



SOUTH AFRICAN HERITAGE RESOURCES AGENCY

STRATEGIC PLAN

2025

2030

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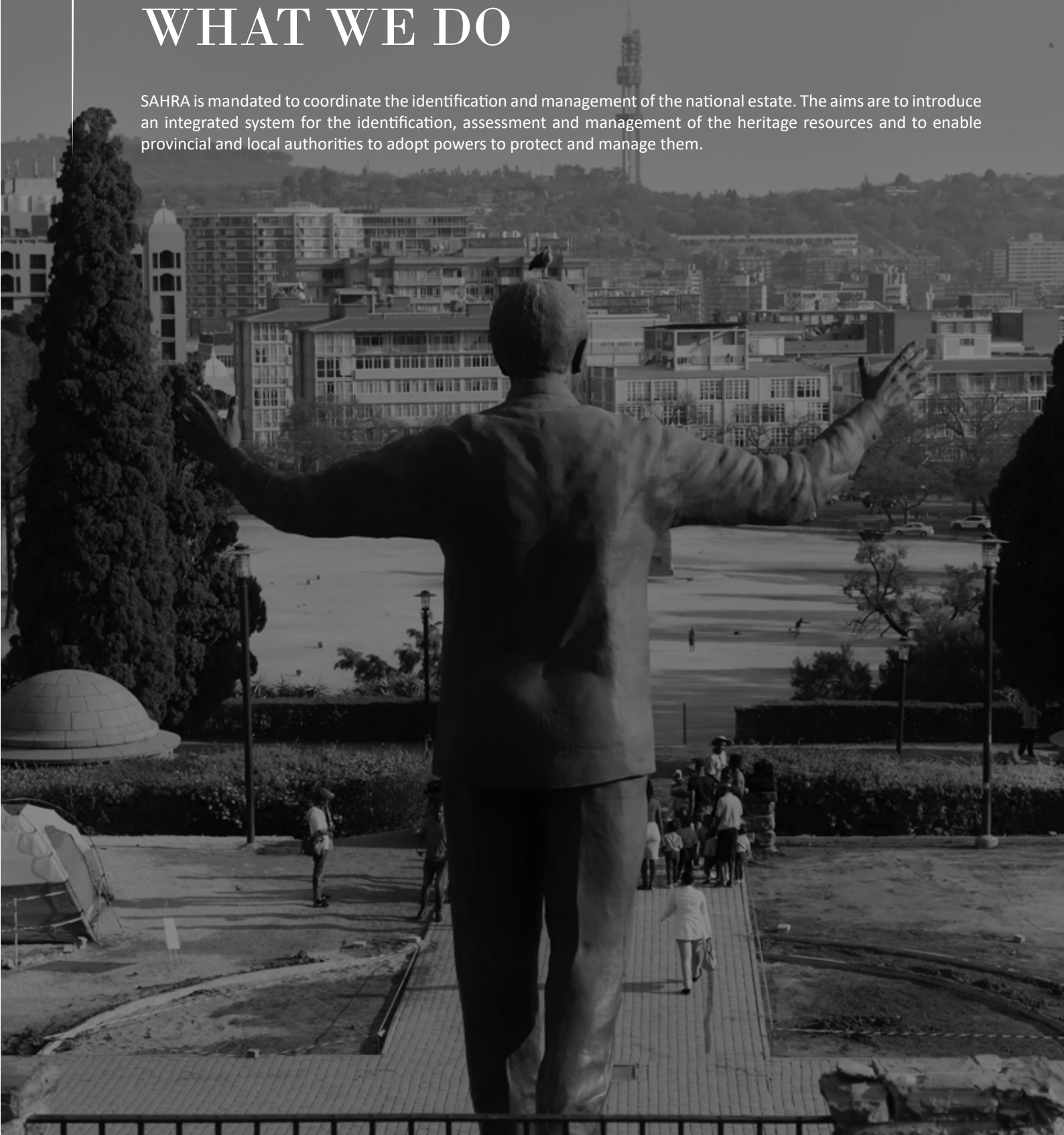
AN AGENCY OF THE DEPARTMENT OF SPORT ARTS AND CULTURE

