



an agency of the
Department of Arts and Culture

Annual Performance Plan

2019 - 2020



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Department of Arts and Culture

*Conserving the Past,
Present and Future for
the South African
Nation*

Annual Performance Plan

2019 - 2020

FOREWORD

BY THE CHAIRPERSON

This Annual Performance Plan (APP) 2019/2020 is the last APP to be presented by this South African Heritage Resource Agency (SAHRA) Council. The previous APP performance for 2017 - 2018 was a benchmark both for this Council and those which shall follow; as the entity achieved 90% of its targets and a clean audit. The Council has stabilised SAHRA in terms of governance and continues to strengthen internal controls and accountability to ensure that the entity delivers on its mandate as enshrined in the NHRA.

SAHRA must continue to improve the efficiencies of its operations despite the budgetary cuts effected by National Treasury through the Medium-Term Expenditure Framework (MTEF) processes. These budgetary cuts have compelled the Council and management to set targets that are achievable and are within its limited financial resources. Business and funding models have been finalised and the Council believes that these will assist SAHRA's strategy to source more funding through its properties and/or shared initiatives with our relevant stakeholders.

The APP 2019/2020 also focuses on supporting government-planned Social Cohesion and Nation Building activities/initiatives as outlined in Appendix 14: Outcome 14 of the National Development Plan (NDP).

Most importantly, I wish to extend the Council's appreciation to the staff for their commitment to SAHRA despite financial challenges, and trust that they will maintain the outstanding annual performance achievements and clean audit during the 2019/2020 financial year and beyond. Furthermore, SAHRA is committed to reintroduce its schools programme on Underwater Culture Heritage, which was endorsed by Cabinet in the 2018/2019 financial year.

In conclusion, the Council would like to extend its gratitude to the Minister of Arts and Culture for entrusting us with the responsibility of serving as the Accounting Authority of SAHRA for the past three years of our tenure in office.



Prof. Susan Bouillon
Council Chairperson

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ACRONYMS

| | |
|----------------|---|
| ACH | Arts, Culture and Heritage |
| AG | Auditor-General |
| AFS | Annual Financial Statements |
| ARC | Audit and Risk Committee |
| B-BBEE | Broad-Based Black Economic Empowerment |
| CEO | Chief Executive Officer |
| CGICT | Corporate Governance Information and Communication Technology |
| CMP | Conservation Management Plans |
| DAC | Department of Arts and Culture |
| DEA | Department of Environmental Affairs |
| EIA | Environmental Impact Assessment |
| ENE | Estimated National Expenditure |
| EXCo | Executive Committee |
| FMPPI | Framework for Managing Programme Performance Information |
| FSAPP | Framework for Strategic Plans and Annual Performance Plans |
| G&D | Grading and Declarations |
| GRAP | Generally Recognised Accounting Practice |
| GDRC | Grading and Declarations Review Committee |
| HCM | Heritage Conservation Management |
| HIPSD | Heritage Information, Policy & Skills Development |
| HR | Human Resources |
| HRM | Heritage Resources Management |
| ICT | Information & Communication Technology |
| IT | Information Technology |
| LoA | Letter of Agreement |
| MoU/MoA | Memorandum of Understanding/ Memorandum of Agreement |
| MTEF | Medium-Term Expenditure Framework |
| MTSF | Medium-Term Strategic Framework |
| NDP | National Development Plan |
| NEMA | National Environmental Management Act, 1998 (Act No. 107 of 1998) |
| NHC | National Heritage Council |
| NHRA | National Heritage Resources Act, 1999 (Act No. 25 of 1999) |
| NGO | Non-governmental Organisation |
| OD | Organisational Development |
| PAIA | Promotion of Access to Information Act, 2000 (Act No. 2 of 2000) |
| PDO | Performance Development Objectives |

| | |
|---------------|--|
| PHRA | Provincial Heritage Resource Authority |
| PPP | Public-Private Partnership |
| PFMA | Public Finance Management Act, 1999 (Act No. 1 of 1999 as amended by Act No. 29 of 1999) |
| SAHRA | South African Heritage Resources Agency |
| SADC | South African Development Community |
| SAHRIS | South African Heritage Resources Information System |
| SCM | Supply Chain Management |
| SMME | Small, Medium and Micro Enterprises |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| SWOT | Strengths, Weaknesses, Opportunities and Threats |
| TBA | To be agreed |

PART A: PROGRAMMES

SAHRA is a Schedule 3A public entity as per the Public Finance Management Act, 1999 (Act No. 1 of 1999 PFMA). It identifies, conserves, protects and promotes our national heritage resources for the greater good of our society and humanity and contributes to Outcome 14 of the NDP 2030: Social Cohesion and Nation Building (See Appendix 14 of the NDP).

It is a legislative requirement that all government institutions and entities periodically review their strategic plans in order for them to remain relevant and to be responsive to their legislative mandates.

It is against this background that SAHRA has conducted its strategic review in 2014 with emphasis on reshaping its future to ensure improved performance. Subsequently, a revised Strategic Plan 2015-2020 was approved by Council. The entities 2019/2020 Annual Performance Plan is the 5th and last plan of the 2015/2020 strategic planning cycle.

The strategic planning workshop of October 2014 clarified the vision, mission and values of SAHRA as follows;

1. VISION

“A nation united through heritage”

2. MISSION

Our mission in fulfilling our mandate is to promote social cohesion in our country by:

- Identification, conservation and management of heritage resources in South Africa, so that they can contribute to socio-economic development and nation building;
- Developing norms, standards and charters for the management of heritage resources in South Africa and codes of international best practices; and
- Contributing to skills and knowledge production and transformation in heritage resources management in South Africa and beyond.

3. VALUES

Underpinned by the Batho Pele (People First) Principles and Belief Set, **We belong, We care, We serve**, SAHRA will subscribe in all that it does to the following institutional values:

| VALUE | BEHAVIOUR |
|--|--|
| <p>Accountability: We take responsibility for our decisions and actions, both negative and positive.</p> | <ol style="list-style-type: none"> 1. Do what we say, and own what we do. 2. Give and receive feedback focusing on the issue. 3. Understand the impact of our own behaviours on self, others and the institution. |
| <p>Teamwork and Cooperation: We work together to achieve the best performance in line with organisational goals.</p> | <ol style="list-style-type: none"> 1. Listen to and respect shared and/or expressed perspectives. 2. Support, implement and follow through on team decisions. 3. Challenge constructively by focusing on the facts. |
| <p>Respect: We value diversity and unique contributions, fostering a trusting, open and inclusive environment.</p> | <ol style="list-style-type: none"> 1. Treat one another with dignity and respect. 2. Show willingness to understand without being judgmental. |
| <p>Transparency: We disclose and make available all information required for collaboration, cooperation and informed decision-making.</p> | <ol style="list-style-type: none"> 1. Communicate with frankness, transparency and consistency. |
| <p>Service Excellence: We go the extra mile by exceeding expectations in terms of the quality of our work and adherence to deadlines.</p> | <ol style="list-style-type: none"> 1. Take constructive action. 2. Follow up on performance. 3. Benchmark ourselves against the best in our industry. |

| VALUE | BEHAVIOUR |
|--|---|
| <p>Integrity and ethics: We are truthful, open and honest in everything we do.</p> | <ol style="list-style-type: none"> 1. Match our behaviours to our words. 2. Demonstrate honesty in all our dealings. 3. Moral principles govern our behaviour. |
| <p>Professionalism: We maintain a high level of proficiency and strive towards excellence in everything we do.</p> | <ol style="list-style-type: none"> 1. Act in a responsible and professional manner. 2. Focus on timeous problem-solving and service delivery. |
| <p>Accessibility: We ensure that our facilities are easy to find and use and that our services are available to as many people as possible.</p> | <ol style="list-style-type: none"> 1. Make SAHRA and our facilities accessible to stakeholders and communities. |
| <p>Communication: We regularly impart information to our staff, communities and stakeholders through all mediums possible.</p> | <ol style="list-style-type: none"> 1. We believe in open, informative and transparent channels and mediums of communication. |
| <p>Trust: We are reliable and truthful in our conduct.</p> | <ol style="list-style-type: none"> 1. Our relationships and interactions are based on trust. 2. We demonstrate that we are trustworthy and take actions to maintain this trust. |

All employee behaviour and actions are to be governed and shaped by these values.

4. LEGISLATIVE AND OTHER MANDATES

- NHC Act, 1999 (Act No. 11 of 1999)
- Cultural Institutions Act, 1998 (Act No. 119 of 1998)
- South African Geographical Names Council Act, 1998 (Act No. 118 of 1998)
- National Library of South Africa Act, 1998 (Act No. 92 of 1998)
- South African Library for the Blind Act, 1998 (Act No. 91 of 1998)
- National Film and Video Foundation Act, 1997 (Act No. 73 of 1997)
- National Arts Council Act, 1997 (Act No. 56 of 1997)
- Legal Deposit Act, 1997 (Act No. 54 of 1997)
- National Archives and Records Service of South Africa Act, 1996 (Act No. 43 of 1996)
- Pan South African Language Board Act, 1995 (Act No. 59 of 1995)
- Culture Promotion Act, 1983 (Act No. 35 of 1983 as amended by Culture Promotion Amendment Act 59 of 1998)
- Heraldry Act, 1962 (Act No. 18 of 1962)
- World Heritage Convention Act, 1999 (Act No. 49 of 1999)
- NEMA

Other relevant legislations and mandates include:

- Public Finance Management Act, 1999 (Act No. 1 of 1999)
- Division of Revenue Act, 2014 (Act No. 10 of 2014)
- Basic Conditions of Employment Act (Act No. 75 of 1997 as amended)
- Employment Equity Act, 1998 (Act No. 55 of 1998)
- Labour Relations Act, 1995 (Act No. 66 of 1995)
- Skills Development Act, 2008 (amended Act No. 37 of 2008)
- Government Immovable Asset Management Act, 2007 (Act No. 19 of 2007)
- The Constitution of the Republic of South Africa, 1996

5. SITUATIONAL ANALYSIS

SAHRA achieved 90% of its planned 2017/2018 targets based on its mandate as enacted in the NHRA. This substantial 22% increase in programme performance from the last financial year is the highest performance achieved so far in SAHRA's 2015-2020 Strategy. This high performance was achieved through improved systems and processes for performance and monitoring. In addition to this, SAHRA also managed to achieve a clean audit.

5.1 Performance Environment

5.1.1 Annual performance trends

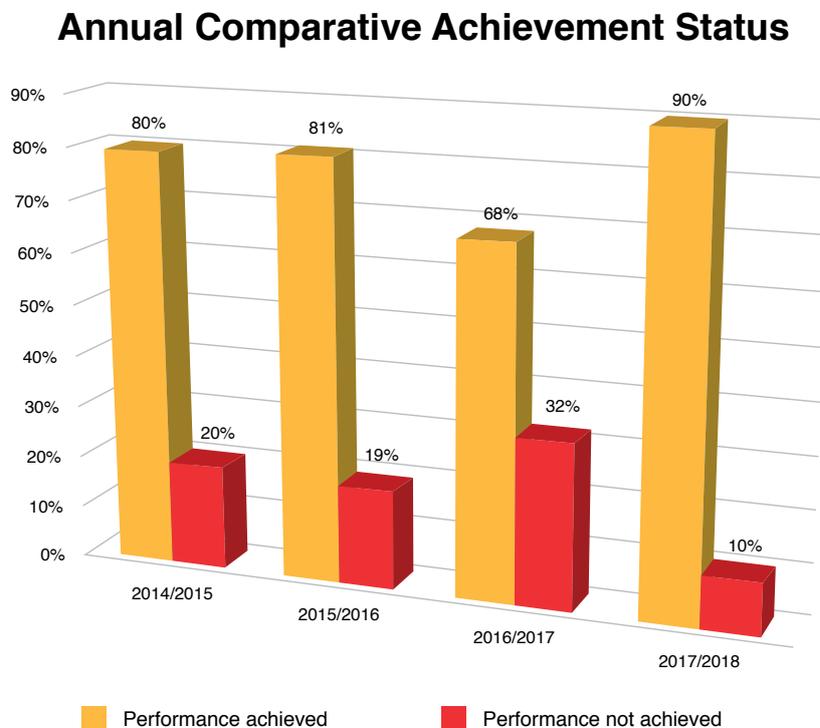
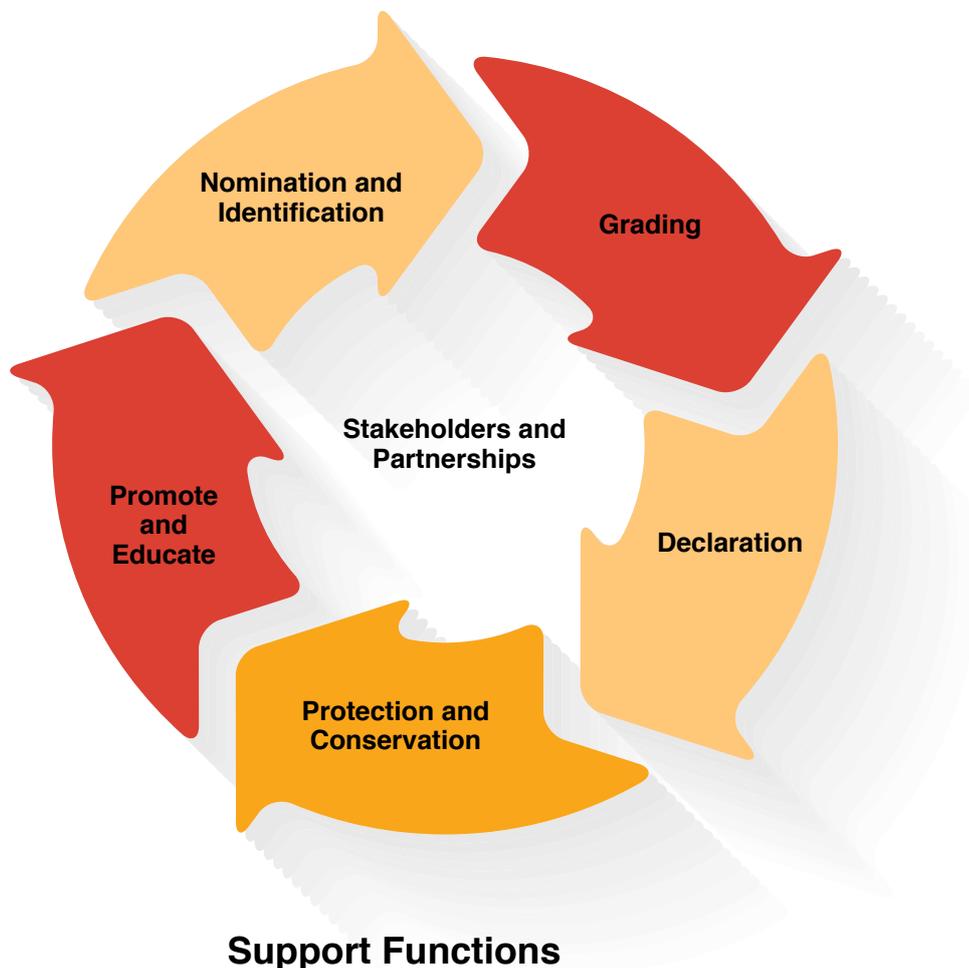


Figure 1: Comparative achievement performance analysis

5.1.2 Reviewed Situational Analysis

The 2018/2019 situational analysis was reviewed with Executives and the Council on 23 August 2018. A SWOT analysis was done with a focus on both core functions (mandate) and support services, as per the SAHRA value chain as shown in Figure 2. In addition to this, a strategy session was held with all management levels of staff, and later with Council in order to clarify a way forward for SAHRA for the 2019/2020 financial year.

