



an agency of the
Department of Arts and Culture



Annual Performance Plan 2018-2019



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Department of Arts and Culture

*Preserving the Past,
Present and Future of
the South African
Nation*

Annual Performance Plan 2018-2019

FOREWORD BY THE CHAIRPERSON

The 2018/19 Annual Performance Plan is being presented by Council at a decisive time for SAHRA. Council is stabilising the organization and strengthening internal controls and accountability to ensure that it delivers on its mandate as enshrined in the National Heritage Resources Act, Act 25 of 1999.

SAHRA must continue to improve the efficiencies of its operations in consideration of budget cuts effected by National Treasury through the Medium Term Expenditure Framework (MTEF) processes. Financial constraints compel Council and Management, among other strategies, to finalise the development of the business and funding models which we believe would assist our strategy to source more funding through our properties and/or shared initiatives with our relevant stakeholders.

The 2018/19 Annual Performance Plan also focuses on supporting activities planned by Government to celebrate the centenary of our first democratically elected President, Dr Nelson Mandela. SAHRA, as the custodian of national heritage which is committed to preserving and conserving heritage resources, is expected to participate in the centenary celebrations.

I wish to extend Council's appreciation to the staff for their commitment to SAHRA despite our financial challenges.

We thank the Minister of Arts and Culture for entrusting to us the responsibility of serving as the Accounting Authority of SAHRA.



Prof Susan Bouillon
Council Chairperson

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ACRONYMS

ACH	Arts, Culture and Heritage
BBBEE	Broad-Based Black Economic Empowerment
CEO	Chief Executive Officer
CGICT	Corporate Governance Information and Communication Technology
DAC	Department of Arts and Culture
DEA	Department of Environmental Affairs
EIA	Environmental Impact Assessment
GRAP	Generally Recognised Accounting Practice
GDRC	Grading and Declaration Review Committee
ICT	Information Communication and Technology
LOA	Letter of Memorandum
MOU/MOA	Memorandum of Understanding / Memorandum of Agreement
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NEMA	National Environmental Management Act (Act 107 of 1998)
NGO	Non-Governmental Organisation
NHRA	National Heritage Resources Act (Act 25 of 1999)
PAIA	The Promotion of Access to Information Act (Act 2 of 2000)
PFMA	Public Finance Management Act (Act 1 of 1999 as amended by Act 29 of 1999)
SAHRA	South African Heritage Resources Agency
SADC	Southern African Development Community
SAHRIS	South African Heritage Resources Information System
SCM	Supply Chain Management
SMME	Small, Medium and Micro Enterprises
SWOT	Strengths, Weaknesses, Opportunities and Threats
TBA	To Be Agreed

PART A: STRATEGIC OVERVIEW

SAHRA is a Schedule 3A public entity as per the Public Finance Management Act, Act 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: Social cohesion and nation building.

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

It is against this background that SAHRA conducted its strategic review in 2014 with emphasis on reshaping its future to ensure improved performance. Subsequently, a revised 2015-2020 Strategic Plan was approved by Council. The 2018/19 Annual Performance Plan is the fourth operational plan in implementation of this strategic plan.

The strategic planning workshop in 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 promoting 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 Principles and Belief Set (***We belong, We care and 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 own behaviours on self, others and the institution
<p>Teamwork and Co-operation: 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, co-operation 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. We will be focused 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. SAHRA and our facilities will be 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, 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 3. All employee behaviour and actions are to be governed and shaped by these values.

4. LEGISLATIVE AND OTHER MANDATES

SAHRA is a Schedule 3A public entity in terms of the PFMA. It is a statutory entity established under the NHRA as the national administrative body responsible for the protection of South African cultural heritage. SAHRA, as an agency of the Department of Arts and Culture (DAC), has been tasked to manage and implement the NHRA.

As outlined in the **NHRA preamble**; preservation and protection of our heritage is a catalyst for social cohesion in that it:

- Encourages communities to nurture and conserve their legacy;
- Defines cultural identity;
- Lies at the heart of our spiritual well-being;
- Has power to build our nation and potential to affirm our diverse cultures;
- Shapes our national character;
- Celebrates our achievements; and
- Contributes to redressing past inequities (Preamble NHRA, 1999).

Other acts that relate to Heritage Resources Management include:

- National Heritage Council Act (Act 11 of 1999)
- Cultural Institutions Act (Act 119 of 1998)
- South African Geographical Names Council Act (Act 118 of 1998)
- National Library of South Africa Act (Act 92 of 1998)
- South African Library for the Blind Act (Act 91 of 1998)
- National Film and Video Foundation Act (Act 73 of 1997)
- National Arts Council Act (Act 56 of 1997)
- Legal Deposit Act (Act 54 of 1997)
- National Archives and Record Service of South Africa Act (Act 43 of 1996)
- Pan South African Language Board Act (Act 59 of 1995)
- Culture Promotion Act (Act 35 of 1983)
- Heraldry Act (Act 18 of 1962)
- World Heritage Convention Act (Act 49 of 1999)
- National Environmental Management Act (Act 107 of 1998)

Other relevant legislations and mandates include:

- Public Finance Management Act (Act 1 of 1999)
- The annual Division of Revenue Acts
- Basic Conditions of Employment Act (Act 75 of 1997 as amended)
- Employment Equity Act (Act 55 of 1998)
- Labour Relations Act (Act 66 of 1995)
- Skills Development Act (Act 37 of 2008)
- Government Immovable Asset Management Act (Act 19 of 2007)
- The Constitution of the Republic of South Africa, 1996

5. SITUATIONAL ANALYSIS

SAHRA has achieved the majority of its planned targets based on its mandate as enacted in the National Heritage Resources Act (NHRA). However there is room for improvement with respect to the effective planning and coordination of activities within all three spheres of government. It must be noted that the APP for 2016/17 was focused more on core business indicators, as opposed to administrative indicators in previous financial years. Administrative indicators are easier to control compared to core business indicators and are therefore easier to achieve.

