developing intercultural dialogue, shaping the identity of a territory, improving the quality of the environment, providing social cohesion, and – on the economic side – stimulating tourism development, creating jobs and enhancing the investment climate. In other words, investment in heritage can generate return in a form of social benefits and economic growth". SAHRA contributes not only social benefits but also economic benefits – in the form of indirect employment opportunities to South Africa's communities through its various activities.



*Parliament Building*

# PART

## SAHRA'S STRATEGIC FOCUS

*Castle of Good Hope*

### 3. VISION

**SAHRA aims to become:**

The agency uniting people through heritage.

### 4. MISSION

**SAHRA exists in order to fulfil its mandate as:**

A regulatory body that co-ordinates and promotes the management of South Africa's heritage resources for community development and social wellbeing – for the benefit of present and future generations.

### 5. VALUES AND BEHAVIOURS

VALUES	INTEGRITY AND HONESTY	ACCOUNTABILITY AND PROFESSIONALISM	OBJECTIVITY AND CONSISTENCY	TEAMWORK AND COLLABORATION	UNITY OF PURPOSE
BEHAVIOURS	I lead by example	I own up to my mistakes	I always seek the facts before acting	I recognise the best qualities in my colleagues	I am purposeful and passionate in pursuit of our vision
	I declare all conflicts of interest	I accept the consequences with my actions		I welcome opportunities to engage with my colleagues	I am proud to contribute to our success
	I do not engage in illegal behaviour	I honour my work commitments	I am consistent in my decision-making	I am considerate of others' priorities and workloads	
	I communicate with honesty	I show up on time, everytime		I give regular, honest and constructive feedback	Above all else, I live our values

The Social and Economic Value of Cultural Heritage: literature review by European Expert Network on Culture. Cornelia Dümcke and Mikhail Gnedovsky. 2013

## 6. SITUATIONAL ANALYSIS

### 6.1 EXTERNAL ENVIRONMENT ANALYSIS

#### Threats

##### **Insufficient operational funding**

SAHRA relies primarily on the budget allocation received through DSAC to fund its operations. The budget allocated to SAHRA has decreased over the last several years which presents a threat to SAHRA's ability to discharge its mandate effectively and achieve the outcomes set out in this document. The Entity needs to focus its approach on specifically how it intends to generate income, as if nothing is done both the strategy and operations will be negatively affected.

##### **Competing Government priorities and political uncertainty**

South Africa's Government faces the challenge of needing to accomplish seemingly endless objectives with decidedly limited resources. Given this challenge, areas such as housing, healthcare, education and social development are prioritised over areas such as the heritage resources sector – not only in terms of funding, but also in terms of focus.

##### **Non-functional strategic partnerships**

In order to effectively co-ordinate the identification, management and protection of the country's heritage resources, SAHRA is required to collaborate with a large number of strategic partners – including government departments such as the South African Police Service. There are, however, several critical partnerships that remain non-functional which hinders SAHRA's ability to discharge its mandate.

##### **Non-functional PHRAs**

In terms of the NHRA, PHRAs are a critical role player in the identification, management and protection of the country's heritage resources. Non-functional PHRAs, therefore, represent a threat to SAHRA's work and seriously hinder its ability to deliver on its mandate. Due to Covid-19 there was a delay in starting the Strategic Co-ordination Plan project.

##### **Covid-19 and cyber security**

Covid-19 was an unexpected threat that had a radical impact on business as usual in 2020. Travel restrictions and limitations on face-to-face engagement forced SAHRA to use online platforms. SAHRA responded quickly to the use of online platforms however, certain projects were put on hold. The threat of a second wave and the possibility of another lockdown could impact SAHRA's ability to implement these particular projects, including the "Strategic Co-ordination Plan" which is an integral part of SAHRA's 2020/25 strategy. In addition to this, due to SAHRA's new found reliance on technology, cyber crime and threats to the entity's ICT systems could negatively impact SAHRA's business.

### **Growing unrest within the public sector**

Growing unrest in the public sector may impact on operations/productivity due to strikes etc.

### **Impending amalgamation**

SAHRA's impending amalgamation presents an opportunity for SAHRA to benefit from the organizations' combined resources and new ideas and approaches from diverse perspectives. However, due to budget cuts, there is uncertainty of how this merger will impact both the mandate of the organization as well as job security.

### **Political interference**

Political interference in terms of declarations is a threat to SAHRA's work – where SAHRA has its Annual Performance Plan (APP) and operational plan for the year – but SAHRA is required to implement ad hoc projects that were not planned or budgeted for.

### **Salary-freeze for senior officials and further compensation budget cuts**

The freezing of salaries at senior levels has increased the risk that experienced government employees will leave the public sector and join the private sector. The further compensation budget cuts could negatively impact both staff morale and the attractiveness of employment for external potential talent.

### **Shortage of specialist skills and brain drain**

Due to the limited career opportunities in the sector there is a shortage of certain specialist skills in the heritage sector (e.g., archaeologists and paleontologists). In addition to this many specialists are immigrating to find careers outside of South Africa.

### **Climate change**

Climate change, in the form of increasing temperatures, poses a threat to the protection of certain heritage structures.

### **Land Expropriation/land grabs**

The threat of landgrabs, especially after the negative socio-economic impact of Covid-19 is rife than before. As poverty increases and more South Africans are left on the street, SAHRA's unoccupied properties are vulnerable to land grabs.

## Opportunities

### A legislated and partially funded mandate

Legislation is one of the most important instruments Government uses to organise society and protect citizens. It determines, among others, the rights and responsibilities of the individuals and authorities to whom the legislation applies. The fact that SAHRA has a legislated mandate which details the roles and responsibilities of the national, provincial and local spheres of Government in the management and protection of South Africa's heritage, strengthens SAHRA's mandate in its co-ordination.

Also, despite the fact that SAHRA's budget allocation has reduced over the last several years, SAHRA's legislated mandate remains partially funded.

### Consistent and stable political leadership

Changes in political leadership impact the political commitment to SAHRA's work. Having a consistent political head creates an opportunity for SAHRA to garner increased political support for its work.

### An engaged Council

SAHRA has an engaged Council, and not only is this the first step towards an effective Council, but it is also a requirement if SAHRA is to achieve its outcomes over the next five years. Also, the timing of the appointment of the new Council, which coincides with the five-year strategic planning process, is ideal.

### Potential non-government sources of funding

There is potential for SAHRA to attract additional sources of funding (i.e. in addition to the budget allocation from DSAC) through targeted interventions. These range from properly implementing the provisions relating to fines in the NHRA to collaboration opportunities with the tourism sector and the potential to use SAHRA's properties to generate additional funding.

### Beneficial strategic partnerships

In order to effectively implement the NHRA, SAHRA, in its role as a coordinator, is required to collaborate with various strategic partners. To this end, SAHRA has established and continues to establish functioning and beneficial strategic partnerships with Departments, other bodies (e.g., South African National Parks) and institutions of higher learning (e.g., the University of Cape Town and the University of Pretoria).

### Impending amalgamation

SAHRA's impending amalgamation with NHC presents an opportunity for SAHRA to benefit from the organisation's combined resources and new ideas and approaches from various perspectives.



### **Fourth industrial revolution**

The machine learning and artificial intelligence boom is transforming the technology landscape in South Africa. This presents an opportunity for SAHRA to use these developments in improving efficiencies, lowering costs and transforming processes.

### **High youth unemployment rate**

The country's high unemployment rate has encouraged SAHRA to collaborate with other organs of state to give internship and employment opportunities to the country's unemployed youth (e.g., SAHRA's recent partnership with the Media, Information and Communication Technologies Sector Education and Training Authority).

### **Recognition and appreciation of SAHRA's work by communities**

The recognition and appreciation of SAHRA's work by those communities that SAHRA has touched (e.g. Bo-Kaap) presents an opportunity for SAHRA to foster stronger relationships with those communities and encourage more participation by those communities in the management and protection of their heritage resources.

## **6.2 INTERNAL ENVIRONMENT ANALYSIS**

### **Strengths**

#### **Strong Financial and Non-financial Management internal controls**

SAHRA has implemented strong Financial and Non-Financial Management internal controls and this has led to SAHRA achieving "clean audit status" for three consecutive years.

#### **Strong Heritage Resources Management internal controls**

SAHRA has also implemented strong internal controls related to its Heritage Resources Management function.

#### **A competent and passionate team**

SAHRA has a competent, passionate, and energetic team of employees.

#### **Improved ICT governance**

While there is room for improvement (e.g., Information and Communications Technology (ICT) infrastructure that needs to be updated), SAHRA has made significant strides in its approach to and implementation of ICT governance.

## SAHRIS

The South African Heritage Resources Information System (SAHRIS) is an integrated, online heritage resources management tool developed by SAHRA. SAHRIS has garnered a fair amount of international interest as South Africa is one of the few countries in the world that maintains a centralized database of heritage resources. The information on the system has been published in international journals and SAHRA regularly attends conferences to disseminate knowledge about SAHRIS.

## Weaknesses

### Lack of systems integration

Many of SAHRA's information systems are not integrated meaning that staff members are required to expend increased effort in performing tasks. Also, a lack of systems integration increases the introduction of errors in the organisational data collected. The digitalisation of the procurement and document management system is still underway. Also, many of SAHRA's business and functional processes are not automated.

### Aging ICT infrastructure

While SAHRA's ICT governance is improving (new laptops were procured for all staff), its ICT infrastructure remains old and outdated. This is largely due to a lack of funds to address the issue.

### Lack of policies on Heritage Resources Management

The existing policies on Heritage Resources Management are insufficient. SAHRA, for example, has not yet developed a policy for the integrated identification, management and protection of South Africa's heritage resources. There are several other Heritage Resources Management policies and regulations that SAHRA is yet to develop.

### Poor performance management framework

SAHRA's Performance Management Framework is unclear, inflexible and implemented inconsistently. The development of a new Performance Management System is underway, this will hopefully be implemented in 2021/22..

### Poorly developed Human Resources policies

SAHRA has too many Human Resources Management policies and many of them were poorly developed and are outdated.

### Relevant training not provided

SAHRA has struggled to meet the training needs of its employees.

## Culture

**“Culture eats strategy for breakfast”**

The best, most well-thought through strategy will not work if it conflicts with the overarching culture of the organisation. **There are certain** aspects of SAHRA’s culture that may hinder its implementation of the strategy over the next five years.