Core Functions



Support Functions

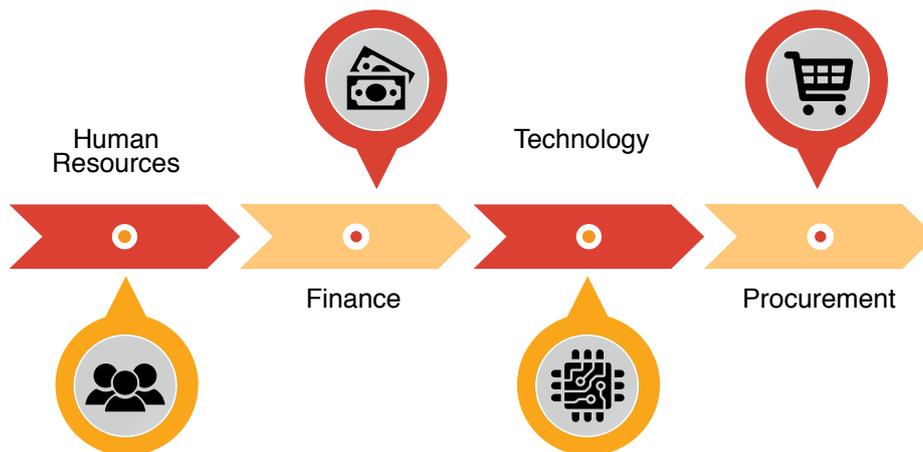


Figure 2: SAHRA Value Chain

Table 1 provides an overview of a SWOT analysis that was performed for each of the core business and support functions. The SWOT analysis established the current status of both internal (**S**trengths and **W**eaknesses) and external (**O**pportunities and **T**hreats) environments affecting the institution in order to determine whether SAHRA's governance structures are efficient and effective.

Table 1 : Value Chain - SWOT Analysis

| Strengths | Weaknesses | Opportunities | Threats |
|--|--|---|--|
| Nomination & Identification | | | |
| Awareness and promotion | Lack of capacity to monitor and protect the number of sites being nominated | Education and public awareness | Increased number of nominations of sites from political office-bearers |
| Fosters social cohesion | No control over number of sites identified and nominated | Positive public participation | Lack of control over number of nominations - impacts operational abilities |
| Promotes collective ownership of heritage | Monitoring, survey, inspection, management, identification and assessment capacity | Funding | UNESCO World Heritage Sites nomination pressure (failure to meet national heritage sites criteria) |
| Collaboration and co-operation with other stakeholders | Poor quality information provided by nominators | Potential to protect and preserve sites | Unclear site boundaries |
| | Insufficient budget | External stakeholder and partner engagement, collaboration and co-operation | |

| Strengths | Weaknesses | Opportunities | Threats |
|--|--|---------------|---|
| Grading | | | |
| Guidelines were developed, and analysis done to assist efficiency and effectiveness of the grading process | Backlog of sites that need grading | Policy | Unawareness of the significance of grading and declaration, hence stakeholder motivation for grading is often not heritage-orientated but land reform & expropriation based |
| Involvement of community stakeholders in the assessment of grading of heritage resources | Lack of capacity to monitor and protect number of sites being graded | | |
| Have well-functioning committees | Integrated CMP and heritage agreements | | |

| Strengths | Weaknesses | Opportunities | Threats |
|---|---|---|----------------------------------|
| Declaration | | | |
| Issue of backlogged sites has been analysed and a strategy has been developed | Efficiency of addressing backlog of sites due to capacity | Create awareness around declared sites on the heritage liberation route and possible tourism opportunities linked to this | Landowner and stakeholder buy-in |
| | Signage and identity | | Public objections |

| Strengths | Weaknesses | Opportunities | Threats |
|--|---|--|--|
| Protection and Conservation | | | |
| Clear legislation | Not enough capacity within SAHRA to complete all agency agreement responsibilities within timelines | Large number of archaeology and other specialist university graduates looking for work in the sector | Lack of cooperation from provincial governments regarding their provincial heritage mandate hence lack of PHRA capacity/competency |
| | Ineffective management of heritage resources | Collaboration opportunities with NHC | Competing needs for funding and resources with other services within the government sphere |
| | Unfunded/costing of NHRA | Utilisation of Council members' networks to leverage opportunities regarding resource allocation and roles | Land expropriation |
| National cases for permitting and Section 38 cases are successfully completed within timelines | SAHRIS is not universally adopted and effectively utilised | Heritage is a growing sector | Vandalism of sites |
| | Lack of job creation opportunities in communities/lack of economic impact | | Lack of skills in the sector to protect heritage assets |
| | | | Public's misunderstanding around SAHRA and NHCs' roles |

| Strengths | Weaknesses | Opportunities | Threats |
|--|--|--|---|
| Stakeholders and Partnerships | | | |
| Four heritage agreements with strategically identified institutions (2017/18 financial year) | Lack of capacity in the legal unit to review all agreements timeously | Communities need to be involved with heritage management in order to create social cohesion and build social capital | Lack of cooperation from governmental departments in order to improve regulation and compliance with SAHRA requirements |
| | Lack of legal action taken on heritage agreements due to lack of funding | PPP opportunities for SAHRA owned properties (income-generation) | Lack of intervention from DAC |
| New heritage collaborations with universities | Compromised public perception of SAHRA | Partnership with international counterparts | Heritage sector working in silos |
| | Limited funding and capacity to undertake marketing | Strategy for sourcing and coordinating partnerships Collaboration with potential partners | Unresourced heritage priority outcomes (Outcome 14 of NDP) - No resources made available for this |

| Strengths | Weaknesses | Opportunities | Threats |
|--|--|----------------------------------|--|
| Promote and Educate | | | |
| Highly skilled professionals | Lack of education and awareness of what heritage really is - insufficient resources to market heritage resources | Education and enhanced marketing | Promotion of entity limited by funder's requests |
| Strong presence of SAHRA through exhibitions at DAC events | No capacity for stakeholder lobbying | School-level heritage education | |
| Strong focus on knowledge dissemination in heritage sector | Silo planning/horizontal planning within SAHRA | Digitisation of SAHRIS | |

| Strengths | Weaknesses | Opportunities | Threats |
|---|--|---|---|
| Human Resources | | | |
| All staff trained according to the HR Training Plan | Lack of resources to ensure that the performance management system is responsive to rewards and recognition policy | Better opportunities for staff from bursary programme | Limited external specialist skills pool |
| Bursary programme | New organisational structure cannot be fully implemented due to budget constraints | Facilitate an environment of mutual respect and reciprocity | Loss of specialist employees |
| Implementation of performance agreements and reviews of performance management system | Insufficient alignment of roles and responsibilities with mandate and across units | Reorientation of the management approach | |
| Annual staff turnover rate below 10% (7.95%) | Progression after training | Staff consultation | |
| Increase in the number of internships at SAHRA | Environment is not conducive to staff engagement and productivity-no consultative management system or approach | Re-alignment of organogram to improve effectiveness of operations | Speed of digitisation: HR/ skills needed to manage the pace/changes |
| Succession Plan for capacitating the organisation (to be approved) | Capacity exists in units that are redundant | | |
| Highly skilled professionals | Inadequate capacity in EXCo | | |

| Strengths | Weaknesses | Opportunities | Threats |
|---|---|--|--|
| Finance | | | |
| Implementation of property maximisation plan (strategy) in order to generate income | Maintenance of heritage assets loss of revenue | Maintenance of heritage assets-to generate revenue | DAC funding increase below inflation and also not according to activity/ zero-based budgeting requirements |
| Further cost containment measures out in place for all staff and Council (i.e. travel and catering) | Performing unfunded mandate with own resources – PHRA work | External service provider for the collection of debt | DAC over-reliance |
| | Poor debt collection | Using SAHRIS for GRAP103 to build a business case for the Heritage Sector | High compensation budget in relation to goods and services |
| Business and funding model complete | Lack of understanding of legal procedures regarding control of properties | Wide use of SAHRIS-potential financial opportunities, access to information and processing | Further budget cuts |
| | Irregular expenditure and poor contract management | | Economic environment |
| | | | Projects being assigned to SAHRA from DAC without funding attached to the project |

| Strengths | Weaknesses | Opportunities | Threats |
|---|--|---|--|
| Technology | | | |
| SAHRIS developed | SAHRIS is slow and not user-friendly | Heritage management is moving into the digital sphere | Loss of data as a result of hardware constraints |
| SAHRIS is well known within the heritage community | Old hardware still being used | Using ICT to facilitate and streamline procedures | Undetected vulnerabilities which may lead to poor productivity & data loss |
| Controls have been put in place to manage administrative rights across SAHRIS | PHRAs systems aren't aligned with SAHRIS | SAHRIS is internationally competitive | Complex IT systems |
| Improved ICT capacity/support | Lack of funding for vital ICT infrastructure | SAHRIS has potential to generate income revenue | |
| New ICT policies developed for managing ICT more effectively | | Lack of funding for vital ICT infrastructure | Training of PHRAs so that they can make use of SAHRIS and market it |
| | Exploring open source software | | |

| Strengths | Weaknesses | Opportunities | Threats |
|---|---|--|---|
| Procurement | | | |
| SCM units' employees are knowledgeable of the prescripts | Lack of understanding of the business that results in poor monitoring and procurement | Opportunity to improve SCM systems | High reputational risk and impact to the organisation |
| Sufficient staff complement within Finance | | | |
| SCM Training of business unit provided | Lack of co-ordination with units and supportive business and procurement plans | Alignment of processes to function efficiently and effectively | Lack of specialist suppliers for SCM database for core business |
| Improvement in SCM functions, including 100% of suppliers paid within 30 working days | | | |

| Strengths | Weaknesses | Opportunities | Threats |
|--|---|--|---|
| Governance and Oversight | | | |
| Clean governance | Inefficiency of governance structures, i.e. poor admin of the agendas & minutes received late | New council is an opportunity to improve the business | Negative audit outcomes |
| Depth and experience in the organisation at all levels | | Improve the organisation due to change | |
| Inclusive council | Lack of diversity of skills, i.e. no/ few business people | Develop a clear, concise and relevant strategy for SAHRA | It takes time to understand the organisation |
| Clean audit outcome | | Create closer ties with DAC | |
| Integration of planning across units operationally | Danger of complacency and of not getting ahead of the game | Leverage funding due to high performance and a clean audit | Derailment/loss of morale because of instability at the top |
| Improvement in the efficiency of meetings | | | |
| Improved communication from CEO's office | Not addressing recurring challenges (PHRA, NHRA issues) | Opportunity to explore the location of offices | Policies on strategic planning cycles vs Council cycles |
| Good legislation | | Questionnaire on SAHRA's public perception through SAHRIS | |

5.1.3 Public participation through cultural and heritage tourism demand

Partnerships and public participation are key drivers of the entity's mandate. The world's leading category of international trade and tourism is increasingly offering a range of cultural heritage products, from visiting monuments to discovering unique ways of life as a way to meet increasing cultural and heritage tourism demands. Culture and heritage tourism has been gaining importance recently not only because of its economic advantages but also due to more sustainable approaches. As rural and regional economies go through difficult times of change, it may seem to some local communities that heritage can help in terms of economic gains. When what is old and valued in the community can no longer serve its original function, surely it can still attract funding and tourism as a part of cultural heritage. Communities are constantly consulted on decisions of heritage operations.

5.1.4 NDP

SAHRA has a responsibility to implement the NDP (NDP) to ensure that the ideals of its existence are balanced between heritage and development. The implementation of the National Heritage Resources Act, 1999 (NHRA), should contribute towards the elimination of poverty and reduction of inequality by 2030 and more directly to Outcome 14 of the NDP which relates to social cohesion and nation building. SAHRA did a report on its 25-year overview of Outcome 14 as requested by the DAC. Based on the 5-year MTSF cycle (2015-2020 Strategy) it was found that SAHRA has performed successfully in terms of its target so far. This coming year, 2019/2020 will be the last year of this MTSF cycle and hence an analysis will be done to confirm SAHRA's continued success in quantitatively achieving its objectives.

5.1.5 Engage cultural heritage and tourism expertise in conservation and promotion

To ensure successful conservation and preservation of culture and heritage, it sometimes requires a balance between commercial imperatives and the conservation of a suite of heritage values including historic, archaeological, architectural and aesthetic significance and the significance of the sites to associated communities.

5.1.6 Design interpretation and oral history as an integral part of the heritage experience

Interpretation provides meaning and understanding for communities and visitors in heritage sites. It is a central part of the experience of cultural heritage and has significant ramifications on the quality and authenticity of a cultural heritage site or heritage object. Effective interpretation requires knowledge about the heritage being presented, expertise in communication and interpretive design and the ability to create an effective interpretation plan.

5.2 Organisational Environment

5.2.1 OD Process

The newly approved organisational structure was implemented on 1 November 2016. The rest of the structure is implemented as and when vacancies occur. No additional funds have been made available for this purpose, so no new unfunded posts have been filled. SAHRA is currently busy with the development of a business plan that may lead to a review of the organisational structure. Due to budget constraints, vacant positions are considered for freezing before re-advertising.

