



SOUTH AFRICAN HERITAGE RESOURCES AGENCY

• • ANNUAL PERFORMANCE PLAN • •

2023 - 2024

• • S A H R A • •

AN AGENCY OF THE DEPARTMENT OF SPORT, ARTS AND CULTURE



# SAHRA

The South African Heritage Resources Agency (SAHRA) is the agency of the Department of Sport, Arts and Culture; established in terms of the National Heritage Resources Act, N0.25 of 1999.

## WHAT WE DO

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.

Mapungubwe



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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

· · A N N U A L P E R F O R M A N C E P L A N · ·

FOR

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## ACRONYMS

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

## COUNCIL CHAIRPERSON'S STATEMENT

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I am pleased to present the 2023/24 Annual Performance Plan of the South African Heritage Resources Agency (SAHRA) as approved by Council on 31 January 2023. The 2023/24 financial year marks the fourth year of implementation of the 2020-2025 strategy.

SAHRA's 2020-25 strategy and APP is aligned with the National Development Plan (NDP): Vision 2030 and government priorities as outlined in the Medium-Term Strategic Framework (MTSF) for 2019-2024. SAHRA contributes to three of the MTSF Apex priorities, namely Priority 1: A capable, ethical, and developmental state; Priority 2: Economic transformation and job creation; and Priority 6: Social cohesion and safe communities. During the mid-term strategic review process, both the strategic and annual performance plan were reviewed taking into consideration budget cuts, the MTSF as well as the agency's mandate and relevant legislation.

The APP sets forth the SAHRA's long-term four (4) outcomes of the approved 2020/25 strategic plan, achievement will culminate in the contribution towards the attainment of the National Development Goals (NDG). SAHRA pursues these outcomes by putting in place resources, in order to outline and implement the activities and outputs of the set targets. The inputs, activities, outputs, targets, and the associated budget are detailed and published in the APP. SAHRA reports on its performance against the annual performance targets in its Annual Report.

Council commits itself in monitoring performance and providing guidance towards the 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 driving SAHRA's mandate.




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**Dr Luyanda Mpahlwa**  
Council Chairperson

## CHIEF EXECUTIVE OFFICER'S FOREWORD

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I am pleased to present the South African Heritage Resources Agency (SAHRA) Annual Performance Plan 2023/24 which, having been reviewed by the Council was approved on the 31st of January 2023. The Annual Performance Plan was formulated in alignment with the National Heritage Resources Act No.25 of 1999 (NHRA), the Medium-Term Strategic Framework (MTSF) as well as other relevant legislations and policy mandates.

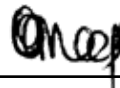
The entity is in the fourth year of implementing the strategic plan and it continues to make progress towards fulfilling its mandate. Although the entity is still experiencing substantial budget cuts, it will continue to strive towards improving its effectiveness and efficiency.

Following the plan set out in the 2021/22 APP, the entity retained its clean audit opinion and achieved 100% of its performance targets for the year. The entity will continue to display accountability, professionalism and unity of purpose as embedded in its values.

The 2023/24 APP outlines in detail the institutional programme performance information for SAHRA's five programmes. This APP is aligned to SAHRA's 2020-25 strategic plan and will guide the entity so as to achieve its outcomes and ultimately contribute to the achievement of the national development goals. The assessment and monitoring of annual performance is done on a quarterly basis and approved by Council.

We commit to executing our responsibilities and remaining focused to make sure we achieve the 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.



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**Adv. Lungisa Malgas**  
Chief Executive Officer

## OFFICIAL SIGN-OFF

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It is hereby certified that this Annual Performance Plan:

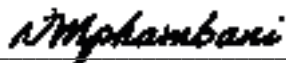
- Was developed by the management of the South African Heritage Resources Agency under the guidance of the SAHRA Council.
- Takes into account all the relevant policies, legislation and other mandates for which the South African Heritage Resources Agency is responsible.
- Accurately reflects the impact, outcomes and outputs which the South African Heritage Resources Agency will endeavour to achieve over the period 2023 to 2024.



Executive Officer: Heritage Resources Management  
Ms. Mamakomoreng Nkasi-Lesaoana



Chief Financial Officer  
Mr Lennox Tukwayo



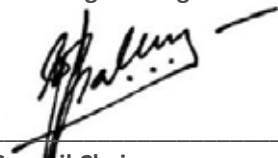
Executive Officer: Corporate Services  
Ms Ntombozuko Mphambani



Head Official responsible for Planning  
Ms Sibonokuhle Madlingozi



Chief Executive Officer  
Adv. Lungisa Malgas



Council Chairperson  
Dr Luyanda Mpahlwa

  
MR N.G. KODWA, MP

Approved by:  
MR N.G. KODWA, MP  
Executive Authority/Minister of Sport, Arts and Culture

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West Coast Fossil Park

PART

SAHRA'S MANDATE

# 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:

- 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;*
- 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;*
- 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.*

## A 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)



Walter Sisulu University

## 2. INSTITUTIONAL POLICIES AND STRATEGIES

The following planning documents are considered relevant:

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

Both seek to achieve a better life for all South Africans by addressing the triple challenges of the unemployment, poverty and inequality.

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: Priority 1 – 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.

### Nation-building and social cohesion

***NDP: Unite the nation***

***MTSF: Priority 6 – Social cohesion and safer 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***

***MTSF: Priority 2 - 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.

## Participation and Inclusivity

*NDP: Planning that includes everyone*

*MTSF: Priority 6 -Social cohesion and safe communities*

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.

## 3. RELEVANT COURT RULINGS

SAHRA has not had recent judgments that could possibly impact the APP or Strategic Plan.





# PART

SAHRA'S STRATEGIC  
FOCUS



# 1. VISION

SAHRA aims to become:

*The agency uniting people through heritage.*

# 2. 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.*

# 3. 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 of 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	Above all else, I live our values
	I communicate with honesty	I show up on time, every time		I give regular, honest and constructive feedback	

## 4. SITUATIONAL ANALYSIS

Discussed below are the salient external and internal environmental analysis influencing the entity's performance.

### **EXTERNAL ENVIRONMENT ANALYSIS**

The Entity used the PESTEL analysis method to scan the external environment.

#### **Political Factors**

Competing Government priorities lead to budget cuts which affect heritage management. Changes in the political landscape could adversely affect the transformation of the heritage landscape. These changes include shuffling of Cabinet and upcoming Local Government elections which impact on SAHRA due to change in personnel in the municipalities. This could affect the momentum established between SAHRA and the municipalities in instances such as getting into heritage agreements. Additionally, there remain challenges in the establishment of PHRAs. Furthermore, Community ties to heritage needs to be managed at local level, which seems to be lacking resulting in limited community engagement.

#### **Economic Factors**

There are competing priorities that affect how budgets are allocated to address issues arising from the COVID-19 pandemic which results in budget cuts. The continuously shrinking fiscus has a negative impact on the ability of SAHRA to conduct its projects to eg building memorials and rehabilitating properties. This is further compounded by the state of the economy that makes it difficult for tenants to rent SAHRAs properties. Hence there needs to be more alignment between budgeting and planning and institutionalise policies that will direct how most efficiently income can be used.

#### **Social Factors**

There are the disparities in communities because of social economic issues such as poverty, unemployment etc. How the world develops while conserving heritage is critical. The travel restrictions imposed during the pandemic have impacted SAHRAs activities and community participation in heritage. Heritage builds communities and contributes to resilience and there may be a disconnect between communities with their heritage. Community participation depends on whether the heritage is representative of that community. The destruction of heritage resources remains an issue unless communities see the beauty of heritage, not only when it is beneficial to them. Developers need to come up with solutions to address the economic issues of the surrounding communities. Poverty and crime hinder community participation in heritage. SAHRA played an integral role in the upliftment of communities through employment of youth during the Presidential Stimulus Project (PSP) audit of heritage resources.

#### **Technological Factors**

There is need for broader reach in terms of knowledge dissemination. The cost of technology is high and affects SAHRA in carrying out their mandate. Access to technology in rural areas or remote areas affects the mandate of conserving heritage as it would be difficult to have access to SAHRIS and other information concerning heritage. The issue of cyber security is a concern as technology advances. A policy on the digitization of arts is required and implementation of such policies requires resources. People need access to heritage sites through digital technologies.

#### **Environmental Factors**

Several environmental factors such as climate change, fires, floods, acid rain amongst others, affect our heritage

resources. Furthermore, the rehabilitation of sites that may be destroyed has an economic impact as rehabilitating sites comes at a cost. Mechanism of protecting these resources from the effects of climate change are essential as well as teaching people about managing these resources. Indigenous knowledge systems can be used to mitigate climate change issues relating to building methods.

### Legal Factors

Awareness, review and implementation of the NHRA is vital (e.g. adjustment of permit fees). There remains non-compliance to legislation by other Government spheres as well as recognition that SAHRA is a regulatory body in all things related to Heritage.

## INTERNAL ENVIRONMENT ANALYSIS

The Entity used the SWOT analysis method to scan the internal performance environment in relation to its strategic outcomes.

### Outcome 1: *Improved Organisational Capacity (Human and Financial)*

#### Strengths

##### Reviewed organisational structure

The entity reviewed and finalised its organisational structure. This in turn enabled the establishment and implementation of a new individual performance management system.

##### Strong Governance

The entity adheres to strong Corporate Governance processes and systems in addition to adherence to legislative requirements. The entity is supported by a committed executive and council who are responsible for Corporate Governance.

##### Stable workforce

SAHRA has a competent, passionate, and energetic team of employees. The employees are well qualified within their areas of work. The team shows its commitment by taking advantage of the training opportunities provided by SAHRA and using the acquired skill to improve SAHRA's performance.

##### A dedicated Business Development Unit

The entity established a Business Development Unit centred around building relationships and partnerships that would financially benefit SAHRA.

##### An improved performance management system

The entity developed a new performance management system which has been implemented effectively from the 2022/23 financial year.

#### Weaknesses

##### Clarity of processes

The Public-Private Partnerships processes need to be clarified to enable the entity to enter these beneficial partnerships within the shortest amount of time taking into consideration all applicable legislation and procedures.

### **Underfunded mandate**

To fund its operations, SAHRA principally relies on the budget allocation received through DSAC. The budget provided to SAHRA has continuously declined in recent years, posing a threat to SAHRA's ability to properly carry out its purpose and achieve the aims outlined in its mandate. The Entity concentrated its efforts on determining how it wants to produce revenue by developing a Financial Sustainability Plan. The aim of the plan is to achieve additional monetary returns or generating of revenue that will assist SAHRA in its financial sustainability in the long term.

### **Broad and complex legislative framework**

The NHRA is a relatively a complex law and concerns have been made about many aspects of it. Detailed submissions concerning the nature and scope of the amendments required have been made. Many of these are technical in nature and do not require policy decisions. Some require policy decisions to be taken that will significantly change heritage practice.

### **Government departments operating in silos**

To effectively coordinate 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.

### **Resistance to change (PMS)**

There is sometimes resistance to change when new procedures are put in place such as the Performance Management System.

## **Opportunities**

### **Clean Audit**

SAHRA reclaimed its clean audit status for the 2021/22 financial year and aims to maintain the status going forward.

### **Energy alternatives and private production**

The current energy crisis in the country gives SAHRA the opportunity to investigate other avenues of generating energy (such as solar power; generators, power banks, or dongles and routers) to ensure business continuity.