SAHRA

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

WHAT WE DO

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



UNION BUILDING



SOUTH AFRICAN HERITAGE RESOURCES AGENCY

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

STRATEGIC PLAN
FOR
2025 - 2030

C O N T E N T S

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CONSTITUTION HILL

ACCOUNTING AUTHORITY STATEMENT

It is with great pleasure that I present the South African Heritage Resources Agency (SAHRA) Strategic Plan for 2025-2030. This plan, initially developed and approved by the Council on 31st October 2024, aligns with SAHRA's mandate, the National Development Plan Vision 2030, international and regional development trends, the country's Constitution, and various sector legislations, policies, and planning frameworks.

The plan outlines SAHRA's four long-term outcomes, detailing the strategies and means to achieve them. It also identifies internal and external factors that could impact their success. SAHRA pursues these outcomes through annual performance goals, which are set and published each year in the Annual Performance Plan, and reports on the progress towards achieving these outcomes in the Annual Report.

This plan aims to fulfil the requirements of the National Heritage Resources Act, No. 25 of 1999, which mandates SAHRA to coordinate the identification, management, and protection of heritage resources. SAHRA is committed to fostering inclusive participation in the conservation and management of South Africa's diverse heritage and contributing to building a national identity through heritage by 2030.

Over the past five years, the SAHRA Council and Executive Management, with support from the Department of Sport, Arts, and Culture, have diligently carried out their mandate. The SAHRA Council and Management remain committed to building SAHRA and inspiring public confidence as it fulfils its mandate. SAHRA is dedicated to furthering its mission and values as outlined in this five-year strategic plan.

I extend my heartfelt thanks to the SAHRA Council for their role in developing this plan. My deepest appreciation goes to the Executive Management and staff of SAHRA for their outstanding work and commitment to SAHRA's mandate.



Dr. Luyanda Mpahlwa
(Chairperson)

A handwritten signature in black ink, appearing to read 'L. Mpahlwa', written over a horizontal line.

Dr Luyanda Mpahlwa
Council Chairperson

ACCOUNTING OFFICER STATEMENT

It is with great pleasure that I present the South African Heritage Resources Agency (SAHRA) Strategic Plan for 2025-2030, which was approved by the SAHRA Council on 31st October 2024. In compiling this plan, we ensured alignment with the National Development Plan (NDP) 2030, international and regional instruments and priorities, the Constitutional mandate, legislative mandate, the Medium-Term Development Plan, and sector policies.

SAHRA has established a strong foundation that contributes towards fulfilling its mandate during the 2025-2030 strategic term, achieving three consecutive clean audits for the financial years 2021/2022, 2022/2023, and 2023/2024.

During the previous strategic period, SAHRA drafted a Heritage Resources Management Coordination Plan, which was approved by the Council. Now in its second year of implementation, this plan aims to empower Provincial Heritage Resources Authorities, ensuring that South Africa's heritage resources are properly managed and conserved. SAHRA also focused on ensuring that resources representing previously disadvantaged groups were declared and added to the national estate. Additionally, we have signed mutually beneficial strategic partnerships, most notably with the People's Republic of China.

This Strategic Plan builds on the work done in the previous term. The Theory of Change provides a visual representation of SAHRA's strategic direction, outlining our intended outcomes and the impact we hope to achieve based on our mission, vision, and mandate. To this end, we will be guided by this plan, which sets out four strategic outcomes for the next five years. The implementation of these outcomes will be through SAHRA's five programmes, which will be clearly outlined in the Annual Performance Plan. We remain focused and committed to executing SAHRA's mandate to transform the heritage landscape of this beautiful country to reflect its diversity.