5.1 PERFORMANCE ENVIRONMENT

5.1.1 Annual Performance Trends

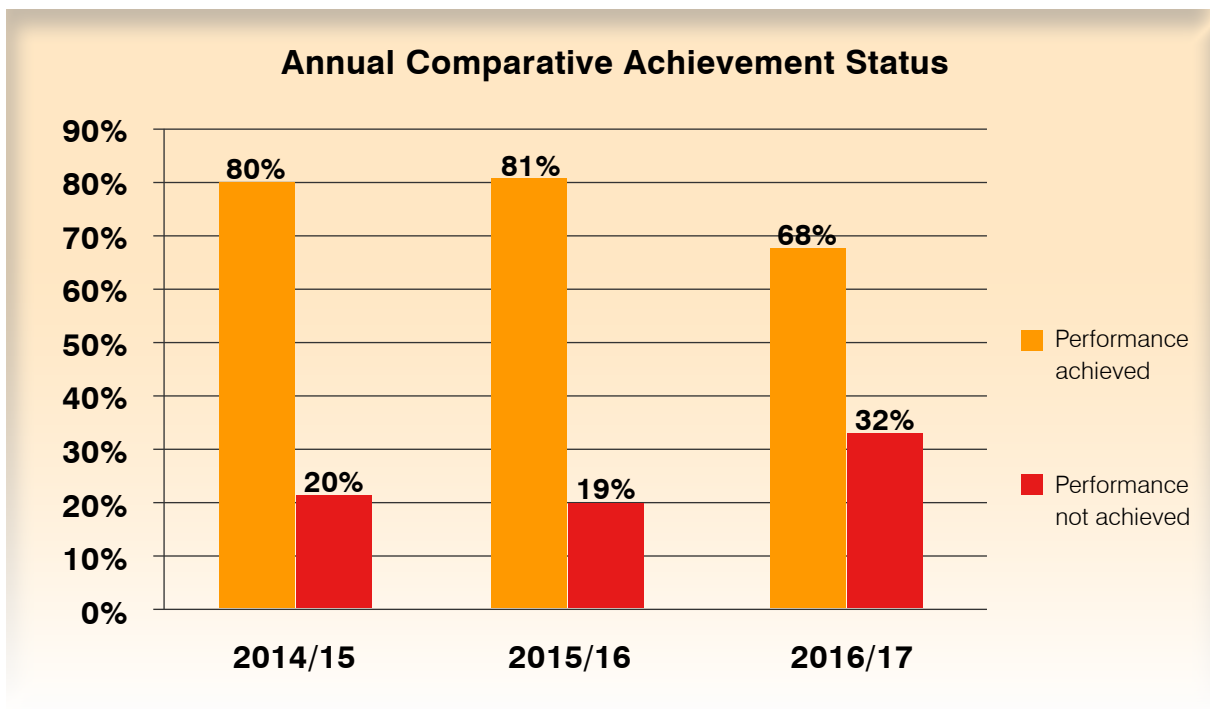


Figure 1: Comparative achievement analysis

5.1.2 Reviewed Situational Analysis

The review of the situational analysis was focusing on the Core Function (Mandate) and strategic issues in the support services which mostly included the refinement of key performance indicators as per the SAHRA Value Chain as shown in Figure 2. Within the SAHRA Value Chain differentiation is made between core functions as per the mandate of SAHRA. In providing the core services there is a need for support functions within the entity that predominantly provides administrative and technological support to the core service delivery units.

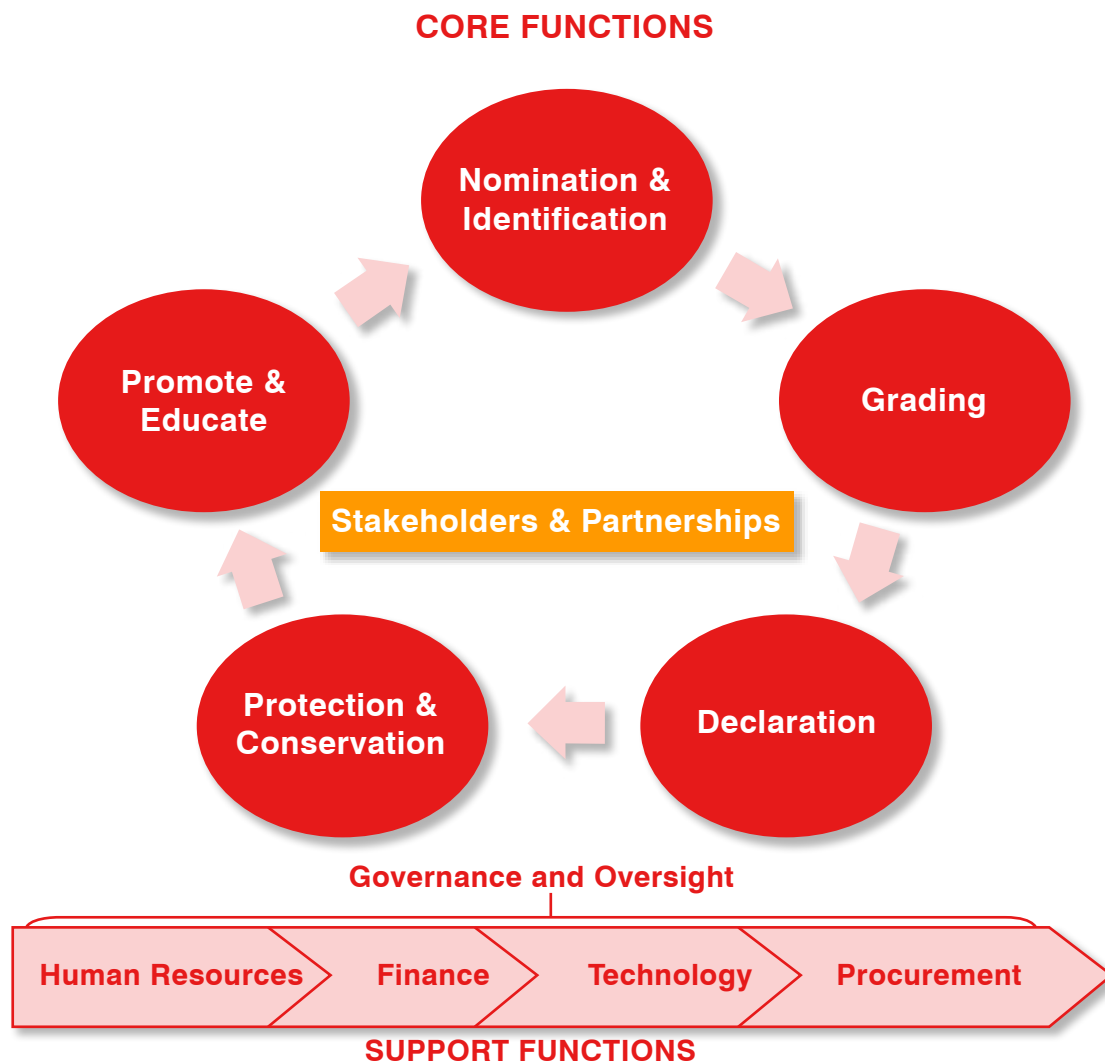


Figure 2: SAHRA Value Chain

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 to determine whether SAHRA's governance structures were 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	Increased number of nominations of sites from political office-bearers
Fosters social cohesion	No control over number of sites identified and nominated.	Public awareness	Lack of control over number of nominations - impact operational abilities
Promotes collective ownership of heritage	Monitoring, survey, inspection, management, identification and assessment capacity	Positive public participation	UNESCO World Heritage Sites nomination pressure (failure to meet national heritage sites criteria)
Collaboration + co-operation with other stakeholders.	Poorly defined site boundaries.	Funding	DAC instruction to nominate + declare.
	Insufficient budget	Potential to protect and preserve sites	Landowner and stakeholder buy-in
	Badging and identity	External stakeholder and partner engagement, collaboration and co-operation	Public objections
			Vandalism
Unclear site boundaries			
Grading			
Guidelines were developed and analysis done to assist efficiency and effectiveness of the grading process	Backlog of sites that need grading	Policy	Unawareness
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	ICMPs and heritage agreements.		

Declaration			
	Backlog of sites that need to be declared	Opportunity to create awareness around declared sites on the heritage liberation route and possible tourism opportunities linked to this	
	Lack of capacity to monitor and protect number of sites being declared		
Protection and Conservation			
Good 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 government regarding its provincial heritage mandate hence lack of PHRA capacity/competency
National cases for permitting and Section 38 cases are successfully completed within timelines	Ineffective management of heritage resources	New and emerging nation	Competing needs for funding and resources with other services within the government sphere
	Unfunded/costing of Act	Council members may have closer relations with Provincial Authorities hence opportunity to engage with PHRAs and come to a resolution regarding roles and resource allocation	Confusion between SAHRA and National Heritage Council
	SAHRIS is not universally adopted and effectively utilised		Lack of skills in the sector to protect heritage assets
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	Training of managers
Strong presence of SAHRA through exhibitions at DAC events	No capacity (should be a specific unit) for stakeholder lobbying	School-level heritage education as long as this is sustained	
	Silo planning/horizontal planning within SAHRA		

Stakeholders and Partnerships

Three MOUs and an MOA were entered into with strategically identified institutions (2016/17 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 co-operation from Governmental departments in order to improve regulation and compliance with SAHRA requirements
	Lack of action taken on MOUs agreements due to lack of funding	Heritage modules at universities	Lack of intervention from DAC
	Compromised public perception of SAHRA		Heritage sector working in silos
	Limited funding and capacity to undertake marketing	Partnership with international counterpart	Unresourced heritage priority outcomes (Outcome 14) - No resources made available for this