*Voortrekker Monument*

# PART

MEASURING SAHRA'S  
PERFORMANCE

*Constitution Hill*

## 7. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Programme No.	Programme Name	Programme Purpose
1.	Administration and Governance	To build and maintain sound organisational financial and human capacity within SAHRA
2.	Strategic Coordination	To strategically strengthen existing and newly formed external partnerships in the heritage resources management sector
3.	Public Engagement	To enhance and showcase diverse community participation in heritage related engagements
4.	Business Development and Transformation	To implement SAHRA's mandate through inclusive identification, conservation, promotion and management of heritage resources
5.	Economic Empowerment	To directly or indirectly contribute to economic empowerment through actively providing employment opportunities within the heritage management sector

## 8. OUTCOME, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

### Programme 1: Administration and Governance

Outcome	Outputs	KPI No.	Output Indicator	Annual Targets								
				Audited /Actual Performance			Estimated Performance	MTEF Period				
				2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 1: Administration and Governance												
Improved organisational capacity (human and financial)	Partnerships that can financially benefit SAHRA	1.1	100% implementation of the financial sustainability plan	N/A	N/A	N/A	N/A	N/A	100% implementation of the financial sustainability plan	Review the financial sustainability plan	100% implementation of the financial sustainability plan	Review the financial sustainability plan
	A revised organisational structure that supports the implementation of SAHRA's 2020-2025 strategy	1.2	Maintain the annual turnover rate at or below 10%	1.57% Annual staff turnover	7.95% Annual staff turnover for the year was achieved	9.72% Annual staff turnover for the year was achieved	7.3% Annual staff turnover for the year was achieved	N/A	Maintain the annual turnover rate at or below 10%	Maintain the annual turnover rate at or below 10%	Maintain the annual turnover rate at or below 10%	Maintain the annual turnover rate at or below 10%
	Staff training/development opportunities	1.3	% of training interventions rolled out according to the HR Training Plan	N/A	100%	100%	100%	100%	100%	100%	100%	100%
	Development of an electronic individual performance management system	1.4	% implementation of the individual performance management system	N/A	100% of the 2018/19 performance contracts and the 2017/18 reviews were concluded	100% implementation of the individual performance management system	100% of individual performance contracts and reviews concluded	100% of individual performance contracts and reviews concluded	100% of new individual performance management system implemented	15% implementation of the new performance management framework	30% implementation of the new performance management framework	50% implementation of the new performance management framework



## Programme 2: Strategic Co-ordination

Outcome	Outputs	KPI No.	Output Indicator	Annual Targets								
				Audited /Actual Performance			Estimated Performance	MTEF Period				
				2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
				Programme 2: Strategic Co-ordination								
The relevant organs of state and communities participate actively in the identification, management and protection of heritage resources	Strategy development meetings and workshops.  Finalised Co-ordination Strategy with critical stakeholders	2.1	Percentage of critical stakeholder groups represented at “Strategic Co-ordination Plan” workshops (2020/21)	N/A	N/A	N/A	N/A	N/A	100% of critical stakeholder groups represented at “Strategic co-ordination Plan” workshops	1 developed “Strategic Co-ordination Plan”	4 signed and finalised partnerships with critical stakeholders as per the “Strategic Co-ordination Plan ”	5 signed and finalised partnerships with critical stakeholders as per the “Strategic Co-ordination Plan”

## Programme 3: Public Engagement

Outcome	Outputs	KPI No.	Output Indicator	Annual Targets							
				Audited /Actual Performance			Estimated Performance	MTEF Period			
				2016/17	2017/18	2018/19		2019/20	2020/21	2021/22	2022/23
Programme 3: Public Engagement											
The relevant organs of state and communities participate actively in the identification, management and protection of heritage resources	Knowledge dissemination events and activities	3.1	Number of knowledge dissemination activities	6	6	12	13	8	10	10	10
	Diverse representation at SAHRA hosted heritage events	3.2	Percentage of women, youth and people living in rural areas attending SAHRA hosted events	N/A	N/A	N/A	N/A	Minimum % of people in the following groups attending SAHRA hosted events; >50% Women, >60% Youth, =>2% Disabled	Minimum % of people in the following groups attending SAHRA hosted events; >50% Women, >60% Youth, >30% Rural	Minimum % of people in the following groups attending SAHRA hosted events; >50% Women, >60% Youth, >30% Rural	Minimum % of people in the following groups attending SAHRA hosted events; >50% Women, >60% Youth, >30% Rural
	Engagement with communities when declaring a national heritage resource	3.3	Average number of community engagements/ consultations while declaring a national heritage resource	N/A	N/A	N/A	N/A	Minimum 1 engagement/ consultation per national heritage resource declared	Minimum 1 engagement/ consultation per national heritage resource declared	Minimum 1 engagement/ consultation per national heritage resource declared	25% increase in the number of formal engagements with SAHRA in matters pertaining to the management and protection of heritage resources
	Engagement with communities when developing HRM policies	3.4	Average number of community advocacy engagements/ consultations for developed/ revised HRM policies	N/A	N/A	N/A	N/A	Minimum 1 engagement/ consultation per HRM policy developed	Minimum 1 advocacy engagement/ consultation per developed/ revised HRM policy	Minimum 1 engagement/ consultation per developed/ revised HRM policy	5% increase in SAHRIS applications received
	Engagement with communities when rehabilitating and erecting memorials/ monuments	3.5	Average number of community engagements/ consultations while rehabilitating/ erecting memorials/ monuments	N/A	N/A	N/A	N/A	Minimum 1 engagement/ consultation per rehabilitated/ erected memorial/ monument	Minimum 1 engagement/ consultation per rehabilitated/ erected memorial/ monument	Minimum 1 engagement/ consultation per rehabilitated/ erected memorial/ monument	

## Programme 4: Business Development and Transformation

Outcome	Outputs	KPI No.	Output Indicator	Annual Targets								
				Audited /Actual Performance				Estimated Performance	MTEF Period			
				2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 4: Business Development and Transformation												
A national estate that is representative of South Africa's diverse heritage	Engagements/ consultations with communities when formally protecting heritage resources	4.1	Number of heritage resources assessed for grading	100%	7	5	5	5	5	5	5	5
		4.2	Number of heritage resources declared	21	8	8	24	4	4	4	4	4
		4.3	Number of heritage resources inspected	31	25	28	28	20	20	20	20	20
		4.4	Percentage of received contravention complaints that SAHRA has responded to	N/A	N/A	N/A	100%	100%	100%	100%	100%	100%
		4.5	Number of monuments and memorial sites rehabilitated and erected	6	6	14	6	3	6	6	6	6
		4.6	Number of formal partnership agreements with identified strategic institutions	13	9	15	6	5	4	4	4	4
		4.7	% of heritage resources representative of previously disadvantaged people through heritage activities	N/A	N/A	N/A	N/A	80%	80%	80%	80%	95% of recently declared heritage resources relate to previously disadvantaged groups

## Programme 5: Economic Empowerment

Outcome	Outputs	KPI No.	Output Indicator	Annual Targets									
				Audited /Actual Performance				Estimated Performance	MTEF Period				
				2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Programme 5: Economic Empowerment													
Economic empowerment, including employment opportunities for local communities through SAHRA's activities	Increase in the number of employment opportunities created through partnerships with SETAs	5.1	Number of employment opportunities created through internships	N/A	N/A	N/A	N/A	5	5	5	5	5	
	The number of employment opportunities for local communities created, indirectly, through SAHRA's memorials and/or infrastructure projects	5.2	Number of employment opportunities for local communities created, indirectly, through SAHRA's memorials and/or infrastructure projects	N/A	N/A	N/A	N/A	10	10	10	10	10	10% of the employment strategy is implemented according to the employment plan developed and approved

## 9. OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

### Programme 1: Administration and Governance

Output No.	Output indicators	Annual Target	Q1	Q2	Q3	Q4
Programme 1: Administration and Governance						
1.1	100% implementation of the financial sustainability plan	1	Financial sustainability plan approved by Council	N/A	N/A	100% of financial sustainability plan implemented
1.2	Maintain the annual turnover rate at or below 10%	Maintain the annual turnover rate at or below 10%	N/A	N/A	N/A	Maintain the annual turnover rate at or below 10%
1.3	% of training interventions rolled out according to the HR training plan	100%	HR training plan approved by EXCO	N/A	N/A	100% of training interventions rolled out according to the HR training plan
1.4	% implementation of the new individual performance management system	100% of individual performance management system implemented	Internal HR PMS implemented plan to be approved by Council	35% of the new individual performance management system implemented	75% of the new individual performance management system implemented	100% of the new individual performance management system implemented

## Programme 2: Strategic Co-ordination

Output No.	Output indicators	Annual Target	Q1	Q2	Q3	Q4
Programme 2: Strategic Co-ordination						
2.1	Percentage of critical stakeholder groups represented at "Strategic Co-ordination Plan" workshops	100%	N/A	N/A	N/A	100%

## Programme 3: Public Engagement

Output No.	Output indicators	Annual Target	Q1	Q2	Q3	Q4
Programme 3: Public Engagement						
3.1	Number of knowledge dissemination activities	10	2	6 (Cumulatively)	8 (Cumulatively)	10 (Cumulatively)
3.2	Percentage of women, youth, people with disabilities and people living in rural areas attending SAHRA-hosted events	Minimum % of people in the following groups attending SAHRA-hosted events; >50% Women, >60% Youth, >30% Rural	N/A	N/A	N/A	Minimum % of people in the following groups attending SAHRA-hosted events; >50% Women, >60% Youth, >30% Rural
3.3	Average number of community engagements/ consultations while declaring a national heritage resource	Minimum 1 engagement/ consultation per national heritage resource declared	Minimum 1 engagement/ consultation per national heritage resources declared	Minimum 1 engagement/ consultation per national heritage resources declared	Minimum 1 engagement/ consultation per national heritage resources declared	Minimum 1 engagement/ consultation per national heritage resource declared
3.4	Average number of community advocacy engagements/ consultations for developed/revised HRM policies	Minimum 1 advocacy engagement/ consultation per developed/revised HRM policy	Minimum 1 advocacy engagement/ consultation per developed/revised HRM policy	Minimum 1 advocacy engagement/ consultation per developed/revised HRM policy	Minimum 1 advocacy engagement/ consultation per developed/revised HRM policy	Minimum 1 advocacy engagement/ consultation per developed/revised HRM policy
3.5	Average number of community engagements/ consultations while rehabilitating/ erecting memorials/ monuments	Minimum 1 engagement/ consultation per rehabilitated/ erected memorial/ monument	Minimum 1 engagement/ consultation per rehabilitation/ erected memorial/ monument	Minimum 1 engagement/ consultation per rehabilitation/ erected memorial/ monument	Minimum 1 engagement/ consultation per rehabilitation/ erected memorial/ monument	Minimum 1 engagement/ consultation per rehabilitated/ erected memorial/ monument



## Programme 4: Business Development and Transformation

Output No.	Output indicators	Annual Target	Q1	Q2	Q3	Q4
Programme 4: Business Development and Transformation						
4.1	Number of heritage resources assessed for grading	5	1	2	2	N/A
4.2	Number of heritage resources declared	4	N/A	2	N/A	2
4.3	Number of heritage resources inspected	20	2	5 cumulatively	15 cumulatively	20 cumulatively
4.4	Percentage of received contravention complaints that SAHRA has responded to	100%	100%	100%	100%	100%
4.5	Number of monuments and memorial sites rehabilitated and erected	6	N/A	2	3	1
4.6	Number of formal partnership agreements with identified strategic institutions	4	N/A	1	1	2
4.7	% of heritage resources representative of previously disadvantaged people through heritage activities	80%	N/A	N/A	N/A	80%

## Programme 5: Economic Empowerment

Output No.	Output indicators	Annual Target	Q1	Q2	Q3	Q4
Programme 5: Economic Empowerment						
5.1	Number of employment opportunities created through internships	5	N/A	N/A	N/A	5
5.2	Number of employment opportunities for local communities created, indirectly, through SAHRA's memorials and/or infrastructure projects	10	N/A	N/A	N/A	10

## 10. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

### OUTCOME 1: IMPROVED ORGANISATIONAL CAPACITY (HUMAN AND FINANCIAL)

In order to achieve improved financial and human capacity within SAHRA, it is necessary that mechanisms are put in place to ensure that staff are skilled enough to perform their jobs. In addition to this, ensuring that organisation's structure supports an efficient and effective organisation is vital. Thus, SAHRA has chosen to prioritize training for staff and revise its organisational structure with enough positions to fulfill the implementation of its 2020-2025 strategy. The entity also aims to ensure performance of its staff by ensuring that an accurate and fair individual performance management framework is developed. This framework will lead to the implementation of a new system that will hopefully improve the rewards and recognition of good performance, and also assist SAHRA in identifying where it can improve.