### **Properties portfolio**

The entity is working to maximising its revenue generating stream from its properties by partnering with developers.

### **Internship programmes (Effective-Job creation)**

The entity continues to partner with different Sector Education and Training Authorities (SETAs).

### **Environmental Social Government (ESG) Funding**

ESG investments look at the long-term impact on the environment, society, and the performance of the business. Regarding built environment the entity is working on partnering the Green Building Council of South Africa (GBCSA) a body that certifies buildings according to a specific criterion. The GBCSA has expressed interest in working with SAHRA to create sustainable heritage rating tool, whereby the heritage buildings will be rated and certified as sustainable alongside a heritage conservation rating. There is an opportunity to monetize the certification process and thus allow the entity to generate funds.

### **Additional 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 interventions include collaboration opportunities with the tourism sector, the use of SAHRA's properties to generate additional funding and the revised schedule of fees which will enable the entity to charge premium prices for the services that it provides as stipulated in the Financial Sustainability Plan.

## **Threats**

### **Energy insecurity (load shedding)**

The current energy crisis has affected the smooth operations of the entity's operations. The entity relies on electric energy to conduct its business online; to keep its premises safe through electronic security systems; make or receive payments on time and online internet connectivity issues as some of the entity's business operate online, security concerns as electronic security systems rely on power to work and well as connectivity issues arising from cell phone provider network outages.

### **Possible 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 organizations as well as job security.

### **PHRA Incapacity**

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 presents a threat to SAHRAs work and seriously hinder its ability to deliver on its mandate.

### **Digital age threats such as NFTs**

A non-fungible token (NFT) is a unique digital identifier that cannot be copied, substituted, or subdivided, that is recorded in a blockchain, and that is used to certify authenticity and ownership. Transformation of heritage resources into NFT is currently not regulated and the entity needs to draft and implement policies to regulate this space.

## ***Outcome 2: The Relevant Organs of State and Communities Participate Actively in the Identification Management and Protection of Heritage Resources Management***

## **Strengths**

### **Strong heritage resources management function and internal controls**

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

### **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. SAHRA is mandated with the compilation and maintenance of an inventory of the national estate as per section 39 of the National Heritage Resources Act, Act 25 of 1999 (NHRA). As Part of this mandate,

SAHRA produced a publication of a summary and analysis of the national estate inventory in the financial year under review. This report provides a summarised view of the current content of heritage resources within the inventory.

### **Marketing and communications for heritage promotion**

SAHRA has a robust and competent marketing and communications team that produces quality content focused on heritage. This further shows the entity's commitment to promote and protect South Africa's heritage resources.

### **Existing database of relevant stakeholders and partners**

The entity has a data base of relevant stakeholders from which they can identify ideal stakeholders to form partnerships for the enhancement of the heritage landscape.

### **Relevant training of the legislation application provided**

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.

## **Weaknesses**

### **Non-functional 3-tier system integration**

There is a three-tier system for heritage resources management, in which national level functions are the responsibility of SAHRA, provincial level functions are the responsibility of Provincial Heritage Resources Authorities and local level functions are the responsibility of local authorities. However, there is a challenge in coordination between the three tiers.

### **Implementation of policies on Heritage Resources Management**

SAHRA is committed to improving its HRM policies as well as introduce new policies in its quest to better manage the heritage resources. SAHRA drafted a new HRM policy as well as made amendments to four other HRM policies. The entity sometimes struggles with the implementation of these policies. However, the entity is committed to see that these policies are implemented by engaging with the public and allow the public to bring forth to the table their concerns, input and comments on the various Heritage Resource Management Unit's Permitting Policy and Permitting Policy Guidelines.

### **Incomplete representation of the PHRAs and non-functional feedback / non-responsiveness of the HRM status in the provinces**

To effectively co-ordinate the identification, management and protection of the country's heritage resources, SAHRA is required to collaborate with many strategic partners. There are, however, several critical partnerships that remain non-functional which hinders SAHRA's ability to discharge its mandate. 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.

### **Limited capacity to provided formal training**

The entity diligently conducts knowledge dissemination activities as part of carrying out its mandate. The entity however is not an institution of learning and therefore does not have formal training scheme.

## **Protection of Personal Information Act (POPIA) Compliance**

Protection of Personal Information Act (POPIA), need to be embedded within the organisation through training and awareness initiatives. This will enable the entity to be POPIA compliant

## **Opportunities**

### **Appetite for some municipalities to perform their functions as provided for within the NHRA**

Through the process of engagement with the relevant stakeholders, the entity has recognised that some municipalities are eager to perform their duties as guided by the relevant sections in the NHRA. The entity is committed to provide its expertise in aiding these municipalities.

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

The recognition and appreciation of SAHRA's work by those communities that SAHRA has touched, 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.

## **Threats**

### **Some strategic partnerships not yet identified or formalised**

Even though the entity has a data base of relevant stakeholders, there are some potential strategic partners that have not been yet identified. There are also existing potential partnerships that have not yet been formalised.

### **Social Instability which can result to destruction and vandalism of heritage resources.**

Heritage resources are at risk of vandalism during periods of social unrest. This could also be coupled with untimely restoration of these resources that further contributes to the deterioration of the resource.

### **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 palaeontologists). In addition to this, many specialists are immigrating to find careers outside of South Africa.

### **Lack of political appetite to promote and resource HRM Programmes.**

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.

## ***Outcome 3: A National Estate That is Representative of South Africa's Diverse Heritage***

## **Strengths**

### **Resources declared presently are directed at previously disadvantaged groups**

The increase in percentage of recently declared heritage resources relating to previously disadvantaged groups is the measure employed by the entity for a more equal and transformed representation of South Africa's diverse culture population through heritage activities such as grading and declaration of various heritage resources.

### **New resources are being recognised**

Through its engagement activities with stakeholders and communities, new heritage sources that are representative of South Africa's diversity are being brought to the attention of SAHRA.

### **Thematic Framework**

The entity is currently revising a national thematic framework regarding heritage resources and is conducting workshops to assess significance within identified themes that speak to historical development of SA. The revised thematic framework will help identify unthought of significance, identify links between resources, ensures all aspects of SA's history is considered – identify gaps in representative resources thereby assisting transformation.

## **Weaknesses**

### **Political interference**

Addressing diversity is orientated or dominated by political interest. This can be direct government interference to more subtle ways such as influencing presentations of heritage resources for example in museums and in the funding of heritage projects.

### **Living Heritage**

Living Heritage refers to intangible aspects of inherited culture, such as cultural tradition, oral history, performance and rituals, popular memory, skills and techniques, indigenous knowledge systems and holistic approaches to nature, society, and social relations. Due to its intangible nature living heritage may be overlooked.

## **Opportunities**

### **Intangible heritage resources**

As an entity mandated to protect and preserve heritage resources, the importance of intangible heritage resources such as living heritage has been recognised and the entity is committed to identifying promoting and protecting these intangible resources.

### **Council members expertise**

SAHRA has a robust and engaged Council which has expertise within heritage resource management. The Council is committed to ensuring the achievement of SAHRA outcomes over the strategic term.

### **Opportunity to unify the population/communities**

Heritage gives people a sense of personal identity and promotes better cooperation in a community. It is essential in our society as it links the past, present and future generations by fostering a basis for building a strong nation and national identity.

## **Threats**

### **Targets**

Target driven approach of the APP could lead to misrepresentation of heritage resources as there is risk that it could turn into a numbers driven or tick box driven exercise of targets and indicators.

### **Risk of making mistakes of the NMC**

The entity is mindful that South Africa belongs to all who live in it. Therefore, the entity is determined to avoid the mistakes of the National Monuments Council (NMC) which was heavily biased towards colonial heritage and the built environment and focused mainly on heritage relevant to the white community.



### Layered Heritage

Older historical sites tend to accumulate many narratives over time, with each one being important to different communities. The result is a 'layering' of memories, with the layers on top being those narratives that are more readily apparent to visitors. The visibility of each narrative can be the result of historical accident or curatorial choice. In some cases, the narratives are highly stratified and therefore distinct; in others, the narrative tends to run together. It is a threat not to look at layered heritage over time rather than singular tribe or ethnic or politically driven Heritage.

### Identity-based conflicts

Allowing heritage declarations to be too driven by vested interested groups can skew heritage. Heritage can be valued by certain social groups to increase group self-esteem, provide stability, and give meaning to everyday life. It can also help explain conflicts between social in-groups and out-groups.

### Living Heritage

Living Heritage is a fragile, non-renewable resource and one which is vulnerable and susceptible to dissipation and loss if not adequately managed in a way consistent with its cultural value, essence and conservation needs.

## **Outcome 4: Economic Empowerment including Employment Opportunities for Local Communities Through SAHRA's Activities**

### Strengths

#### Alignment to the NDP

The entity is committed to contribute to the NDPs employment objectives which aims amongst others to reduce the unemployment rate to 6 percent by 2030. The entity's strategy is aligned to the NDP goals.

#### Community involvement-often protects a site that they benefitted from

Provision of employment to the communities working on heritage resources gives the communities a sense of care and ownership thus motivating the communities to protect the heritage resources.

#### Expansion of Specialist Skills

The entities restoration and maintenance of heritage recourses have reactivated rare and dying skills are such as stone masonry, engraving of tombstones using material such as copper and brass.

### Weaknesses

#### Short term employment of workers engaged by service providers

The employment of workers employed by service provider is only for the duration of that specific project.

### Opportunities

#### Engagement/relationship with other government bodies

There are opportunities to engage with other government programmes such as the public works which involves re-orientating line function budgets and conditional grants so that government expenditure results in more work opportunities, particularly for unskilled labour.

### Development of skills

The rehabilitation and restoration projects commissioned by the entity require employment of workers from communities attached to the heritage resource. This necessitates the development of skills required for the projects.

### Creating entrepreneurship

The entity was though the presidential stimulus programme was involved in the National Audit of Monuments and Memorials (NAMM) - A Prerequisite to Heritage Landscape Transformation Programme, which serves as an intervention to provide an inventory of Monuments & Memorials across the country. The youth involved in this project could become tour guides and create opportunities for themselves.

### Partnerships

The financially beneficial partnerships the entity will enter will bolster progress on projects and employment.

### Data on Youth, Women, and Persons with disabilities

The capturing of data on youth, women and people with disabilities will enable the entity to analyse if this demographic is involved in the employment opportunities arising. The entity could consider making a concerted effort to target those in this demographic groups when advertising for the provision of services, thus directly creating economic empowerment.

## Threats

### Lack of Project funding

Lack of project funding may impact the materialisation of projects and results in the lack of employment opportunities.

### Inequality/Bias

There is a risk that those who will be providing the service may offer employment opportunities to their own social circle thus affecting employment opportunities for local communities.