Human Resources

Reward and recognition as well as retention policies developed and linked to the performance management system	Unable to implement performance management - not responsive to the developmental needs of staff and rewards and recognition subject to funding availability	Better opportunities for staff from bursary programme	Further budget restrictions depending on DAC funding
Increase in training and skills development of employees to improve performance	New organisational structure cannot be fully implemented due to budget constraints	Facilitate an environment of mutual respect and reciprocity	Staff turnover
Development of Policies	Loss of specialist employees which are a scarce resource	Reorientation of the management approach	Limited external skills pool
Bursary Programme	Implementation of policies	Staff consultation	
	Lack of clear roles and responsibilities across units		

Bursary Programme <i>continued</i>	Insufficient allocation of available resources		
	Progression after training		
	Organogram structure not aligned to core mandate - Reference specifically to HIPSD		
	Environment is not conducive to staff engagement and productivity – no consultative management system or approach		
Finance			
Positive audit outcome	Delay in the development of business and funding model	Maintenance of heritage assets - to generate revenue	DAC funding increase below inflation and also not according to activity/ zero-based budgeting requirements
Implementation of property maximisation plan in order to generate income	Maintenance of heritage assets - loss of revenue	External service provider for the collection of debt	Lack of external local funding opportunities in the heritage sector
	Performing unfunded mandate with own resources - PHRA Work	Using SAHRIS for GRAP103 to build a business case for the Heritage Sector	Projects being assigned to SAHRA from DAC without funding attached to the project
	Poor debt collection		
	Lack of understanding of legal procedures regarding control of properties		
	Irregular expenditure		
	Contract management		

Technology			
SAHRIS developed	Business process inefficiencies as a result of constraints in IT	Heritage management is moving into the digital sphere	Aging technology still being used
Well known within the heritage community	SAHRIS is slow and not user friendly	Using ICT to facilitate and streamline procedures	Loss of data as a result of hardware constraints
Each employee within SAHRA has the minimum requirements for performing duties	Lack of capacity and hardware constraints	SAHRIS is world class	Threat of domains being blacklisted
	Loss of information	Fundraising potential with SAHRIS	Complex IT systems
	PHRAs systems aren't aligned with SAHRIS	Train / Up-skill PHRAs to 'sell' the merits of our system so that they can make use of SAHRIS	
	Clerks at provincial platforms don't market SAHRIS	Exploring open source software	
Procurement			
SCM units' employees are knowledgeable of the prescripts	SCM not effective and efficient. Poor turnaround time / response to core function requests	Opportunity to improve SCM systems	Poor outcomes of audits
Sufficient staff complement within Finance	Lack of co-ordination with units and supportive business and procurement plans	Alignment of processes to function efficiently and effectively	High reputational risk and impact to the organisation, i.e. sitting in front of the portfolio committee
	Lack of understanding of the business that results in poor monitoring and procurement planning		

Governance and Oversight			
Good governance structures	Efficiency of governance structures, i.e. poor admin of the meetings, 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.	Lack of integrated planning (silo approach)	Opportunities to seek professional assistance	It takes time to get to know the organisation
Inclusive council, demonstrates a joint venture / fair representation of PHRAs	Danger of complacency and a danger of getting ahead of the game	Staff retention and staff development / investment in human resources	Derailment / loss of morale because of instability at the top
	Poor succession planning with capacitating across the organisation	Better understanding of legal sphere in relation to property maximisation	
	Lack of diversity of skills, i.e. no / few business people	Opportunity to improve the organisation due to change	

5.1.3 Public participation through cultural and heritage tourism demand

Partnerships and public participation are key drivers of the entity's mandate. Culture and heritage tourism has been gaining importance recently not only for its economic gains but 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, 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 National Development Plan (NDP)

SAHRA has a responsibility to implement the National Development Plan (NDP) to ensure that the ideals of its existence are balanced between heritage and development. The implementation of the National Heritage Resources Act (NHRA) should contribute towards the elimination of poverty and reduction of inequality by 2030 and more directly to Outcome 14 which relates to social cohesion and nation building.

5.1.5 Engage cultural heritage and tourism expertise in conservation and promotion

Ensuring successful conservation and preservation of culture and heritage sometimes requires a balance between commercial imperatives and the conservation of a suite of heritage values including historical, 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 at heritage sites. It is a central part of the experience of cultural heritage and has significant ramifications for 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 Organisational Development Process (OD)

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 developing a business plan that may lead to a review of the Organisational Structure.

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 the 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 its continuous implementation.

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. More attractive and competitive remuneration

structures in other institutions have resulted in SAHRA experiencing a high staff turnover rate. As a result gaps were created in the implementation of the core heritage resources management functions. A retention strategy, as well as a rewards and recognition policy will be submitted for approval within this financial year.

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. There are plans to approve a Reward and Recognition Policy to backup the system.

5.2.6 Inter-Governmental Relations

The successful implementation of the South African Resources Agency Information System (SAHRIS) continues to establish a systematic approach to the coordination of South African heritage resources management. This has called for essential co-operation from the various stakeholders, more so from the 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 the system to standardise the kind of heritage resources information being collected and ensure up-to-date records in the national estate database. In the long run, reports from this system will be useful to policy and decision-makers.

6. STRATEGIC CONTEXT

SAHRA's strategy aims to fulfil its primary regulatory mandate and the coordination of management of the national estate of the country as prescribed by 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 often painful history, it is also likely that the country's collective heritage estate can 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 a random or ad hoc collection of "ill fitting" heritage assets towards one that actively identifies, assess 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 context, SAHRA must fulfil key imperatives or pillars in support of its mandate. The revised Annual Performance Plan 2018-2019 maps 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 as identified in the situational analysis review process.

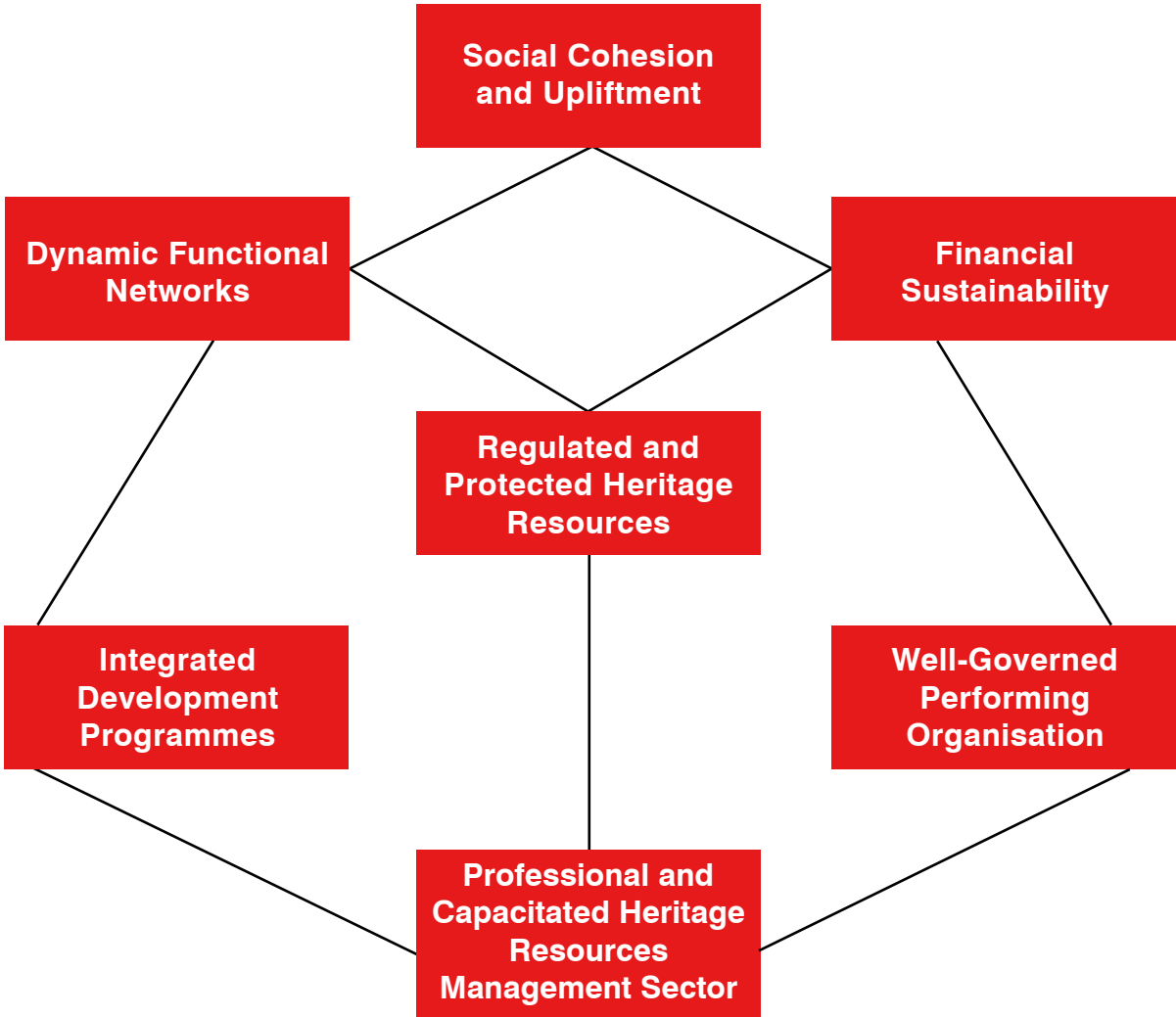
The table below provides an indication of these Key Focus Areas as broken down in terms of Pains (factors that will prevent SAHRA from making progress towards the attainment of the strategic intent) and Enablers (those factors that will remove the bottlenecks and challenges within SAHRA and will provide a platform for 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 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 HRM (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 universal heritage resource system	Business process & 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-oriented 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 oriented goals** arising out of a situational context that mirrors the key imperatives that SAHRA must pursue that are aligned to the objectives set out for the sector.