Lastly, in order to support all these revisions, SAHRA aims to address the issues of financial sustainability of which is necessary to achieve its large mandate. The entity aims to identify partnerships that can financially benefit both the core and support business functions of the institution.

### OUTCOME 2: IMPROVED CO-ORDINATION BETWEEN SAHRA AND PHRA'S IN ORDER TO IMPROVE THE IDENTIFICATION, MANAGEMENT AND PROTECTION OF HERITAGE RESOURCES

The entity is aware that in order to effectively achieve its mandate of identification, management and protection of heritage resources, it needs to focus on its coordination role with critical heritage bodies. It was identified that coordination is a challenge at both a municipal and provincial level. However, addressing the challenges at both levels could be unrealistic within a 5-year strategy. As a result, it was decided that the focus would be at a provincial level for 2020-25 and at a municipal level from 2025-30. Thus, in order to improve SAHRA's coordination with the provincial heritage resource authorities (PHRAs), it was identified that a "Coordination Strategic Plan" be developed. This plan would involve all critical stakeholders that impact this collaboration between the two parties. This plan would be developed at various workshops in order to create buy-in, and later once approved by all relevant parties, SAHRA would create formal partnership agreements with all the relevant PHRAs and authorities. This would ensure buy-in for the implementation of the plan. A focus was placed on the reality of achieving all these activities, especially the implementation of the coordination plan within a 5-year period. It was concluded that it would be better to commit to partially implementing the coordination plan within the current 5-year cycle. It is anticipated that the "Coordination Strategic Plan" will consider the incorporation of youth, women and people with disabilities in the implementation of the final strategy.

### OUTCOME 3: COMMUNITIES PARTICIPATE ACTIVELY IN THE IDENTIFICATION, MANAGEMENT AND PROTECTION OF HERITAGE RESOURCES

In order to ensure that Government's priorities of inclusiveness and active citizenry are addressed in the 5-year strategy, SAHRA has made communities a large focus in the participation of the identification, management and protection of heritage resources. More specifically there has been a focus on creating awareness through disseminating knowledge to communities to encourage active participation in the identification and management of their heritage resources. This engagement will hopefully foster a more socially cohesive society, where communities can be proud of their heritage.

In addition to this SAHRA aims to emphasize its approach to inclusiveness by prioritizing women, youth, and those living in rural areas. This will change the heritage space, to one where our diverse heritage can be embraced.

### OUTCOME 4: AN IDENTIFIED AND PROTECTED NATIONAL ESTATE THAT IS REPRESENTED OF SOUTH AFRICA'S DIVERSE HERITAGE

SAHRA's mandate has a strong emphasis on the regulation of national heritage, however, its approach has remained relatively unchanged when addressing diversity of heritage resources. A controversial, yet strong stance was taken on changing the racial representivity of the national (heritage) estate. As a result, there has been focus on ensuring that all SAHRA's regulation-based heritage activities prioritize heritage resources that are representative of non-white people.

### OUTCOME 5: AN ECONOMIC EMPOWERMENT, INCLUDING EMPLOYMENT OPPORTUNITIES, FOR LOCAL COMMUNITIES THROUGH SAHRAS ACTIVITIES

Although SAHRA is not a job creation programme, the entity identified potential areas in which it could either directly, or indirectly contribute to economic empowerment. SAHRA directly contributes to economic empowerment by offering meaningful and decent work through permanent and contract positions.

In addition to this, SAHRA has offered many opportunities for students to gain experience through internships. Many of these interns have even gained further internal opportunity through contracts, and some have even been provided permanent positions within the entity. Not only does this deal with creating internal employment opportunities for youth, but it also creates a platform for them to practice their skill and gain the experience needed for other employment opportunities.

SAHRA offers indirect employment opportunities through the rehabilitation, refurbishment and erection of memorials, properties and other infrastructure projects. The Entity provides opportunities to SMMEs and other businesses that often source local labour to complete these projects. Previously, the Entity did not formally account for its contribution to economic empowerment, however the entity now formally commits to contributing to this outcome.

## 11. PROGRAMME RESOURCE CONSIDERATION

Outcome	Programme	Audited/ Actual Performance	Estimated Performance	Medium-term Target Estimates		
		2019/20	2020/21	2021/22	2022/23	2023/24
Improved organisational capacity (human and financial)	Administration and Governance	R 1 101 435	R 1 282 671	R 1 308 325	R 1 334 491	R 1 361 181
The relevant organs of state and communities participate actively in the identification, management and protection of heritage resources	Strategic Co-ordination	R 322 958	R 189 453	R 193 243	R 197 107	R 201 050
	Public Engagement	R 521 256	R 474 376	R 483 863	R 493 541	R 503 411
A national estate that is representative of South Africa's diverse heritage	Business Development and Transformation	R 2 627 325	R 2 393 908	R 2 443 785	R 2 490 514	R 2 542 514
Economic empowerment, including employment opportunities, for local communities through SAHRA's activities	Economic Empowerment	R 5 781 000	R 3 500 000	R 18 500 000	R 1 500 000	R 1 500 000

Programme	Budget allocation	Narrative
1. Administration and Governance	R 1 308 325	A third of the programme budget allocation is based on prior market-based analyses. In addition, the financial contribution alongside the existing human resources available, will assist in increasing the establishment of financially beneficial partnerships that can ultimately contribute to the core businesses operational budgets.
2. Strategic Co-ordination	R 193 243	The budget allocation for strategic co-ordination has not been costed as it is not only a new programme, but it will depend on the number of travels that contributes to the signage of the Strategic Co-ordination Plan
3. Public Engagements	R 483 863	Much of the achievement of this programme and the budget allocation is dependent on the operational commitments within the year. As a result, the planned public engagements have been allocated a budget based on the previous financial year's expenditure trends.
4. Business Development and Transformation	R 2 443 785	A third of the programme budget allocation is based on prior market-based analyses. In addition, the financial contribution alongside the existing human resources available, will assist in increasing the establishment of financially beneficial partnerships that can ultimately contribute to the core businesses operational budgets.
5. Economic Empowerment	R 18 500 000	The budget allocation for internship has not been costed as it is a new programme. Employment opportunities will be created as a result of the construction and rehabilitation of memorials.

## 12. RISKS AND MITIGATIONS

Outcome	Key risk	Risk mitigation
Outcome 1 Improved organisational capacity (human and financial)	SAHRA is not able to convert the opportunities it identifies for additional funding streams outside the budget allocation	<p>Convene a team composed of representatives from SAHRA, the Council, DSAC and some of the functioning PHRAs with a mandate to identify and convert opportunities for additional funding streams</p> <p>Develop a Fundraising Action Plan detailing the opportunities identified, the interventions the team aims to put in place to convert these opportunities and assign roles and responsibilities for implementing the plan</p> <p>Monitor the team's progress towards converting the additional revenue streams and adjust the plan where appropriate</p> <p>Split interventions and programmes into two categories – 'mission-critical' and 'non-critical'. When budgeting, ensure that all 'mission-critical' interventions and programmes (e.g. employee costs and costs to deliver mandated services) are budgeted for under the budget allocation from DSAC</p>
	SAHRA cannot implement the required initiatives to strengthen its governance structure and operational capacity due to funding restrictions	Develop a Funding Business Case to support requests for additional funding from DSAC and the NT. For the purposes of Outcome 1, this should articulate the impact of underfunding on SAHRA's operational capacity (e.g. human resources, IT infrastructure) and service delivery
	SAHRA loses critical specialist resources to the private sector	Develop and implement a Performance Management Framework – within the broader context of an Employee Engagement Strategy focussing on various elements across the employee lifecycle
	The financial management internal controls deteriorate and SAHRA loses its "clean audit" status	Continue to focus on interventions rolled out in the 2015 to 2020 strategic term aimed at improving SAHRA's financial management and supply chain governance and practices



Outcome	Key risk	Risk mitigation
<p>Outcome 2</p> <p>The relevant organs of State and communities participate actively in the identification, management and protection of heritage resources</p>	PHRAs and other organs of State are not able to play their legislated role due to inadequate funding	As far as possible, consider the funding requirements of PHRAs and other key organs of State in the Funding Business Case referred to in Outcome 1 and involve them in its development
	The risk that SAHRA's causal assumptions relating to improving co-ordination across the sector are flawed and, therefore, any strategies and measures put in place to address the issue will fail	Working with provincial representatives and PHRAs, develop a Strategic Co-ordination Plan detailing the interventions to be implemented in order to improve co-ordination between SAHRA and the PHRAs. As part of this process, identify and critically assess: The causal links or cause-and-effect relationships that render so many of the PHRAs non-functional The causal links that have led to the more successful PHRAs
	The risk that the strategy and procedures will be developed, but will not be meaningfully implemented	Assign one champion from SAHRA's Council and another from SAHRA's executive team to lead the initiative Align the tasks and KPIs related to SAHRA's strategy to improve co-ordination between SAHRA and the other relevant organs of State to the employee performance management process Use a Strategy Cascade Map to cascade these tasks and KPIs throughout the various levels of the organisation (from departments or units, to teams and right down to individual employees) Actively monitor the progress made against the milestones set in the Strategic Co-ordination Plan and adjust the strategy where appropriate
	<p>Despite all efforts to improve co-ordination:</p> <ul style="list-style-type: none"> <li>– MECs, mayors, municipal managers and other key stakeholders do not appreciate the need for improved co-ordination</li> <li>– Heritage resources management and protection continue to be a low priority at the provincial and local levels of Government</li> <li>– PHRAs and municipalities do not play their legislated role</li> </ul>	Research and propose alternatives to the three-tier model for heritage resources management

Outcome	Key risk	Risk mitigation
	The risk that the awareness programmes rolled out will not have the intended impact on communities (i.e. they will not lead to communities wanting to participate in the management and protection of their heritage resources)	<p>Develop a targeted approach to improving community participation in the management and protection of their heritage resources</p> <p>Set targets that take into account that achieving meaningful community participation is a long-term process that typically follows the following stages:</p> <ul style="list-style-type: none"> <li>– Change in awareness of the concept of heritage resources – typically achieved through general awareness campaigns and events</li> <li>– Changes in knowledge by individuals of the concept of heritage resources – typically achieved through knowledge sharing activities where people learn and understand more about their heritage (e.g. speeches and articles)</li> <li>– Changes in attitudes and behaviour towards the management and protection of heritage resources where, over time, people value and appreciate their heritage more</li> <li>– Changes in skills relating to the management and protection of heritage resources – typically achieved through targeted capacity-building interventions</li> <li>– More access, skills and opportunities for individuals, communities and community organisations to play an active role in their heritage</li> </ul> <p>Monitor the implementation of the programmes and adjust the approach where appropriate</p>
	Inadequate funding will result in community awareness and outreach initiatives not being rolled out	<p>As far as possible, consider the funding requirements for rolling out community awareness and outreach initiatives in the Funding Business Case referred to in Outcome 1</p> <p>Identify and implement creative, cost-efficient strategies for increasing community awareness and participation</p>
Outcome 3 A national estate that is representative of South Africa's diverse heritage	SAHRA and PHRAs remain underfunded and do not have the resources to fulfil their legislated mandate effectively	<p>Build on the Funding Business Case referred to under Outcome 1 and:</p> <ul style="list-style-type: none"> <li>– Include a costing of SAHRA's legislated services</li> <li>– Articulate the impact of underfunding on the delivery of these legislated services</li> <li>– Articulate the social return on investment of SAHRA's activities</li> <li>– As far as possible, consider the funding requirements for PHRAs – particularly those that are functional, but have started regressing due to reduced funding</li> </ul>
	The risk that SAHRA's poor Human Resources and Performance Management Framework will impede SAHRA's progress towards achieving its legislated mandate	<p>Implement a standardised Performance Management Framework – within the broader context of an Employee Engagement Strategy focussing on various elements across the employee lifecycle</p> <p>Align the tasks and KPIs related to SAHRA's legislated mandate to the employee performance management process</p>