5.2.2 Financial planning for budgeting, capital raising and price setting

Finances are essential to the viability of the heritage place as a tourism product and focus for conservation. Requirements for adequate capital, access to grants and other sources of funding and the need for careful budgeting and financial planning are essential for continued success of an operation. The review of the funding model and investigation of opportunities to capitalise and raise additional revenue from heritage resources will be essential.

5.2.3 Effective communication and marketing strategies based on sound market research

An effective communication and marketing strategy is necessary for tourism success and is highly dependent on market research and other key success factors, including objectives and clear concepts and financial planning. Minimal elements of the communication strategy have been implemented. The critical factor remains the continuous implementation thereof.

5.2.4 Staff retention/turnover

The scarcity of skills within the heritage resources sector remains the biggest challenge, as few people are qualified in this sector and the qualified group is also not representative of the population. More attractive and competitive remuneration structures in other institutions have resulted in SAHRA experiencing a relatively high staff turnover rate. As a result, gaps were created in the implementation of the core HRM functions. A retention strategy and a rewards and recognition policy have been approved by Council and will be implemented.

5.2.5 Functional performance management system

SAHRA did not have an effective and functional performance management system. One of the outcomes of the OD process was a more improved and refined system. Extensive training was provided to employees and performance contracting and performance reviews are now taking place. The Reward and Recognition Policy has been approved by Council and will be implemented.

5.2.6 Inter-governmental relations

The successful implementation of the SAHRIS continues to establish a systematic approach to the coordination of the South African heritage resources management. This has called for essential cooperation from various stakeholders, more so, from national and provincial departments and local municipalities as they play a critical role in the effective management of the heritage resources. There is, however, an urgent need to regulate the use of SAHRIS as it would standardise the kind of heritage resources information being collected and ensure up-to-date records of the national estate database. In the long run, reports from this system will be useful to both policy and decision-makers.

6. STRATEGIC CONTENT

SAHRA's strategy aims to fulfil its primary regulatory mandate as prescribed by the NHRA. SAHRA is the primary custodian and imprimatur (regulator) of South African national heritage. The heritage resources of any country are naturally reflective of its history. Considering the complexity of South Africa's past, the country's collective heritage estate can be perceived to be inequitably diverse and potentially divisive. A deeper reading of SAHRA's legislative mandate suggests an imperative that SAHRA's role goes beyond passively managing random or ad hoc collections of "ill-fitting" heritage assets towards one that actively identifies, assesses and manages an integrated portfolio of heritage assets that collectively communicate South Africa's history in a cohesive, dignified and unified manner.

6.1 Key Priority Areas and a Strategy Map for SAHRA

Given the above-mentioned strategic content, SAHRA must fulfil key imperatives or pillars in support of its mandate. The revised Annual Performance Plan 2019-2020 will map out how the strategic goals will be pursued by the organisation for this financial year. The following key focus areas have been reviewed to ensure that the outcome-orientated goals are still aligned to address the aspects, issues and challenges identified as part of the situational analysis review process.

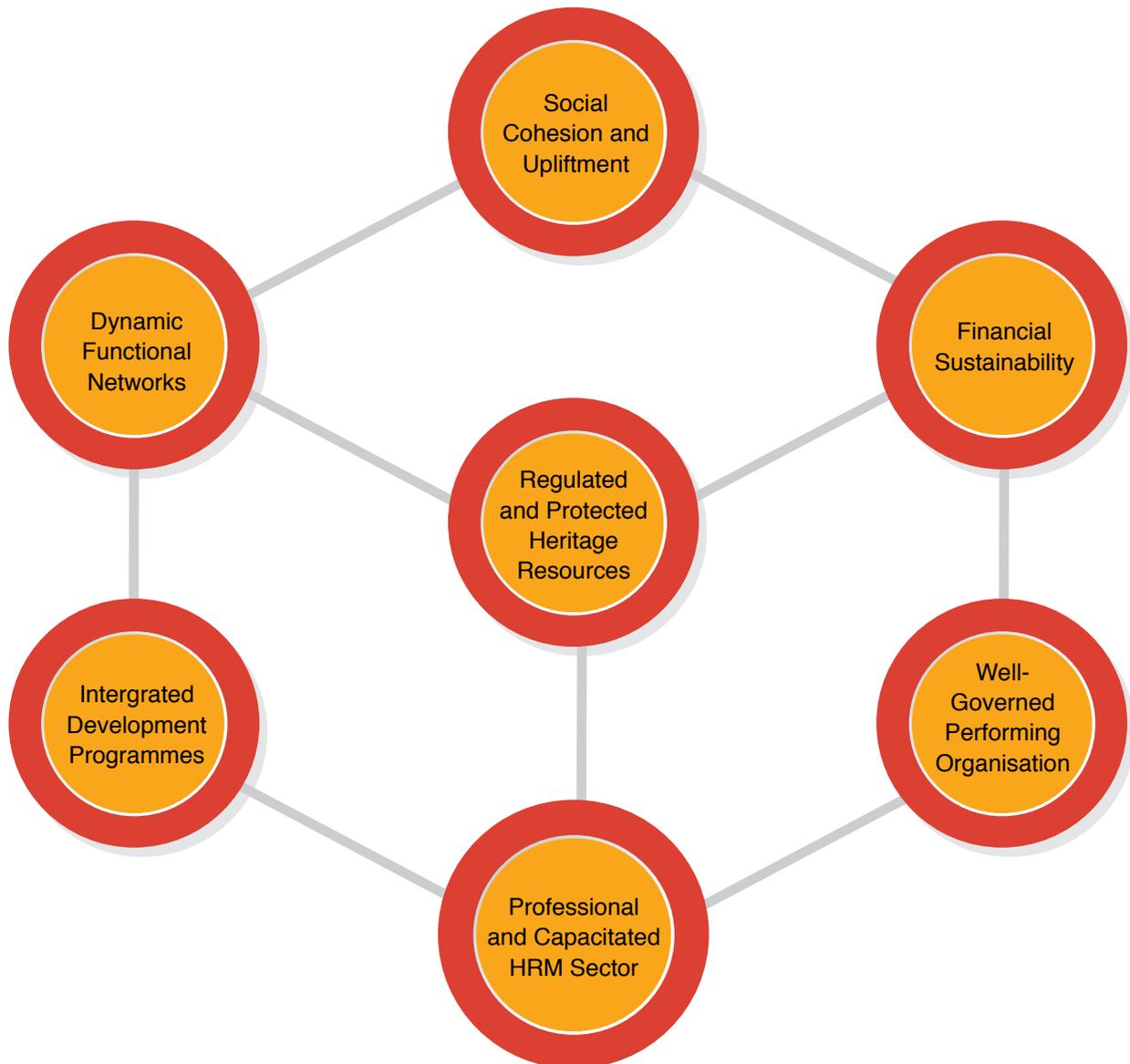
The table below provides an indication of these key focus areas broken down in terms of Pains (factors that will prevent SAHRA from making progress towards the attainment of the strategic intent) and Enablers (those factors that will remove the bottlenecks and challenges within SAHRA and will provide a platform for the attainment of the strategic agenda).

Table 2: Key Focus Areas – Pains and Enablers

| Key Priority Areas | |
|---|---|
| Pains | Enablers |
| Staff retention/turnover/staff morale | Skilled and knowledgeable workforce and transformation |
| Costing of implementing the NHRA | Clear mandate and purpose |
| Budget limitations and revenue generation | Collaboration, partnerships and stakeholder relations (funding and core service delivery) |
| Public perception, awareness and socio-economic development | Branding and awareness |
| Resistance to change/Innovativeness | Organisational restructuring |
| Lack of capacity to manage Human Resource Management i.e. the whole value chain | Established relationships |
| Lack of promotion in community engagement | Promotion of collective ownership and awareness through community engagement |
| Lack of leadership and ownership (accountability & responsibility) | Functional performance management system |
| Lack of resources to fund operational costs | Sound financial management (budgeting and spending of budget) |
| Business development | Improved audit outcomes |
| Lack of a universal heritage resource system | Business Process and Systems Improvement Integrated heritage resources information systems |
| Fragmented ownership of heritage resources | Collective ownership of heritage Untapped heritage opportunities |

SAHRA's strategy map is based upon the situational analysis conducted to define the status quo of the organisation, translated into strategic outcome orientated goals articulated in the figure below:

6.2 SAHRA's Strategic Outcome-Oriented Goals and Strategic Objectives



SAHRA has defined a set of seven **strategic outcome-orientated goals** arising out of a situational context that mirrors the key imperatives that SAHRA must pursue and that are aligned to the objectives set out for the sector.

| DAC Strategic outcome orientated goals | SAHRA Strategic outcome orientated goals | SAHRA Strategic Objectives |
|--|--|--|
| 1. A transformed and productive ACH Sector - a sector that actively develops, preserves, protects and promotes diverse ACH | 1.1 Regulated and protected heritage resources | Assert SAHRA's role as a regulatory body in heritage resources management |
| 2. An integrated and inclusive society - an effective/impactful nation-building and social-cohesion programme | 2.1 Social cohesion and upliftment | Strengthen SAHRA as an agent to promote social cohesion and social upliftment through heritage resources management |
| | 2.2 Dynamic functional networks | Build SAHRA's brand internationally and locally through public awareness |
| | 2.3 Integrated developmental programmes | Align SAHRA's initiatives to national socio-economic and developmental objectives through identification, conservation, protection and promotion of heritage resources |
| 3. An effective and efficient ACH Sector - a sound governance system to ensure service delivery | 3.1 Financial sustainability | Maximise immovable heritage assets for income-generation and conservation |
| | 3.2 Well-governed performing organisation | Implement effective and efficient corporate governance systems within SAHRA |
| 4. A professional and capacitated ACH Sector - a skilled and capacitated ACH Sector to ensure excellence | 4.1 Professional and capacitated HRM Sector | Building the skills and capacity of the Heritage Resources Sector to ensure its ongoing development and sustainability |

7. OVERVIEW OF KEY PERFORMANCE PRIORITIES 2019/2020

7.1 PROGRAMME ONE: ADMINISTRATION

| Overview of the Key Performance Priorities 2019/2020 Programme 1. Administration | | | | | | |
|---|--|---|--------|---|--|---------------------|
| STRATEGIC OBJECTIVES | KEY PERFORMANCE AREAS (KPA) | KEY FOCUS AREAS (KFA) | KPI NO | KEY PERFORMANCE INDICATORS (KPI) | INDICATOR EVIDENCE | BUDGET R Thousand |
| Assert SAHRA's role as a regulatory body in heritage resources management | Regulation and compliance | Development and review of mainly HRM policies, regulations, norms and standards | 1.1 | Number of policies, regulations, norms and standards approved by Council | Resolution of Council minutes confirming approval of policies, regulations, norms and standards | Compensation budget |
| Implement effective and efficient corporate governance systems within SAHRA | Financial sustainability | Financial management | 1.2 | Unqualified audit opinion outcome | AG Audit Report signed | 2,855,998 |
| | | SCM | 1.3 | % of compliant invoices of suppliers paid within 30 days | Report of a creditor's age analysis | |
| | Information and communication technology | Improved ICT governance | 1.4 | % of the ICT Strategic Implementation Plan implemented for year 1 (2019/2020) | Quarterly reports on the % of the ICT Strategic Implementation Plan implemented for year 1 (2019/2020) | 1,753,892 |

**Overview of the Key Performance Priorities 2019/2020
Programme 1. Administration**

| STRATEGIC OBJECTIVES | KEY PERFORMANCE AREAS (KPA) | KEY FOCUS AREAS (KFA) | KPI NO | KEY PERFORMANCE INDICATORS (KPI) | INDICATOR EVIDENCE | BUDGET R Thousand |
|--|-----------------------------|--|--------|--|--|---------------------|
| Building the skills and capacity of the Heritage Resources Sector to ensure its ongoing development and sustainability | Human resource management | Skills retention and capacity building | 1.5 | % of training interventions rolled out according to the HR training plan | Report on the % of training interventions rolled out according to the HR training plan | 451,020 |
| | | | 1.6 | % of implementation of the individual performance management system | Report on the % of individual performance contracts and reviews concluded, signed, and submitted | 1,584,158 |
| | | | 1.7 | Maintain the annual turnover rate at or below 10% | Leaver and joiner's report | Compensation budget |

7.2 PROGRAMME TWO: BUSINESS DEVELOPMENT

| Overview of the Key Performance Priorities 2019/2020 Programme 2. Business Development | | | | | | |
|---|-------------------------------|--|--------|--|---|----------------------|
| STRATEGIC OBJECTIVES | KEY PERFORMANCE AREAS (KPA) | KEY FOCUS AREAS (KFA) | KPI NO | KEY PERFORMANCE INDICATORS (KPI) | INDICATOR EVIDENCE | BUDGET R Thousand |
| Assert SAHRA's role as a regulatory body in Heritage Resources Management | Regulation and compliance | Monitoring of the status of heritage resources | 2.1 | Number of heritage resources inspected | Inspection or monitoring reports of heritage resources with photo evidence and dates | 142,005 |
| | Heritage resources management | Turnaround time for processing of compliant national Section 38 applications | 2.2 | % of compliant nationally mandated Section 38 cases finalised within 60 days | SAHRIS generated report of national Section 38 applications received and processed within 60 days | Compensation budget |
| | | Turnaround time for processing of permit applications received | 2.3 | % of compliant permit applications processed within 60 days | SAHRIS generated report of permit applications received and processed within 60 days | Compensation budget |
| Align SAHRA's initiatives to national socio-economic and developmental objectives through identification, conservation, protection and promotion of Heritage Resources. | Heritage protection | Processing of nominations received for grading of heritage resources | 2.4 | Number of heritage resources assessed for grading | GDRC meeting resolutions for non-Grade 1 sites and Council resolutions for Grade 1 sites assessed | 142,005 |
| | | Declaration of heritage resources | 2.5 | Number of heritage resources declared | <i>Government Gazette</i> notice of declared heritage resource | |