Sector Strategic objectives	SAHRA Strategic outcome orientated goals	SAHRA Strategic Objectives
1. A transformed, coherent and development-focused Sector	1. Regulated and protected heritage resources	Assert SAHRA's role as a regulatory body in heritage resources management
2. Nation building through effective social cohesion programme implementation	2. Social cohesion and upliftment	Strengthen SAHRA as an agent to promote social cohesion and social upliftment through heritage resources management
3. A productive, diverse and inclusive ACH Sector	3.1 Dynamic functional networks	Build SAHRA's brand internationally and locally through public awareness
	3.2 Integrated developmental programmes	Align SAHRA's initiatives to national socio-economic and developmental objectives through identification, conservation, protection and promotion of heritage resources.
4. Sound fiscal management and a sustainable ACH Sector	4. Financial sustainability	Maximise immovable heritage assets for income generation and conservation
5. Sound governance and the modernising of ACH sector to ensure its efficiency and effectiveness.	5. Well-governed and performing organisation	Implement effective and efficient corporate governance systems within SAHRA.
6. A professional and capacitated ACH sector.	6. Professional and capacitated heritage resources management sector	Building the skills and capacity of the heritage resources sector to ensure its ongoing development and sustainability.

7. OVERVIEW OF 2018/2019 KEY PERFORMANCE PRIORITIES

7.1 PROGRAMME ONE: ADMINISTRATION

STRATEGIC OBJECTIVES	KEY PERFORMANCE AREAS (KPA)	KEY FOCUS AREAS (KFA)	KPI NO.	KEY PERFORMANCE INDICATORS (KPI)	INDICATOR EVIDENCE	BUDGET
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	2,737,281
		Supply chain management	1.3	% of compliant invoices of suppliers paid within 30 days	Report of a creditors' age analysis	
	Information and communication technology	Improved ICT governance	1.4	Review of the ICT Strategy	Reviewed ICT Strategy document	1,709,246
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	415,182
			1.6	% Implementation of the individual performance management system	Report on the % of individual performance reviews concluded	1,664,621
			1.7	Maintain the annual turnover rate at 10%	Leaver and joiner's report	Compensation budget

7.2 PROGRAMME TWO: BUSINESS DEVELOPMENT

STRATEGIC OBJECTIVES	KEY PERFORMANCE AREAS (KPA)	KEY FOCUS AREAS (KFA)	KPI NO.	KEY PERFORMANCE INDICATORS (KPI)	INDICATOR EVIDENCE	BUDGET
Align SAHRA's initiatives to national socio-economic and developmental objectives through identification, conservation, protection and promotion of heritage resources	Regulation and compliance	Monitoring of the status of heritage resources	2.1	Number of heritage resources inspected	Resource heritage inspection reports with photo evidence and dates	139,221
	Heritage resources management	Turn around 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	Compen-sation budget
		Turn around 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	Compen-sation budget
	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	139,221
		Declaration of heritage resources	2.5	Number of heritage resources declared	Council resolutions showing the approval of declaration for each heritage resource	

STRATEGIC OBJECTIVES	KEY PERFORMANCE AREAS (KPA)	KEY FOCUS AREAS (KFA)	KPI NO.	KEY PERFORMANCE INDICATORS (KPI)	INDICATOR EVIDENCE	BUDGET
	Heritage resources management 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	101,980
	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	1,065,610
		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	4,423,203

7.3 PROGRAMME THREE: PUBLIC ENGAGEMENT

STRATEGIC OBJECTIVES	KEY PERFORMANCE AREAS (KPA)	KEY FOCUS AREAS (KFA)	KPI NO.	KEY PERFORMANCE INDICATORS (KPI)	INDICATOR EVIDENCE	BUDGET
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	661,878
Build SAHRA's brand internationally and locally through public awareness	Heritage resources promotion	Publications in heritage resources management	3.3	Number of papers on heritage resources management published	Heritage resources management papers published	
		Marketing of SAHRA and heritage resources	3.4	Number of marketing programmes implemented	Reports on marketing initiatives / projects	532,431

8. OVERVIEW OF 2018/2019 BUDGET AND MTEF ESTIMATE

8.1 REVENUE

	Audited/Actual performance			Estimated performance	Medium-term targets estimates		
	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Transfers from DAC	46,417	48,552	51,125	57,861	55,650	58,767	61,999
Rent Revenue	568	700	800	1,200	1,815	2,000	2,200
Interest and Other	295	283	3,312	1,330	350	650	0
Straight lining of leases	905	905	905	905	905	905	905
Realisation of Deferred Revenue	20,000	47,000	32,000	12,500	4,000	1,000	750
Local Non-government Donors	163	0	0	0	0	0	0
Total	68,348	97,440	88,142	73,796	62,720	63,322	65,854

The figures in the table above are in R'000

8.2 EXPENDITURE ESTIMATES PER PROGRAMME

Programme	Audited/Actual performance			Estimated performance	Medium-term targets estimates		
	2014/2015	2015/2016	2016/2017		2017/2018	2018/2019	2019/2020
Administration	35,591	46,216	33,962	38,949	32,779	34,721	36,264
Business Development	20,680	48,688	51,933	32,646	28,258	26,775	27,633
Public Engagement	1,727	2,536	2,247	2,201	1,683	1,826	1,957
Total	57,998	97,440	88,142	73,796	62,720	63,322	65,854

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		
	2014/2015	2015/2016	2016/2017		2017/2018	2018/2019	2019/2020
Compensation of employees	31,666	34,285	35,775	39,700	42,082	44,606	47,051
Goods and Services	24,742	14,455	18,856	19,775	12,738	14,560	15,584
Depreciation	1,090	1,200	1,011	1,709	2,200	3,000	3,060
Write-offs	500	500	500	112	150	156	159
Total Current	57,998	50,440	56,142	61,296	57,170	62,322	65,854