Robben Island

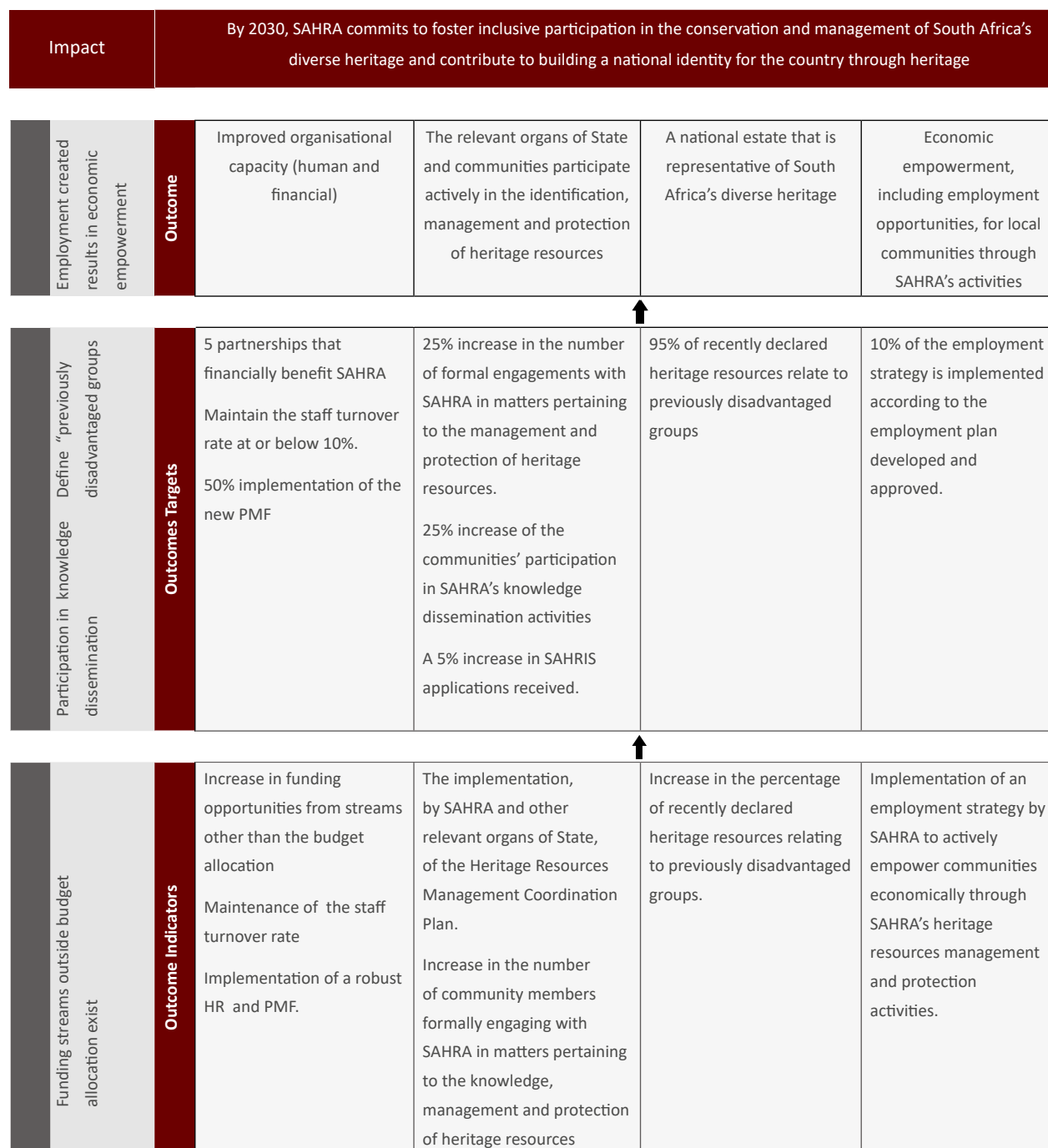


# PART

MEASURING SAHRA'S  
PERFORMANCE

# INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

## SAHRA-Theory of Change



Active involvement by organs of State	Outputs	Partnerships that financially benefit SAHRA	Finalised Heritage Resources Management Coordination Plan	Declared heritage resources representative of previously disadvantaged persons	Number of employment opportunities through partnerships (e.g with SETAs)  Number of employment opportunities for local communities created, indirectly, through SAHRA's memorials and/ or infrastructure projects
		Revised organisational structure	Diverse representation at SAHRA hosted heritage event		
		Staff training/development opportunities	Declared national heritage resources		
		Electronic individual PMS	Developed HRM policies  Rehabilitated memorials/monuments		



Strengthen HR PMF	Activities	Development of FSP,	Stakeholder/Community engagements	Gradings, Declarations, Inspections, Rehabilitations	Memorials and/ or infrastructure projects
		Development of PMS,	Engagement with communities when declaring a national heritage resource		
		Staff Training	Engagement with communities when developing HRM policies		
			Engagement with communities when rehabilitating and erecting memorials/monuments  Knowledge dissemination		

**Problem Statement:**

“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”.

**Purpose:** To build and maintain sound organisational financial and human capacity within SAHRA

**Table 1.1: Outcome, Outputs, Performance Indicators and Targets**

SOUTH AFRICAN HERITAGE RESOURCES AGENCY

Table 1.2: Output Indicators: Annual and Quarterly Targets

Output No.	Output indicators	Annual Target	Q1	Q2	Q3	Q4
Programme 1: Administration and Governance						
1.1	Number of revenue generating streams implemented	3 Revenue generating streams implemented	N/A	N/A	1 Revenue generating stream implemented	2 Revenue generating streams 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%	N/A	N/A	N/A	100 %
1.4	% Implementation of the new individual performance management system	100% implementation of the new performance management system	N/A	100% of the new individual performance management system implemented	N/A	100% of the new individual performance management system implemented



**Table 1.3: Programme Resource Considerations**

	Annual Targets							
	Audited /Actual Performance				Estimated Performance	MTEF Period		
	2019/20 R '000	2020/21 R '000	2021/22 R '000	2022/23 R '000	2023/24 R '000	2024/25 R '000	2025/26 R '000	
<b>Programmes</b>								
Programmes 1: Administration and governance	32 189	29 313	40 503	59 950	36 859	37 441	40 146	
<b>Total Revenue</b>	<b>32 189</b>	<b>29 313</b>	<b>40 503</b>	<b>59 950</b>	<b>36 859</b>	<b>37 441</b>	<b>40 146</b>	
<b>Current payments</b>								
Compensation of employees	20 527	21 829	24 845	24 070	24 070	24 070	25 274	
Goods and services	11 662	7 484	13 634	13 740	12 789	24 070	14 873	
Transfers and subsidies	-	-	2 024	22 140	-	13 371	-	
<b>Total Expenditure</b>	<b>32 189</b>	<b>29 313</b>	<b>40 503</b>	<b>59 950</b>	<b>36 859</b>	<b>37 441</b>	<b>40 146</b>	

## 2. PROGRAMME 2: STRATEGIC CO-ORDINATION

**Purpose:** To strategically strengthen existing and newly formed external partnerships in the heritage resources management sector

Table 2.1: Outcome, Outputs, Performance Indicators and Targets

Outcome	Outputs	KPI No.	Output Indicator	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Programme 2: Strategic Co-ordination										
The relevant organs of state and communities participate actively in the identification, management and protection of heritage resources	Finalised Co-ordination Strategy with critical stakeholders	2.1	Percentage Implementation of the Heritage Resources Management Coordination Plan	N/A	N/A	100%	1 developed and finalised Heritage Resources Management Coordination Plan	10% of the Heritage Resources Management Coordination Plan implemented	20% of the Heritage Resources Management Coordination Plan implemented	30% of the Heritage Resources Management Coordination Plan implemented

Table 2.2: Output Indicators: Annual and Quarterly Targets

Output No.	Output indicators	Annual Target	Q1	Q2	Q3	Q4
Programme 2: Strategic Co-ordination						
2.1	Percentage Implementation of the Heritage Resources Management Coordination Plan	10% of the Heritage Resources Management Coordination Plan Implemented	N/A	N/A	N/A	10% of the Heritage Resources Management Coordination Plan Implemented

**Table 2.3: Programme Resource Considerations**

	Annual Targets						
	Audited /Actual Performance			Estimated Performance	MTEF Period		
	2019/20 R '000	2020/21 R '000	2021/22 R '000	2022/23 R '000	2023/24 R '000	2024/25 R '000	2025/26 R '000
<b>Programmes</b>							
Programmes 2: Strategic Co-ordination	26 185	1 126	2 758	3 937	1 411	1 475	1 551
<b>Total</b>	<b>26 185</b>	<b>1 126</b>	<b>2 758</b>	<b>3 937</b>	<b>1 411</b>	<b>1 475</b>	<b>1 551</b>
<b>Current payments</b>							
Compensation of employees	1 126	1 126	1 126	1 209	1 209	1 209	1 269
Goods and services	25 059	-	1 632	202	202	266	282
Transfers and subsidies	-	-	-	2 526	-	-	-
<b>Total Expenditure</b>	<b>26 185</b>	<b>1 126</b>	<b>2 758</b>	<b>3 937</b>	<b>1 411</b>	<b>1 475</b>	<b>1 551</b>

### 3. PROGRAMME 3: PUBLIC ENGAGEMENT

**Purpose:** To enhance and showcase diverse community participation in heritage related engagements

**Table 3.1: Outcome, Outputs, Performance Indicators and Targets**

Outcome	Outputs	KPI No.	Output Indicator	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
				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	N/A	13	18	12	15	18	18
	Diverse representation at SAHRA hosted heritage events	3.2	% of women, youth and persons with disabilities attending SAHRA-hosted events	N/A	>50% Women attending SAHRA hosted events	% Of people attending SAHRA hosted event Women: 54% Youth: 53% Rural: 15%	Minimum % of people in the following groups attending SAHRA hosted events; 50% Women or 40% Youth or 30% Rural	Minimum % of people in the following groups attending SAHRA hosted events; 50% Women or 40% Youth or 2% Persons with disabilities	Minimum % of people in the following groups attending SAHRA hosted events; 50% Women or 40% Youth or 2% Persons with disabilities	Minimum % of people in the following groups attending SAHRA hosted events; 50% Women or 40% Youth or 2% Persons with disabilities
	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	Average of 23 engagements/consultations during declaration of national heritage resources	Average of 4 engagements/consultations during declaration of national heritage resources	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	Minimum 1 engagement/consultation per national heritage resource declared
	Engagement with communities when developing HRM policies	3.4	Average number of community engagements/consultations while developing/ revising HRM policies	N/A	Average 3 advocacy engagement/consultation per developed/ revised HRM policy	Average 1 advocacy engagement/consultation per developed/ revised HRM policy	Minimum 1 engagement/consultation per HRM policy developed/revised	Minimum 1 engagement/consultation per HRM policy developed/revised	Minimum 1 engagement/consultation per HRM policy developed/revised	Minimum 1 engagement/consultation per HRM policy developed/revised
	Engagement with communities when erecting memorials/monuments	3.5	Average number of community engagements/consultations while rehabilitating/erecting memorials/monuments	N/A	Average 7 engagements/consultations while rehabilitating/erecting memorials/monuments	Average 7 engagements/consultations while rehabilitating/erecting memorials/monuments	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	Minimum 1 engagement/consultation per rehabilitated/erected memorial/monument