**Overview of the Key Performance Priorities 2019/2020
Programme 2. Business Development**

| STRATEGIC OBJECTIVES | KEY PERFORMANCE AREAS (KPA) | KEY FOCUS AREAS (KFA) | KPI NO | KEY PERFORMANCE INDICATORS (KPI) | INDICATOR EVIDENCE | BUDGET R Thousand |
|---|---------------------------------|---|--------|--|---|-------------------|
| Align SAHRA's initiatives to national socio-economic and developmental objectives through identification, conservation, protection and promotion of Heritage Resources. | HRM of flagship projects | Erection and rehabilitation of heritage resources | 2.6 | Number of monuments and memorial sites rehabilitated and erected | Reports on rehabilitated and erected memorials with photo evidence and dates | 104,020 |
| Strengthen SAHRA as an agent to promote social cohesion and social upliftment through heritage resources management | National inventory | Inventory of the national estate | 2.7 | Annual publication of a report on the inventory of the national estate | Annual published report on the current inventory of the national estate | 1,056,722 |
| | | Inventorise state-owned heritage collections | 2.8 | Number of heritage collections in state custody inventorised | Progress reports on project plan and inventories imported onto SAHRIS | |
| Maximise Immovable heritage assets for income generation and conservation | Repurposing of SAHRA properties | Properties management | 2.9 | The number of SAHRA-owned properties repurposed for income generation | Annual final project reports for each property that has been repurposed for income generation. Report must include repurposing completion dates, as well as anticipated income generation dates | 4,951,667 |

7.3 PROGRAMME THREE: PUBLIC ENGAGEMENT

| Overview of the Key Performance Priorities 2019/2020 Programme 3. Public Engagement | | | | | | |
|---|-------------------------------------|--|--------|---|--|---------------------|
| STRATEGIC OBJECTIVES | KEY PERFORMANCE AREAS (KPA) | KEY FOCUS AREAS (KFA) | KPI NO | KEY PERFORMANCE INDICATORS (KPI) | INDICATOR EVIDENCE | BUDGET R Thousand |
| Strengthen SAHRA as an agent to promote social cohesion and social upliftment through heritage resources management | Nation building and social cohesion | Improved inter-governmental relations | 3.1 | Number of formal partnership agreements with strategically identified institutions | MoUs, MoAs, LoAs and Heritage Agreements with signatures from both the partner institution and the SAHRA CEO | Compensation Budget |
| | | Promotion of social cohesion of the heritage resources sector through the dissemination of knowledge | 3.2 | Number of HRM knowledge dissemination engagements with communities and stakeholders | Reports on the HRM knowledge dissemination engagements with photo evidence and dates | 623,432 |
| Build SAHRA's brand internationally and locally through public awareness | Heritage resources promotion | Publications and papers in heritage resources management | 3.3 | Number of papers on HRM published | HRM papers published | 623,432 |
| | | Marketing of SAHRA and heritage resources | 3.4 | Number of marketing programmes implemented | Reports on marketing initiatives/projects | 520,218 |

8. OVERVIEW OF BUDGET AND MTEF ESTIMATE 2019/2020

8.1 REVENUE

| | Audited/Actual Performance | | | Estimated Performance | Medium-term Targets Estimates | | |
|--|----------------------------|----------------|---------------|-----------------------|-------------------------------|---------------|---------------|
| | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 |
| Transfers from DAC | 48,552 | 51,125 | 57,861 | 55,560 | 58,220 | 61,424 | 64,803 |
| Rent Revenue | 700 | 972 | 1,192 | 1,815 | 2,000 | 2,200 | 3,000 |
| Interest and Other | 283 | 3,638 | 1,071 | 4,502 | 650 | 750 | 850 |
| Straight Lining of Leases | 905 | 905 | 905 | 905 | 905 | 905 | 905 |
| Capital Projects | 47,000 | 28,672 | 3,019 | 20,000 | 4,500 | 4500 | 1000 |
| Total | 97,440 | 85,312 | 64,048 | 82,782 | 66,275 | 69,779 | 70,558 |
| Annual report Surplus / (Deficit) | -14,793 | -27,434 | 4,174 | 2,689 | 3,000 | 3,060 | 3,121 |

The figures in the table above are in R'000

* Under Audited/Actual performance, SAHRA negative budget due to the deferred revenue relating to funding from DAC for capital projects

** For Medium-term targets estimates, SAHRA has a negative budget due to the depreciation based on the fundamental that the budget is prepared based on accrual accounting system based on Generally Recognized Accounting Practices. SAHRA has accumulated surplus on the balance sheet to absorb the deficit in line with PFMA Section 53.

8.2 EXPENDITURE ESTIMATES PER PROGRAMME

| Programme | Audited/Actual Performance | | | Estimated Performance | Medium-term Targets Estimates | | |
|--|----------------------------|----------------|---------------|-----------------------|-------------------------------|---------------|---------------|
| | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 |
| Administration | 42,649 | 40,718 | 34,804 | 38,949 | 34,139 | 35,501 | 38,896 |
| Business Development | 48,688 | 40,301 | 23,784 | 42,080 | 30,459 | 32,511 | 29,766 |
| Public Engagement | 2,536 | 1,710 | 1,527 | 1,843 | 1,677 | 1,767 | 1,896 |
| Total | 93,873 | 82,729 | 60,115 | 82,872 | 66,275 | 69,779 | 70,558 |
| Annual Report Surplus / (Deficit) | -14,793 | -27,434 | 4,174 | 2,689 | 3,000 | 3,060 | 3,121 |

The figures in the table above are in R'000

8.3 CURRENT PAYMENTS

| Economic Classification | Audited/Actual Performance | | | Estimated Performance | Medium-term Targets Estimates | | |
|--|----------------------------|----------------|---------------|-----------------------|-------------------------------|---------------|---------------|
| | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 |
| Compensation of Employees | 32,155 | 34,006 | 36,684 | 43,415 | 44,650 | 47,604 | 50,752 |
| Goods and Services | 59,666 | 46,507 | 21,254 | 36,654 | 18,105 | 18,585 | 16,144 |
| Depreciation | 1,528 | 2,009 | 1,787 | 2,689 | 3,000 | 3,060 | 3,121 |
| Write-offs | 524 | 207 | 390 | 114 | 520 | 530 | 541 |
| Total Current | 93,873 | 82,729 | 60,115 | 82,872 | 66,275 | 69,779 | 70,558 |
| Annual Report Surplus / (Deficit) | -14,793 | -27,434 | 4,174 | 2,689 | 3,000 | 3,060 | 3,121 |

The figures in the table above are in R'000

8.4 CAPITAL PAYMENTS

| Economic Classification | Audited/Actual Performance | | | Estimated Performance | Medium-term Targets Estimates | | |
|--|----------------------------|----------------|--------------|-----------------------|-------------------------------|--------------|--------------|
| | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 |
| Furniture & Fittings | 927 | 0 | 0 | 0 | 0 | 0 | 0 |
| Intangible Assets | 0 | 57 | 100 | 0 | 0 | 0 | 0 |
| Machinery Equipment | 248 | 173 | 0 | 0 | 0 | 0 | 0 |
| Computer Equipment | 467 | 167 | 300 | 0 | 0 | 0 | 0 |
| Motor Vehicle | 493 | 0 | 500 | 0 | 0 | 0 | 0 |
| Leasehold Improvement | 866 | 26 | 0 | 761 | 0 | 0 | 0 |
| Total | 3,001 | 423 | 900 | 761 | 0 | 0 | 0 |
| Current Payments | 50,440 | 54,057 | 57,096 | 62,872 | 61,775 | 65,279 | 69,558 |
| Capital Payments | 47,000 | 28,672 | 3,019 | 20,000 | 4,500 | 4,500 | 1,000 |
| Annual Report Surplus / (Deficit) | -14,793 | -27,434 | 4,174 | 2,689 | 3,000 | 3,060 | 3,121 |

The figures in the table above are in R'000

The amount of goods and services in the above table also includes the capital expenditure.

8.5 STATEMENT OF FINANCIAL POSITION

| Statement of Financial Position | Budget | Audited Outcome | Budget | Audited Outcome | Budget | Audited Outcome | Budget Estimate | Approved Budget | Budget Estimate | Revised Budget Estimate | Budget Estimate | Revised Budget Estimate | Planning Budget Estimate |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-----------------|-----------------|-------------------------|-----------------|-------------------------|--------------------------|
| | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 | | | | | | |
| ASSETS | | | | | | | | | | | | | |
| Current assets | 34,429 | 60,312 | 23,453 | 35,708 | 12,476 | 37,468 | 13,503 | 13,503 | 13,523 | 13,523 | 13,533 | 13,533 | 13,804 |
| Trade and other receivables from exchange transactions | 429 | 599 | 453 | 885 | 476 | 954 | 503 | 503 | 523 | 523 | 533 | 533 | 544 |
| Other receivables from non-exchange transactions, including taxes, fines and transfers | - | 25,000 | - | - | - | - | - | - | - | - | - | - | - |
| Cash and cash equivalents | 34,000 | 33,830 | 23,000 | 33,949 | 12,000 | 35,650 | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 | 13,260 |
| Non-current assets held for sale | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other current financial assets | - | 883 | - | 874 | - | 864 | - | - | - | - | - | - | - |
| Non-current assets | 124,819 | 77,503 | 125,252 | 76,790 | 125,676 | 76,635 | 126,680 | 126,680 | 128,166 | 128,166 | 135,344 | 135,344 | 138,050 |
| Property, plant and equipment | 20,029 | 23,103 | 19,579 | 21,597 | 19,129 | 20,725 | 20,030 | 20,030 | 20,831 | 20,831 | 21,998 | 21,998 | 22,438 |
| Intangible assets | 650 | 570 | 650 | 581 | 650 | 525 | 650 | 650 | 650 | 650 | 686 | 686 | 700 |
| Biological assets | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Heritage assets | 85,000 | 19,148 | 85,000 | 12,060 | 85,000 | 12,064 | 85,000 | 85,000 | 85,000 | 85,000 | 89,760 | 89,760 | 91,555 |
| Investment property | - | 16,420 | - | 23,399 | - | 23,284 | - | - | - | - | - | - | - |
| Other non-current financial assets | 19,140 | 18,262 | 20,023 | 19,153 | 20,897 | 20,037 | 21,000 | 21,000 | 21,685 | 21,685 | 22,899 | 22,899 | 23,357 |
| Total assets | 159,248 | 137,815 | 148,705 | 112,498 | 138,152 | 114,103 | 140,183 | 140,183 | 141,689 | 141,689 | 148,877 | 148,877 | 151,854 |
| | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 | | | | | | |

The figures in the table above are in R'000

STATEMENT OF FINANCIAL POSITION CONTINUED

| Statement of Financial Position | Budget | Audited Outcome | Budget | Audited Outcome | Budget | Audited Outcome | Budget Estimate | Approved Budget | Budget Estimate | Revised Budget Estimate | Budget Estimate | Revised Budget Estimate | Planning Budget Estimate |
|--|----------------|-----------------|----------------|-----------------|----------------|-----------------|-----------------|-----------------|-----------------|-------------------------|-----------------|-------------------------|--------------------------|
| | 2015/2016 | | 2016/2017 | | 2017/2018 | | 2018/2019 | | 2019/2020 | | 2020/2021 | | 2021/2022 |
| LIABILITIES | | | | | | | | | | | | | |
| Current liabilities | 4,664 | 6,540 | 4,925 | 9,739 | 5,199 | 8,202 | 5,501 | 5,501 | 5,721 | 5,721 | 6,041 | 6,041 | 6,162 |
| Trade and other payables from exchange transactions | 4,498 | 3,217 | 4,746 | 5,881 | 5,007 | 4,246 | 5,297 | 5,297 | 5,509 | 5,509 | 5,818 | 5,818 | 5,934 |
| Current provisions | 166 | 221 | 179 | 209 | 192 | 204 | 203 | 203 | 211 | 211 | 223 | 223 | 228 |
| Current portion of unspent conditional grants and receipts | - | 3,058 | - | 3,565 | - | 3,752 | - | - | - | - | - | - | - |
| Current portion of finance lease liability | - | 44 | - | 84 | - | - | - | - | - | - | - | - | - |
| Non-current liabilities | 8,129 | 7,967 | 8,630 | 7,810 | 9,147 | 6,777 | 9,643 | 9,643 | 10,028 | 10,028 | 10,590 | 9,843 | 10,802 |
| Operating lease liability | - | 52 | - | 27 | - | - | - | - | - | - | - | - | - |
| Other non-current financial liabilities | 3,459 | 2,829 | 3,649 | 2,855 | 3,832 | 2,862 | 4,054 | 4,054 | 4,216 | 4,216 | 4,453 | 4,453 | 4,542 |
| Non-current provisions | 4,670 | 5,086 | 4,981 | 4,927 | 5,315 | 3,915 | 5,588 | 5,588 | 5,812 | 5,812 | 6,137 | 5,390 | 6,260 |
| Total liabilities | 12,794 | 14,507 | 13,555 | 16,529 | 14,346 | 14,979 | 15,143 | 15,143 | 15,749 | 15,749 | 16,631 | 15,883 | 16,963 |
| | 2015/2016 | | 2016/2017 | | 2017/2018 | | 2018/2019 | | 2019/2020 | | 2020/2021 | | 2021/2022 |
| NET ASSETS | 146,455 | 123,308 | 135,150 | 95,969 | 123,806 | 99,124 | 125,040 | 125,040 | 125,940 | 125,940 | 132,993 | 132,993 | 134,891 |
| Accumulated surplus / (deficit) | 43,925 | 97,777 | 32,620 | 69,419 | 21,276 | 73,593 | 22,510 | 22,510 | 23,410 | 23,410 | 24,721 | 24,721 | 24,454 |
| Reserves | 102,530 | 25,531 | 102,530 | 25,531 | 102,530 | 25,531 | 102,530 | 102,530 | 102,530 | 102,530 | 108,272 | 108,272 | 110,437 |
| Non-cash reserves | 102,530 | 25,531 | 102,530 | 25,531 | 102,530 | 25,531 | 102,530 | 102,530 | 102,530 | 102,530 | 108,272 | 108,272 | 110,437 |
| Total net assets and liabilities | 159,248 | 123,308 | 148,705 | 94,950 | 138,152 | 99,124 | 140,183 | 140,183 | 141,689 | 141,689 | 149,624 | 148,877 | 151,854 |