The figures in the table above are in R'000

8.4 CAPITAL PAYMENTS

	Audited/Actual performance			Estimated performance	Medium-term targets estimates		
	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Furniture & Fittings	150	927	0	0	600	0	0
Intangible Assets	200	0	57	100	0	0	0
Machinery Equipment	0	248	173	0	0	0	0
Computer Equipment	0	467	167	300	0	0	0
Motor Vehicle	0	493	0	500	500	0	0
Leasehold improvement	0	866	26	0	450	0	0
Total	350	3,001	423	900	1550	0	0
Current Payments	57,998	50,440	56,142	61,296	57,170	62,322	65,854
Capital Payments	10,350	47,000	32,000	12,500	4,000	1,000	0
Total	68,348	97,440	88,142	73,796	62,720	63,322	65,854

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 Affairs 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 heritage resources management sector	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. Communication and Marketing

10. ANNUAL TARGETS FOR 2018/2019 - 2020/2021

PROGRAMME 1: ADMINISTRATION

KPI NO.	KEY PERFORMANCE INDICATORS	MEDIUM-TERM TARGET ESTIMATE		
		2018/2019	2019/2020	2020/2021
PROGRAMME ONE: ADMINISTRATION				
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	5	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	ICT strategy review	ICT strategy review	Year 1 ICT Strategy targets implemented	Year 2 ICT Strategy targets implemented

KPI NO.	KEY PERFORMANCE INDICATORS	MEDIUM-TERM TARGET ESTIMATE		
		2018/2019	2019/2020	2020/2021
PROGRAMME ONE: ADMINISTRATION				
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	% Implementation of the individual performance management system	100% of individual performance reviews concluded	100% of individual performance contracts signed and reviews concluded	100% of individual performance contracts signed and reviews concluded
1.7	Maintain the annual turnover rate at 10%	10% annual staff turnover	10% annual staff turnover	10% annual staff turnover

PROGRAMME 2: BUSINESS DEVELOPMENT

KPI NO.	KEY PERFORMANCE INDICATORS	MEDIUM-TERM TARGET ESTIMATE		
		2018/2019	2019/2020	2020/2021
PROGRAMME TWO: BUSINESS DEVELOPMENT				
Strategic objective		Align SAHRA's initiatives to national socio-economic and development objectives through identification, conservation, protection and promotion of heritage resources		
2.1	Number of heritage 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%
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 memorial sites	6	6	6

KPI NO.	KEY PERFORMANCE INDICATORS	MEDIUM-TERM TARGET ESTIMATE		
		2018/2019	2019/2020	2020/2021
PROGRAMME TWO: BUSINESS DEVELOPMENT				
Strategic objective		Align SAHRA's initiatives to national socio-economic and development objectives through identification, conservation, protection and promotion of heritage resources		
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

KPI NO.	KEY PERFORMANCE INDICATORS	MEDIUM-TERM TARGET ESTIMATE		
		2018/2019	2019/2020	2020/2021
PROGRAMME THREE: PUBLIC ENGAGEMENT				
Strategic objective		Strengthen SAHRA as an agent to promote social cohesion and social upliftment through heritage resources management		
3.1	Number of formal partnership agreements with identified strategic institutions	4	4	4
3.2	Number of HRM knowledge dissemination engagements with communities and stakeholders	3	3	3
Strategic objective		Build SAHRA's brand internationally and locally through public awareness		
3.3	Number of papers on heritage resources management published	3	3	3
3.4	Number of marketing programmes implemented	3	3	3

11. QUARTERLY TARGETS FOR 2018/19

11.1 PROGRAMME 1: ADMINISTRATION

PROGRAMME 1: ADMINISTRATION				MILESTONES					SOURCE OF VERIFICATION
STRATEGIC OBJECTIVES	KEY PERFORMANCE AREAS	KPI NO.	KEY PERFORMANCE INDICATORS	ANNUAL TARGETS	1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER	
Assert SAHRA's role as a regulatory body in heritage resources management	Regulations and compliance	1.1	Number of policies, regulations, norms and standards approved by Council	5	0	2	3 cumulatively	5 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 2017/18 Annual Financial Statements (AFS)	Submit final adjusted 2017/18 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	100% for the quarter	100% for the quarter	100% for the quarter	Report of a creditors' age analysis

PROGRAMME 1: ADMINISTRATION				MILESTONES					
STRATEGIC OBJECTIVES	KEY PERFORMANCE AREAS	KPI NO.	KEY PERFORMANCE INDICATORS	ANNUAL TARGETS	1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER	SOURCE OF VERIFICATION
	Information and communication technology	1.4	Reviewed ICT Strategy	100%	N/A	N/A	EXCO approval of reviewed ICT Strategy	Council approval of reviewed ICT Strategy	Council and EXCO resolutions of approved reviewed ICT Strategy
Building the skills and capacity of the Heritage Resources Sector to ensure its ongoing development and sustainability	Skills retention and capacity building	1.5	% of training interventions rolled out according to the HR training plan	100%	25% of training interventions rolled out according to the HR training plan	50% of training interventions rolled out according to the HR training plan	75% of training interventions rolled out according to the HR training plan	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	% Implementation of the individual performance management system	100%	100% Annual/ final performance reviews concluded for 2017/18	N/A	100% First performance reviews concluded for 2018/19	100% Interim performance reviews concluded for 2018/19	Report on the % of individual performance reviews concluded
		1.7	Maintain the annual turnover rate at 10%	10% annual staff turnover	N/A	N/A	N/A	10% annual staff turnover	Leaver and joiner's report

11.2 PROGRAMME 2: BUSINESS DEVELOPMENT

PROGRAMME 2: BUSINESS DEVELOPMENT				MILESTONES					SOURCE OF VERIFICATION
STRATEGIC OBJECTIVES	KEY PERFORMANCE AREAS	KPI NO.	KEY PERFORMANCE INDICATORS	ANNUAL TARGETS	1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER	
Align SAHRA's initiatives to national socio-economic and developmental objectives through identification, conservation, protection and promotion of heritage resources	Regulations and compliance	2.1	Number of heritage resources inspected	10	2	3	3	2	Inspection or monitoring reports of heritage resources with photo evidence and dates
	Heritage resources conservation	2.2	Percentage 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	Percentage 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
	Heritage Protection	2.4	Number of heritage resources assessed for grading	5	0	2	1	2	GDCRC meeting resolutions for non-Grade 1 sites and Council resolutions for Grade 1 sites assessed
		2.5	Number of heritage resources declared	6	0	2	2	2	Council resolutions showing the approval of declaration for each heritage resource

PROGRAMME 2: BUSINESS DEVELOPMENT				MILESTONES					
STRATEGIC OBJECTIVES	KEY PERFORMANCE AREAS	KPI NO.	KEY PERFORMANCE INDICATORS	ANNUAL TARGETS	1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER	SOURCE OF VERIFICATION
Align SAHRA's initiatives to national socio-economic and developmental objectives through identification, conservation, protection and promotion of heritage resources	Heritage resources management flagship projects	2.6	Number of monuments and memorial sites rehabilitated and erected	6	2	1	2	1	Reports on rehabilitated and erected memorials with photo evidence and dates
	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	N/A	N/A	N/A	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 3: PUBLIC ENGAGEMENT

PROGRAMME 3: PUBLIC ENGAGEMENT				MILESTONES					SOURCE OF VERIFICATION
STRATEGIC OBJECTIVES	KEY PERFORMANCE AREAS	KPI NO.	KEY PERFORMANCE INDICATORS	ANNUAL TARGETS	1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER	
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
	Nation building and social cohesion	3.2	Number of HRM knowledge dissemination engagements with communities and stakeholders	3	N/A	2	1	N/A	Reports on the HRM knowledge dissemination engagements with photo evidence and dates
Build SAHRA's brand internationally and locally through public awareness	Heritage resources promotion	3.3	Number of papers on heritage resources management published	3	N/A	1	N/A	2	Heritage resources management papers and articles published
	Heritage resources promotion	3.4	Number of marketing programmes implemented	3	1	1	1	N/A	Reports on marketing initiatives/projects