**Table 3.2: Output Indicators: Annual and Quarterly Targets**

Output No.	Output indicators	Annual Target	Q1	Q2	Q3	Q4
Programme 3 - Public Engagement						
3.1	Number of knowledge dissemination activities	15	4	5	4	2
3.2	% of women, youth and persons with disabilities attending SAHRA-hosted events	Minimum % of people in the following groups attending SAHRA hosted events; 50% Women or 40% Youth or 2% Persons with disabilities	N/A	N/A	N/A	Minimum % of people in the following groups attending SAHRA hosted events; 50% Women or 40% Youth or 2% Persons with disabilities
3.3	Average number of community engagements/ consultations while declaring a national heritage resource	Minimum 1 engagement/ consultation per national heritage resource declared	N/A	N/A	N/A	Minimum 1 engagement/ consultation per national heritage resource declared
3.4	Average number of community engagements/consultations while developing/ revising HRM policies	Minimum 1 engagement/consultation per developed/ revised HRM policy	N/A	N/A	N/A	Minimum 1 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	N/A	N/A	N/A	Minimum 1 engagement/consultation per rehabilitated/erected memorial/monument

Table 3.3: Programme 3 Resource Considerations

	Annual Targets						
	Audited /Actual Performance			Estimated Performance	MTEF Period		
	2019/20 R '000	2020/21 R '000	2021/22 R '000	2022/23 R '000	2023/24 R '000	2024/25 R '000	2025/26 R '000
<b>Programmes</b>							
Programmes 3: Public Engagement	929	1 078	6 875	2 067	1 727	1 849	1 948
<b>Total Revenue</b>	<b>929</b>	<b>1 078</b>	<b>6 875</b>	<b>2 067</b>	<b>1 727</b>	<b>1 849</b>	<b>1 948</b>
<b>Economic classification</b>							
<b>Current payments</b>							
Compensation of employees	354	491	1 318	1 192	1 192	1 192	1 252
Goods and services	575	587	897	535	535	657	696
Transfers and subsidies	-	-	4 660	340	-	-	-
<b>Total Expenditure</b>	<b>929</b>	<b>1 078</b>	<b>6 875</b>	<b>2 067</b>	<b>1 727</b>	<b>1 849</b>	<b>1 948</b>

## 4. PROGRAMME 4: BUSINESS DEVELOPMENT AND TRANSFORMATION

**Purpose:** To implement SAHRA's mandate through inclusive identification, conservation, promotion, and management of heritage resources

**Table 4.1: Outcome, Outputs, Performance Indicators and Targets**

Outcome	Outputs	KPI No.	Output Indicator	Annual Targets							
				Audited /Actual Performance			Estimated Performance	MTEF Period			
				2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
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	5	8	5	5	5	5	5	5
		4.2	Number of heritage resources declared	24	5	11	4	4	4	4	4
		4.3	Number of heritage resources inspected	28	31	42	20	25	30	30	30
		4.4	% of received contravention complaints that SAHRA has responded to	N/A	100%	100%	100%	100%	100%	100%	100%
		4.5	Number of monuments and memorial sites rehabilitated and erected	6	3	24	4	4	4	4	4
		4.6	Number of formal partnership agreements with strategic institutions	4	6	5	4	4	4	4	4
		4.7	% of heritage resources representative of previously disadvantaged people through heritage activities	N/A	100%	100%	80%	80%	95%	95%	95%

**Table 4.2: Output Indicators: Annual and Quarterly Targets**

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	1	1
4.2	Number of heritage resources declared	4	N/A	1	2	1
4.3	Number of heritage resources inspected	25	6	7	7	5
4.4	% 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	4	1	1	1	1
4.6	Number of formal partnership agreements with strategic institutions	4	N/A	1	2	1
4.7	% of heritage resources representative of previously disadvantaged people through heritage activities	80%	N/A	N/A	N/A	80%



**Table 4.3: Programme Resource Considerations**

	Annual Targets							
	Audited /Actual Performance				Estimated Performance	MTEF Period		
	2019/20 R '000	2020/21 R '000	2021/22 R '000	2022/23 R '000	2023/24 R '000	2024/25 R '000	2025/26 R '000	
<b>Programmes</b>								
Programmes 4: Business Development and Transformation	30 838	20 323	18 105	20 066	18 871	21 446	21 473	
<b>Total Revenue</b>	<b>30 838</b>	<b>20 323</b>	<b>18 105</b>	<b>20 066</b>	<b>18 871</b>	<b>21 446</b>	<b>21 473</b>	
<b>Economic classification</b>								
<b>Current payments</b>								
Compensation of employees	18 969	17 062	17 100	16 544	16 544	19 053	20 006	
Goods and services	11 869	3 261	1 005	784	784	823	873	
Transfers and subsidies	-	-	-	2 738	1 543	1 570	595	
<b>Total Expenditure</b>	<b>30 838</b>	<b>20 323</b>	<b>18 105</b>	<b>20 066</b>	<b>18 871</b>	<b>21 446</b>	<b>21 473</b>	

## 5. PROGRAMME 5: ECONOMIC EMPOWERMENT

**Purpose:** To contribute to economic empowerment directly or indirectly through actively providing employment opportunities within the heritage management sector

**Table 5.1: Outcome, Outputs, Performance Indicators and Targets**

Outcome	Outputs	KPI No.	Output Indicator	Annual Targets					
				Audited /Actual Performance			Estimated Performance	MTEF Period	
				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 e.g with SETAs	5.1	Number of employment opportunities created through internships	N/A	19	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	26	17	10	10% of the employment strategy is implemented	10% of the employment strategy is implemented

**Table 5.2: Output Indicators: Annual and Quarterly Targets**

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

**Table 5.3: Programme Resource Considerations**

	Annual Targets							
	Audited /Actual Performance				Estimated Performance	MTEF Period		
	2019/20 R '000	2020/21 R '000	2021/22 R '000	2022/23 R '000	2023/24 R '000	2024/25 R '000	2025/26 R '000	
<b>Programmes</b>								
Programmes 5: Economic Empowerment	4 099	9 304	9 192	38 713	11 639	6 170	6 494	
<b>Total Revenue</b>	<b>4 099</b>	<b>9 304</b>	<b>9 192</b>	<b>38 713</b>	<b>11 639</b>	<b>6 170</b>	<b>6 494</b>	
<b>Economic classification</b>								
<b>Current payments</b>								
Compensation of employees	2 164	2 164	2 164	4 590	4 590	4 590	4 820	
Goods and services	1 935	1 935	2 099	1 549	1 549	1 580	1 675	
Transfers and subsidies	-	5 205	4 929	32 574	5 500	-	-	
<b>Total Expenditure</b>	<b>4 099</b>	<b>9 304</b>	<b>9 192</b>	<b>38 713</b>	<b>11 639</b>	<b>6 170</b>	<b>6 494</b>	

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

### 6.1. Outcome 1:

#### *Improved Organisational Capacity (Human and Financial)*

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 the organisation's structure supports an efficient and effective organisation, is vital. The entity aims to elevate the performance of its staff by ensuring that the new individual performance management system is fairly and accurately implemented. This will hopefully improve the rewards and recognition of good performance and assist SAHRA in identifying where it can improve. SAHRA has chosen to prioritise relevant training for staff and implement its revised organisational structure with enough positions to fulfil the implementation of the remainder of the 2020 to 2025 strategy to achieve its larger mandate. SAHRA aims to address the issues of financial sustainability by establishing mechanisms to augment the shrinking budget. The entity aims to identify and implement revenue generating streams and identify partnerships that can financially benefit both the core and support business functions of the institution.

### 6.2. Outcome 2:

#### *The Relevant Organs of State and Communities Participate Actively in the Identification Management and Protection of Heritage Resources Management*

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. These engagements will, hopefully, foster a more socially cohesive society, where communities can be proud of their heritage. In addition to this, SAHRA aims to emphasise its approach to inclusiveness by prioritising women, youth, persons with disabilities. SAHRA aims to emphasise its approach to inclusiveness to prioritising women, youth, persons with disabilities by monitoring the participation of these groups at SAHRA hosted events. This will change the heritage space to one where our diverse heritage can be embraced. The entity is aware that to effectively achieve its mandate of identification, management and protection of heritage resources, it needs to focus on its co-ordination role with critical heritage bodies. It was identified that co-ordination is a challenge at both 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 to 2025 and at a municipal level from 2025 to 2030. Thus, to improve SAHRA's co-ordination with the provincial heritage resource authorities (PHRAs), it was decided that a Heritage Resources Management Coordination Plan be developed. This plan would involve all critical stakeholders that impact this collaboration between the two parties. This plan was developed at various workshops 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 co-ordination plan within a 5-year period. It was concluded that it would be better to commit to partially implementing the co-ordination plan within the current 5-year cycle.

### 6.3. Outcome 3

#### *A National Estate That is Representative of South Africa's Diverse Heritage*

SAHRA's mandate places a strong emphasis on the regulation of national heritage, however, its approach has remained

relatively unchanged when addressing the diversity of heritage resources. A controversial, yet strong stance was taken on changing the cultural representivity of the national estate. As a result, there has been a focus on ensuring that all SAHRA's regulation-based heritage activities prioritise heritage resources that are representative of previously marginalised, or previously under-represented cultural identities.

#### 6.4. Outcome 4

##### *Economic Empowerment including Employment Opportunities for Local Communities Through SAHRA's Activities*

Although SAHRA is not a job creation entity, 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 skills 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.



## 7. PROGRAMME RESOURCE CONSIDERATIONS

Outcome	Annual Targets						
	Audited /Actual Performance			Estimated Performance	MTEF Period		
	2019/20 R '000	2020/21 R '000	2021/22 R '000	2022/23 R '000	2023/24 R '000	2024/25 R '000	2025/26 R '000
Programmes							
Programme 1: Administration & governance	32 189	29 313	40 503	59 950	36 859	37 441	40 140
Programme 2: Strategic Co-ordination	26 185	1 126	2 758	3 937	1 411	1 475	1 551
Programme 3: Public Engagement	929	1 078	6 875	-	1 727	1 849	1 948
Programme 4: Business Development and transformation	30 838	20 323	18 105	20 066	18 871	21 446	21 473
Programme 5: Economic Empowerment	4 099	9 304	9 192	38 713	11 639	6 170	6 494
Total	94 240	61 144	77 433	124 733	70 507	68 381	71 613
Economic classification							
Current payments							
Compensation of employees	43 140	42 672	46 553	47 605	47 605	50 114	52 620
Goods and services	51 100	13 267	19 267	16 060	15 859	16 697	17 595
Transfers and subsidies	-	5 205	11 613	60 318	7 043	1 570	595
Total Expenditure	94 240	61 144	77 433	124 733	70 507	68 381	71 613