The figures in the table above are in R'000

PART B: PROGRAMMES

9. PROGRAMMES AND SUB-PROGRAMMES

| No. | Programme Name | Programme Aim | Sub-Programme |
|-----|----------------------|---|--|
| 1. | Administration | To ensure SAHRA's operational and financial performance through strategic leadership | 1. Office of the CEO |
| | | | 2. Corporate Services |
| | | | 3. Finance and Supply Chain Management |
| | | | 4. Human Resource Management |
| 2. | Business Development | To implement SAHRA's mandate through identification, conservation, promotion and management of heritage resources And to contribute to the skills and capacity development of Heritage Practitioners to ensure growth, and sustainability of the HRMSector | 5. Archaeology, Palaeontology, Meteorite Unit |
| | | | 6. Built Environment Unit |
| | | | 7. Burial Grounds and Graves Unit |
| | | | 8. Heritage Properties Unit |
| | | | 9. Heritage Objects Unit |
| | | | 10. Heritage Protection Unit |
| | | | 11. Maritime & Underwater Cultural Heritage Unit |
| | | | 12. National Inventory Unit |
| | | | 13. Heritage Library & Archival Services |
| 3. | Public Engagements | To build SAHRA's brand internationally and locally through public awareness | 14. All units listed above from 5-13 |
| | | | 15. Communications and Marketing Unit |

10. ANNUAL TARGETS 2019/2020-2021/2022

PROGRAMME 1: ADMINISTRATION

| ANNUAL TARGETS FOR PROGRAMME 1: Administration 2019/2020 - 2021/2022 | | | | |
|--|--|---|--|--|
| KPI NO | KEY PERFORMANCE INDICATORS | MEDIUM-TERM TARGET ESTIMATE | | |
| PROGRAMME ONE: ADMINISTRATION | | 2019/2020 | 2020/2021 | 2021/2022 |
| Strategic objective: | | Assert SAHRA's role as a regulatory body in Heritage Resources Management | | |
| 1.1 | Number of policies, regulations, norms and standards approved by Council | 6 | 6 | 6 |
| Strategic objective: | | Implement effective and efficient corporate governance systems within SAHRA | | |
| 1.2 | Unqualified audit opinion outcome | Unqualified audit opinion outcome | Unqualified audit opinion outcome | Unqualified audit opinion outcome |
| 1.3 | % of compliant invoices of suppliers paid within 30 days | 100% | 100% | 100% |
| 1.4 | % of the ICT Strategic Implementation Plan implemented | 100% for Year 1 (2019/2020) | 100% for Year 2 (2020/2021) | 100% for Year 3 (2021/2022) |
| Strategic objective | | Building the skills and capacity of the Heritage Resources Sector to ensure its ongoing development and sustainability | | |
| 1.5 | % of training interventions rolled out according to the HR training plan | 100% | 100% | 100% |
| 1.6 | % of implementation of the individual performance management system | 100% of individual performance contracts and reviews concluded | 100% of individual performance contracts and reviews concluded | 100% of individual performance contracts and reviews concluded |
| 1.7 | Maintain the annual turnover rate at or below 10% | Annual turnover rate at or below 10% | Annual turnover rate at or below 10% | Annual turnover rate at or below 10% |

PROGRAMME 2: BUSINESS DEVELOPMENT

| ANNUAL TARGETS FOR PROGRAMME 2: Business Development 2019/2020 - 2021/2022 | | | | |
|--|--|---|-----------|-----------|
| KPI NO | KEY PERFORMANCE INDICATORS | MEDIUM-TERM TARGET ESTIMATE | | |
| PROGRAMME TWO: BUSINESS DEVELOPMENT | | 2019/2020 | 2020/2021 | 2021/2022 |
| Strategic objective: | | Assert SAHRA's role as a regulatory body in Heritage Resources Management | | |
| 2.1 | Number of heritage resources inspected | 10 | 10 | 10 |
| 2.2 | Percentage of compliant nationally mandated Section 38 applications finalised within 60 days | 100% | 100% | 100% |
| 2.3 | Percentage of compliant permit applications processed within 60 days | 100% | 100% | 100% |
| Strategic objective: | | Align SAHRA's initiatives to national socio-economic and developmental objectives through identification, conservation, protection and promotion of Heritage Resources | | |
| 2.4 | Number of heritage resources assessed for grading | 5 | 5 | 5 |
| 2.5 | Number of heritage resources declared | 6 | 6 | 6 |
| 2.6 | Number of monuments and memorials rehabilitated and erected | 6 | 6 | 6 |
| Strategic objective: | | Strengthen SAHRA as an agent to promote social cohesion and social upliftment through heritage resources management | | |
| 2.7 | Annual publication of a report on the inventory of the national estate | 1 | 1 | 1 |
| 2.8 | Number of heritage collections in state custody inventorised | 1 | 1 | 1 |
| Strategic objective: | | Maximise immovable heritage assets for income-generation and conservation | | |
| 2.9 | The number of SAHRA-owned properties repurposed for income generation | 2 | 2 | 2 |

PROGRAMME 3: PUBLIC ENGAGEMENT

| ANNUAL TARGETS FOR PROGRAMME 3. Public Engagement 2019/2020 - 2021/2022 | | | | |
|---|---|--|-----------|-----------|
| KPI NO | KEY PERFORMANCE INDICATORS | MEDIUM-TERM TARGET ESTIMATE | | |
| PROGRAMME THREE: PUBLIC ENGAGEMENT | | 2019/2020 | 2020/2021 | 2021/2022 |
| Strategic objective: | | Strengthen SAHRA as an agent to promote social cohesion and social upliftment through HRM | | |
| 3.1 | Number of formal partnership agreements with identified strategic institutions | 4 | 4 | 4 |
| Strategic objective: | | Build SAHRA's brand internationally and locally through public awareness | | |
| 3.2 | Number of HRM knowledge dissemination engagements with communities and stakeholders | 3 | 3 | 3 |
| 3.3 | Number of papers on HRM published | 3 | 3 | 3 |
| 3.4 | Number of marketing programmes implemented | 3 | 3 | 3 |

11. QUARTERLY TARGETS 2019/2020

11.1 PROGRAMME ONE: ADMINISTRATION

| QUARTERLY TARGETS FOR 2019/2020 PROGRAMME ONE: ADMINISTRATION | | | | | | | | | |
|---|--|--------|--|--------------------------------------|---|---|---|--|--|
| PROGRAMME ONE: ADMINISTRATION | | | | MILESTONES | | | | | |
| STRATEGIC OBJECTIVES | KEY PERFORMANCE AREAS (KPA) | KPI NO | KEY PERFORMANCE INDICATORS (KPI) | ANNUAL TARGETS | 1ST QUARTER | 2ND QUARTER | 3RD QUARTER | 4TH QUARTER | SOURCE OF VERIFICATION |
| Assert SAHRA's role as a regulatory body in HRM | Regulations and compliance | 1.1 | Number of policies, regulations, norms and standards approved by Council | 6 | N/A | 2 | 3 cumulatively | 6 cumulatively | Resolution of Council minutes confirming approval of policies, regulations, norms and standards |
| Implement effective and efficient corporate governance systems within SAHRA | Financial sustainability | 1.2 | Unqualified audit opinion outcome | An Unqualified audit opinion outcome | Submit complete and accurate 2018/2019 AFS | Submit final adjusted 2018/2019 AFS | Submit the interim financial statements | N/A | Signed AG Audit outcome report |
| | Financial management | 1.3 | % of compliant invoices of suppliers paid within 30 days | 100% | 100% for the quarter | Report of a creditor's age analysis |
| | Information and communication technology | 1.4 | % of the ICT Strategic Implementation Plan implemented for year 1 | 100% for year 1 | 10% of the ICT Strategic Implementation Plan implemented for year 1 (2019/2020) | 50% of the ICT Strategic Implementation Plan implemented for year 1 (2019/2020) | 75% of the ICT Strategic Implementation Plan implemented for year 1 (2019/2020) | 100% of the ICT Strategic Implementation Plan implemented for year 1 (2019/2020) | Quarterly reports on the % of the ICT Strategic Implementation Plan implemented for year 1 (2019/2020) |

**QUARTERLY TARGETS FOR 2019/2020
PROGRAMME ONE: ADMINISTRATION**

| PROGRAMME ONE: ADMINISTRATION | | | | MILESTONES | | | | | |
|--|-----------------------------|--------|--|---|---|--|--|---|--|
| STRATEGIC OBJECTIVES | KEY PERFORMANCE AREAS (KPA) | KPI NO | KEY PERFORMANCE INDICATORS (KPI) | ANNUAL TARGETS | 1ST QUARTER | 2ND QUARTER | 3RD QUARTER | 4TH QUARTER | SOURCE OF VERIFICATION |
| Building the skills and capacity of the Heritage Resources Sector to ensure its ongoing development and sustainability | Human Resource Management | 1.5 | % of training interventions rolled out according to the HR training plan | 100% | N/A | N/A | N/A | 100% of training interventions rolled out according to the HR training plan | Report on the % of training interventions rolled out according to the HR training plan |
| | | 1.6 | % of implementation of the individual performance management system | 100% | 100% 2018/2019 Annual/final performance reviews concluded | 100% 2019/2020 performance contracts concluded | 100% 2019/2020 First performance reviews concluded | 100% 2019/2020 Interim performance reviews concluded | Report on the % of individual performance contracts and reviews concluded, signed, and submitted |
| | | 1.7 | Maintain the annual turnover rate at or below 10% | 10% or lower annual staff turnover rate | N/A | N/A | N/A | Annual turnover rate at or below 10% | Leaver and joiner's report |

11.2 PROGRAMME TWO: BUSINESS DEVELOPMENT

| QUARTERLY TARGETS FOR 2019/2020 PROGRAMME TWO: BUSINESS DEVELOPMENT | | | | | | | | | |
|---|---------------------------------|--------|---|----------------|-------------|-------------|-------------|-------------|---|
| PROGRAMME TWO: BUSINESS DEVELOPMENT | | | | MILESTONES | | | | | |
| STRATEGIC OBJECTIVES | KEY PERFORMANCE AREAS (KPA) | KPI NO | KEY PERFORMANCE INDICATORS (KPI) | ANNUAL TARGETS | 1ST QUARTER | 2ND QUARTER | 3RD QUARTER | 4TH QUARTER | SOURCE OF VERIFICATION |
| Assert SAHRA's role as a regulatory body in Heritage Resources Management | Regulations and compliance | 2.1 | Number of heritage resources inspected | 10 | 1 | 4 | 3 | 2 | Inspection or monitoring reports of heritage resources with photo evidence and dates |
| | Heritage resources conservation | 2.2 | % of compliant nationally mandated Section 38 applications finalised within 60 days | 100% | N/A | N/A | N/A | 100% | SAHRIS generated report of national Section 38 applications received and processed within 60 days |
| | | 2.3 | % of compliant permit applications processed within 60 days | 100% | N/A | N/A | N/A | 100% | SAHRIS generated report of permit applications received and processed within 60 days |
| Align SAHRA's initiatives to national socio-economic and developmental objectives through identification, conservation, protection and promotion of heritage resources. | Heritage Protection | 2.4 | Number of heritage resources assessed for grading | 5 | N/A | 2 | 1 | 2 | GDRC meeting resolutions for non-Grade 1 sites and Council resolutions for Grade 1 sites assessed |
| | | 2.5 | Number of heritage resources declared | 6 | N/A | 2 | 2 | 2 | Government Gazette notice of declared heritage resource |
| | HRM flagship projects | 2.6 | Number of monuments and memorial sites rehabilitated and erected | 6 | N/A | 2 | 3 | 1 | Reports on rehabilitated and erected memorials with photo evidence and dates |

**QUARTERLY TARGETS FOR 2019/2020
PROGRAMME TWO: BUSINESS DEVELOPMENT**

| PROGRAMME TWO: BUSINESS DEVELOPMENT | | | | MILESTONES | | | | | |
|---|---------------------------------|--------|--|----------------|---------------------------------|---------------------------------|---------------------------------|--|---|
| STRATEGIC OBJECTIVES | KEY PERFORMANCE AREAS (KPA) | KPI NO | KEY PERFORMANCE INDICATORS (KPI) | ANNUAL TARGETS | 1ST QUARTER | 2ND QUARTER | 3RD QUARTER | 4TH QUARTER | SOURCE OF VERIFICATION |
| Strengthen SAHRA as an agent to promote social cohesion and social upliftment through heritage resources management | National Inventory | 2.7 | Annual publication of a report on the inventory of the national estate | 1 | N/A | N/A | N/A | Annual publication of inventory of the national estate | Report published online |
| | | 2.8 | Number of heritage collections in state custody inventorised | 1 | Progress report on project plan | Progress report on project plan | Progress report on project plan | 1 completed inventory in line with project plan | Progress reports on project plan and inventories imported onto SAHRIS |
| Maximise immovable heritage assets for income generation and conservation | Repurposing of SAHRA properties | 2.9 | The number of SAHRA owned properties repurposed for income generation | 2 | Progress report on project plan | Progress report on project plan | Progress report on project plan | 2 Annual final project reports on properties that have been repurposed for income generation | Annual final project reports for each property that has been repurposed for income generation |

11.3 PROGRAMME THREE: PUBLIC ENGAGEMENT

| QUARTERLY TARGETS FOR 2019/2020 PROGRAMME THREE: PUBLIC ENGAGEMENT | | | | | | | | | |
|---|---------------------------------------|--------|---|----------------|-------------|-------------|-------------|-------------|--|
| PROGRAMME THREE: PUBLIC ENGAGEMENT | | | | MILESTONES | | | | | |
| STRATEGIC OBJECTIVES | KEY PERFORMANCE AREAS (KPA) | KPI NO | KEY PERFORMANCE INDICATORS (KPI) | ANNUAL TARGETS | 1ST QUARTER | 2ND QUARTER | 3RD QUARTER | 4TH QUARTER | SOURCE OF VERIFICATION |
| Strengthen SAHRA as an agent to promote social cohesion and social upliftment through heritage resources management | Improved inter-governmental relations | 3.1 | Number of formal partnership agreements with identified strategic institutions | 4 | N/A | 1 | 2 | 1 | MoUs, MoAs, LoAs and Heritage agreements with signatures from both the partner institution and the SAHRA CEO |
| Build SAHRA's brand internationally and locally through public awareness | Nation building and social cohesion | 3.2 | Number of HRM knowledge dissemination engagements with communities and stakeholders | 3 | N/A | 1 | 2 | N/A | Reports on the HRM knowledge dissemination engagements with photo evidence and dates |
| | Heritage resources promotion | 3.3 | Number of papers on HRM published | 3 | N/A | 1 | 1 | 1 | HRM papers and articles published |
| | | 3.4 | Number of marketing programmes implemented | 3 | 1 | 1 | 1 | N/A | Reports on marketing initiatives/projects |