Outcome	Key risk	Risk mitigation
Outcome 4 Economic empowerment, including employment opportunities, for local communities through SAHRA's activities	<p>The risk that SAHRA will be unable to identify appropriate indicators to reliably measure the economic and employment opportunities it creates through its activities, due to the following:</p> <ul style="list-style-type: none"> <li>– The attribution of job creation to SAHRA's activities and interventions</li> <li>– Job creation vs job substitution</li> <li>– Job creation vs economic empowerment</li> <li>– The types of jobs SAHRA will create – direct, indirect and induced jobs</li> <li>– The collection of the data that SAHRA will need in order to report on job creation</li> </ul>	<p>Consider the following methods for data collection and measurement:</p> <ul style="list-style-type: none"> <li>– Direct measurement – collecting information directly from the service providers SAHRA works with and facilitating estimates of attribution to SAHRA's activities</li> <li>– Using employment multipliers – which, depending on the sources of information used, may estimate the generation of direct, indirect and/or induced jobs</li> </ul>
	<p>The risk that the strategy to actively participate in the creation of employment opportunities through its activities will be developed, but will not be meaningfully implemented</p>	<p>Align the tasks and KPIs related to SAHRA's strategy to actively participate in the creation of employment opportunities through its activities to the employee performance management process</p> <p>Use a Strategy Cascade Map to cascade these tasks and KPIs throughout the various levels of the organisation (from departments or units to teams and right down to individual employees)</p>

## 14. PUBLIC ENTITIES

Outcomes	Current Annual Budget (R 000)
1. Improved organisational capacity (human and financial)	R1 308 325
2. The relevant organs of State and communities participate actively in the identification, management and protection of heritage resources management	R193 243
3. A national estate that is representative of South Africa's diverse heritage	R483 863
4. Economic empowerment, including employment opportunities, for local communities through SAHRA's activities	R2 443 785

## 15. INFRASTRUCTURE PROJECTS

No.	Project name	Programme	Project Description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year Expenditure
1	Restoration and Repurposing of heritage properties	2	Restoration and repurposing of specified SAHRA-owned heritage immovable properties for conservation and possible revenue generation	<ul style="list-style-type: none"> <li>- Restored buildings that are compliant to health and safety prescripts and building regulations;</li> <li>- Well-conserved heritage buildings that would remain in use for the benefit of current and future generations;</li> <li>- A potential to generate income that would further facilitate the conservation of heritage buildings.</li> </ul>	2020/21	2021/22	R11 539 246, 73	R2 409 424, 07
2	Heritage properties fire safety project	2	Ensuring that all SAHRA-owned buildings are compliant with OHS, especially fire safety and related prescripts	Fire safety compliant heritage buildings	N/A	N/A	R2 000 000,00	R0,00





# PART

## TECHNICAL INDICATOR DESCRIPTIONS



## 15. PROGRAMME 1: ADMINISTRATION AND GOVERNANCE

Outcome	Improve organisational capacity (human and financial)	
KPI No.	1.1	1.2
Indicator title	100% implementation of the financial sustainability plan	Maintain the annual turnover rate at or below 10%
Definition	The implementation of the Financial Sustainability Plan as formally approved by Council	To maintain an annual staff turnover rate at or below 10%, more specifically the rate at which employees resign from the organisation. To reduce staff turnover through retention, therefore enabling the entity to be at optimal capacity to fulfil its mandate
Source of data	Minutes of Council approval of Financial Sustainability Plan  Proof of tasks done, i.e. systems set up, schedules finalised/approved, Income generated	Payroll list with start and termination dates
Method of calculation / assessment	Divide the number of the Financial Sustainability Plan's implementation tasks achieved by the total number of Financial Sustainability Plan's tasks planned for 2021/22. Note that each implementation task is allocated a percentage weighting for the year, combined implementation tasks to equal 100%	Divide the number of permanent staff (excluding interns and contract workers = <1year) who have voluntarily left the entity (A) by the average number of permanent staff in the entity (B). The staff turnover percentage = $A/B*100$
Means of verification / PoE	Resolutions of Council approval of Financial Sustainability Plan..  Quarterly reports showing the % and implementation tasks achieved on the Financial Sustainability Plan.	A leaver and joiner's report showing all the dates for each employee's start and termination date. List must be based on payroll.
Assumptions	The financial sustainability plan will ensure that alternative funding is sourced effectively	Turnover can be controlled through a retention strategy
Disaggregation of beneficiaries	N/A	N/A
Spatial transformation	N/A	N/A
Calculation type	Cumulative	Non-cumulative
Reporting cycle	Quarterly	Annual
Desired performance	The financial sustainability plan is fully implemented	To keep staff turnover rate at below 10%
Indicator responsibility	Chief Financial Officer and Legal	Corp Services Executive

KPI No.	1.3	1.4
<b>Indicator title</b>	Percentage of training interventions rolled out according to the HR training plan	Percentage implementation of the new individual performance management system
<b>Definition</b>	The extent to which staff training interventions are implemented	The implementation of the new individual performance management system based on a Council approved HR PMS implementation plan.
<b>Source of data</b>	Emails from service provider confirming training will take place	Minutes of Council approval of HR PMS implementation plan.  Proof of tasks done, i.e. PMS plans, reviews
<b>Method of calculation / assessment</b>	Divide the number of training interventions achieved by the total number of training interventions planned for the year	Divide the number of the HR PMS Plan's implementation tasks achieved by the total number of HR PMS Plan's tasks planned for 2021/22. Note that each implementation task is allocated a percentage weighting for the year, combined implementation tasks to equal 100%
<b>Means of verification/ PoE</b>	Report on the percentage of training interventions rolled out according to the HR training plan. The training plan must specify all courses planned and all courses completed	Q1: Resolutions of Council indicating approval of the HR PMS implementation plan. Q2-Q4: Quarterly reports showing the % and implementation tasks achieved on the HR Performance Management System (PMS) implementation plan
<b>Assumptions</b>	All training courses will be relevant and fully attended	The implementation of the new PMS plan will improve staff morale and organisational performance
<b>Disaggregation of beneficiaries</b>	N/A	N/A
<b>Spatial transformation</b>	N/A	N/A
<b>Calculation type</b>	Non-cumulative	Cumulative
<b>Reporting cycle</b>	Annual	Quarterly
<b>Desired performance</b>	All training interventions are achieved	All tasks that are part of the HR PMS plan will be achieved within the 2021/22 financial year
<b>Indicator responsibility</b>	Corporate Services Executive	Corporate Services Executive

## 16. PROGRAMME 2: STRATEGIC CO-ORDINATION

<b>Outcome</b>	<b>The relevant organs of state and communities participate actively in the identification, management and protection of heritage resources</b>
<b>KPI No.</b>	<b>2.1</b>
<b>Indicator title</b>	Percentage of critical stakeholder groups represented at "Strategic Co-ordination Plan" workshops
<b>Definition</b>	<p>To ensure that all critical groups are represented at the "Strategic Co-ordination Plan" workshop/s, to ensure buy-in and inclusion in the process.</p> <p>Critical stakeholder groups will be identified and listed before the workshops take place.</p> <p>The "Strategic Co-ordination Plan" is a plan that will be developed by SAHRA and other stakeholders to assist with the effective and efficient co-ordination of heritage resources. This includes identifying roles and responsibilities and ensuring accountability when managing these resources. It could also allow for collaboration opportunities.</p>
<b>Source of data</b>	Register with all attendees' organisational details
<b>Method of calculation / assessment</b>	The total number of stakeholder groups represented at the "Strategic Co-ordination Plan" workshop/s divided by the total number of planned critical stakeholder groups identified and listed to attend
<b>Means of verification / PoE</b>	Report on the percentage of the planned stakeholder groups that attended the "Strategic Co-ordination Plan" workshop/s; list of critical stakeholder groups identified as necessary at the workshop
<b>Assumptions</b>	All attendees at the workshops are appropriate representatives for their stakeholder group
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial transformation</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	All stakeholder groups listed attend the workshop/s
<b>Indicator responsibility</b>	The HRM Executives and Chief Executive Officer

## 18. PROGRAMME 3: PUBLIC ENGAGEMENT

Outcome	The relevant organs of state and communities participate actively in the identification, management and protect
KPI No.	3.1
Indicator title	Number of knowledge dissemination activities
Definition	Create awareness around heritage resources through the dissemination of knowledge to communities and relevant stakeholders. This includes seminars, roundtables conferences, radio interviews, exhibitions, papers published, lectures, signage projects, and annual publications of the national estate on SAHRIS. This excludes all engagements that lead to specific heritage activities such as grading, declaration, inspection, policy development and rehabilitation/erection of heritage resources.
Source of data	Reports on the HRM knowledge dissemination engagements with photo evidence and dates. Printed evidence of publications.
Method of calculation / assessment	Total number of seminars, roundtables conferences, radio interviews, exhibitions, papers published, lectures, signage projects, annual publications of the national estate on SAHRIS where SAHRA has disseminated knowledge.
Means of verification/ PoE	Reports on the HRM knowledge dissemination engagements with photo evidence and dates. Printed evidence of publications.
Assumptions	That knowledge was properly disseminated during activities.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative
Reporting cycle	Year-to-date (quarterly)
Desired performance	All planned knowledge dissemination activities implemented as planned.
Indicator responsibility	All Executive Officers

<b>KPI No.</b>	<b>3.2</b>
<b>Indicator title</b>	Percentage of women, youth, and people living in rural areas attending SAHRA-hosted events
<b>Definition</b>	<p>Creating inclusive events where more women, youth (14 to 35 years), people living with disabilities or people living in rural areas attend SAHRA-hosted events such as lectures, seminars, conferences and roundtables. The overall turnout of all these events combined, should amount to the following targets:</p> <p style="text-align: center;">&gt;50% target for women, or &gt;60% target for youth, or</p> <p>&gt;30% target for people living in rural areas (low population-dense areas located outside of major cities and towns. This excludes peri-urban areas.)</p> <p>This excludes stakeholder engagements that lead to heritage activities such as gradings, declarations, the development of HRM policies and the rehabilitation/erection of memorials/monuments.</p>
<b>Source of data</b>	Register indicating the demographics (women, youth, people with disabilities and people living in rural areas) of each participant attending SAHRA-hosted events.
<b>Method of calculation / assessment</b>	<p>The total number of women attending SAHRA-hosted events divided by the total number of people attending SAHRA-hosted events.</p> <p>The total number of people between the ages of 14 to 35 (youth) attending SAHRA-hosted events divided by the total number of people attending SAHRA-hosted events.</p> <p>The total number of disabled people attending SAHRA-hosted events divided by the total number of people attending SAHRA-hosted events.</p> <p>The total number of people living in rural areas attending SAHRA-hosted events divided by the total number of people attending SAHRA-hosted events.</p>
<b>Means of verification / PoE</b>	A report summary on the demographics (women, youth, people with disabilities and people living in rural areas) of participants who attended SAHRA-hosted events.
<b>Assumptions</b>	Guests that attend will be representative of demographic groups.
<b>Disaggregation of beneficiaries</b>	<p>&gt;50% women</p> <p>&gt;60% youth</p>
<b>Spatial transformation</b>	>30% rural
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	Diverse target groups attend SAHRA-hosted events
<b>Indicator responsibility</b>	Executive Officer: HCM and HIPSD