District Six Museum

## 8. RISKS AND MITIGATIONS

Outcome	Key Risks	Risk mitigation
<b>Outcome 1</b> <b>Improved organisational capacity (human and financial)</b>	SAHRA is not able to convert the opportunities it identifies for additional funding streams outside the budget allocation.	<ul style="list-style-type: none"> <li>• Monitor the team's progress towards converting the additional revenue streams and adjust the plan where appropriate.</li> <li>• 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.</li> <li>• Management Financial Sustainability Task Team established with a developed a Financial Sustainability Framework.</li> <li>• Council Business Development Committee is in place.</li> <li>• Business development unit was established.</li> <li>• Reviewed Property Strategy</li> </ul>
	<p>SAHRA loses critical specialist resources / skills to other sectors.</p> <p>SAHRA loses its "clean audit" status</p>	<ul style="list-style-type: none"> <li>• Employee benefits in place (bursary schemes)</li> <li>• Job grading is conducted</li> <li>• Remuneration and recruitment policy are in place</li> <li>• Wellness programmes</li> <li>• Non-monetary rewards (e.g., working arrangements)</li> <li>• Training plan is informed by PDPs and availability of budget</li> <li>• Approved Organisational structure</li> <li>• Tasks and KPIs aligned to the employee performance management process.</li> <li>• Agreement with CATHSETA funding for training</li> </ul> <ul style="list-style-type: none"> <li>• Skilled human resource</li> <li>• Governance structure in place to monitor and provide oversight</li> <li>• Monitoring and implementation of the Audit action plan</li> <li>• Internal audit on financial, governance, risk and compliance processes</li> <li>• Policies and procedures in line with applicable laws and regulation</li> <li>• Consequence management for non-compliance</li> <li>• Continue to focus on interventions rolled out aimed at improving SAHRA's financial management and supply chain governance and practices</li> <li>• Continuous monitoring of internal control process</li> <li>• Implement regular review of policies and procedures as prescribed or as and when it is necessary</li> <li>• Develop SOP's in line with finance related policies</li> <li>• Training of non-finance staff on SCM processes</li> </ul>

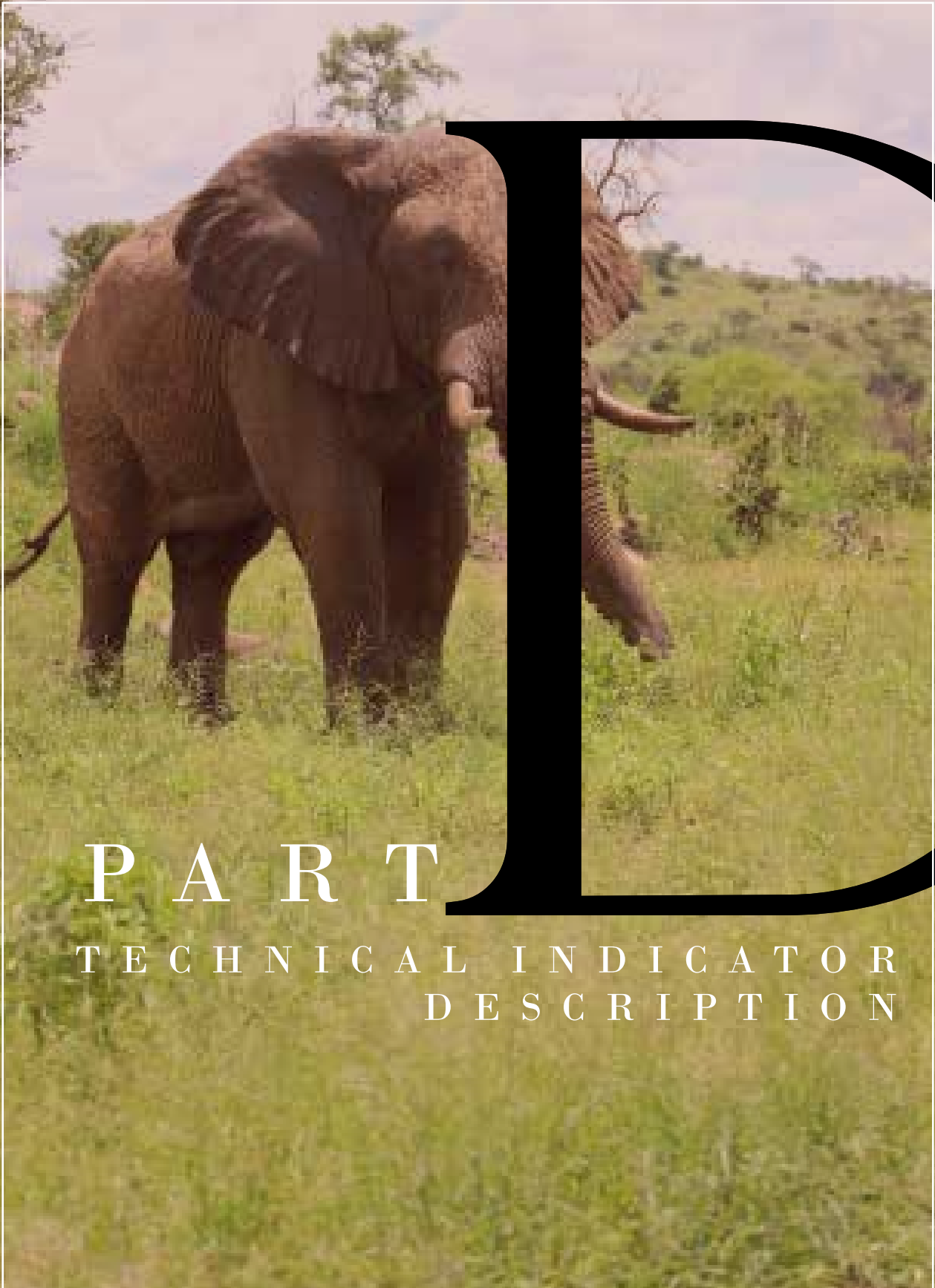


Outcome	Key Risks	Risk mitigation
<b>Outcome 2</b> <b>The relevant organs of state and communities participate actively in the identification, management and protection of heritage resources</b>	Limited coordination of heritage resources management	<ul style="list-style-type: none"> <li>• Develop and implement Heritage Resources Management Coordination Plan</li> <li>• Inform relevant heads of departments of their responsibilities towards Heritage Management</li> <li>• Research and propose alternatives to the three-tier model for heritage resources management</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> <li>• Assessment PHRAs</li> <li>• South African Heritage Resources Information System</li> <li>• Continuous communication between SAHRA and higher functional provincial authorities</li> </ul>
	Communities do not participate in the protection of heritage resources	<ul style="list-style-type: none"> <li>• Responsiveness to heritage issues. Enhance and Increase engagement with communities</li> <li>• Social media presence</li> <li>• Heritage protection hotline in place - Heritage protection unit within SAHRA that responds to issues identified.</li> <li>• Brochures and interpretive signage projects help to inform people about the value of heritage.</li> <li>• YouTube documentaries</li> <li>• Radio interviews on certain topics</li> <li>• Knowledge dissemination programmes</li> <li>• Stakeholder meetings to disseminate information on existing funded heritage projects.</li> <li>• Monitor the implementation of the programmes and adjust the approach where appropriate</li> </ul>

Outcome	Key Risks	Risk mitigation
<b>Outcome 3</b> <b>A national estate that is representative of South Africa's diverse heritage</b>	Inability to deliver on SAHRA's mandate due to a decrease in budget allocation from DSAC	<ul style="list-style-type: none"> <li>• Annual and adhoc review of the APP and streamline operations.</li> <li>• Develop a Financial Sustainability Framework (explore alternative funding streams, as well as generating revenue through collecting fees for services, etc.)</li> <li>• Established financial sustainability task team               <ul style="list-style-type: none"> <li>- Investigating alternative means for sourcing funding and generating revenue.</li> </ul> </li> <li>• Explore synergies with other entities to showcase the ways in which heritage resources can make a positive contribution to economic growth</li> </ul>
<b>Outcome 4</b> <b>Economic empowerment, including employment opportunities, for local communities through SAHRA's activities</b>	SAHRAs activities / projects do not support job creation due to: <ul style="list-style-type: none"> <li>- Inadequate impact assessments of SAHRAs activities</li> <li>- Delays in project implementation</li> </ul>	Consider the following methods for data collection and measurement: <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>

## 9. INFRASTRUCTURE PROJECTS

No.	Project Name	Programme	Project Description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year Expenditure
1	Property Refurbishment	5	Maintenance and Repairs to SAHRA-owned Heritage properties	<ul style="list-style-type: none"> <li>Maintained buildings that are compliant to Health and Safety prescripts and building regulations;</li> <li>Economic empowerment, including employment opportunities for at least 10 individuals from local communities through SAHRA's infrastructure projects.</li> <li>Well conserved heritage buildings that would remain in use for the benefit of the current and future generations.</li> </ul>	Annual	Ongoing	3 500	763
2	Acquisition & upgrading of SAHRA head office	1	Expansion of the main head office building to accommodate all SAHRA staff currently operating in two locations	Upgrading of SAHRA head office	In planning phase	Ongoing	16 164	None
3	Flagship project	1	Remedial work for Delvillewood Project	Remedial work for Delvillewood Project	In planning phase	N/A	14 674	None
4	Fencing and security	5	Fencing and security for SAHRA properties	Fencing and security for SAHRA properties	Annual	Ongoing	10 000	None
5	Heritage properties fire safety project	5	Ensuring that all SAHRA owned buildings are compliant with OHS, especially fire safety and related prescripts.	Fire safety compliant heritage buildings	Annual	Ongoing	2 000	None



# PART

## TECHNICAL INDICATOR DESCRIPTION

# 1. PROGRAMME 1: ADMINISTRATION AND GOVERNANCE

Outcome	Improved organisational capacity (human and financial)	
KPI No.	1.1	1.2
Indicator title	Number of revenue generating streams implemented	Maintain the annual turnover rate at or below 10%
Definition	The objective is to achieve additional monetary returns or the generation of revenue that will assist SAHRA in its financial sustainability in the long term. Potential revenue streams identified by the Business development and Financial Sustainability Committees of SAHRA will be selected for implementation.	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	Proof of implementation of revenue stream(s). Proof of tasks done, i.e. systems set up, schedules finalised/ approved, meeting resolutions, income generated.	Payroll list with start and termination dates
Method of calculation / assessment	Number of revenue generating streams implemented	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 = $A/B \times 100$
Means of verification / PoE	<ul style="list-style-type: none"> <li>Approved annexures to the financial sustainability plan detailing the planned tasks for 2023/24.</li> <li>Quarterly monitoring reports on the income generating streams</li> </ul>	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 identified revenue generating streams will be implemented leading to additional income received	Turnover can be controlled through a retention strategy
Disaggregation of beneficiaries	100% of staff complement	100% of staff complement
Spatial transformation	N/A	N/A
Calculation type	Cumulative	Non-cumulative
Reporting cycle	Quarterly	Annual
Desired performance	Revenue is received from additional sources apart from budget allocation	To keep staff turnover rate at below 10%
Indicator responsibility	All Executives	Executive Officer: Corporate Services

Outcome	Improved organisational capacity (human and financial)	
KPI No.	1.3	1.4
Indicator title	% of training interventions rolled out	% Implementation of the new individual performance management system
Definition	The extent to which staff training interventions are implemented.	The implementation of the new individual performance management system.
Source of data	<ul style="list-style-type: none"> <li>Training Plan</li> <li>Attendance registers of employees who attended training</li> </ul>	Proof of tasks done, i.e. PMS plans, reviews, trainings etc.
Method of calculation / assessment	Divide the number of training interventions achieved by the total number of training interventions planned for the year.	Number of activities completed as per PMS plan divided by total activities planned. This will be monitored on a quarterly basis in line with the performance management cycle.
Means of verification / PoE	<ul style="list-style-type: none"> <li>Report on the percentage of training interventions rolled out according to the HR training plan.</li> <li>Attendance registers</li> </ul>	<ul style="list-style-type: none"> <li>HR Quarterly progress reports showing the % completion of activities as per the performance management cycle</li> </ul>
Assumptions	All training courses will be relevant and fully attended.	The implementation of the performance management system will improve staff morale and organisational performance
Disaggregation of beneficiaries	100% of staff complement	100% of staff complement
Spatial transformation	N/A	N/A
Calculation type	Non-cumulative	Cumulative
Reporting cycle	Annual	Quarterly
Desired performance	All training interventions are achieved	100% implementation of the new PMS system will be achieved within the 2022/23 financial year
Indicator responsibility	Executive Officer: Corporate Services	Executive Officer: Corporate Services