12. TECHNICAL INDICATORS 2019/2020

The technical indicators below are summarised versions from the SAHRA PDO technical guideline

| KPI NO. | 1.1 | 1.2 | 1.3 |
|--------------------------|---|--|--|
| Indicator title | Number of policies, regulations, norms and standards approved by Council | Unqualified audit opinion outcome | % of compliant invoices of suppliers paid within 30 days |
| Short definition | Development/review of policies, regulations, norms and standards to improve service delivery | Maintain an unqualified audit opinion | Compliant invoices processed within 30 days of receipt |
| Purpose/importance | To fulfil the mandate of SAHRA in regulating and monitoring compliance with NHRA and PFMA and other legislation | To ensure SAHRA maintains sound financial management and compliance with PFMA, FMPPI and FSAPP | To ensure SAHRA maintains sound financial management and compliance with PFMA |
| Portfolio of Evidence | Resolution of Council minutes confirming approval of policies, regulations, norms and standards | Signed AG audit report | Creditors Payment Report |
| Method of calculation | Financial year to date, quarterly accumulation of policies, regulations, norms and standards | Outcome of the audit report | Divide the total number of compliant invoices paid within 30 days by the total number of compliant invoices received |
| Data limitations | None | None | Timely submission of invoices from units |
| Calculation type | Year to date | Non-cumulative | Cumulative |
| Reporting cycle | Quarterly | Quarterly | Quarterly |
| New indicator | No | No | No |
| Indicator responsibility | All Executive Officers | All Executive Officers | Chief Financial Officer |

| KPI NO. | 1.4 | 1.5 |
|--------------------------|---|---|
| Indicator title | % of the ICT Strategic Implementation Plan implemented for year 1 | % of training interventions rolled out according to the HR training plan |
| Short definition | The extent to which Year 1 (2019/20) of the ICT Strategic Implementation Plan is implemented | The extent to which staff training interventions are implemented |
| Purpose/ importance | To ensure that through its implementation, the ICT strategy enables business efficiency | To build the skills and capacity of SAHRA staff to enable the entity to fulfil its mandate effectively |
| Portfolio of Evidence | Quarterly reports on the % of the ICT Strategic Implementation Plan implemented for year 1 (2019/20) | Report on the % of training interventions rolled out according to the HR training plan |
| Method of calculation | Divide the number of ICT Plan's tasks achieved by the total number of ICT tasks planned for Year 1 of the ICT Strategic Implementation Plan. Note that each task is allocated a percentage weighting for the year, combined tasks to equal 100% | Interventions rolled out according to the HR training plan Divide the number of training interventions achieved by the total number of training interventions planned for the year |
| Data limitations | Unforeseen capacity constraints within the unit | Complexities in procurement of training and availability of attendees for training |
| Calculation type | Cumulative | Cumulative |
| Reporting cycle | Quarterly | Annual |
| New indicator | No | No |
| Indicator responsibility | Corp. Services Executive | Corp. Services Executive |

| KPI NO. | 1.6 | 1.7 |
|--------------------------|---|---|
| Indicator title | % of Implementation of the individual performance management system | Maintain the annual turnover rate at or below 10% |
| Short definition | The implementation of the individual performance management system for all employees that are part of the qualifying population for that quarter. The qualifying population can be defined as all permanent staff employed >3 months. Excluding interns, contracts <1 year, suspended/long-term sick/resigned employees | To maintain an annual staff turnover rate at or below 10%, more specifically the rate at which employees resign from the organisation |
| Purpose/ importance | To maintain the efficiency of the entity by managing individual performance management through a formal system | To reduce staff turnover through retention, therefore enabling the entity to be at optimal capacity to fulfil its mandate |
| Portfolio of Evidence | Report on the % of individual performance contracts and reviews concluded, signed, and submitted | Leaver and joiner's report |
| Method of calculation | Contracts and reviews completed, signed and submitted to Human Resources. This includes performance contracts, as well as the first, interim and final performance reviews for all employees that are part of the qualifying population | Divide the number of permanent staff (excluding interns and contract workers = <1year) who have voluntarily left the entity (A) by the average number of permanent staff in the entity (B). The staff turnover percentage = $A/B*100$ |
| Data limitations | Delays in completion, submission and quality of contracts and reviews from units, data capturing errors and inadequate verification processes of data | Sudden resignations |
| Calculation type | Non-cumulative | Non-cumulative |
| Reporting cycle | Quarterly | Annual |
| New indicator | No | No |
| Indicator responsibility | Corp. Services Executive | Corp. Services Executive |

| KPI NO. | 2.1 | 2.2 | 2.3 |
|--------------------------|---|---|---|
| Indicator title | Number of heritage resources inspected | % of compliant nationally mandated Section 38 cases finalised within 60 days | % of compliant permit applications processed within 60 days |
| Short definition | The inspection or monitoring of heritage resources. This excludes monitoring of resources that lead to other KPI outcomes | Compliant national Section 38 cases processed within 60 days as per application checklist | Compliant permit cases processed within 60 days as per application checklist |
| Purpose/ importance | To ensure the preservation of heritage resources through monitoring and inspection of heritage resources | To ensure the conservation and protection of national heritage resources through management of Section 38 cases | To ensure the conservation and protection of national heritage resources through permitting |
| Portfolio of Evidence | Inspection or monitoring reports of heritage resources with photo evidence and dates | SAHRIS- generated report of national Section 38 applications received and processed within 60 days | SAHRIS-generated report of permit applications received and processed within 60 days |
| Method of calculation | Total number of inspection or monitoring reports | Divide the total compliant national Section 38 cases processed within 60 days by the total compliant national Section 38 cases received | Divide the compliant permit applications processed within 60 days by the compliant permit applications received |
| Data limitations | Reports missing picture evidence and dates | SAHRIS-generating reports effectively and management's accuracy when calculating percentages | SAHRIS- generating reports effectively and management's accuracy when calculating percentages |
| Calculation type | Cumulative | Non-cumulative | Non-cumulative |
| Reporting cycle | Quarterly | Annual | Annual |
| New indicator | No | No | No |
| Indicator responsibility | Executive Officer: HCM and HIPSD | HCM Executive | HCM Executive |

| KPI NO. | 2.4 | 2.5 | 2.6 |
|--------------------------|--|--|---|
| Indicator title | Number of heritage resources assessed for grading | Number of heritage resources declared | Number of monuments and memorial sites rehabilitated and erected |
| Short definition | The number of heritage resources assessed for grading, this includes resources that are identified clearly by GDRC as not meeting Grade 1 status | The number of heritages resources declared | The number of planned and unplanned monuments or memorial sites that are rehabilitated /erected |
| Purpose/ importance | To ensure the protection of national heritage resources by assessing whether heritage resources should be graded as resources of national significance | To ensure the protection of national heritage resources through the process of declaration | To ensure the development and conservation of monuments and memorials of heritage significance |
| Portfolio of Evidence | GDRC meeting resolutions for non-Grade 1 sites and Council resolutions for Grade 1 sites assessed | <i>Government Gazette</i> notice of declared heritage resource | Reports on rehabilitated and erected monuments and memorial sites with photo evidence and dates |
| Method of calculation | Total number of heritage resources assessed for grading | Total number of <i>Government Gazette</i> notices for declared resources (multiple localities or serial sites should be calculated individually, even if there is only 1 <i>Government Gazette</i> notice) | Total number of monuments or memorial sites rehabilitated/ erected |
| Data limitations | Completed minutes of the GDRC meetings and council resolutions | Poor planning around Council dates for getting Council approval on time | Reports missing photo evidence and dates |
| Calculation type | Cumulative | Cumulative | Cumulative |
| Reporting cycle | Quarterly | Quarterly | Quarterly |
| New indicator | No | No | No |
| Indicator responsibility | HIPSD Executive | HIPSD Executive | HCM Executive |

| KPI NO. | 2.7 | 2.8 | 2.9 |
|--------------------------|--|--|---|
| Indicator title | Annual publication of a report on the inventory of the national estate | Number of Heritage collections in state custody inventorised | The number of SAHRA-owned properties repurposed for income generation |
| Short definition | Maintain a database of heritage resources and report on status annually | The number of identified state-owned collections inventorised on SAHRIS | The number of SAHRA-owned properties that have been repurposed in order to generate additional income for the entity |
| Purpose/ importance | To produce a summary and analysis of heritage resources recorded within the inventory of the national estate | To ensure the preservation of state-owned collections for future generations | To re-purpose properties effectively for income generation |
| Portfolio of Evidence | Annual report of the current inventory published online | Progress reports on project plan and report on the identified inventories imported onto SAHRIS | Annual final project reports for each property that has been repurposed for income generation. Report must include repurposing completion dates and income generation dates |
| Method of calculation | Database and analysis report of the national estate inventory | Total number of state-owned collections inventorised and imported onto SAHRIS | Total number of properties repurposed for income generation |
| Data limitations | Maintenance and reporting of heritage databases by provincial authorities and organs of state | Restricted access to state-owned collection information | Vandalisation of properties |
| Calculation type | Non-cumulative | Non-cumulative | Non-cumulative |
| Reporting cycle | Annual | Quarterly | Quarterly |
| New indicator | No | No | No |
| Indicator responsibility | HIPSD Executive | HIPSD Executive | HIPSD Executive |

| KPI NO. | 3.1 | 3.2 |
|--------------------------|--|--|
| Indicator title | Number of formal partnership agreements with identified strategic institutions | Number of HRM knowledge dissemination engagements with communities and relevant stakeholders |
| Short definition | Formal partnerships with strategically identified institutions | Create awareness around heritage resources through the dissemination of knowledge to communities and relevant stakeholders |
| Purpose/importance | To leverage on the capabilities of stakeholders/partners through improved intergovernmental and organisational relations | To create awareness of South African heritage and culture through knowledge dissemination |
| Portfolio of Evidence | MoUs, MoAs, LoAs and heritage agreements with signatures from both the partner institution and the SAHRA CEO | Reports on the HRM knowledge dissemination engagements with photo evidence and dates |
| Method of calculation | Total number of MoUs, MoAs, LoAs and heritage agreements with partner institutions | Total number of workshops, presentations, lectures given |
| Data limitations | None | Reports missing photo evidence and dates |
| Calculation type | Cumulative | Cumulative |
| Reporting cycle | Quarterly | Quarterly |
| New indicator | No | No |
| Indicator responsibility | All Executive Officers | All Executive Officers |

| KPI NO. | 3.3 | 3.4 |
|--------------------------|---|---|
| Indicator title | Number of papers on HRM published | Number of marketing programmes implemented |
| Short definition | Publishing papers and articles co-authored by SAHRA officials, to promote the significance of HRM | Promote SAHRA through marketing, branding, exhibitions and signage projects |
| Purpose/importance | To assist in becoming a leading knowledge agency in the heritage sector | To promote SAHRA as a leading HRM body |
| Portfolio of Evidence | Papers and articles published | Reports on marketing initiatives or projects completed |
| Method of calculation | Total number of papers and articles published | Total number of marketing projects completed |
| Data limitations | None | None |
| Calculation type | Cumulative | Cumulative |
| Reporting cycle | Quarterly | Quarterly |
| New indicator | No | No |
| Indicator responsibility | All Executive Officers | All Executive Officers |

13. STRATEGIC RISKS 2019/2020

| SR No. | Strategic Objective | Risk Categories | Risk Descriptions | Root Cause | Consequence | Mitigating Control(s) in place |
|--------|--|---------------------------|---|--|---|--|
| SR1 | Assert SAHRA's role as a regulatory body in heritage resources management | Regulatory and Compliance | Failure to regulate NHRA legislative requirements | Non-compliance to legislative requirements with regard to NHRA implementation | Loss/ destruction of heritage resources | Inspection and monitoring of heritage sites Imposing of fines for non-compliance |
| SR2 | Maximise immovable heritage assets for income generation and conservation | Resource Allocation | Inability to repurpose SAHRA's property portfolio for conservation and income generation | Limited funding sources | Deterioration of the heritage properties. Loss of possible revenue. | Approved Properties Maximisation Plan outlining the concepts for repurposing SAHRA's properties |
| SR3 | Build SAHRA's brand internationally and locally through public awareness | Reputational | Negative public perceptions of SAHRA regarding its operations. | Inability to meet stakeholders' expectations owing to poor turnaround times and failure to act on prominent/ prudent matters | Loss of resources (human and financial) due to compromised public perception of SAHRA | Controlled system of communication with stakeholders Providing memorials and unveilings of good quality |
| SR4 | Align SAHRA's initiatives to national socio-economic and developmental objectives through identification, conservation, protection and promotion of heritage resources | Stakeholder management | Ineffective alliances with affiliates, and external stakeholders leading to inability to leverage on the capability of strategic partners | Key strategic stakeholders are not identified and proactively engaged | Ineffective management of heritage resources | Existing stakeholder agreements |
| | Build SAHRA's brand internationally and locally through public awareness | | | | | |
| SR5 | Implement effective and efficient corporate governance systems within SAHRA | ICT Infrastructure | Outdated equipment | Lack of budget | Loss of productivity and negative impact on service delivery | Reviewing of the ICT strategy |
| SR6 | | Knowledge management | Possible loss of institutional knowledge | Lack of systematic management of electronic records | Loss of information that is essential for business continuity | ICT electronic file storage and routine backups by IT |
| SR7 | Building the skills and capacity of the Heritage Resources Sector to ensure its ongoing development and sustainability | Financial sustainability | Insufficient access to required financial resources may threaten SAHRA's capacity to implement its mandate | No funding model to inform SAHRA's financial resource mobilisation | Inadequate financial resources to implement the mandate of SAHRA | Maximising the DAC grant by implementing strict cost containment measures Collection of revenue from existing properties |
| SR8 | Implement effective and efficient corporate governance systems within SAHRA | Governance risk | Non-compliance with regulatory frameworks applicable to SAHRA | Lack of adequate and consistent controls for monitoring compliance | Non-compliance, which can lead to litigations and negative external audit outcome | Management Compliance Matrix Approval of all policies, regulations and standards Use of governance committees such as ARC, HRM committee, Corporate Services Committee |

14. MATERIALITY AND SIGNIFICANCE FRAMEWORK

Background

- 14.1 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:
- 14.2 *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 a framework of acceptable levels of **materiality** and **significance** with the relevant **executive authority** in consultation with the **external auditors**.”*
[Section 28.1.5]
- 14.3 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]
- 14.4 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 Audit Committee (AC) 101(IASI) Presentation of Financial Statements, which defines materiality in the following terms:
- 14.5 *“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.”*
- 14.6 Further guidance was drawn from **SAAS 320.17** for a public sector perspective. The following SAAS guidance is pertinent to the Agency:
- 14.7 *“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**.”*
- 14.8 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).
- 14.9 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 Acceptable SAHRA Applicability | Number of papers on HRM published | Number of marketing programmes implemented |
|--|-----------------------------------|--|
| Gross Revenue | 0.25 – 1% | Applicable; being grants received, donations and project funds, rent received, interest received and fees received |
| Operating Surplus | 1 – 2% | Applicable being excess of grants over operating and capital expenditure |
| Equity | 2 – 5% | Not Applicable |
| Total Assets | 0.5 – 2% | Applicable; being opening carrying value, revaluation surplus, additions and depreciation of assets |

15. BROAD FRAMEWORK FOR SAHRA

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

15.1 Quantitative Aspects

Materiality level

The Agency assesses the level of a material loss as being R692 740; being 1% of the total expenditure – using 2018/2019 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 expenditure, SAHRA took into account factors that include:

Nature of SAHRA's business

Revenue:

Funding for the Agency primarily comprises grants received from the DAC; 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 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 NHRA, 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 that include a Council, Executive Committee, CEO, Chief Financial Officer, Executive Officers;
2. The CFO 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 out-sourced 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. This is annually reviewed and agreed by the audit committee.