KPI No.	3.3	3.4
<b>Indicator title</b>	Average number of community engagements/ consultations while declaring a national heritage resource	Average number of community advocacy engagements/consultations while developing HRM policies
<b>Definition</b>	<p>To ensure that formal community engagements (meetings/emails) take place while declaring heritage resources</p> <p>Meetings to be counted per meeting, emails to be counted per email thread. Phone call correspondence to be recorded via email</p>	<p>To ensure that advocacy engagements take place after the approval of revised/developed HRM policies. This includes policies, regulations, norms, standards, guidelines that were approved by Council in the 2020/21 financial year.</p> <p>Meetings to be counted per meeting, emails to be counted per email thread. Phone call correspondence to be recorded via email</p>
<b>Source of data</b>	Meeting registers/reports with online screenshots, and audio links or emails showing formal community engagements during the process of declaring a heritage resource	Meeting registers/reports with online screenshots, and audio links containing details on meeting attendance or emails showing engagement that took place during the advocacy process of the developed/revised policies, regulations, norms, standards and guidelines
<b>Method of calculation / assessment</b>	Total number of engagements during the process of declaring a heritage resource divided by the total number of heritage resources declared	Total number of advocacy engagements that took place regarding the developed/revised 2020/21 approved HRM policies divided by the total number of HRM policies approved by Council in the 2020/21 financial year
<b>Means of verification / PoE</b>	Engagement template report formally showing community engagement with each community during the process of declaring a resource	Engagement template report showing advocacy engagements of developed/revised HRM policy, regulations, norms, standards, guidelines
<b>Assumptions</b>	Engagements made regarding these processes have positive outcomes	Engagements made regarding these processes have positive outcomes
<b>Disaggregation of beneficiaries</b>	N/A	N/A
<b>Spatial transformation</b>	N/A	N/A
<b>Calculation type</b>	Cumulative	Cumulative
<b>Reporting cycle</b>	Quarterly	Quarterly
<b>Desired performance</b>	High community engagement during the declaration process	High community engagement during the advocacy process
<b>Indicator responsibility</b>	Executive Officer: HCM and HIPSD	Executive Officer: HCM and HIPSD



<b>KPI No.</b>	<b>3.5</b>
<b>Indicator title</b>	Average number of community engagements/consultations while rehabilitating/erecting memorials/monuments
<b>Definition</b>	To ensure that engagements (meetings, emails, letters) take place while rehabilitating/erecting memorials/monuments. Meetings to be counted per meeting, emails to be counted per email thread. Phone call correspondence to be recorded via email
<b>Source of data</b>	Meeting register/reports with online screenshots, and audio links containing details on meeting attendance-emails, showing engagements that took place during the process of rehabilitating/erecting memorials/monuments
<b>Method of calculation / assessment</b>	Total number of engagements that take place during the process of rehabilitating/erecting memorials/monuments divided by the total number of resources rehabilitated and erected
<b>Means of verification / PoE</b>	Engagement template report showing engagements that took place during the process of rehabilitating/erecting
<b>Assumptions</b>	Engagements made regarding these processes have positive outcomes
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial transformation</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	High community engagement during the erection and rehabilitation of memorials/monuments
<b>Indicator responsibility</b>	Executive Officer: HCM and HIPSD

## 19. PROGRAMME 4: BUSINESS DEVELOPMENT AND TRANSFORMATION

Outcome	A national estate that is representative of South Africa's diverse heritage		
KPI No.	4.1	4.2	4.3
Indicator title	Number of heritage resources assessed for grading	Number of heritage resources declared	Number of heritage resources inspected
Definition	The number of heritage resources assessed as either clearly meeting or not meeting Grade 1 status	The number of heritage resources declared; this includes resources that are identified as nationally significant by Council	The inspection or monitoring of heritage resources. This excludes monitoring of resources that lead to other KPI outcomes.
Source of data	Approved and finalised GDRC resolutions based on relevant GDRC meeting	Approved and finalised Council resolutions based on relevant Council meeting	Reports on the completed planned and ad hoc inspection of heritage resources
Method of calculation / assessment	Total number of heritage resources assessed for grading	Total number of Government Gazette notices for declared resources (multiple localities or serial sites should be calculated individually, even if there is only one Government Gazette notice)	Total number of inspections or monitoring reports
Means of verification / PoE	GDRC meeting resolutions for resources assessed	Government Gazette notice of declared heritage resource	Inspection or monitoring reports of heritage resources with photo evidence and dates
Assumptions	Resources assessed are not deferred for grading for the next financial year; they must be assessed for Grade 1 status without external conditions	Resources nominated for declaration are approved within the financial year planned for declaration	Site owners/security on site to grant heritage officers access to inspect the heritage resource
Disaggregation of beneficiaries	N/A	N/A	N/A
Spatial transformation	N/A	N/A	N/A
Calculation type	Cumulative	Cumulative	Cumulative
Reporting cycle	Quarterly	Quarterly	Quarterly
Desired performance	All planned resources are graded	Increased number of heritage resources declared throughout South Africa; all planned resources are declared	All planned resources are inspected; resources with contraventions are inspected
Indicator responsibility	HIPSD Executive	HIPSD Executive	Executive Officer: HCM and HIPSD

KPI No.	4.4	4.5
Indicator title	Percentage of received contravention complaints that SAHRA has responded to	Number of monuments and memorial sites rehabilitated and erected
Definition	Percentage of contraventions (of disturbance/ destruction of heritage resources) received from the community, as of 1 April 2020 to 15 March 2021, and which SAHRA has responded to	The number of planned and unplanned monuments or memorial sites that are rehabilitated/erected
Source of data	Email/telephone communication regarding contraventions	Signed completion reports for memorials and monuments
Method of calculation / assessment	Number of contravention complaints responded to by SAHRA divided by the number of contravention complaints received from communities; this does not include repeat contravention complaints that have already been responded to	Total number of monuments or memorial sites rehabilitated/erected
Means of verification/ PoE	Contraventions register with dates of complaints and dates of response to complaints	Reports on rehabilitated and erected monuments and memorial sites with photo evidence and dates
Assumptions	All complaints about contraventions will be reported	Memorials and monuments can be fully built and finished in one set period
Disaggregation of beneficiaries	N/A	N/A
Spatial transformation	N/A	N/A
Calculation type	Cumulative	Cumulative
Reporting cycle	Quarterly	Quarterly
Desired performance	All contraventions received are responded to	All planned monuments or memorial sites are rehabilitated/erected
Indicator responsibility	HIPSD Executive	HCM Executive

KPI No.	4.6	4.7
<b>Indicator title</b>	Number of formal partnership agreements with identified strategic institutions	Percentage of heritage resources representative of previously disadvantaged people through heritage activities
<b>Definition</b>	Formal agreements between SAHRA and other institutions that are identified as strategic-hence leveraging off the resources and capabilities of these partners.	Percentage of heritage that is representative of previously disadvantaged people through heritage activities; activities include grading, declaration, and rehabilitation/erection; this indicator should be => 80% target for the previously disadvantaged community
<b>Source of data</b>	MoUs, MoAs, LoAs and heritage agreements with signatures from both the partner institution and the SAHRA CEO	Reports on each heritage activity completed, including whether that activity is based on a heritage resource that is representative of previously disadvantaged people; the heritage resource's representivity is based on the narrative of the resource
<b>Method of calculation / assessment</b>	Total number of MoUs, MoAs, LoAs and heritage agreements with partner institutions	The total number of heritage activities achieved that are based on heritage resources that represent previously disadvantaged people divided by the total heritage activities achieved
<b>Means of verification / PoE</b>	MoUs, MoAs, LoAs and heritage agreements with signatures from both the partner institution and the SAHRA CEO	A report on all heritage activities detailing the representivity (narrative) of each heritage resource involved
<b>Assumptions</b>	Both parties will abide by their contracted agreements	Nominated resources will only represent previously disadvantaged peoples' heritage
<b>Disaggregation of beneficiaries</b>	N/A	N/A
<b>Spatial transformation</b>	N/A	Yes 40% rural
<b>Calculation type</b>	Non-Cumulative	Cumulative
<b>Reporting cycle</b>	Quarterly	Annual
<b>Desired performance</b>	Increase in the number of signed formal partnership agreements with identified strategic institutions	Increase in heritage resources that represent previously disadvantaged people
<b>Indicator responsibility</b>	Executive Officer: HCM and HIPSD	Executive Officer: HCM and HIPSD

## 20. PROGRAMME 5: ECONOMIC EMPOWERMENT

Outcome	Economic empowerment, including employment opportunities, for local communities through SAHRA's activities	
KPI No.	5.1	5.2
Indicator title	Number of employment opportunities created through internships	Number of employment opportunities for local communities created, indirectly, through SAHRA's memorials and/or infrastructure projects
Definition	Providing temporary 12-month internship opportunities in partnership with SETAs or internally, excluding internships that did not start within the current financial year, inclusive of internships that were not completed due to other work opportunities	Providing indirect employment opportunities for local communities through SAHRA's memorials and/or infrastructure projects; this includes all workers involved in the building process
Source of data	Identification copies for all relevant interns	Identification copies of each worker working on a SAHRA heritage infrastructure or memorial project
Method of calculation / assessment	A report stating the total number of interns who started employment at SAHRA within the financial year	A report stating the total number and details on each worker working on a heritage infrastructure or memorial project
Means of verification / PoE	A report detailing the age and demographics of each intern starting within the current financial year (2020/21)	A report detailing the ID number and name of each worker/employee working on building infrastructure and rehabilitated memorials
Assumptions	All interns will complete the 12-month opportunity	Working on memorials and infrastructure projects is fixed and long-term employment
Disaggregation of beneficiaries	100% youth	N/A
Spatial transformation	N/A	N/A
Calculation type	Cumulative	Cumulative
Reporting cycle	Annual	Annual
Desired performance	To create as many internship opportunities as financially possible	To create indirect job opportunities while providing work that involves heritage resources
Indicator responsibility	Corporate Services Executive	Executive Officer: HCM and HIPSD

## 21. MATERIALITY AND SIGNIFICANCE FRAMEWORK

- 21.1.1 This document was developed to give effect to the May 2002 amendment to the Treasury Regulations, whereby the following new requirement was set for public entities:
- 21.1.2 “For purposes of material [sections 50(1), 55(2) and 66(1) of the Public Finance Management Act (PFMA)] and significant [section 54(2) of the PFMA], the accounting authority must develop and agree to a framework of acceptable levels of materiality and significance with the relevant executive authority in consultation with the external auditors” [Section 28.1.5].
- 21.1.3 Public entities are required to include the Materiality and Significance Framework in the Strategic Plan to be submitted to its Executive Authority [TR 30.1.3]. Further, the Materiality and Significance Framework must be detailed in the public entity’s annual report [TR 28.2.1].
- 21.1.4 No definitions for the concepts “material” and “significant” are included in either the PFMA or in the Treasury Regulations. Accordingly, in compiling this framework, the Agency has sought guidance from, inter alia SAAS 320.03 (published by the South African Institute of Chartered Accountants) and AC 101(IASI) Presentation of Financial Statements, which defines materiality in the following terms:
- 21.1.5 “Omissions or misstatements of items are material if they could, individually or collectively; influence the economic decisions of users taken on the basis of the financial statements. Materiality depends on the size and nature of the omission or misstatement judged by the surrounding circumstances.”
- 21.1.6 Further guidance was drawn from SAAS 320.17 for a public sector perspective: The following SAAS guidance is pertinent to the Agency:
- 21.1.7 “In an audit of financial statements in the public sector, the auditor’s assessment of materiality may be influenced by the public accountability of the audited entity, and the sensitivity of the entity’s accounts, activities and functions regarding matters of public interest.”
- 21.1.8 The reference to “economic” decisions (SAAS 320.03 above) is, therefore, assessed as not being conclusive or wholly appropriate to a public entity such as the South African Heritage Resources Agency (SAHRA).
- 21.1.9 Because materiality is relative, it is necessary to establish bases against which it can be measured. SAHRA will use percentages to set a planning materiality level of account headings or account groupings as a starting point or “rule of thumb” for setting the level.