## 2. 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 implementation of the Heritage Resources Management Coordination Plan
<b>Definition</b>	The Heritage Resources Management Coordination Plan is a plan developed by SAHRA and other stakeholders to assist with the effective and efficient coordination of heritage resources. This includes identifying roles and responsibilities and ensuring accountability when managing these resources. It could also allow for collaboration opportunities.
<b>Source of data</b>	Progress report on the implementation of the Heritage Resources Management Coordination Plan
<b>Method of calculation / assessment</b>	The assessment of progress will involve tracking the milestones and timelines detailed in the progress report based on % completion of tasks as per the plan
<b>Means of verification / PoE</b>	Progress report on the implementation of the Heritage Resources Management Coordination Plan
<b>Assumptions</b>	The Heritage Resources Management Coordination Plan developed by SAHRA and other stakeholders will assist with the effective and efficient coordination of heritage resources
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial transformation</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	All stakeholder groups have actively participated in the implementation of the plan
<b>Indicator responsibility</b>	HRM Executives and Chief Executive Officer

### 3. PROGRAMME 3: PUBLIC ENGAGEMENT

Outcome	The relevant organs of state and communities participate actively in the identification, management, and protection of heritage resources	
KPI No.	3.1	3.2
Indicator title	Number of knowledge dissemination activities	% of women, youth and persons with disabilities attending SAHRA-hosted events
Definition	Create awareness around heritage resources through the dissemination of knowledge to communities and relevant stakeholders. This includes virtual / physical seminars, webinars, roundtables conferences, radio interviews, exhibitions, papers published, lectures, signage projects, advocacy event and annual publications of the national estate on SAHRIS. This excludes all engagements that lead to the following heritage activities such as grading, declaration, inspection, and rehabilitation/erection of heritage resources.	Creating inclusive events where more women, youth (14 to 35 years), persons with disabilities 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: 50% target for women, or 40% target for youth, or 2% target for persons with disabilities This excludes stakeholder engagements that lead to heritage activities such as gradings, declarations, rehabilitation/erection of memorials/monuments.
Source of data	<ul style="list-style-type: none"> <li>• Reports on the HRM knowledge dissemination engagements with evidence and dates.</li> <li>• Evidence of publications.</li> <li>• Meeting recordings, minutes, online links</li> </ul>	<ul style="list-style-type: none"> <li>• Register indicating the demographics (women, youth, persons with disabilities, of participants attending SAHRA-hosted events.</li> <li>• Recordings and online links</li> </ul>
Method of calculation / assessment	Total number of seminars, webinars, roundtables conferences, radio interviews, exhibitions, papers published, lectures, signage projects, annual publications of the national estate on SAHRIS where SAHRA has disseminated knowledge.	<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 youth 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>
Means of verification / PoE	<ul style="list-style-type: none"> <li>• Reports on the HRM knowledge dissemination engagements with evidence and dates. (Online links should be included in reports where applicable)</li> <li>• Evidence of publications.</li> </ul>	A report of the event with a summary on the demographics (women, youth, and persons with disabilities)
Assumptions	Knowledge was properly disseminated during activities.	Guests that attend will be representative of demographic groups
Disaggregation of beneficiaries	N/A	50% Women, 40% Youth, 2% Persons with disabilities
Spatial transformation	N/A	N/A
Calculation type	Cumulative	Non-cumulative
Reporting cycle	Quarterly	Annual



Outcome	The relevant organs of state and communities participate actively in the identification, management, and protection of heritage resources	
KPI No.	3.1	3.2
Desired performance	All knowledge dissemination activities will be implemented as planned.	<ul style="list-style-type: none"> <li>Diverse target groups attending SAHRA-hosted events</li> <li>All events will be implemented as planned</li> </ul>
Indicator responsibility	All Executive Officers	All Executive Officers

Outcome	management, and protection of heritage resources	
KPI No.	3.3	3.4
Indicator title	Average number of community engagements/ consultations while declaring a national heritage resource	Average number of community engagements/ consultations while developing/revising HRM policies
Definition	<ul style="list-style-type: none"> <li>To ensure that formal community engagements take place while declaring heritage resources.</li> <li>These engagements can be in various forms such as meetings (virtual &amp; physical/emails/letters)</li> <li>Community refers to the group of people living in the same place (or virtual space through communication platforms) or having a particular characteristic in common.</li> </ul>	<ul style="list-style-type: none"> <li>To ensure that formal community engagements take place during the development/revision of HRM policies. This includes policies, regulations, norms, standards, guidelines that may not yet have been approved by Council.</li> <li>These engagements can be in various forms such as meetings (virtual &amp; physical/emails/letters)</li> <li>Community refers to the group of people living in the same place (or virtual space through communication platforms) or having a particular characteristic in common.</li> </ul>
Source of data	Meeting registers/reports with online screenshots, and audio links or emails showing formal community engagements during the process of declaring a heritage resource	Reports with online screenshots, and audio links containing details on meeting attendance or emails showing engagement that took place during the process of the developed/revised policies, regulations, norms, standards, and guidelines.
Method of calculation / assessment	<ul style="list-style-type: none"> <li>Total number of engagements during the process of declaring a heritage resource divided by the total number of heritage resources declared.</li> <li>Meetings to be counted per meeting, emails to be counted per email thread</li> </ul>	<ul style="list-style-type: none"> <li>Total number of engagements that took place regarding the developed/revised HRM policies divided by the total number of HRM policies approved by Council.</li> <li>Meetings to be counted per meeting, emails to be counted per email thread</li> </ul>
Means of verification / PoE	Engagement template report formally showing community engagement with each community during the process of declaring a resource	Engagement template report showing community engagements of developed/revised HRM policies, regulations, norms, standards, guidelines
Assumptions	Engagements made regarding these processes have positive outcomes	Engagements made regarding these processes have positive outcomes
Disaggregation of beneficiaries	N/A	N/A

Outcome	The relevant organs of state and communities participate actively in the identification, management, and protection of heritage resources	
KPI No.	3.3	3.4
Spatial transformation	N/A	N/A
Calculation type	Non-cumulative	Non-cumulative
Reporting cycle	Annual	Annual
Desired performance	High community engagement during the declaration process	High community engagement during the policy development process
Indicator Responsibility	Executive Officer: HCM and HIPSD	Executive Officer: HCM and HIPSD

Outcome	The relevant organs of state and communities participate actively in the identification, management, and protection of heritage resources	
KPI No.	3.5	
Indicator title	Average number of community engagements/consultations while rehabilitating/erecting memorials/monuments	
Definition	<ul style="list-style-type: none"> <li>To ensure that formal community engagements take place while rehabilitating/erecting memorials/monuments.</li> <li>These engagements can be in various forms such as meetings (virtual &amp; physical/emails/letters)</li> <li>Community refers to the group of people living in the same place (or virtual space through communication platforms) or having a particular characteristic in common.</li> </ul>	
Source of data	<ul style="list-style-type: none"> <li>Meeting registers/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.</li> </ul>	
Method of calculation / assessment	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 Meetings to be counted per meeting, emails to be counted per email thread	
Means of verification / PoE	Engagement template report showing engagements that took place during the process of rehabilitating/erecting	
Assumptions	Engagements made regarding these processes have positive outcomes	
Disaggregation of beneficiaries	N/A	
Spatial transformation	N/A	
Calculation type	Non-cumulative	
Reporting cycle	Annual	
Desired performance	High community engagement during the erection and rehabilitation of memorials/monuments	
Indicator Responsibility	Executive Officer: HCM and HIPSD	

## 4. 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
Indicator title	Number of heritage resources assessed for grading	Number of heritage resources declared
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
Source of data	Approved and finalised GDRC resolutions based on relevant GDRC meeting	Approved and finalised Council resolutions based on relevant Council meeting
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)
Means of verification / PoE	GDRC meeting resolutions for heritage resources assessed	Government Gazette notice of declared heritage resource
Assumptions	Resources assessed as grade 1 sites within the financial year. This does not include sites that are reassessed.	Resources nominated for declaration are approved within the financial year planned for declaration
Disaggregation of beneficiaries	N/A	N/A
Spatial transformation	N/A	N/A
Calculation type	Cumulative	Cumulative
Reporting cycle	Quarterly	Quarterly
Desired performance	All planned resources are graded	Increased number of heritage resources declared throughout South Africa; all planned resources are declared
Indicator responsibility	Executive Officer: HIPSD and HCM	Executive Officer: HIPSD and HCM

Outcome	A national estate that is representative of South Africa's diverse heritage	
KPI No.	4.3	4.4
Indicator title	Number of heritage resources inspected	% of received contravention complaints that SAHRA has responded to
Definition	The inspection or monitoring of heritage resources.	Percentage of contraventions (of disturbance/ destruction of heritage resources) received from the community, as of 1 April 2023 to 31 March 2024, and which SAHRA has responded to.
Source of data	Reports on the completed planned and ad hoc inspection of heritage resources	Email/meetings/ telephone communication regarding contraventions
Method of calculation / assessment	Total number of inspections or monitoring reports	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.
Means of verification / PoE	Inspection or monitoring reports of heritage resources with photo evidence and dates	Contraventions register with dates of complaints and dates of response to complaints
Assumptions	Site owners/security on site to grant heritage officers access to inspect the heritage resource	All complaints about contraventions will be reported
Disaggregation of beneficiaries	N/A	N/A
Spatial transformation	N/A	N/A
Calculation type	Cumulative	Cumulative
Reporting cycle	Quarterly	Quarterly
Desired performance	All planned resources are inspected; resources with contraventions are inspected	All contraventions received are responded to
Indicator responsibility	Executive Officer: HCM and HIPSD	Executive Officer: HCM and HIPSD

Outcome	A national estate that is representative of South Africa's diverse heritage	
KPI No.	4.5	4.6
Indicator title	Number of monuments and memorial sites rehabilitated and erected	Number of formal partnership agreements with strategic institutions
Definition	The number of planned and unplanned monuments or memorial sites that are rehabilitated/erected	Formal agreements between SAHRA and other institutions that are identified as strategic-hence leveraging off the resources and capabilities of these partners.
Source of data	Signed completion reports for memorials and monuments	MoUs, MoAs, LoAs and heritage agreements with signatures from both the partner institution and the SAHRA CEO
Method of calculation / assessment	Total number of monuments or memorial sites rehabilitated/erected	Total number of MoUs, MoAs, LoAs and heritage agreements with partner institutions
Means of verification / PoE	Reports on rehabilitated and erected monuments and memorial sites with photo evidence and dates	MoUs, MoAs, LoAs and heritage agreements with signatures from both the partner institution and the SAHRA CEO
Assumptions	Memorials and monuments can be fully built and finished in one set period	Both parties will abide by their contracted agreements
Disaggregation of beneficiaries	N/A	N/A
Spatial transformation	N/A	N/A
Calculation type	Cumulative	Cumulative
Reporting cycle	Quarterly	Quarterly
Desired performance	All planned monuments or memorial sites are rehabilitated/erected	Increase in the number of signed formal partnership agreements with identified strategic institutions
Indicator responsibility	Executive Officer: HCM	All Executive Officers