I would like to thank the SAHRA Council for its unwavering support and vision, ensuring that SAHRA performs optimally. My deepest and most sincere appreciation goes to the Executives, Managers, and Staff of SAHRA for their dedication and commitment to our mandate.



Adv. Lungisa Malgas
Accounting Officer of the South
African Heritage Resources
Agency

A handwritten signature in black ink that reads "Lungisa Malgas".

Adv. Lungisa Malgas
Accounting Officer of the South
African Heritage Resources Agency

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the South African Heritage Resources Agency under the guidance of the SAHRA Council.
- Takes into account all the relevant policies, legislation and other mandates for which the South African Heritage Resources Agency is responsible.
- Accurately reflects the impact, outcomes and outputs which the South African Heritage Resources Agency will endeavour to achieve over the period 2025 to 2030.



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



Chief Financial Officer
Mr Lennox Tukwayo



Executive Officer: Corporate Services
Ms Ntombozuko Mphambani

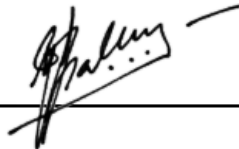


Head Official Responsible for Planning
Ms Margaret Mazyambe



Chief Executive Officer
Adv. Lungisa Malgas

Approved by:



Council Chairperson
Dr Luyanda Mpahlwa

Executive Authority/Minister of Sport, Arts and Culture
Mr Gayton McKenzie

ACRONYMS

| | |
|-----------------|--|
| AI | Artificial Intelligence |
| AR | Augmented Reality |
| Covid-19 | Coronavirus Disease |
| DSAC | Department of Sport, Arts and Culture |
| GIS | Geographic Information Systems |
| GNU | Government of National Unity |
| GDP | Gross Domestic Product |
| HIA | Heritage Impact Assessments |
| HRM | Heritage Resources Management |
| ICT | Information and Communication Technology |
| KPI | Key Performance Indicator |
| NHRA | National Heritage Resources Act, 1999 (Act No. 25 of 1999) |
| NHS | National Heritage Sites |
| NMC | National Monuments Council |
| NT | National Treasury |
| SCA | Supreme Court of Appeal |
| HRMCP | The Heritage Resources Management Coordination Plan |
| MTDP | The Medium - Term Development Plan |
| NDP | The National Development Plan |
| VR | Virtual Reality |



PART

SAHRA'S MANDATE

1. OVERVIEW

South Africa boasts a comprehensive and extensive framework of legislation, policy, and planning dedicated to identifying and safeguarding the nation's diverse heritage. This framework is anchored in various international and regional (African) instruments to which South Africa is a signatory, alongside the country's Constitution, key legislative acts, and policy and planning documents. These elements collectively aim to facilitate the implementation of principles enshrined in both international and regional instruments and the Constitution concerning heritage identification and protection in South Africa. To provide context for SAHRA's five-year Strategic Plan and its mandate, this section identifies and discusses these international and regional instruments, the Constitution, key legislative acts, and policy and planning documents.