**Figure 1.1 Materiality and significance table**

General Basis used in accounting profession	Acceptable Percentage Range	SAHRA Applicability
Gross Revenue	0.25 – 1%	Applicable; being Grants received, donations and project funds, rent received, interest received, and fees received.
Total Expenditure	1 – 2%	Applicable; being total expenditure
Equity	2 – 5%	Not Applicable
Total assets	0.5 – 2%	Applicable; being opening carrying value, revaluation surplus, additions and depreciation of assets



## BROAD FRAMEWORK FOR SOUTH AFRICAN HERITAGE RESOURCES AGENCY

SAHRA will be dealing with this framework under two main categories, being quantitative and qualitative aspects.

### QUANTITATIVE ASPECTS

#### Materiality level

The Agency assesses the level of a material loss as being R674 220; being 1% of the total budget – using 2021/22 expenditure projection.

#### Motivation:

It is recognised that different levels of materiality can be set for different classes of transactions. SAHRA has, however, taken the approach of setting a more conservative materiality level that will be used for all classes of transactions.

#### Factors considered:

In determining the said materiality value as 0.1% of total budget, SAHRA took into account factors that include:

### NATURE OF SAHRA'S BUSINESS

#### Revenue:

Funding for the Agency primarily comprise grants received from the Department of Sports, Arts and Culture; own generated income from rentals with interest earned on investments in deposit accounts; as well as grants from donors.

#### Expenditure:

Given the nature of SAHRA to be an entity mandated to identify, conserve, protect and encourage indigenous knowledge systems research, preference is given to gross expenditure as the basis of defining the level of materiality.

### STATUTORY REQUIREMENTS APPLICABLE TO THE SAHRA

SAHRA is a statutory organisation established under the National Heritage Resources Act, No. 25 of 1999 as the national body responsible for the protection of South Africa's cultural heritage.

The Agency has been listed as a PFMA Schedule 3A public entity.

The Council of the Agency is required to execute the mandate in terms of the National Heritage Resources Act, No. 25 of 1999.

## THE CONTROL AND INHERENT RISKS ASSOCIATED WITH SAHRA

In assessing the control risk, SAHRA concluded that a materiality level of 0.1% of expenditure is appropriate and prudent. This assessment is based on the fact that a sound control environment is being maintained. In this regard, cognisance was given to amongst other matters:

1. Proper and appropriate governance structures have been established which include a council, executive committee, chief executive officer, chief financial officer, and executive officers;
2. The CFO's and EO's positions have been created with specific risk management responsibilities;
3. An audit committee that closely monitors the control environment of SAHRA was established;
4. The function of internal audit was outsourced to a firm of professional internal auditors and a permanent internal audit manager has been employed.
5. A three-year Internal Audit Coverage Plan, based on annual risk assessments being performed, was implemented. This is annually reviewed and agreed to by the audit committee.

## SAHRA GENERAL APPROACH TO QUALITATIVE ASPECTS

The Agency recognises that misstatements that are material either individually or in the aggregate, may affect a "reasonable" user's judgment. Further, misstatements may also be material on qualitative grounds. These qualitative grounds include, amongst others:

1. New ventures that SAHRA may enter into.
2. Unusual transactions entered into that are not of a repetitive nature and are disclosable purely due to the nature thereof due to knowledge thereof affecting the decision making of the user of the financial statements.
3. Any fraudulent or dishonest behaviour of an officer or staff of SAHRA.
4. Any infringement of the SAHRA's agreed performance levels.
5. Procedures/processes required by legislation or regulation (e.g. PFMA and the Treasury Regulations).
6. Unauthorised, irregular or fruitless and wasteful expenditure.
7. Items of a non-financial nature, which would impact on the continued operation and deliverables of the Agency.

The policy contained in this framework will be appropriately presented in the Annual Report of the Agency as required.

# COUNCIL CHARTER



## 1. INTRODUCTION

- 1.1. The SAHRA Council Charter sets out the functions and responsibilities of the Council, along with certain matters relevant to the operations of the Council. These include the provisions of the National Heritage Resources Act No 25 of 1999 (NHRA) the Public Finance Management Act No. 1 of 1999 (PFMA), Treasury Regulations published in terms of the PFMA, King Reports for best practice, relevant policies developed by the Department of Public Service and Administration (DPSA), Protocol on Corporate Governance in the public sector published by the Department of Public Enterprises, the Department of Sport, Arts and Culture (DSAC) and government priorities (including the DAC Governance Manual), and Principles of Good Governance. SAHRA should be clear about its mandate and identify various functions, roles and responsibilities entailed in the delivery of its mandate as stipulated in the NHRA and the Regulations published in terms of the NHRA.
- 1.2. The 2009 King III Report also indicates that at a minimum, the Council Charter should deal with:
  - 1.2.1. Adoption of Strategic and Annual Performance Plans;
  - 1.2.2. Monitoring of operational performance and management;
  - 1.2.3. Determination of policy and processes to ensure effective risk management, and internal control;
  - 1.2.4. Communication Policy;
  - 1.2.5. Governance framework, governance principles and law, key principles, application of the code; and
  - 1.2.6. Council's selection, orientation and evaluation.
- 1.3. The Council is the focal point of good governance in SAHRA. It is ultimately accountable and responsible for the performance and affairs of SAHRA. Delegating authority to Council Committees or Management does not in any way mitigate or dissipate the discharge by the Council and its members of their duties and responsibilities. The Council also operates in accordance with set of corporate governance policies which take into account relevant best practice recommendations.
- 1.4. In general, the Council is collectively responsible for promoting the success of the SAHRA by leading and directing the Public Entity's activities. The Council should provide strategic guidance to the Public Entity, and monitor the activities and effectiveness of Management. The Council members should act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the public entity, subject to the objectives set by the DSAC and government.

## 2. COUNCIL CONSTITUTION/RECONSTITUTION

- 2.1. The process of constitution or reconstitution of the Council shall be done in terms of the section 14 of the NHRA and Regulation 2 of the Regulation published in terms of the NHRA on 07 April 2000; the "handbook for the appointment of persons to Councils of State and State controlled institutions" published by the DPSA during January 2009, the DSAC Governance Manual and other relevant government policies. In order to avoid a leadership vacuum, the process of reconstitution of the SAHRA Council will start six (6) months before the term of office of the existing Council expires.

- 2.2. Following the process set out in the NHRA and other relevant policy documents, the Minister of Sport, Arts and Culture will appoint the Council members. The screening process will be done before finalizing the appointment of Council members. After appointment, the DSAC will arrange an induction ceremony of Council members by the Minister of Arts and Culture.
- 2.3. SAHRA and the DSAC: Governance Unit shall keep and update the database of all Council members appointed by the Minister of Arts and Culture.

### 3. STATUS OF THE COUNCIL

- 3.1. A Council should have within its membership the range of expertise and skills necessary to effectively discharge its role. The main factors that contribute to the effectiveness of the Council are the overall suitability of members appointed, their success at working together and the knowledge and skills they acquire while serving as Council members.
- 3.2. SAHRA should be headed and controlled by an effective and efficient Council, comprising non-Executive Members in order to ensure independence and objectivity in decision making. The overall purpose of independence is to ensure that members do not have a relationship where there are, or perceived to be, matters which could interfere with a member of the Council.

### 4. AUTHORITY

- 4.1. The Council of SAHRA has, among others, the following authority:
  - 4.1.1. The Council may delegate matters with the necessary written authority to Management.
  - 4.1.2. The Council shall have unrestricted access to all SAHRA information, records, documents and property.
  - 4.1.3. The Council may, if necessary, take independent professional advice at the expense of SAHRA. In doing so the Council will not compromise any SAHRA policies and procedures or any key associated legislation.
  - 4.1.4. The Council members have, through the Chief Executive Officer (CEO) of SAHRA access to Management.

### 5. COMPOSITION OF THE COUNCIL

- 5.1. In terms of section 14 (1) of NHRA, the affairs of SAHRA are under the control, management and direction of a Council consisting of;
  - 5.1.1. at least nine (9) but not more than fifteen (15) members appointed by the Minister in the prescribed manner, of which nine (9) members must respectively represent each of the provinces of South Africa; and
  - 5.1.2. the Chief Executive Officer of SAHRA.
- 5.2. In terms of section 14(6) of NHRA, a member of the Council holds office for a period not exceeding three (3) years, and may be reappointed but no member may serve more than two (2) consecutive terms.

## 6. RESPONSIBILITIES AND DUTIES OF THE COUNCIL

6.1. The primary role of the Council is to provide leadership to the Executive of the Entity in discharging the responsibilities assigned to it under its establishment statute (NHRA), the DAC policies, other relevant legislation and approved codes of good practice in governance and business behaviour. Council members of SAHRA are valued as professionals on the basis of their individual expertise, and they are not to represent the sole interest of their companies or institutions. The functions below should be read with the governance manual developed by the DSAC.