Outcome	A national estate that is representative of South Africa's diverse heritage
KPI No.	4.7
Indicator title	% of heritage resources representative of previously disadvantaged people through heritage activities
Definition	Percentage of heritage that is representative of previously disadvantaged people through heritage activities; activities include grading, declaration, and rehabilitation/erection; this indicator should be $\geq 80\%$ target for the previously disadvantaged community.
Source of data	Reports on each heritage activity completed, including whether that activity is based on a heritage resource that is representative of previously disadvantaged people; the declared heritage resource's representivity is based on the narrative of the resource.
Method of calculation / assessment	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
Means of verification / PoE	A report on all heritage activities detailing the representivity (narrative) of each heritage resource involved
Assumptions	Nominated resources will only represent previously disadvantaged peoples' heritage
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	Increase in heritage resources that represent previously disadvantaged people
Indicator responsibility	Executive Officer: HIPSD and HCM

## 5. 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 internship opportunities in partnership with institutions such as 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	The total number of interns who started employment at SAHRA within the financial year	A report stating the total number and details on each workers 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 (2023/24)	A report detailing the ID number and names of each worker/employee working on building infrastructure and rehabilitated memorials.
Assumptions	All interns will complete the internship opportunity	Working on memorials and infrastructure projects creates employment opportunities for communities.
Disaggregation of beneficiaries	100% youth	N/A
Spatial transformation	N/A	N/A
Calculation type	Non-Cumulative	Non-Cumulative
Reporting cycle	Annual	Annual
Desired performance	To create as many internship opportunities as financially possible	To create indirect job opportunities for communities while providing work that involves heritage resources.
Indicator responsibility	Executive Officer: Corporate Services	All Executives

# MATERIALITY AND SIGNIFICANCE FRAMEWORK

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:
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].
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].
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(IAS) Presentation of Financial Statements, which defines materiality in the following terms:
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.”
6. Further guidance was drawn from SAAS 320.17 for a public sector perspective: The following SAAS guidance is pertinent to the Agency:
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.”
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).
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 R705 070; being 1% of the total budget – using 2023/24 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 Sport, 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.



Mahatma Gandhi

# 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 (DPE), the Department of Sport, Arts and Culture (DSAC) and government priorities (including the DSAC 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 2016 King IV Report also indicates that at a minimum, the Council Charter should deal with:
  - 1.2.1 Adoption of Strategic and Annual Performance Plans and related Reporting;
  - 1.2.2 Monitoring of technology and information that supports the Entity in setting and achieving its strategic objectives;
  - 1.2.3 Monitoring of operational performance and management that gives effect to the approved strategy;
  - 1.2.4 Determination of policy and prescribe processes on risk management to ensure effective risk management, and internal control in a way that supports the entity in achieving its strategic objectives;
  - 1.2.5 Communication Policy, both internal and external communications;
  - 1.2.6 Governance framework, governance principles and laws, key principles of good governance, application of the King Code IV; and
  - 1.2.7 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 consider relevant best practice recommendations.
- 1.4. In general, the Council is collectively responsible for promoting the success of SAHRA by providing strategic leadership 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 SAHRA, subject to the objectives set by the DSAC and other government directives and related instructive documents.

## 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 DAC 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 Arts and Culture will appoint the Council members. The screening process will be done before finalizing the appointment of Council members. After appointment, the DAC will arrange an induction ceremony of Council members by the Minister of Arts and Culture.
- 2.3. SAHRA and the DAC: 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.

## 6.2. Function of the Council

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. 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.
- 6.2.2. Lead ethically and effectively by cultivating the characteristics of integrity, competence, fairness, transparency, accountability, and responsibility and exhibit them in their conduct. To govern the ethics in the entity in a way that supports management and the establishment of a good ethical culture.
- 6.2.3. Setting a strategy for SAHRA to meet its objectives and performance targets.
- 6.2.4. Ensure proper preparation of and approve Strategic and Annual Performance Plans, compliance reports, key procedures, and policies.
- 6.2.5. Approve decisions related to strategic initiatives such as commercial ventures, significant acquisitions, internal restructures, and disposals.
- 6.2.6. Approve the annual budget of SAHRA.
- 6.2.7. Ensure that SAHRA follows corporate planning provided by the Minister of Sports, Arts and Culture, National Treasury, and the DSAC.
- 6.2.8. In consultation with the Minister of Sports, Arts and Culture, appoints the CEO and establish performance measures and succession plan for the CEO.
- 6.2.9. 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 safeguarding the reputation of SAHRA.
- 6.2.10. Provide leadership of SAHRA within a framework of prudent and effective controls which enable risk to be assessed and managed in a way that supports the Entity in setting and achieving its strategic objectives.
- 6.2.11. Set the direction, strategies and financial objectives and ensure that the necessary resources are available for SAHRA to meet its mandate and obligations.
- 6.2.12. Always act in the best interest of SAHRA.
- 6.2.13. 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.
- 6.2.14. Respond to all oversight role function required by the Minister of Sports, Arts and Culture, including compliance with all relevant prescripts.
- 6.2.15. Prepare a disclosure report for the Annual Report and other reports as required by the National Treasury, the DSAC guidelines and Government.
- 6.2.16. Comply with other functions as outlined in the DSAC Governance Manual;
- 6.2.17. Appoint and remove the Company Secretary; and
- 6.2.18. 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. Lead the Council and harnesses input of all Councillors.
  - 6.3.5. Act as a conciliator between Councillors.
  - 6.3.6. Direct Council meetings and Agendas.
  - 6.3.7. Ensure that Council members work as a team.
  - 6.3.8. Meet with the Minister of Arts and Culture at least twice a year to give feedback on overall performance of SAHRA.
  - 6.3.9. Attend Chairperson's Forum, chaired by the Minister of Arts and Culture.
  - 6.3.10. Ensure that Strategic and Annual Performance Plans and Annual Reports are tabled in Parliament as prescribed.
  - 6.3.11. Ensure that the Shareholder's Compact is signed with the Minister of Arts and Culture before start of a financial year (that is before 31 March each year).
  - 6.3.12. Manage and lead the Council's relationship with the Minister of Sport, Arts and Culture, and the CEO.
  - 6.3.13. Approves the composition of various Committees, as elected by the Council members.
  - 6.3.14. Share the minutes of the Council and Committee's meetings with the Minister of Sport, Arts and Culture.
  - 6.3.15. 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.
  - 6.3.16. Ensure Council effectiveness and ongoing Council development.
  - 6.3.17. 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. Provide advice and facilitating submissions for re-appointments of Council members in ensuring that the procedure for the appointment of Council by DSAC is properly carried out and 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, assurance providers and professional advisors who are not ex-officio members of Council would attend Council meetings by invitation only and they may not vote.
- 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 remuneration is aligned to the remuneration rates for Office Bearers published annually by National Treasury. Council members who are employees of National, Provincial, Local Government as well as other Agencies and Entities of Government are not entitled to remuneration for serving on SAHRA's Council.
  - 12.1.3. The rates that will be used is categorised as follows:  
SAHRA shall, in line with the Remuneration levels: Service Benefits packages for office Bearers of certain

Statutory and other Institutions (as amended from time to time), use the daily rate on a per-meeting basis per category “S” rate for Council members and category “A” for its Sub-Committees in line with SAHRA Council resolution of 07 December 2012.

- 12.1.4. The Council should carefully consider whether the annual 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 Corporate Service Committee of Council. 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. Annual performance appraisals of individual Councillors, the Council as a whole, Council Committees and the Chairpersons of Council, can provide the basis for identifying future training needs and, where necessary explain why a re-appointment for the next term may not be appropriate.
- 12.1.6. The Council should state in the Annual Report that the appraisals of the Council and its Committees have been considered.
- 12.1.7. The same principles adopted in the evaluation of the Council should be applied to the Council Committees Chairpersons and members.
- 12.1.8. In addition to these internal regular performance and effectiveness evaluations, the DSAC, 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 DSAC. 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. representative quorum for meetings is 51% of appointed members, being cognisant of the composition criteria set out in section 14 of the NHRA.
- 13.2. Individuals in attendance at Council meetings by invitation may participate in discussions but do not form part of the quorum for Council meetings.
- 13.3. The Company Secretary maintains declaration of interest registers to be completed by each Council member and updated at each meeting. Council members with personal financial interests and / or conflicts of interest are not allowed to vote or participate in the consideration of such matters. The Company Secretary notes in the minutes any abstention from voting or deliberation as a result of conflict of any interest.
- 13.4. A decision of the Council shall be taken by resolution of the majority of the Council 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.
- 13.5. The Council resolution 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.

## 15. REVIEW OF THIS CHARTER

This Charter shall be reviewed annually.



# COUNCIL YEAR PLANNER

MONTH	DATE	STRUCTURE	COMPLAINEE MATTERS CONSIDERED	COMPLAINEE REQUIRED
<b>APRIL 2023</b>	Saturday 1st	START OF NEW FINANCIAL YEAR	2023/24 FINANCIAL YEAR	
<b>APRIL 2023</b>	Wednesday 13th	SUBMIT TO DSAC	Submit Procurement Plans to DSAC	Per Delegation of Accounting Authority.
<b>APRIL 2023 10H00-13H00</b>	Friday 21st	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.
<b>APRIL 2023 10H00-13H00</b>	Friday 28th	COUNCIL MEETING	To approve Q4 Performance Report. To approve Q4 Financial Performance Report	Per Delegation of Accounting Authority.
<b>APRIL 2023</b>	Friday 28th	SUSMISSION TO DSAC	Final Quarter 4 Performance Report to DSAC for 2022/23. Financial Year Audit Outcomes Plans	Per Delegation of Accounting Authority.
<b>MAY 2023</b>	Thursday 11th	SUBMIT TO TREASURY AND DSAC	Submit a list of all Banking Accounts to Treasury via DSAC Corporate Governance Unit, Submit Annual Report Performance measurement details to Auditor General	Per Delegation of Accounting Authority.
<b>MAY 2023 10H00-14H00</b>	Thursday 25th	SPECIAL AUDIT & RISK COMMITTEE	Consider and Recommend to Council Draft Annual Financial Statements for submission to External Auditors (AG); Consideration of the 2022/23 Annual Report; and reporting thereon to Council.; and Other AC Reports. Auditor General South Africa Strategy	Submission of unaudited financial statements of 2022/23 to external auditors by end of May in terms of Section 55 of the Public Finance Management Act No. 29 of 1999.