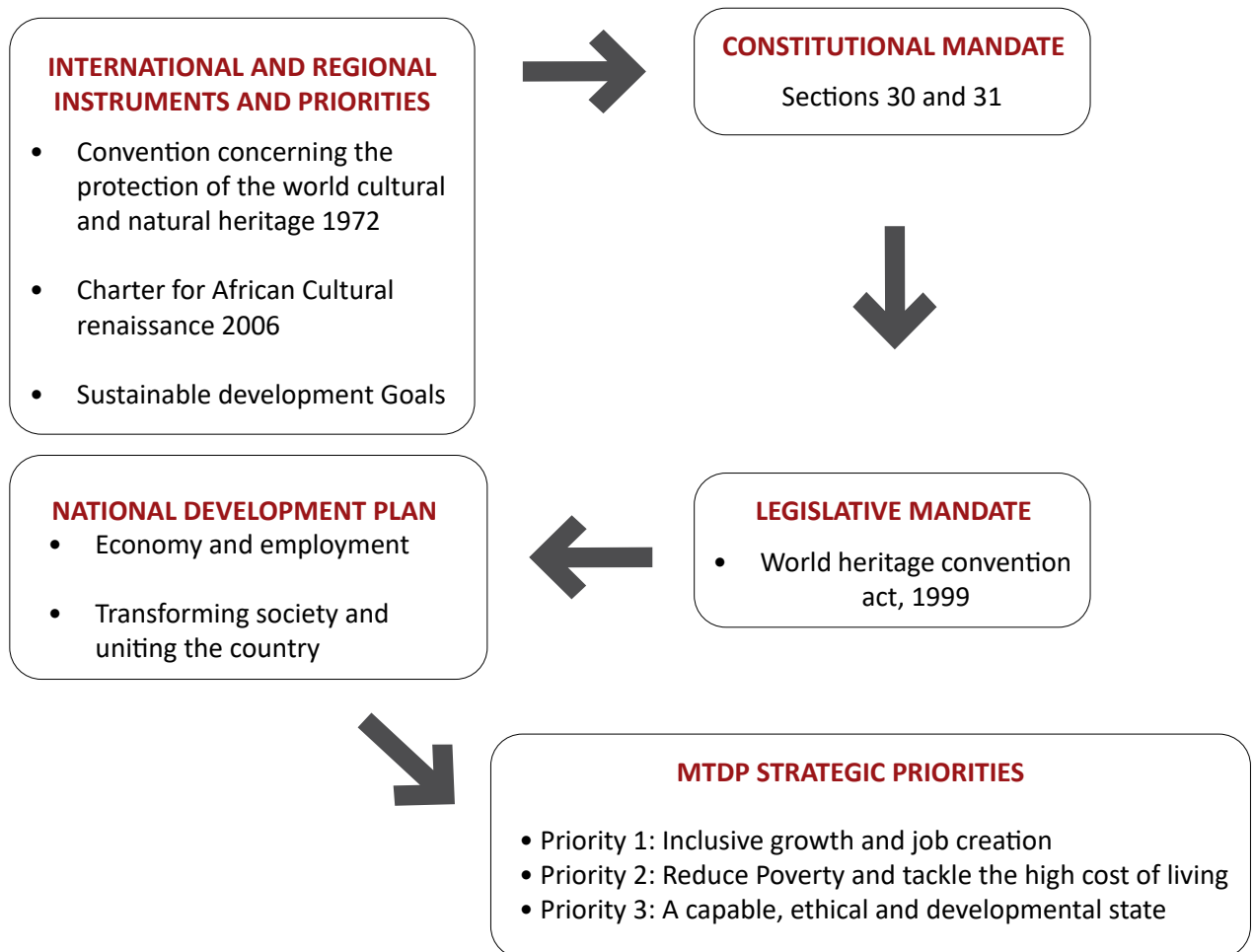


Figure 1: International and regional instruments, the Constitution, key legislative acts, and policy and planning documents.

2. INTERNATIONAL AND REGIONAL OBLIGATIONS AND PRIORITIES

South Africa's international law obligations and the Constitution

There are several reasons why international law obligations should be taken into account when determining and interpreting SAHRA's mandate. This consideration starts with the Constitution of the Republic of South Africa, 1996, which addresses international law in Chapter 14, sections 231 to 233. According to section 231:

“(2) An international agreement binds the Republic only after it has been approved by resolution in both the National Assembly and the National Council of Provinces, unless it is an agreement referred to in subsection (3)

“(4) Any international agreement becomes law in the Republic when it is enacted into law by national legislation; but a self-executing provision of an agreement that has been approved by parliament is law in the Republic unless it is inconsistent with the Constitution or an Act of Parliament.”