### 6.2. Function of the Council

6.2.1. Functions as outlined in section 14 read with section 16 and other relevant provisions of the NHRA, the PFMA and other relevant legislation shall include the following:

- 6.2.1.1. Run the affairs of SAHRA in line with the NHRA, the PFMA, the DSAC priorities, Medium Term Strategic Framework (MTSF), Medium Term Expenditure Framework (MTEF), the National Development Plan (NDP) and other relevant government strategies and policies.
- 6.2.1.2. Setting broad strategy for SAHRA to meet its objectives and performance targets.
- 6.2.1.3. Ensure proper preparation of and approve Strategic and Annual Performance Plans, compliance reports, key procedures and policies.
- 6.2.1.4. Approve decisions related to strategic initiatives such as commercial ventures, significant acquisitions, internal restructures and disposals.
- 6.2.1.5. Approve the annual budget of SAHRA.
- 6.2.1.6. Ensure that SAHRA follows corporate planning provided by the Minister of Sport, Arts and Culture, National Treasury and the DSAC.
- 6.2.1.7. In consultation with the Minister of Arts and Culture, appoints the CEO and establish performance measures and succession plan for the CEO.
- 6.2.1.8. Set SAHRA's values and standards of conduct and ensuring that these are adhered to, in the interest of stakeholders, employees, customers, suppliers and communities in which it operates and generally safe guarding the reputation of SAHRA.
- 6.2.1.9. Provide leadership of SAHRA within a framework of prudent and effective controls which enable risk to be assessed and managed
- 6.2.1.10. Set the direction, strategies and financial objectives and ensure that the necessary resources are available for SAHRA to meet its mandate and obligations.
- 6.2.1.11. Always act in the best interest of SAHRA.
- 6.2.1.12. Ensure that the business of SAHRA remains a going concern. The Council should record the facts and assumptions on which it relies to conclude that the business will continue as a going concern in the financial year ahead and if it is decided that it will not, which steps the Council should take to remedy the situation.
- 6.2.1.13. Respond to all oversight role function required by the Minister of Sport, Arts and Culture, including compliance with all relevant prescripts.
- 6.2.1.14. Prepare a disclosure report for the Annual Report and other reports as required by the National Treasury, the DSAC guidelines and Government.

- 6.2.2. Comply with other functions as outlined in the DAC Governance Manual;
- 6.2.3. Appointment and remove a Company Secretary; and
- 6.2.4. Be cognisant of the duties imposed upon the Company Secretary and should empower the individual accordingly to enable him/her to properly fulfil those duties.

### 6.3. Chairperson of Council

- 6.3.1. In terms of section 15(1) of NHRA, the Chairperson of the Council is elected from the appointed members of the Council and holds office for the period or the unexpired portion of the period for which he or she has been appointed as member of the Council, unless the Council otherwise determines.
- 6.3.2. If the Chairperson of the Council vacates the office as Chairperson before the expiration of the period for which he or she was appointed, another member of the Council must, subject to 6.3.1 above, be elected as a Chairperson of the Council from the appointed members of the Council.
- 6.3.3. If the Chairperson of the Council is absent from a meeting of the Council or not able to preside at that meeting, the members present must elect one of their number to present at that meeting and that person may, during that meeting and until the Chairperson resumes his or her functions, perform all those functions. The functions (not limited) are as outlined below:
- 6.3.4. Attend Chairperson's Forum, chaired by the Minister of Arts and Culture.
- 6.3.5. Ensure that Strategic and Annual Performance Plans and Annual Reports are tabled in Parliament as prescribed.
- 6.3.6. Ensure that the Shareholder's Compact is signed with the Minister of Sport, Arts and Culture before start of a financial year (that is before 31 March each year).
- 6.3.7. Continuously update the Council's Guide to Good Governance, the document designed by the Chairperson of the Council to help any newly appointed Council member to understand readily the key responsibilities and expectations associated with their role.
- 6.3.8. Manage and lead the Council's relationship with Minister of Sport, Arts and Culture and the CEO.
- 6.3.9. Assign Council members to various Committees established by SAHRA Council. Based on Council profile also appoint the Chairpersons for these Committees.
- 6.3.10. Share the minutes of the Council and Committee's meetings with the Minister of Arts and Culture.
- 6.3.11. During the Council reconstitution process, submit to the Minister of Sport, Arts and Culture a list of all Council members eligible for reappointment. The list should be submitted to the Minister six (6) months before the term of office of the existing Council expires.
- 6.3.12. Ensure Council effectiveness and ongoing Council development.
- 6.3.13. Maintain the quality of information to Council.

### 6.4. Functions of the Individual Members of the Council

In addition to paragraph 6.1 above, each member should also adhere to the following functions.

- 6.4.1. Always act in the best interest of SAHRA and treat confidential information as such.
- 6.4.2. Ensure that a member has time devoted to the execution of duties as reflected in the NHRA establishing SAHRA.
- 6.4.3. Practice principles of good governance.
- 6.4.4. Be informed about the financial, social and political milieu within which SAHRA operates.
- 6.4.5. Never permit a conflict of duties and interest to occur and must disclose potential conflicts of interest at the earliest opportunity.

6.4.6. Comply with other functions as outlined in the DAC Governance Framework.

#### 6.5. Functions of the Company Secretary

The Company Secretary is expected to be knowledgeable on the Act establishing SAHRA, Corporate Governance in general as well as other related legislation and as such apart from the administrative responsibilities the Company Secretary will among other things:

- 6.5.1. Advise Council on the implementation of corporate governance programs.
- 6.5.2. Advise members on legal obligations applicable to a Public Entity and SAHRA in particular.
- 6.5.3. Guide Council on how to discharge their responsibilities in the best interests of SAHRA.
- 6.5.4. Maintains an updated Council Charter and Committees' Terms of Reference.
- 6.5.5. Maintains a direct line of communication to the Council Chairperson, provides direct support to Council and guides Executive Management on issues related to Council.
- 6.5.6. Provides a central source of guidance and advice to Council, on matters of good corporate governance and ethical conduct, as well as providing administrative support to the Council and its Committees.
- 6.5.7. In consultation with the Chairperson, Company Secretary ensures the compilation of Agenda Council packs.
- 6.5.8. Elicits appropriate responses, feedback and input on issues raised at Council and Committee sittings.
- 6.5.9. Alerts the Chairperson and Council on matters requiring their attention.
- 6.5.10. Circulates minutes of Council Committees timeously to members, after the approval of the Chairperson concerned.
- 6.5.11. The Company Secretary should ensure that the procedure for the appointment of Council is properly carried out and he/she should assist in the proper induction, orientation and development of Council, including assessing the specific training needs of Council and Executive Management in their fiduciary and other responsibilities.

## 7. COUNCIL COMMITTEES

- 7.1. In line with the provisions of section 18 of the NHRA, the Council may nominate one or more Committees, which may, subject to its instructions perform those functions of the Council that the Council may determine. The Council shall not be absolved from any functions performed by any of the Committees. Delegating authority to the Committees or Executives does not mitigate or dissipate the discharge by the Council of their duties and responsibilities.
- 7.2. The Council Committees may consist of any member of the Council, an employee of the entity, persons with suitable skills or experience, who must be paid such allowance as the Council, in consultation with the Minister, may determine. A member of the Council may not serve on more than two (2) Committees.
- 7.3. Each Committee will be guided by the Terms of Reference (TOR) developed by the SAHRA Council.



## 8. APPOINTMENT OF CHIEF EXECUTIVE OFFICER (CEO)

- 8.1. In line with the provisions of section 20 of the NHRA, SAHRA Council shall appoint the Chief Executive Officer (CEO) in consultation with the Minister of Arts and Culture. The remuneration package and performance contract of the CEO must also be discussed with the Minister before finalizing the appointment. The remuneration package shall be in line with government policies, especially that of the National Treasury.
- 8.2. The term of office should be clearly defined in the contract that the Council will sign with the CEO.
- 8.3. The appointment of the CEO will be done in accordance with the specific provision contained in the enabling legislation governing SAHRA. The SAHRA Council must invite applications to fill the position. The Minister, upon receiving recommendations from the SAHRA Council, grants approval for the appointment of a suitably qualified candidate to fill the vacant position of the CEO.
- 8.4. After finalisation of the appointment, the Chairperson of the Council must ensure that contracts of employment and performance agreement are both concluded with the CEO within three (3) months. Copies of these documents must be submitted to the Minister of Arts and Culture.

## 9. CONFLICT OF INTEREST

Council members may not place themselves in a position in which their personal interests conflict or may possibly conflict with their duty to act in the best interests of SAHRA.

## 10. ACCESS TO INFORMATION

The Council members are entitled to full access to information required to discharge their duties. It is the responsibility of the Company Secretary to assist the Council members in this regard.

## 11. MEETINGS OF THE COUNCIL AND COMMITTEES

- 11.1. Council meetings are a key part of the effective leadership of the Public Entity. It is the responsibility of the Chairperson to ensure that the meetings make effective use of the time and skills of the members and produce outputs in accordance with the public entity's objectives.
- 11.2. The Council and the Committees shall, each have at least four (4) meetings per annum. The Chairperson may at any time convene a special meeting of the Council/ Committee, and he/she must determine the time and place of the meeting. There should be a disclosure in the Annual Report regarding the number of Council/ Committees meetings held in a year and details of attendance of each member. The Council shall determine the procedure of its meetings. Executives who are not ex-officio members of Council would attend Council meetings by invitation only.

- 11.3. The Chairperson or, in the Chairperson's absence, a member of the Council/Committee elected by the members present must preside at a meeting of the Council/Committee.
- 11.4. Directed by the Chairperson, the Company Secretary is responsible for arranging meetings of the Council and Committees, distribution of agenda and Council/Committee packs. Council packs should reach members five (5) working days prior to the date of the meeting.
- 11.5. Minutes of all meetings should be distributed for review by members of the Council within (21) working days of the meeting. The Chairperson shall sign all the minutes of meetings as evidence of approval. The minutes of the meetings shall, once ratified by the Council, be bound in a minute book.
- 11.6. Minutes of all the Council meetings shall, within six (6) months, be shared with the Minister by the Chairperson of the Council.

## 12. ASSESSMENT

### 12.1. Council and Committee Evaluation

- 12.1.1. Effective and meaningful evaluation only possible once the Council determined its own functions and identified the key roles, performance and attendance standards for Councillors on the Council and on Council Committees.
- 12.1.2. The Council should carefully consider whether the evaluations of performance and independence should be done in-house or conducted professionally by independent service providers, subject to legislative requirements. Evaluation results shall be reviewed by the Human Resources and Remuneration Committee of Council.
- 12.1.3. Annual performance appraisals of individual Councillor, the Council as a whole, Council Committees and the Chairperson, can provide the basis for identifying future training needs and, where necessary explain why a re-appointment may not be appropriate.
- 12.1.4. The Chairperson may lead the overall performance of the Council, its individual members and the Company Secretary, although independent performance appraisals should be considered. The Council should discuss the Council evaluation results at least once a year.
- 12.1.5. The Council should state in the Annual Report that the appraisals of the Council and its Committees have been considered.
- 12.1.6. The same principles adopted in the evaluation of the Council should be applied to the Council Committees Chairpersons and members.
- 12.1.7. In addition to these internal regular performance and effectiveness evaluations, the DAC, through the office of the Minister, shall also assess the performance of the Council annually. The terms of reference of such assessments shall be determined by the Minister of Sport, Arts and Culture in the Council Assessment Guide developed by the DAC. The Guide outlines the evaluation processes to be followed by both the DSAC and its Public Entities.

#### 12.2. Assessment of the Chief Executive Officer (CEO)

- 12.2.1. The Council shall develop a CEO assessment tool that could be used to assess the contractual performance agreement of the CEO. The report produced shall be shared with the Minister of Sport, Arts and Culture.

### 13. COUNCIL RESOLUTIONS

- 13.1. A decision of the Council shall be taken by resolution of the majority of the members present at any meeting of the Council, and, in the event of an equality of votes, the Chairperson shall have a casting vote in addition to his/her deliberative vote.
- 13.2. The Council minutes must be signed by the Chairperson.

### 14. DECLARATION OF AUTHORITY

The matters specifically reserved for the Council under the Delegation of Authority include decisions about SAHRA's Strategy, Annual Performance Plans, Budget, Annual Financial Statements, Succession Planning (especially of the CEO and Management), remuneration and other relevant policies of SAHRA.