12. SAHRA 2018/19 TECHNICAL INDICATORS

KPI NO.	1.1	1.2	1.3	1.4
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	Review of the ICT Strategy
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	Approval of the Reviewed ICT Strategy from EXCO as well as Council
Purpose/ importance	To fulfil the mandate of SAHRA in regulating and monitoring compliance to NHRA and PFMA and other legislation	Ensure SAHRA maintains sound financial management and compliance to PFMA, FMPPPI and FSAPP	Ensure SAHRA maintains sound financial management and compliance to PFMA	To ensure that the ICT strategy enables business efficiency
Portfolio of Evidence	Resolution of Council minutes confirming approval of policies, regulations, norms and standards	Signed AG Audit report	Creditors' Age Analysis report signed by CFO	Resolutions showing approval of the reviewed ICT strategy by EXCO as well as Council
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	A reviewed ICT strategy document approved by EXCO as well as Council
Data limitations	None	None	Timely submission of invoices from units	Unforeseen capacity constraints within the unit
Calculation type	Year to Date	Non-cumulative	Non-cumulative	Non-cumulative
Reporting cycle	Quarterly	Quarterly	Quarterly	Quarterly
New indicator	No	No	No	No
Indicator responsibility	All Executive Officers	All Executive Officers	CFO	Corp Services Executive

KPI NO.	1.5	1.6	1.7
Indicator title	% of training interventions rolled out according to the HR training plan	% Implementation of the individual performance management system	Maintain the annual turnover rate at 10%
Short definition	The extent to which staff training interventions are implemented	The implementation of the individual performance management system for all employees that are part of the qualifying population. The qualifying population can be defined as all permanent staff who have been employed longer than three months	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 build the skills and capacity of SAHRA staff to enable the Entity to effectively fulfil its mandate	To maintain the efficiency of the Entity by managing individual performance management through a formal system	To enhance staff retention therefore enabling the Entity to effectively fulfil its mandate
Portfolio of Evidence	Report on the % of training interventions rolled out according to the HR training plan	Report on the % of individual performance reviews signed and concluded by the qualifying population	Leaver and joiner's report
Method of calculation	Divide the number of training interventions achieved by the total number of interventions planned for the year	Reviews submitted to Human Resources on the conclusion of first, interim and final performance reviews for all employees that are part of the qualifying population	Divide the number of employees (excluding interns) who have resigned from the organisation by the average number of employees in the organisation
Data limitations	Delays in service provider's submission of documentation needed to procure training, availability of attendees for training	Delays in completion and submission PMS documents from units, data capturing errors and poor verification processes of data	Accurate employee records from HR
Calculation type	Cumulative	Non-cumulative	Non-cumulative
Reporting cycle	Quarterly	Annual	Annual
New indicator	Revised	No	No
Indicator responsibility	Corp Services Executive	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 national heritage resources - the title implies the inclusion of monitoring	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	Preservation of heritage resources	To fulfil the mandate of SAHRA of conserving and protecting national heritage resources	To fulfil the mandate of SAHRA of conserving and protecting heritage resources
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	Revised	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	The number of heritage resources declared	The number of planned and unplanned monuments or memorial sites that are rehabilitated/erected
Purpose/importance	To assess whether heritage resources should be graded as resources of national significance	To fulfil the mandate of SAHRA in declaring and thus protecting nationally significant heritage resources	To fulfil the mandate of SAHRA in conserving and preserving heritage sites
Portfolio of Evidence	GDRC meeting resolutions for non-Grade 1 sites and Council resolutions for Grade 1 sites assessed	Gazette notice for each heritage resource declared	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 Gazette notices for declared resources	Total number of monuments or memorial sites rehabilitated/erected
Data limitations	Completed minutes of the G&D committee 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	Re-worded	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	Produce a summary and analysis of heritage resources recorded within the inventory of the national estate	Preservation of state-owned collections for future generations	To effectively re-purpose properties 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	Annually	Quarterly	Annually
New indicator	No	No	No
Indicator responsibility	HIPSD Executive	HIPSD Executive	HIPSD Executive

KPI NO.	3.1	3.2	3.3	3.4
Indicator title	Number of formal partnership agreements with identified strategic institutions	Number of HRM knowledge dissemination engagements with communities and relevant stakeholders	Number of papers on heritage resources management published	Number of marketing programmes implemented
Short definition	Formal partnerships with strategically identified institutions	Create awareness around heritage resources through the dissemination of knowledge to communities and relevant stakeholders	Publishing papers and articles to promote the significance of HRM	Promote SAHRA through marketing, branding and exhibitions
Purpose/ importance	To leverage on the capabilities of stakeholders/ partners through improved intergovernmental relations	To fulfil the mandate of SAHRA in creating awareness of South African heritage and culture through knowledge dissemination	To assist in becoming a leading knowledge agency in the heritage sector	Promotion of SAHRA as a heritage resources management body
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	Papers and articles published	Reports on marketing initiatives or projects completed
Method of calculation	Total number of MoUs, MoAs, LoAs and heritage agreements with partner institutions	Total number of workshops, presentations, lectures given	Total number of papers and articles published	Total number of marketing projects completed
Data limitations	None	Reports missing photo evidence and dates	None	None
Calculation type	Cumulative	Cumulative	Cumulative	Cumulative
Reporting cycle	Quarterly	Quarterly	Bi-annual	Quarterly
New indicator	No	No	No	No
Indicator responsibility	All Executive Officers	All Executive Officers	All Executive Officers	Marketing and Communications

13. STRATEGIC RISKS 2018/19

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 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					

SR No.	Strategic Objective	Risk Categories	Risk Descriptions	Root Cause	Consequence	Mitigating Control(s) in place
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 on-going 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 resource 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, HR & REMCo

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 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 accounting profession	Acceptable	SAHRA Applicability
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 SOUTH AFRICAN HERITAGE RESOURCES AGENCY

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 R67 120; being 0.1% of the total expenditure – using 2018/19 expenditure projection.

Motivation:

It is recognized 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 comprise grants received from the Department of Arts and Culture; own generated income from rentals with interest earned on investments in deposit accounts as well as grants from donors.

Expenditure:

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

Statutory requirements applicable to the SAHRA

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

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

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

The control and inherent risks associated with SAHRA

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

1. Proper and appropriate governance structures have been established that include a Council, Executive Committee, Chief Executive Officer, 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 recognizes 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 Department of Arts and Culture (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 finalizing the appointment of Council members. After appointment, the DAC will arrange an induction ceremony of Council members by the Minister of Arts and Culture.
- 2.3 SAHRA and the DAC: Governance Unit shall keep and update the database of all Council members appointed by the Minister of Arts and Culture.

3. STATUS OF THE COUNCIL

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

4. AUTHORITY

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

5. COMPOSITION OF THE COUNCIL

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

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 National Development Plan (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 Appointment and remove a Company Secretary; and
- 5.4.4 Be cognisant of the duties imposed upon the Company Secretary and should empower the individual accordingly to enable him/her to properly fulfil those duties.

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 6.3.1 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:
- 5.5.4 Lead the Council and harnesses input of all Councillors.
- 5.5.5 Act as a conciliator between Councillors.
- 5.5.6 Direct Council meetings and agendas.
- 5.5.7 Ensure that Council members work as a team.
- 5.5.8 Meet with the Minister of Arts and Culture at least twice a year to give feedback on overall performance of SAHRA.
- 5.5.9 Attend Chairperson's Forum, chaired by the Minister of Arts and Culture.
- 5.5.10 Ensure that Strategic and Annual Performance Plans and Annual Reports are tabled in Parliament as prescribed.

- 5.5.11 Ensure that the Shareholder's Compact is signed with the Minister of Arts and Culture before start of a financial year (that is before 31 March each year).
- 5.5.12 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.
- 5.5.13 Manage and lead the Council's relationship with Minister of Arts and Culture and the CEO.
- 5.5.14 Assign Council members to various Committees established by SAHRA Council. Based on Council profile also appoint the Chairpersons for these Committees.
- 5.5.15 Share the minutes of the Council and Committee's meetings with the Minister of Arts and Culture.
- 5.5.16 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.
- 5.5.17 Ensure Council effectiveness and ongoing Council development.
- 5.5.18 Maintain the quality of information to Council.