South Africa has ratified several significant international and regional instruments related to the identification, management, and protection of heritage resources. These include:

- The Convention Concerning the Protection of the World Cultural and Natural Heritage (1972)
- The Charter for African Cultural Renaissance (2006), which replaced the Cultural Charter for Africa (1976)

Therefore, any analysis of SAHRA's mandating legislation should be conducted with these key international and regional instruments in mind.

3. INTERNATIONAL AND REGIONAL INSTRUMENTS

Convention Concerning the Protection of the World Cultural and National Heritage, 1972

The Convention Concerning the Protection of the World Cultural and Natural Heritage, 1972 (the World Heritage Convention or the Convention), aims to foster international cooperation to safeguard world heritage sites of outstanding universal value, ensuring their preservation for current and future generations.

According to Articles 4 and 5 of the World Heritage Convention, states that are parties to the Convention, including South Africa, commit to using their resources to identify, protect, conserve, present, and transmit World Heritage properties to future generations. They agree to:

- Adopt a general policy that integrates cultural and natural heritage into the lives of their communities.
- Incorporate heritage protection into comprehensive planning programmes.
- Implement the necessary legal, scientific, technical, administrative, and financial measures for the identification, protection, conservation, presentation, and rehabilitation of heritage.

Furthermore, the Convention's scope extends beyond the sites listed as World Heritage Properties, encompassing the identification and management of national heritage and the development of national heritage policies and strategies. In South Africa, the country's dedication to fulfilling the Convention's obligations is evident through its extensive heritage laws, policies, and institutions.

Charter for African Cultural Renaissance, 2006

The Charter for African Cultural Renaissance, 2006 (hereafter “the Charter”), which replaces the 1976 Cultural Charter for Africa, aims to achieve several objectives as outlined in Articles 3(d) and 3(j). Specifically, it seeks to “preserve and promote African cultural heritage through preservation, restoration, and rehabilitation” and to “strengthen the role of culture in promoting peace and good governance.”

Additionally, the preamble of the Charter states:

- The unity of Africa is primarily rooted in its history.
- Affirming cultural identity is a shared concern among all African peoples.
- African cultural diversity and unity contribute to economic development, conflict resolution, and the reduction of inequality and injustice, promoting national integration.
- It is essential to develop educational systems that embody both African and universal values, ensuring that youth are rooted in African culture, exposed to other civilizations’ values, and mobilized for sustainable, endogenous participatory development.
- Promoting African languages is crucial as they are the mainstay and medium of tangible and intangible cultural heritage in its most authentic and popular form, and also a factor of development.
- Conducting a systematic inventory to preserve and promote tangible and intangible cultural heritage, particularly in the areas of history, traditions, arts and handicrafts, knowledge, and know-how, is imperative.

Furthermore, Article 15 of the Charter emphasizes that:

- Training is a fundamental component of cultural, economic, and social development. Therefore, African states should create an enabling environment to enhance access and participation in culture for all, including marginalized and underprivileged communities.

4. INTERNATIONAL PRIORITIES

Sustainable Development Goals

At the Sustainable Development Summit in September 2015 in New York, 193 member states officially adopted the agenda titled “Transforming Our World: The 2030 Agenda for Sustainable Development,” which includes 17 Sustainable Development Goals (SDGs). For the first time, this international development agenda highlighted the role of culture, through cultural heritage and creativity, as a key enabler of sustainable development. Specifically, SDG Target 11.4 calls on member states to: “Strengthen efforts to protect and safeguard the world’s cultural and natural heritage” as part of the measures to make cities inclusive, safe, resilient, and sustainable.

5. CONSTITUTIONAL MANDATE

Sections 30 and 31 of the Constitution lay the groundwork for protecting cultural heritage resources by affirming every person’s rights to culture, religion, and language.

Specifically, section 30 states that:

“Everyone has the right to use the language and to participate in the cultural life of their choice, but no one exercising these rights may do so in a manner inconsistent with any provision of the Bill of Rights.