### 15. CONFIDENTIALITY

Every member of the SAHRA Council must sign a confidentiality agreement. The agreement prohibits the disclosure of any protected information received through participation in the Council activities (information received orally or in writing). The Chairperson of the Council will ensure that everyone participating in the activities of the SAHRA Council meetings, telephone, e-mail exchange, or any form of communication has received clear instructions on the confidentiality of the proceedings.

### 16. REVIEW OF THIS CHARTER

This Charter shall be reviewed annually.



*South African Astronomical Observatory*

## COUNCIL YEAR PLANNER

MONTH	DATE	STRUCTURE	COMPLAINEE MATTERS CONSIDERED	COMPLAINEE REQUIRED
April 2021	Thursday 1st	START OF NEW FINANCIAL YEAR	2021/22 FINANCIAL YEAR	
April 2021 09h00 - 13h00	Wednesday 7th	HERITAGE RESOURCES MANAGEMENT COMMITTEE	Quarterly Reporting	Reporting
April 2021	Tuesday 13th	SUBMIT THE DSAC	Submit Procurement Plans to DAC	Per Delegation of Accounting Authority
April 2021	Thursday 29th	SUBMISSION TO DSAC	Final Quarter 4 Performance Report to DSAC for 2019/20. Financial Year Audit Outcome Plans	Per Delegation of Accounting Authority
May 2021 09h00 - 13h00	Wednesday 5th	AUDIT & RISK COMMITTEE	Q4 Performance Report and Overspending on the Baseline/if any: Weekly Report - Audit Progress; Irregular Expenditure; Fruitless Expenditure; Overview: State of readiness for the Audit; Auditor-General's Audit Plan; Risk Committee Report; Internal Audit Plan; and Presentation by Internal Auditors.	Per Delegation of Accounting Authority
May 2021 09h00 - 13h00	Tuesday 11th	COUNCIL MEETING	To approve Q4 Performance Report. To approve Q4 Financial Performance Report	Per Delegation of Authority
May 2021 09h00 - 13h00	Wednesday 19th	SPECIAL AUDIT AND RISK COMMITTEE	Consider and Recommend to Council Draft Annual Financial Statements for submission to External Auditors (AG); Consideration of the 2020/21 Annual Report; Performance Report and reporting thereon to Council.; and Other AC Reports	Submission of unaudited financial statements of 2020/21 to external auditors by end of May in terms of Section 55 of the Public Finance Management Act No. 29 of 1999.
May 2021	Tuesday 25th	SUBMIT TO TREASURY AND DSAC	Submit a list of all Banking Accounts to Treasury via DAC Corporate Governance Unit; Submit Annual Report Performance measurement details to Auditor-General.	As Per Delegation of Accounting Authority.

MONTH	DATE	STRUCTURE	COMPLAINEE MATTERS CONSIDERED	COMPLAINEE REQUIRED
May 2021 09h00 - 13h00	Friday 28th	SPECIAL COUNCIL MEETING	Consider and adopt Draft Annual Financial Statements for submission to External Auditors (AG); Consideration of the 2019/20 Annual Report and Annual Performance Report Other Council submissions	The draft AFS & AR are signed by both CEO & CFO in terms of delegation of Delegation of Authority) Council Chairperson only signs off Audited AFS & AR in July; Submission of unaudited Financial Statements of 2019/20 to external auditors by end of May in terms of PFMA section 55 (within 2 months after the end of Financial year.
June 2021	Tuesday 1st	SUBMIT TO DSAC AND NATIONAL TREASURY	Submit signed Treasury AFS Template to Treasury (unaudited) Submit the unaudited 2019/20 AFS to DSAC	Per Delegation of Accounting Authority.
June 2021	Tuesday 1st	SUBMISSION TO DSAC	Submit application for Deficit and retention of Surplus to Governance Unit.	Per delegation of Authority.
June 2021 09h00 - 13h00	Tuesday 8th	HERITAGE RESOURCES MANAGEMENT COMMITTEE	Quarterly Reporting	Reporting
June 2021 09h00 - 13h00	Tuesday 15th	CORPORATE SERVICES COMMITTEE	Quarterly Reporting	Reporting
June 2021	Wednesday 23rd	SUBMISSION TO DSAC	Submit 1st draft of Annual Report	Per Delegation of Accounting Authority
June 2021 09h00 - 13h00	Friday 25th	BUSINESS DEVELOPMENT COMMITTEE	Quarterly Reports	Per Delegation of Accounting Authority
July 2021	Thursday 8th	CORPORATE SERVICE COMMITTEE	Quarterly Reporting	Reporting
July 2021 09h00 - 13h00	Tuesday 20th	AUDIT & RISK COMMITTEE	To evaluate Annual Financial Statements and finalize ARC report for inclusion in Annual Report for 2019/20. Annual Performance Report	Reporting



MONTH	DATE	STRUCTURE	COMPLAINEE MATTERS CONSIDERED	COMPLAINEE REQUIRED
July 2021 09h00 - 13h00	Thursday 28th	COUNCIL MEETING	Presentation of the Final Audit Report by AG; Presentation of Q1 Performance Report; Presentation of Q1 Financial Performance Report; and Presentation of the draft Annual Report.	Per Delegation of Accounting Authority; and Section 56 and 57 of the Public Finance Management Act. No 29 of 1999.
July 2021	Friday 30th	SUBMISSION TO DSAC AUDITOR-GENERAL  SUBMISSION TO DSAC	1st Quarterly Report to DSAC for 2021/22 Financial Year Audit Report issued for 2020/21; Audited Financial Statements to Treasury for 2020/21 and Final AFS consolidation template (Reviewed by AG); Submit the Audit Report & Management Report. ; 2nd Mock –up signed 2020/21 Draft Annual Report ; 2020/21 Evidence Unit DAC; and Submit application for deficit and retention of surpluses to Governance Unit	Per Delegation of Authority; Reporting; and Per Delegation Accounting Authority
August 2021 09h00 - 16h00	Tuesday & Wednesday 17-18th	COUNCIL & EXECUTIVE MEETING	Review of 2022/23 Annual Performance Plan	Reporting
August 2021	Thursday 26th	SUBMIT TO DSAC	Resubmission of the Retainment of Surpluses to Governance Unit after the amendments of the Financial Statements Submit the printed Annual Report 2020/21 to DSAC Submit a Consolidated Audit Improvement Plan Submit 1st draft Annual Performance Plan for 2022/23	As per Delegation of Accounting Authority



MONTH	DATE	STRUCTURE	COMPLAINEE MATTERS CONSIDERED	COMPLAINEE REQUIRED
September 2021 09h00 - 13h00	Thursday 2nd	BUSINESS DEVELOPMENT COMMITTEE	Quarterly Reports	Reporting
September 2021 09h00 - 13h00	Wednesday 15th	CORPORATE SERVICE COMMITTEE	Quarterly Reports	Reporting
September 2021	Friday 30th	SUBMISSION TO DSAC	Submit the 2021/22 Irregular Expenditure	Per Delegation of Accounting Authority
October 2021	Friday 1st	SUBMIT TO DSAC	Submit the revised MTEF Database to DSAC/ Corporate Governance	Per Delegation of Accounting Authority.
October 2021 09h00-15h00	Thursday 7th	CORPORATE SERVICE COMMITTEE	Quarterly Reporting	Reporting
October 2021 09h00-13h00	Tuesday 19th	AUDIT & RISK MEETING	2nd Quarterly Report for submission to DSAC Audit Outcomes Improvement Plans; and 2nd Draft of APP 2022/23 for submission	Reporting
October 2021 09h00-13h00	Wednesday 27th	COUNCIL MEETING	To approve 2nd Quarterly Report 2021/22 to DSAC	Per Delegation of Accounting Authority
October 2021	Friday 29th	SUBMISSION TO DSAC	Submit 2020/21 Second Quarterly Report and the Audit Implementation Plans; Submission of Disciplinary cases 2021/22	Per Delegation of Accounting Authority
November 2021	Friday 5th	SUBMIT TO DSAC	Submission of the 1st draft of the ENE Database and Chapter to DSAC/ Corporate Governance	Per delegation of Accounting Authority
November 2021 09h00 - 13h00	Wednesday 10th	CORPORATE SERVICES COMMITTEE	Unit presentation to the Committee	Reporting
November 2021 09h00 - 13h00	Thursday 18th	BUSINESS DEVELOPMENT COMMITTEE	Quarterly Reporting	Reporting

MONTH	DATE	STRUCTURE	COMPLAINEE MATTERS CONSIDERED	COMPLAINEE REQUIRED
November 2021 09h00 - 15h00	Tuesday 23rd	HERITAGE RESOURCES MANAGEMENT COMMITTEE	Quarterly Reporting	Reporting
November 2021	Friday 26th	SUBMISSION TO DSAC	Submit 2nd Annual Performance Plan to DSAC 2022/23	Per Delegation of Accounting Authority
December 2021	Friday 3rd	SUBMISSION TO DAC & TREASURY	Submit the revised ENE Database to DSAC/ Corporate Governance	Reporting
January 2022 09h00 - 13h00	Thursday 20th	SPECIAL AUDIT & RISK COMMITTEE	Approve Annual Performance Plans; 3rd Quarterly Report; and Review of the Charter.	Reporting
January 2022 09h00 - 16h00	Friday 28th	SPECIAL COUNCIL MEETING	Approve 3rd Quarterly Report; Table Final Strategic Plan	As per Delegation of Accounting Authority
January 2022	Friday 28th	SUBMISSION TO DSAC	Submit final Annual Performance Plans 2023/24; Submit 3rd Quarterly report; and Audit Implementation Plans.	As per Delegation of Accounting Authority
February 2022	Friday 11th	SUBMIT TO DSAC	Submit 1st draft Shareholders Compact	As per Delegation of Accounting Authority
February 2022 09h00 - 13h00	Tuesday 15th	CORPORATE SERVICE COMMITTEE	Quarterly Reporting	Reporting
February 2022 09h00 - 13h00	Friday 25th	HERITAGE RESOURCES MANAGEMENT COMMITTEE	Quarterly Reporting	Reporting
February 2022	Friday 25th	DSAC	Table final APP for 2023/24 in Parliament	As per Delegation of Accounting Authority

MONTH	DATE	STRUCTURE	COMPLAINEE MATTERS CONSIDERED	COMPLAINEE REQUIRED
March 2022 09h00 - 13h00	Friday 4th	BUSINESS DEVELOPMENT COMMITTEE	Quarterly Reporting	Reporting
March 2022	Monday 14th	SUBMIT TO DSAC	FINAL 2 Printed Shareholders Compact	As per Delegation of Accounting Authority
March 2022 09h00 - 13h00	Friday 18th	SPECIAL AUDIT & RISK COMMITTEE	Irregular Expenditure; Fruitless Expenditure; Overview: State of readiness for the Audit; Auditor-General's Audit Plan; and Presentation by Internal Auditors -EY.	Reporting
March 2022 09h00 - 13h00	Thursday 24th	SPECIAL COUNCIL MEETING	Finance request Council to condone Irregular Expenditure, if any; Fruitless Expenditure for condonation, if any; Present Auditor-General's Audit Plan; and Other Reports.	As per Delegation of Accounting Authority
March 2022	Wednesday 31st	FINANCIAL YEAR END	Financial Year End 2021/22	As per Delegation of Accounting Authority

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