MONTH	DATE	STRUCTURE	COMPLAINEE MATTERS CONSIDERED	COMPLAINEE REQUIRED
<b>MAY 2023</b> <b>10H00-14H00</b>	Wednesday 31st	SPECIAL COUNCIL MEETING	Consider and adopt Draft Annual Financial Statements for submission to External Auditors (AG); Consideration of the 2022/23 Annual Report and Annual Performance Report Other Council submissions. Auditor General South Africa Strategy	Per Delegation of Accounting Authority.
<b>JUNE 2023</b>	Friday 9th	SUBMIT TO DSAC AND NATIONAL TREASURY	Submit signed Treasury AFS Template to Treasury (Unaudited). Submit the unaudited 2023/24 AFS to DSAC.	Per Delegation of Accounting Authority.
<b>JUNE 2023</b>	Wednesday 14th	SUBMIT TO DSAC	Submit application for Deficit and retention of surplus to Governance Unit.	Per Delegation of Accounting Authority.
<b>JUNE 2023</b> <b>11h00-14h00</b>	Monday 19th	CORPORATE SERVICES COMMITTEE	Quarterly Reporting	Reporting.
<b>JUNE 2023</b> <b>11H00-H00</b>	Friday 23rd	HERITAGE RESOURCES MANAGEMENT COMMITTEE	Quarterly Reporting	Reporting.
<b>JUNE 2023</b> <b>09H00-13H00</b>	Friday 30th	BUSSINESS DEVELOPMENT COMMITTEE	Quarterly Reports	Per Delegation of Accounting Authority.
<b>JULY 2023</b> <b>09H00-13H00</b>	Friday 21st	AUDIT & RISK COMMITTEE	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.	Reporting.
<b>JULY 2023</b> <b>09H00-13H00</b>	Friday 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.

MONTH	DATE	STRUCTURE	COMPLAINCE MATTERS CONSIDERED	COMPLAINCE REQUIRED
JULY 2023	Friday 28th	SUBMISSION TO DSAC AUDITOR-GENERAL	Submit audited signed AFS to Treasury, Submit the audited AFS and Audit Report to DSAC, 1st quarter report cost containment on travelling: Annexure E, 1sr quarterly Report for 2022/23 financial year, Submit mockup Annual Report to DSAC 2021	Per Delegation of Authority. Reporting; and Per Delegation Accounting Authority
AUGUST 2023	Friday 25th	SUBMIT TO DSAC	Resubmission of the Retainment of Surpluses to Governance Unit after the amendments of the Financial Statements Submit the printed Annual Report 2022/23 to DSAC Submit a Consolidated Audit Improvement Plan	As per Delegation of Accounting Authority.
AUGUST 2023	Tuesday 29th	HRM		
SEPTEMBER 2023 09H00-13H00	Thursday 07th	BUSINESS DEVELOPMENT COMMITTEE	Quarterly Reports	Reporting.
SEPTEMBER 2023 09H00-13H00	Friday 15th	CORPORATE SERVICES COMMITTEE	Quarterly Reports	Reporting.
SEPTEMBER 2023	Friday 29th	SUBMISSION TO DSAC	Submit the 2023/24 Irregular Expenditure.	Per Delegation of Accounting Authority.
OCTOBER 2023	Thursday 05th	SUBMIT TO DSAC	Submit the revised MTEF Database to DSAC/ Corporate Governance	Per Delegation of Accounting Authority.
OCTOBER 2023 09H00-13H00	Friday 13th	CORPORATE SERVICES COMMITTEE	Quarterly Reporting	Reporting.
OCTOBER 2023 09H00-13H00	Tuesday 24th	AUDIT & RISK MEETING	2nd Quarterly Report for submission to DSAC Audit Outcomes Improvement Plans; and 1st Draft of APP 2024/25 for submission	Reporting.

MONTH	DATE	STRUCTURE	COMPLAINEE MATTERS CONSIDERED	COMPLAINEE REQUIRED
<b>OCTOBER 2023 09H00-13H00</b>	Monday 30th	COUNCIL MEETING	To approve 2nd Quarterly Report 2023/24 to DSAC To approve 1st draft of 2024/25 APP	Per Delegation of Accounting Authority.
<b>OCTOBER 2023</b>	Monday 30th	SUBMIT TO DSAC	2nd Quarterly Report to Department and audit implementation plan 2nd National Treasury Report 1st Draft APP 2024/25	Per Delegation of Accounting Authority.
<b>NOVEMBER 2023</b>	Friday 3rd	SUBMIT TO DSAC	Submission of the 1st draft of the ENE Database and Chapter to DSAC/ Corporate Governance	Per Delegation of Accounting Authority.
<b>NOVEMBER 2023 09H00-13H00</b>	Friday 10th	CORPORATE SERVICES COMMITTEE	Unit presentation to the Committee	Reporting.
<b>NOVEMBER 2023 09H00-13H00</b>	Wednesday 17th	BUSINESS DEVELOPMENT COMMITTEE	Quarterly Reporting	Reporting.
<b>NOVEMBER 2023 11H00 – 15H00</b>	Wednesday 22nd	Special Council Meeting	Special report	Approval
<b>NOVEMBER 2023 09H00-13H00</b>	Friday 24th	HERITAGE RESOURCES MANAGEMENT COMMITTEE	Quarterly Reporting	Reporting.
<b>DECEMBER 2023</b>	Friday 8th	SUBMISSION TO DSAC & TREASURY	Submit the revised ENE Database to DSAC/ Corporate Governance.	Reporting.
<b>JANUARY 2024 09H00-13H00</b>	Wednesday 24th	SPECIAL AUDIT & RISK COMMITTEE	Approve Annual Performance Plans; 3rd Quarterly Report on procurement plan for 2023/ 24 and Review of the Charter.	Reporting.
<b>JANUARY 2024 09H00-13H00</b>	Tuesday 30th	SPECIAL COUNCIL MEETING	Approve 3rd Quarterly Report; Table Final annual performance Plan Submit final Annual Performance Plans 2024/25; Submit 3rd Quarterly report; and Audit Implementation Plans.	As per delegation of Accounting Authority.

MONTH	DATE	STRUCTURE	COMPLAINEE MATTERS CONSIDERED	COMPLAINEE REQUIRED
<b>JANUARY 2024</b>	Tuesday 30th	SUBMISSION TO DSAC	Submit final Annual Performance Plans 2024/25; Submit 3rd Quarterly report; and Audit Implementation Plans.	As per delegation of Accounting Authority.
<b>FEBRUARY 2024</b>	Friday 9th	SUBMIT TO DSAC	Submit 1st Draft Shareholder's Compact	As per delegation of Accounting Authority.
<b>FEBRUARY 2024 09H00-13H00</b>	Friday 16th	CORPORATE SERVICES COMMITTEE	Quarterly Reporting	Reporting.
<b>FEBRUARY 2024 09H00-13H00</b>	Friday 23rd	HERITAGE RESOURCES MANAGEMENT COMMITTEE	Quarterly Reporting	Reporting.
<b>FEBRUARY 2024</b>	Friday 23rd	DSAC	Table final APP for 2024/25 in Parliament	As per delegation of Accounting Authority.
<b>MARCH 2024 09H00-13H00</b>	Friday 8th	BUSINESS DEVELOPMENT COMMITTEE	Quarterly Reporting	Reporting.
<b>MARCH 2024</b>	Friday 8th	SUBMIT TO DSAC	FINAL 2 Printed Shareholders Compact	As per delegation of Accounting Authority.
<b>MARCH 2024 09H00-13H00</b>	Friday 22nd	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.
<b>MARCH 2024 09H00-13H00</b>	Friday 29th	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.
<b>MARCH 2024</b>	Friday 29th	FINANCIAL YEAR END	Financial Year End 2023/24.	As per delegation of Accounting Authority.



## ANNEXURE TO THE 2020/25 STRATEGIC PLAN

The South African Heritage Resources Agency (SAHRA) held a Mid-term Strategic Review session on the 17 August and the APP Review session on 29 – 30 September 2022, with the aim of reviewing the current 2020-2025 Strategic Plan focusing on the impact and outcomes and how the entity seeks to achieve its plans going forward. Changes were made to the outcome indicators, targets and technical indicator description.

Outcome indicator title amendment				
Page no. on SP	Current outcome indicator	Current target	New outcome indicator	New outcome target
38 and 49 (TID)	1.1 Increase in funding from streams other than the budget allocation over the 5-year period.	5 partnerships that financially benefit SAHRA	Increase in funding <b>opportunities</b> from streams other than the budget allocation over the 5-year period.	N/A
39 and 52 (TID)	2.1 The implementation, by SAHRA and other relevant organs of State, of the Strategic Co-ordination Plan.	20% of the approved Strategic Co-ordination Plan implemented. The plan will be communicated in its development phase (year 1).	The implementation, by SAHRA and other relevant organs of State, of the <b>Heritage Resources Management Coordination Plan</b> .	20% of the approved <b>Heritage Resources Management Coordination Plan</b> implemented.
39 and 52 (TID)	2.2 Improvement in knowledge of the communities on the importance of managing and protecting the country's heritage resources.	25% improvement in the communities' knowledge of the importance of managing and protecting the country's heritage resources.	Increase in the number of community members formally engaging with SAHRA in matters pertaining to the knowledge, management and protection of heritage resources.	25% increase in the number of formal engagements with SAHRA in matters pertaining to the management and protection of heritage resources. 25% increase of the communities' participation in SAHRA's knowledge dissemination activities A 5% increase in SAHRIS applications received.
39 and 53 (TID)	2.3 Increase in the number of community members formally engaging with SAHRA in matters pertaining to the management and protection of heritage resources.	25% increase in the number of formal engagements with SAHRA in matters pertaining to the management and protection of heritage resources. A 5% increase in SAHRIS applications received.	Indicator 2.3 has been absorbed into indicator 2.2 (see TID below)	

Outcome indicator TID amendment		
	OLD	NEW
<b>Indicator title</b>	2.2 Improvement in knowledge of the communities on the importance of managing and protecting the country's heritage resources.	2.2 Increase in the number of community members formally engaging with SAHRA in matters pertaining to the management and protection of heritage resources.
<b>Definition</b>	The aim is to encourage those closest to their heritage (geographically, historically, or culturally) to actively participate and learn about the management and protection of their heritage – beginning with improving knowledge of the importance of managing and protecting their heritage.	The aim is to strengthen relationships with communities in order to foster local ownership, social accountability and shared responsibility as relates to heritage resources. The anticipated increase in citizen's active participation would include activities such as citizens interaction with SAHRIS (nominations, permits and Section 38s), complaints reported by citizens, participation in SAHRA's knowledge dissemination activities.
<b>Source of data</b>	Community surveys (pre and post testing) Monitoring and evaluation report based on results of survey	Complaints register SAHRIS report identifying the increase in formal applications made by citizens Registers of attendance/participation at knowledge dissemination activities
<b>Method of calculation / assessment</b>	Pre and post-test evaluation method to be used	The total sum of incoming complaints received within the 5-year period The total sum of SAHRIS applications received within the 5-year period Sum of attendance by communities at SAHRA's knowledge dissemination activities
<b>Assumptions</b>	Beneficiaries will give their full attention while SAHRA is disseminating knowledge	Reporting of SAHRIS applications will increase solely due to targeted beneficiaries' increase in knowledge/awareness of SAHRA/SAHRIS. Targeted beneficiaries will have access to SAHRIS/internet/hosted-events. Local community members are willing and available to perform the roles that SAHRA envisages for them.
<b>Disaggregation of beneficiaries</b>	The disaggregation targets are only for output indicators in the APP	N/A
<b>Spatial transformation</b>	N/A	N/A
<b>Desired performance</b>	25% improvement in the communities' knowledge of the importance of managing and protecting the country's heritage resources.	25% increase in the number of formal engagements with SAHRA in matters pertaining to the management and protection of heritage resources. 25% increase of the communities' participation in SAHRA's knowledge dissemination activities A 5% increase in SAHRIS applications received.
<b>Indicator responsibility</b>	Executive Officer: HCM and HIPSD	HCM Executive









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