5.6 Functions of the Individual Members of the Council

In addition to paragraph 6.1 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.

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:

- 5.6.7 Advise Council on the implementation of corporate governance programs.
- 5.6.8 Advise members on legal obligations applicable to a public entity and SAHRA in particular.
- 5.6.9 Guide Council on how to discharge their responsibilities in the best interests of SAHRA.
- 5.6.10 Maintains an updated Council Charter and Committees' Terms of Reference.
- 5.6.11 Maintains a direct line of communication to the Council Chairperson, provides direct support to Council and guides Executive Management on issues related to Council.
- 5.6.12 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.
- 5.6.13 In consultation with the Chairperson, Company Secretary ensures the compilation of Agenda Council packs.
- 5.6.14 Elicits appropriate responses, feedback and input on issues raised at Council and Committee sittings.
- 5.6.15 Alerts the Chairperson and Council on matters requiring their attention.
- 5.6.16 Circulates minutes of Council Committees timeously to members, after the approval of the Chairperson concerned.
- 5.6.17 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 CHIEF EXECUTIVE OFFICER (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 finalizing 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 Human Resources 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 Chief Executive Officer (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, Annual Financial Statements, 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 2018/19

MONTH/YEAR	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
JANUARY 2018	WEDNESDAY 24th	AUDIT & RISK COMMITTEE	<ul style="list-style-type: none"> • Approve APP • 3rd Quarterly Report • Review of the Charter. 	Reporting.
JANUARY 2018	FRIDAY 26th	COUNCIL MEETING	<ul style="list-style-type: none"> • Approve 3rd Quarterly Report • Table final copy of APP. 	As per Delegation of Accounting Authority.
JANUARY 2018	WEDNESDAY 31st	SUBMISSION TO DAC	<ul style="list-style-type: none"> • Submit final APP 2018/19 • Submit 3rd Quarterly Report • Audit Implementation Plans. 	As per Delegation of Accounting Authority.

MONTH/YEAR	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
FEBRUARY 2018	TUESDAY 13th	SUBMIT TO DAC	<ul style="list-style-type: none"> • Submit 1st Draft Shareholder's Compact. 	As per Delegation of Accounting Authority.
FEBRUARY 2018	FRIDAY 16th	BDC COMMITTEE	<ul style="list-style-type: none"> • Quarterly Reporting. 	Reporting
FEBRUARY 2018	FRIDAY 23rd	HRM COMMITTEE	<ul style="list-style-type: none"> • Quarterly Reporting • Review of ToRs. 	Reporting
FEBRUARY 2018	WEDNESDAY 28th	SUBMIT TO DAC	<ul style="list-style-type: none"> • Table final APP 2018/19 in Parliament. 	As per Delegation of Accounting Authority.

MONTH/YEAR	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
MARCH 2018	FRIDAY 9th	HR & REMCO	<ul style="list-style-type: none"> Quarterly Reporting Review ToRs. 	Reporting.
MARCH 2018	FRIDAY 16th	SUBMIT TO DAC	<ul style="list-style-type: none"> FINAL 2 Printed Shareholder's Compact. 	As per Delegation of Accounting Authority
MARCH 2018	FRIDAY 23rd	SPECIAL AUDIT & RISK COMM	<ul style="list-style-type: none"> Tabling Irregular Expenditure Fruitless Expenditure Overview: State of readiness for the audit Auditor-General's Audit Plan To consider write-offs; and Presentation by Internal Auditors and Co-sourced Internal Auditors. 	Reporting.
MARCH 2018	THURSDAY 29th	SPECIAL COUNCIL MEETING	<ul style="list-style-type: none"> Request Council to condone Irregular Expenditure, if any and Fruitless Expenditure, if any Table AG's Audit Plan and Any other reports. 	As per Delegation of Accounting Authority.
MARCH 2018	FRIDAY 30th	FINANCIAL YEAR END	<ul style="list-style-type: none"> FINANCIAL YEAR END 2017/18. 	Per Delegation of Accounting Authority.

MONTH/YEAR	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
APRIL 2018	MONDAY 2nd	START OF NEW FINANCIAL YEAR	<ul style="list-style-type: none"> • 2018/19 FINANCIAL YEAR. 	
APRIL 2018	FRIDAY 6th	HRM COMMITTEE	<ul style="list-style-type: none"> • Quarterly Reporting. 	
APRIL 2018	FRIDAY 13th	SUBMIT TO DAC	<ul style="list-style-type: none"> • Submit Procurement Plans to DAC. 	Per Delegation of Accounting Authority.
APRIL 2018	MONDAY 23rd	AUDIT & RISK COMMITTEE	<ul style="list-style-type: none"> • Q4 Performance Report and Overspending on the Baseline/if any • Weekly Report - Audit Progress • Irregular Expenditure • Fruitless Expenditure • Overview: State of readiness for the Audit • Auditor-General's Audit Plan • Risk Committee Report • Internal Audit Plan • Presentation by Internal Auditors. 	Per Delegation of Accounting Authority.
APRIL 2018	THURSDAY 26th	COUNCIL MEETING	<ul style="list-style-type: none"> • To approve Q4 Performance Report • To approve Q4 Financial Performance Report. 	Per Delegation of Accounting Authority.
APRIL 2018	MONDAY 30th	SUBMIT TO DAC	<ul style="list-style-type: none"> • Final Quarter 4 Performance Report to DAC for 2017/18. • Financial Year Audit Outcomes Plans. 	Per Delegation of Accounting Authority.

MONTH/YEAR	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
MAY 2018	THURSDAY 24th	SPECIAL AUDIT & RISK COMMITTEE	<ul style="list-style-type: none"> • Consider and Recommend to Council Draft Annual Financial Statements for submission to External Auditors (AG) • Consideration of the 2017/18 Annual Report Performance Report and reporting thereon to Council • Other AC Reports. 	Submission of unaudited financial statements of 2017/18 to external auditors by end of May in terms of Section 55 of the Public Finance Management Act, Act 29 of 1999.
MAY 2018	MONDAY 28th	SUBMIT TO TREASURY AND DAC	<ul style="list-style-type: none"> • Submit a list of all Banking Accounts to Treasury via DAC Corporate Governance Unit • Submit Annual Report Performance measurement details to Auditor-General. 	Per Delegation of Accounting Authority.
MAY 2018	WEDNESDAY 30th	SPECIAL COUNCIL MEETING	<ul style="list-style-type: none"> • Consider and adopt Draft Annual Financial Statements for submission to External Auditors (AG) • Consideration of the 2017/18 Annual Report and Annual Performance Report • Other Council submissions. 	The draft AFS & AR are signed by both CEO & CFO in terms of Delegation of Authority; Council Chairperson only signs off Audited AFS & AR in July; Submission of unaudited Financial Statements of 2017/18 to external auditors by end of May in terms of PFMA section 55 (within 2 months after the end of financial year).
MAY 2018	THURSDAY 31st	SUBMIT TO DAC AND NATIONAL TREASURY	<ul style="list-style-type: none"> • Submit signed Treasury AFS Template to Treasury (unaudited) • Submit the unaudited 2017/18 AFS to DAC. 	Per Delegation of Accounting Authority.
MAY 2018	THURSDAY 31 st	SUBMIT TO DAC	<ul style="list-style-type: none"> • Submit application for deficit and retention of surplus to Governance Unit. 	Per delegation of Authority.

MONTH/YEAR	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
JUNE 2018	FRIDAY 8th	HR& REMCO	<ul style="list-style-type: none"> Quarterly Reporting. 	Reporting.
JUNE 2018	WEDNESDAY 20th	SUBMIT TO DAC	<ul style="list-style-type: none"> Submit 1st draft of the Annual Report. 	Per Delegation of Accounting Authority.
JUNE 2018	FRIDAY 22nd	BUSINESS DEVELOPMENT COMMITTEE	<ul style="list-style-type: none"> Quarterly Reports. 	Per Delegation of Accounting Authority.