While section 31(1) states that:

“Persons belonging to a cultural, religious or linguistic community may not be denied the right, with other members of that community,

- a. to enjoy their culture, practise their religion and use their language; and
- b. to form, join and maintain cultural, religious and linguistic associations and other organs of civil society.”

While these sections do not explicitly mention the protection of cultural heritage, they support the equal protection of human dignity, freedom, and equality. This, in turn, fosters communities where cultural heritage is preserved, allowing individuals to live the cultural life of their choice.

6. LEGISLATIVE AND POLICY MANDATES

The heritage sector in South Africa is characterized by its multi-stakeholder, multi-sectoral, and multi-layered nature, which is reflected in the extensive legislation related to heritage identification, management, and protection. Two key pieces of legislation are discussed below.

World Heritage Convention Act, 1999

The World Heritage Convention Act incorporates the World Heritage Convention into South African law and provides for the nomination, identification, and management of World Heritage Sites in South Africa. Section 4(1) of the Act further mandates that:

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

National Heritage Resources Act, 1999

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

“introduce an integrated and interactive system for the management of the national heritage resources; to promote good government at all levels and empower civil society to nurture and conserve their heritage resources so that they may be bequeathed to future generations”. To this end, section 11 of the NHRA sets out the establishment of SAHRA.

Objective, functions, powers and duties of SAHRA

Section 12 of the NHRA sets out the objective of SAHRA as follows

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

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

(b) co-ordinate the management of the national estate by all agencies of the State and other bodies and monitor their activities to ensure that they comply with national principles, standards and policy for heritage resources management;

(c) identify, record and manage nationally significant heritage resources, and keep permanent records of such work;

(d) advise, assist and provide professional expertise to any authority responsible for the management of the national estate at provincial or local level, and assist any other body concerned with heritage resources management; (e)

promote and encourage public understanding and enjoyment of the national estate and public interest and involvement in the identification, assessment, recording and management of heritage resources;

(f) promote education and training in fields related to the management of the national estate; and

(g) perform any other functions assigned to it by this Act or as directed by the Minister”.

The NHRA establishes a decentralized, three-tier system for identifying, managing, and protecting heritage resources:

- National Level: The South African Heritage Resources Agency (SAHRA) is responsible for managing Grade I heritage resources.
- Provincial Level: Provincial Heritage Resources Authorities (PHRAs) handle Grade II heritage resources.
- Local Level: Grade III heritage resources are managed by local government authorities.

This structure ensures that national, provincial, and local authorities share the responsibility for heritage resource management.

The functions, powers, and duties of PHRAs, outlined in section 24 of the NHRA, are similar to those of SAHRA. Additionally, PHRAs must notify SAHRA of any heritage resource in the province that they believe qualifies for national-level protection. Section 5(2) emphasizes the importance of effective heritage resource management by stating:

a. The skills and capacities of individuals and communities involved in heritage resources management must be developed.

b. Provision must be made for the ongoing education and training of both existing and new heritage resources management workers.

This means that not only must qualified and competent individuals be appointed to manage heritage resources, but also that the skills of everyone involved in heritage management must be continuously developed.

Other Acts

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

- National Heritage Council Act (Act No. 11 of 1999)
- Cultural Institutions Act (Act No. 119 of 1998)
- South African Geographical Names Council Act (Act No. 18 of 1998)
- National Library of South Africa Act (Act No. 92 of 1998)
- National Environmental Management Act (Act No. 107 of 1998)
- National Environmental Management: Protected Areas Act (Act No. 57 of 2003)
- South African Library for the Blind Act (Act No. 91 of 1998)
- National Film and Video Foundation Act (Act No. 73 of 1997)

- National Arts Council Act (Act No. 56 of 1997)
- Legal Deposit Act (Act No. 54 of 1997)
- National Archives and Record Service of South Africa Act (Act No. 43 of 1996)
- Pan South African Language Board Act (Act No. 59 of 1995)
- Culture Promotion Act (Act No. 35 of 1983)
- Heraldry Act (Act No. 18 of 1962)
- Revised White Paper on Arts, Culture and Heritage, 2013
- National Policy on Living Heritage, 2009

Other relevant legislation includes:

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

7. Institutional Policies and Strategies over the five-year planning period

To set the strategic direction for SAHRA over the next five years, the following planning documents are relevant:

- **The National Development Plan (NDP)**
- **The Medium-Term Development Plan (MTDP)**

The table below outlines the specific elements of each document that are most relevant to SAHRA.