15.2 SAHRA General Approach to Qualitative Aspects

Materiality is not confined to the size of the entity and the elements of its financial statements. The Agency recognises that misstatements that are large 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 behavior 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. Unauthorized, 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.

16. COUNCIL CHARTER

1. INTRODUCTION

1.1 The SAHRA Council Charter sets out the functions and responsibilities of the Council, along with certain matters relevant to the operations of the Council. These include the provisions of the National Heritage Resources Act No 25 of 1999 (NHRA) the Public Finance Management Act No. 1 of 1999 (PFMA), Treasury Regulations published in terms of the PFMA, King Reports for best practice, relevant policies developed by the Department of Public Service and Administration (DPSA), Protocol on Corporate Governance in the public sector published by the Department of Public Enterprises, the DAC and government priorities (including the DAC Governance Manual), and Principles of Good Governance. SAHRA should be clear about its mandate and identify various functions, roles and responsibilities entailed in the delivery of its mandate as stipulated in the NHRA and the Regulations published in terms of the NHRA.

1.2 The 2009 King III Report also indicates that at a minimum, the Council Charter should deal with:

- 1.2.1 Adoption of Strategic and Annual Performance Plans;
- 1.2.2 Monitoring of operational performance and management;
- 1.2.3 Determination of policy and processes to ensure effective risk management, and internal control;
- 1.2.4 Communication policy;
- 1.2.5 Governance framework, governance principles and law, key principles, application of the code; and
- 1.2.6 Council's selection, orientation and evaluation.

1.3 The Council is the focal point of good governance in SAHRA. It is ultimately accountable and responsible for the performance and affairs of SAHRA. Delegating authority to Council Committees or Management does not in any way mitigate or dissipate the discharge by the Council and its members of their duties and responsibilities. The Council also operates in accordance with set of corporate governance policies which take into account relevant best practice recommendations.

1.4 In general, the Council is collectively responsible for promoting the success of the SAHRA by leading and directing the public entity's activities. The Council should provide strategic guidance to the public entity, and monitor the activities and effectiveness of Management. The Council members should act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the public entity, subject to the objectives set by the DAC and government.

2. COUNCIL CONSTITUTION / RECONSTITUTION

2.1 The process of constitution or reconstitution of the Council shall be done in terms of the section 14 of the NHRA and regulation 2 of the regulation published in terms of the NHRA on 07 April 2000; the "handbook for the appointment of persons to Councils of State and State controlled institutions" published by the DPSA during January 2009, the 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 finalising 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 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 access to Management, through the CEO of SAHRA.

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 CEO 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.

RESPONSIBILITIES AND DUTIES OF THE COUNCIL

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

5.4 Function of the Council

- 5.4.1 Functions as outlined in section 14 read with section 16 and other relevant provisions of the NHRA, the PFMA and other relevant legislation shall include the following:
- 5.4.1.1 Run the affairs of SAHRA in line with the NHRA, the PFMA, the DAC priorities, Medium Term Strategic Framework (MTSF), Medium Term Expenditure Framework (MTEF), the NDP and other relevant government strategies and policies.
 - 5.4.1.2 Setting broad strategy for SAHRA to meet its objectives and performance targets.
 - 5.4.1.3 Ensure proper preparation of and approve Strategic and Annual Performance Plans, compliance reports, key procedures and policies.
 - 5.4.1.4 Approve decisions related to strategic initiatives such as commercial ventures, significant acquisitions, internal restructures and disposals.
 - 5.4.1.5 Approve the annual budget of SAHRA.
 - 5.4.1.6 Ensure that SAHRA follows corporate planning provided by the Minister of Arts and Culture, National Treasury and the DAC.
 - 5.4.1.7 In consultation with the Minister of Arts and Culture, appoints the CEO and establish performance measures and succession plan for the CEO.

- 5.4.1.8 Set SAHRA's values and standards of conduct and ensuring that these are adhered to, in the interest of stakeholders, employees, customers, suppliers and communities in which it operates and generally safe guarding the reputation of SAHRA.
- 5.4.1.9 Provide leadership of SAHRA within a framework of prudent and effective controls which enable risk to be assessed and managed.
- 5.4.1.10 Set the direction, strategies and financial objectives and ensure that the necessary resources are available for SAHRA to meet its mandate and obligations.
- 5.4.1.11 Always act in the best interest of SAHRA.
- 5.4.1.12 Ensure that the business of SAHRA remains a going concern. The Council should record the facts and assumptions on which it relies to conclude that the business will continue as a going concern in the financial year ahead and if it is decided that it will not, which steps the Council should take to remedy the situation.
- 5.4.1.13 Respond to all oversight role function required by the Minister of Arts and Culture, including compliance with all relevant prescripts.
- 5.4.1.14 Prepare a disclosure report for the Annual Report and other reports as required by the National Treasury, the DAC guidelines and Government.

5.4.2 Comply with other functions as outlined in the DAC Governance Manual;

5.4.3 Appoint and remove a Company Secretary; and

5.4.4 Be cognisant of the duties imposed upon the Company Secretary and empower the individual accordingly to enable him/her to properly fulfil those duties.

5.5 Chairperson of Council

5.5.1 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.

5.5.2 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 5.5.1 above, be elected as a Chairperson of the Council from the appointed members of the Council.

5.5.3 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:

5.5.3.1 Lead the Council and harnesses input of all Councillors;

5.5.3.2 Act as a conciliator between Councillors;

5.5.3.3 Direct Council meetings and agendas;

5.5.3.4 Ensure that Council members work as a team;

5.5.3.5 Meet with the Minister of Arts and Culture at least twice a year to give feedback on overall performance of SAHRA;

- 5.5.3.6 Attend Chairperson's Forum, chaired by the Minister of Arts and Culture;
- 5.5.3.7 Ensure that Strategic and Annual Performance Plans and Annual Reports are tabled in Parliament as prescribed;
- 5.5.3.8 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);
- 5.5.3.9 Continuously update the Council's Guide to Good Governance, the document designed by the Chairperson of the Council to help any newly appointed Council member to understand readily the key responsibilities and expectations associated with their role;
- 5.5.3.10 Manage and lead the Council's relationship with Minister of Arts and Culture and the CEO;
- 5.5.3.11 Assign Council members to various Committees established by SAHRA Council. Based on Council profile also appoint the Chairpersons for these Committees;
- 5.5.3.12 Share the minutes of the Council and Committee's meetings with the Minister of Arts and Culture;
- 5.5.3.13 During the Council reconstitution process, submit to the Minister of 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;
- 5.5.3.14 Ensure Council effectiveness and ongoing Council development;
- 5.5.3.15 Maintain the quality of information to Council.

5.6 Functions of the Individual Members of the Council

In addition to paragraph 5.4 above, each member should also adhere to the following functions.

- 5.6.1 Always act in the best interest of SAHRA and treat confidential information as such;
- 5.6.2 Ensure that a member has time devoted to the execution of duties as reflected in the NHRA establishing SAHRA;
- 5.6.3 Practice principles of good governance;
- 5.6.4 Be informed about the financial, social and political milieu within which SAHRA operates;
- 5.6.5 Never permit a conflict of duties and interest to occur and must disclose potential conflicts of interest at the earliest opportunity;
- 5.6.6 Comply with other functions as outlined in the DAC Governance Framework.

5.7 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:

- 5.7.1 Advise Council on the implementation of corporate governance programmes;
- 5.7.2 Advise members on legal obligations applicable to a public entity and SAHRA in particular;
- 5.7.3 Guide Council on how to discharge their responsibilities in the best interests of SAHRA;
- 5.7.4 Maintains an updated Council Charter and Committees' Terms of Reference;
- 5.7.5 Maintains a direct line of communication to the Council Chairperson, provides direct support to Council and guides Executive Management on issues related to Council;

- 5.7.6 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;
- 5.7.7 In consultation with the Chairperson, Company Secretary ensures the compilation of Agenda Council packs;
- 5.7.8 Elicits appropriate responses, feedback and input on issues raised at Council and Committee sittings;
- 5.7.9 Alerts the Chairperson and Council on matters requiring their attention;
- 5.7.10 Circulates minutes of Council Committees timeously to members, after the approval of the Chairperson concerned;
- 5.7.11 The Company Secretary should ensure that the procedure for the appointment of Council is properly carried out and he/she should assist in the proper induction, orientation and development of Council, including assessing the specific training needs of Council and Executive Management in their fiduciary and other responsibilities.

6. COUNCIL COMMITTEES

- 6.1 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.
- 6.2 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.
- 6.3 Each Committee will be guided by the Terms of Reference (ToR) developed by the SAHRA Council.

7. APPOINTMENT OF CEO

- 7.1 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 finalising the appointment. The remuneration package shall be in line with government policies, especially that of the National Treasury.
- 7.2 The term of office should be clearly defined in the contract that the Council will sign with the CEO.

7.3 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.

7.4 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.

8. 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.

9. 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.

10. MEETINGS OF THE COUNCIL AND COMMITTEES

10.1 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.

10.2 The Council and the Committees shall each have at least four (4) meetings per annum. The Chairperson may at any time convene a special meeting of the Council/Committee, and he/she must determine the time and place of the meeting. There should be a disclosure in the Annual Report regarding the number of Council/Committees meetings held in a year and details of attendance of each member. The Council shall determine the procedure of its meetings. Executives who are not ex-officio members of Council would attend Council meetings by invitation only.

10.3 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.

10.4 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.

10.5 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.

10.6 Minutes of all the Council meetings shall, within six (6) months, be shared with the Minister by the Chairperson of the Council.

11. ASSESSMENT

11.1 Council and Committee Evaluation

- 11.1.1 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.
- 11.1.2 The Council should carefully consider whether the evaluations of performance and independence should be done in-house or conducted professionally by independent service providers, subject to legislative requirements. Evaluation results shall be reviewed by the HR and Remuneration Committee of Council.
- 11.1.3 Annual performance appraisals of individual Councillor, the Council as a whole, Council Committees and the Chairperson, can provide the basis for identifying future training needs and, where necessary explain why a re-appointment may not be appropriate.
- 11.1.4 The Chairperson may lead the overall performance of the Council, its individual members and the Company Secretary, although independent performance appraisals should be considered. The Council should discuss the Council evaluation results at least once a year.
- 11.1.5 The Council should state in the Annual Report that the appraisals of the Council and its Committees have been considered.
- 11.1.6 The same principles adopted in the evaluation of the Council should be applied to the Council Committees Chairpersons and members.
- 11.1.7 In addition to these internal regular performance and effectiveness evaluations, the DAC, through the office of the Minister, shall also assess the performance of the Council annually. The terms of reference of such assessments shall be determined by the Minister of Arts and Culture in the Council Assessment Guide developed by the DAC. The Guide outlines the evaluation processes to be followed by both the DAC and its public entities.

11.2 Assessment of the CEO

- 11.2.1 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 Arts and Culture.

12. COUNCIL RESOLUTIONS

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

13. 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, AFS, Succession Planning (especially of the CEO and Management), remuneration and other relevant policies of SAHRA.