MONTH/YEAR	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
JULY 2018	FRIDAY 6th	HRM COMMITTEE	<ul style="list-style-type: none"> Quarterly Reporting. 	Reporting.
JULY 2018	WEDNESDAY 25th	AUDIT & RISK COMMITTEE	<ul style="list-style-type: none"> To evaluate Annual Financial Statements and finalise ARC report for inclusion in Annual Report for 2017/18 Annual Performance Report. 	Reporting.
JULY 2018	MONDAY 30th	COUNCIL MEETING	<ul style="list-style-type: none"> Presentation of the Final Audit Report by AG Presentation of Q1 Performance Report Presentation of Q1 Financial Performance Report Presentation of the draft Annual Report. 	Per Delegation of Accounting Authority and Section 56 and 57 of the Public Finance Management Act, Act 29 of 1999.

MONTH/YEAR	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
JULY 2018	TUESDAY 31st	SUBMIT TO DAC & AG	<ul style="list-style-type: none"> • 1st Quarterly Report to DAC for 2018/19 Financial Year • Audit Report issued for 2017/18 • Audited Financial Statements to Treasury for 2017/18 and Final AFS consolidation template (Reviewed by AG) • Submit the Audit Report & Management Report • 2nd Mockup signed 2017/18 Draft Annual Report • 2017/18 Evidence Unit DAC • Submit application for deficit and retention of surpluses to Governance Unit. 	Per Delegation of Authority; Reporting; and Per Delegation of Accounting Authority

MONTH/YEAR	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
AUGUST 2018	THURSDAY & FRIDAY 23-24	COUNCIL & EXECUTIVES MEETING	<ul style="list-style-type: none"> • Review of 2019/20 Annual Performance Plan. 	Reporting.
AUGUST 2018	FRIDAY 31st	SUBMIT TO DAC	<ul style="list-style-type: none"> • Resubmission of the Retainment of Surpluses to Governance Unit after the amendments of the Financial Statements • Submit the printed Annual Report 2017/18 to DAC • Submit a Consolidated Audit Improvement Plan • Submit 1st draft Annual Performance Plan for 2019/20. 	As per Delegation of Accounting Authority.

MONTH/YEAR	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
SEPTEMBER 2018	FRIDAY 7th	BUSINESS DEVELOPMENT COMMITTEE	<ul style="list-style-type: none"> Quarterly Reports. 	Reporting.
SEPTEMBER 2018	FRIDAY 21st	HR & REMCO	<ul style="list-style-type: none"> Quarterly Reports. 	Reporting.
SEPTEMBER 2018	FRIDAY 28th	SUBMIT TO DAC	<ul style="list-style-type: none"> Submit the 2018/19 Irregular Expenditure. 	Per Delegation of Accounting Authority.

MONTH/YEAR	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
OCTOBER 2018	WEDNESDAY 3rd	SUBMIT TO DAC	<ul style="list-style-type: none"> Submit the revised MTEF Database to DAC / Corporate Governance. 	Per Delegation of Accounting Authority.
OCTOBER 2018	FRIDAY 5th	HRM COMMITTEE	<ul style="list-style-type: none"> Quarterly Reporting. 	Reporting.
OCTOBER 2018	MONDAY 22nd	AUDIT & RISK MEETING	<ul style="list-style-type: none"> 2nd Quarterly Report for submission to DAC Audit Outcomes Improvement Plans 2nd Draft of APP 2019/20 for submission. 	Reporting.
OCTOBER 2017	FRIDAY 26th	COUNCIL MEETING	<ul style="list-style-type: none"> To approve 2nd Quarterly Report 2018/19 to DAC. 	Per Delegation of Accounting Authority.
OCTOBER 2018	WEDNESDAY 31st	SUBMIT TO DAC	<ul style="list-style-type: none"> Submit 2018/19 2nd Quarterly Report and the Audit Implementation Plans Submission of Disciplinary cases 2018/19. 	Per Delegation of Accounting Authority.

MONTH/YEAR	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
NOVEMBER 2018	WEDNESDAY 7th	SUBMIT TO DAC	<ul style="list-style-type: none"> Submission of the 1st draft of the ENE Database and Chapter to DAC/ Corporate Governance. 	Per Delegation of Accounting Authority.
NOVEMBER 2018	FRIDAY 16th	HR & REMCO	<ul style="list-style-type: none"> Unit presentation to the Committee. 	Reporting.
NOVEMBER 2018	THURSDAY 29th	HRM	<ul style="list-style-type: none"> Quarterly Reporting. 	Reporting.
NOVEMBER 2018	FRIDAY 30th	SUBMISSION TO DAC	<ul style="list-style-type: none"> Submit 2nd Annual Performance Plan to DAC 2019/20. 	Per Delegation of Accounting Authority.

MONTH/YEAR	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
DECEMBER 2018	TUESDAY 4th	SUBMIT TO DAC & TREASURY	<ul style="list-style-type: none"> Submit the revised ENE Database to DAC/ Corporate Governance. 	Reporting.

MONTH/YEAR	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
JANUARY 2019	FRIDAY 25th	SPECIAL AUDIT & RISK COMMITTEE	<ul style="list-style-type: none"> Approve Annual Performance Plans 3rd Quarterly Report Review of the Charter. 	Reporting.
JANUARY 2019	THURSDAY 31st	COUNCIL MEETING	<ul style="list-style-type: none"> Approve 3rd Quarterly Report Table Final Strategic Plan. 	As per Delegation of Accounting Authority.
JANUARY 2019	THURSDAY 31st	SUBMIT TO DAC	<ul style="list-style-type: none"> Submit final Annual Performance Plans 2019/20 Submit 3rd Quarterly report; and Audit Implementation Plans. 	As per Delegation of Accounting Authority.

MONTH/YEAR	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
FEBRUARY 2019	WEDNESDAY 13th	SUBMIT TO DAC	<ul style="list-style-type: none"> • Submit 1st Draft Shareholder's Compact. 	As per Delegation of Accounting Authority.
FEBRUARY 2019	FRIDAY 15th	HR & REMCO	<ul style="list-style-type: none"> • Quarterly Reporting. 	Reporting.
FEBRUARY 2019	FRIDAY 22nd	HRM COMMITTEE	<ul style="list-style-type: none"> • Quarterly Reporting. 	Reporting.
FEBRUARY 2019	THURSDAY 28th	DAC	<ul style="list-style-type: none"> • Table final APP for 2019/20 in Parliament. 	As per Delegation of Accounting Authority.

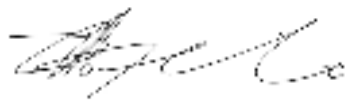
MONTH/YEAR	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
MARCH 2019	FRIDAY 22nd	SPECIAL AUDIT & RISK COMMITTEE	<ul style="list-style-type: none"> • Irregular Expenditure • Fruitless Expenditure • Overview: State of readiness for the Audit • Auditor-General's Audit Plan • Presentation by Internal Auditors - EY. 	Reporting.
MARCH 2019	FRIDAY 15th	SUBMIT TO DAC	<ul style="list-style-type: none"> • FINAL 2 Printed Shareholders Compact 	As per Delegation of Accounting Authority.
MARCH 2019	WEDNESDAY 27th	SPECIAL-COUNCIL MEETING	<ul style="list-style-type: none"> • Finance request Council to condone Irregular Expenditure, if any • Fruitless Expenditure for condonation, if any • Present Auditor-General's Audit Plan • Other Reports. 	As per Delegation of Accounting Authority.
MARCH 2019	FRIDAY 29th	FINANCIAL YEAR END	<ul style="list-style-type: none"> • Financial Year End 2017/18. 	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.

Mr Thomas Kgokolo
Interim 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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