14. 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 2019/2020

| MONTH/TIME | DATE | STRUCTURE | COMPLIANCE MATTERS CONSIDERED | COMPLIANCE REQUIRED |
|-----------------------------|------------------|-------------------|---|---|
| JANUARY 2019 09H00-13H00 | FRIDAY 25th | ARC | Approve Annual Performance Plans 3 rd Quarterly Report and Review of the Charter | Reporting |
| JANUARY 2019 09H00-13H00 | THURSDAY 31st | COUNCIL MEETING | Approve 3 rd Quarterly Report Table final copy of APP | As per Delegation of Accounting Authority |
| JANUARY 2019 | THURSDAY 31st | SUBMISSION TO DAC | Submit final Annual Performance Plans 2019/2020; Submit 3 rd Quarterly Report and Audit Implementation Plans | As per Delegation of Accounting Authority |

| MONTH/TIME | DATE | STRUCTURE | COMPLIANCE MATTERS CONSIDERED | COMPLIANCE REQUIRED |
|------------------------------|-------------------|---------------|--|---|
| FEBRUARY 2019 | WEDNESDAY 13th | SUBMIT TO DAC | Submit 1 st Draft Shareholder's Compact | As per Delegation of Accounting Authority |
| FEBRUARY 2019 09H00-13H00 | FRIDAY 15th | BDC COMMITTEE | Quarterly reporting | Reporting |
| FEBRUARY 2019 09H00-16H00 | FRIDAY 22nd | HRM COMMITTEE | Quarterly reporting Review of ToRs | Reporting |
| FEBRUARY 2019 | THURSDAY 28th | SUBMIT TO DAC | Table final APP 2019/2020 in Parliament | As per Delegation of Accounting Authority |

| MONTH/TIME | DATE | STRUCTURE | COMPLIANCE MATTERS CONSIDERED | COMPLIANCE REQUIRED |
|---------------------------|----------------|------------------------------------|--|---|
| MARCH 2019 09H00-13H00 | FRIDAY 8th | CORPORATE SERVICES COMMITTEE | Quarterly reporting Review ToRs | Reporting |
| MARCH 2019 09H00-16H30 | FRIDAY 15th | SUBMIT TO DAC | Final Printed Shareholder's Compact | As per Delegation of Accounting Authority |
| MARCH 2019 09H00-13H00 | FRIDAY 22nd | SPECIAL ARC | Tabling irregular expenditure, fruitless expenditure, Overview: State of readiness for the audit; AG's Audit Plan; To consider write-offs and presentation by internal- auditors and co-sourced internal auditors | Reporting |
| MARCH 2019 09H00-13H00 | FRIDAY 29th | SPECIAL COUNCIL MEETING | Request Council to condone irregular expenditure, if any; fruitless expenditure, if any; table AG's Audit Plan; and any other reports | As per Delegation of Accounting Authority |
| MARCH 2019 | FRIDAY 29th | FINANCIAL YEAR END | FINANCIAL YEAR END 2018/2019 | Per Delegation of Accounting Authority |

| MONTH/TIME | DATE | STRUCTURE | COMPLIANCE MATTERS CONSIDERED | COMPLIANCE REQUIRED |
|---------------------------|-----------------|-----------------------------|--|--|
| APRIL 2019 | MONDAY 1st | START OF NEW FINANCIAL YEAR | 2019/2020 FINANCIAL YEAR | |
| APRIL 2019 09H00-13H00 | FRIDAY 5th | HRM COMMITTEE | Quarterly reporting | |
| APRIL 2019 | FRIDAY 12th | SUBMIT TO DAC | Submit Procurement Plans to DAC | Per Delegation of Accounting Authority |
| APRIL 2019 09H00-13H00 | TUESDAY 23rd | AUDIT & RISK COMMITTEE | 4 th Quarterly Performance Report and overspending on the baseline, if any; weekly report - audit progress; irregular expenditure; fruitless expenditure; Overview: State of readiness for the audit AG's Audit Plan; Risk Committee Report; Internal Audit Plan; and presentation by internal auditors | Per Delegation of Accounting Authority |
| APRIL 2019 09H00-13H00 | MONDAY 29th | COUNCIL MEETING | To approve Q4 Performance Report; To approve Q4 Financial Performance Report | Per Delegation of Accounting Authority |
| APRIL 2019 | TUESDAY 30th | SUBMISSION TO DAC | Final Quarter 4 Performance Report to DAC for 2018/2019; Financial year Audit Outcomes Plans | Per Delegation of Accounting Authority |

| MONTH/TIME | DATE | STRUCTURE | COMPLIANCE MATTERS CONSIDERED | COMPLIANCE REQUIRED |
|-------------------------|-------------------------------|---|--|---|
| MAY 2019 09H00-13H00 | FRIDAY 24 th | SPECIAL AUDIT & RISK COMMITTEE | Consider and recommend to Council draft AFS for submission to external auditors (AG); Consideration of the Annual Performance Report 2018/2019; and reporting thereon to Council; and other Audit Committee (AC) Reports | Submission of unaudited financial statements for 2018/2019 to external auditors by end of May in terms of Section 55 of the Public Finance Management Act, 1999 (Act. No 29 of 1999) hereafter the PFMA |
| MAY 2019 | WEDNESDAY 29 th | SUBMIT TO TREASURY AND DAC | Submit a list of all banking accounts to Treasury via DAC Corporate Governance Unit; Submit Annual Report Performance measurement details to AG | As Per Delegation of Accounting Authority |
| MAY 2019 09H00-13H00 | THURSDAY 30 th | SPECIAL COUNCIL MEETING | Consider and adopt draft AFS for submission to external auditors (AG); Consideration of the Annual Performance Report 2018/2019 and Annual Performance Report Other Council submissions | The draft AFS & AR are signed by both CEO & CFO in terms of a Delegation of Authority. Council Chairperson only signs off audited AFS & AR in July; Submission of unaudited financial statements for 2018/2019 to external auditors by end of May in terms of PFMA Section 55 (within 2 months after the end of the financial year |
| MAY 2019 | FRIDAY 31 st | SUBMIT TO DAC AND NATIONAL TREASURY | Submit signed Treasury AFS template to Treasury (unaudited) Submit the unaudited AFS 2018/2019 to DAC | Per Delegation of Accounting Authority |
| MAY 2019 | FRIDAY 31 st | SUBMISSION TO DAC | Submit application for deficit and retention of surplus to Governance Unit | Per Delegation of Authority |

| MONTH/TIME | DATE | STRUCTURE | COMPLIANCE MATTERS CONSIDERED | COMPLIANCE REQUIRED |
|--------------------------|------------------|--------------------------------------|---|--|
| JUNE 2019 09H00-13H00 | FRIDAY 7th | CORPORATE SERVICES COMMITTEE | Quarterly reporting | Reporting |
| JUNE 2019 | THURSDAY 20th | SUBMISSION TO DAC | Submit 1 st draft of the Annual Report | Per Delegation of Accounting Authority |
| JUNE 2019 09H00-13H00 | FRIDAY 21st | BUSINESS DEVELOPMENT COMMITTEE | Quarterly reports | Per Delegation of Accounting Authority |

| MONTH/TIME | DATE | STRUCTURE | COMPLIANCE MATTERS CONSIDERED | COMPLIANCE REQUIRED |
|--------------------------|-------------------|---------------------------|--|--|
| JULY 2019 | FRIDAY 5th | HRM COMMITTEE | Quarterly reporting | Reporting |
| JULY 2019 09H00-13H00 | WEDNESDAY 24th | ARC | To evaluate AFS and finalise ARC Report for inclusion in Annual Report for 2018/2019; Annual Performance Report | Reporting |
| JULY 2019 09H00-13H00 | MONDAY 29th | COUNCIL MEETING | Presentation of the Final Audit Report by AG; Q1 Performance Report; Q1 Financial Performance Report, and the draft annual report | Per Delegation of Accounting Authority; and Section 56 and 57 of the PFMA |
| JULY 2019 | WEDNESDAY 31st | SUBMISSION TO DAC & AG | 1st Quarterly Report to DAC for 2019/2020 financial year Audit Report issued for 2018/2019; Audited financial statements to Treasury for 2018/2019 and Final AFS consolidation template (reviewed by AG); Submit the Audit Report & Management Report; 2 nd mock-up signed Draft Annual Report 2018/2019; 2018/2019 Evidence Unit DAC; and Submit application for deficit and retention of surpluses to Governance Unit | Per Delegation of Authority; reporting, and Per Delegation of Accounting Authority |

| MONTH/TIME | DATE | STRUCTURE | COMPLIANCE MATTERS CONSIDERED | COMPLIANCE REQUIRED |
|----------------------------|---------------------------------|------------------------------------|--|---|
| AUGUST 2019 09H00-16H00 | THURSDAY & FRIDAY 22-23rd | COUNCIL & EXECUTIVES MEETING | Review of APP 2020/2021 | Reporting |
| AUGUST 2019 | FRIDAY 30th | SUBMIT TO DAC | Resubmission of the retention of surpluses to Governance Unit after the amendments of the financial statements; Submit the printed Annual Report 2018/2019 to DAC; Submit a Consolidated Audit Improvement Plan; and Submit 1 st draft APP for 2020/2021 | As per Delegation of Accounting Authority |

| MONTH/TIME | DATE | STRUCTURE | COMPLIANCE MATTERS CONSIDERED | COMPLIANCE REQUIRED |
|-------------------------------|----------------------------|--------------------------------------|--|--|
| SEPTEMBER 2019 09H00-13H00 | FRIDAY 6 th | BUSINESS DEVELOPMENT COMMITTEE | Quarterly reports | Reporting |
| SEPTEMBER 2019 09H00-13H00 | FRIDAY 20th | CORPORATE SERVICES COMMITTEE | Quarterly reports | Reporting |
| SEPTEMBER 2019 | FRIDAY 27 th | SUBMISSION TO DAC | Submit the irregular expenditure 2019/2020 | Per Delegation of Accounting Authority |

| MONTH/TIME | DATE | STRUCTURE | COMPLIANCE MATTERS CONSIDERED | COMPLIANCE REQUIRED |
|------------------------------|----------------------------|------------------------------------|--|--|
| OCTOBER 2019 | THURSDAY 3rd | SUBMIT TO DAC | Submit the revised MTEF Database to DAC/ Corporate Governance | Per Delegation of Accounting Authority |
| OCTOBER 2019 09H00-15H00 | FRIDAY 4th | HRM COMMITTEE | Quarterly reporting | Reporting |
| OCTOBER 2019 09H00-13H00 | MONDAY 21st | ARC MEETING | 2 nd Quarterly Report for submission to DAC Audit Outcomes Improvement Plans; and 2 nd Draft of APP 2020/2021 for submission | Reporting |
| OCTOBER 2019 09H00-13H00 | FRIDAY 25 th | COUNCIL MEETING | To approve 2 nd Quarterly Report 2019/2020 to DAC 2 nd Draft of APP 2020/2021 for submission | Per Delegation of Accounting Authority |
| OCTOBER 2019 | THURSDAY 31st | SUBMISSION TO DAC | Submit 2018/2019 2 nd Quarterly Report and the Audit Implementation Plans; Submission of disciplinary Cases 2019/2020 | Per Delegation of Accounting Authority |
| MONTH/TIME | DATE | STRUCTURE | COMPLIANCE MATTERS CONSIDERED | COMPLIANCE REQUIRED |
| NOVEMBER 2019 | THURSDAY 7th | SUBMIT TO DAC | Submission of the 1 st draft of the ENE Database and chapter to DAC/ Corporate Governance | Per delegation of Accounting Authority |
| NOVEMBER 2019 09H00-13H00 | FRIDAY 15th | CORPORATE SERVICES COMMITTEE | Unit presentation to the committee | Reporting |
| NOVEMBER 2019 09H00-15H00 | FRIDAY 29th | HRM COMMITTEE | Quarterly reporting | Reporting |
| NOVEMBER 2019 | FRIDAY 29th | SUBMISSION TO DAC | Submit 2 nd APP to DAC 2020/2021 | Per Delegation of Accounting Authority |

| MONTH/TIME | DATE | STRUCTURE | COMPLIANCE MATTERS CONSIDERED | COMPLIANCE REQUIRED |
|---------------|------------------|---------------------------------|---|---------------------|
| DECEMBER 2019 | WEDNESDAY 4th | SUBMISSION TO DAC & TREASURY | Submit the revised ENE Database to DAC/Corporate Governance | Reporting |

| MONTH/TIME | DATE | STRUCTURE | COMPLIANCE MATTERS CONSIDERED | COMPLIANCE REQUIRED |
|-----------------------------|----------------|----------------------|--|--|
| JANUARY 2020 09H00-13H00 | FRIDAY 24th | SPECIAL ARC | 3 rd Quarterly Report; and Review of the Charter | Reporting |
| JANUARY 2020 09H00-16H00 | FRIDAY 31st | COUNCIL MEETING | Approve 3 rd Quarterly Report; Table Final Strategic Plan | As per Delegation of Accounting Authority |
| JANUARY 2020 | FRIDAY 31st | SUBMISSION TO DAC | Submit final APP 2021/2022; Submit 3 rd Quarterly Report; and Audit Implementation Plan | As per Delegation of Accounting Authority |

| MONTH/TIME | DATE | STRUCTURE | COMPLIANCE MATTERS CONSIDERED | COMPLIANCE REQUIRED |
|------------------------------|------------------|------------------------------------|--|--|
| FEBRUARY 2020 | THURSDAY 13th | SUBMIT TO DAC | Submit 1st Draft Shareholder's Compact | As per Delegation of Accounting Authority |
| FEBRUARY 2020 09H00-13H00 | FRIDAY 14th | CORPORATE SERVICES COMMITTEE | Quarterly reporting | Reporting |
| FEBRUARY 2020 09H00-13H00 | FRIDAY 21st | HRM COMMITTEE | Quarterly reporting | Reporting |
| FEBRUARY 2020 | FRIDAY 28th | DAC | Table final APP for 2021/2022 in Parliament | As per Delegation of Accounting Authority |

| MONTH/TIME | DATE | STRUCTURE | COMPLIANCE MATTERS CONSIDERED | COMPLIANCE REQUIRED |
|---------------------------|-----------------|-------------------------|--|---|
| MARCH 2020 | FRIDAY 13th | SUBMIT TO DAC | Final Printed Shareholders Compact | As per Delegation of Accounting Authority |
| MARCH 2020 09H00-13H00 | MONDAY 23rd | SPECIAL ARC | Irregular expenditure; Fruitless expenditure; Overview: State of readiness for the audit; Auditor-General's Audit Plan; and presentation by internal auditors - SNG | Reporting |
| MARCH 2020 09H00-13H00 | FRIDAY 27th | SPECIAL COUNCIL MEETING | Finance request Council to condone irregular expenditure, if any; Fruitless expenditure for condonation, if any; present Auditor-General's Audit Plan; and other reports | As per Delegation of Accounting Authority |
| MARCH 2020 | TUESDAY 31st | FINANCIAL YEAR END | Financial Year End 2019/2020 | As per Delegation of Accounting Authority |

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

1. Was developed by the Management of the South African Heritage Resources Agency (SAHRA) under the supervision of the SAHRA Council as per the dictates of the National Heritage Resources Act no. 25 of 1999 with guidance from the Department of Arts and Culture.
2. Takes into account the relevant Acts, Legislations, Policies and other mandates for which SAHRA is responsible.
3. Accurately reflects the strategic outcome orientated goals and objectives which SAHRA will endeavour to achieve over the period 01 April 2015- 31 March 2020.

Adv. Lungisa Malgas

Acting Chief Executive Officer

Signature:  _____

APPROVED BY:

Prof. Susan Bouillon

Council Chairperson

Signature:  _____



an agency of the
Department of Arts and Culture

ENQUIRIES:

SOUTH AFRICAN HERITAGE RESOURCES AGENCY (SAHRA)

MANAGER: PLANNING MONITORING AND EVALUATION
Email: Kemmett@sahra.org.za

111 HARRINGTON STREET, CAPE TOWN
TEL: 021 202 8659
FAX: 021 462 4509
WEBSITE: www.sahra.org.za
<http://www.sahra.org.za/sahris>

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