Table 1: Strategic Planning Documents

| NDP | MTDP Strategic Priorities |
|---|---|
| <i>Ch3. Economy and employment</i> | <i>Priority 1: Inclusive growth and job creation</i> |
| <i>Ch13. Building a capable and developmental state</i> | <i>Priority 3: A capable, ethical and developmental state</i> |
| <i>Ch15. Transforming society and uniting the country</i> | |

8. RELEVANT COURT RULINGS

The Gauteng High Court in Pretoria dismissed, with costs, an appeal by the SA Heritage Resources Agency, the Robben Island Museum, and the Department of Sports, Arts & Culture. The appeal aimed to prevent Nelson Mandela's daughter, and his former jailer turned friend from auctioning items given to them by the late President. According to a report in the Herald, the judges ruled on Wednesday that the appeal had no prospect of success, stating there was no clear indication that the Mandela objects fit the definition of heritage objects.

The initial court action was launched urgently earlier in 2023 when the agency, museum, and department sought to interdict Makaziwe and Brand from selling the items. The court dismissed the application, citing a lack of urgency. The applicants then pursued further legal action, asking the court to order the return of the 29 Mandela objects to South Africa within 30 days and to prevent them from being taken out of the country again. The items were set to be auctioned in New York in January 2022, but the auction was halted when the agency intervened, claiming the items were heritage objects and had been shipped out of the country illegally.

In their dismissal of the appeal, Acting Judges Vuyani Ngalwana, Rathaga Ramawele, and former Public Protector Judge Selby Baqwa questioned the applicants' argument of a "strong association" between the objects and Mandela. They noted that such a broad definition would result in absurdity, with every object even vaguely related to Mandela becoming a heritage object. The judgment also highlighted that the applicants did not challenge Brand's assertion that the key on the list was a duplicate, not the original key to Mandela's cell. SAHRA will appeal the judgement at the Supreme Court of Appeal (SCA).





DB

PART

SAHRA'S STRATEGIC
FOCUS

9. VISION

SAHRA aims to become:

The agency uniting people through heritage.

10. MISSION

SAHRA exists in order to fulfil its mandate as:

A regulatory body that:

- Manages and promotes the understanding of heritage resources
- Coordinates identification, protection, conservation and promotion of cultural heritage
- Foster inclusive participation in heritage resources management

11. VALUES AND BEHAVIOURS

Table 2: SAHRA Values

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

12. SITUATIONAL ANALYSIS

For effective strategic planning, it is crucial to evaluate the environment in which an organization functions, as no organization exists in isolation. This section, therefore, outlines SAHRA's external and internal operating environments.

South Africans continue to grapple with the triple challenge of poverty, inequality, and unemployment, with the unemployment rate at 32.6% in Q1 of 2024. Although this marks an improvement from the peak of 35.3% in 2021, it remains elevated compared to pre-pandemic levels. The business environment in South Africa remains difficult, plagued by a skills deficit, poor labour relations, electricity shortages, and persistent corruption. The ongoing load-shedding crisis continues to hinder productivity.

South Africa's performance in the World Bank's Ease of Doing Business Index has not seen significant improvement. Despite the discontinuation of this index, other indicators reveal that the business climate remains challenging, with power supply and regulatory issues being major obstacles to investment. The World Bank has reduced South Africa's growth forecast for 2024 to 1.4%, citing ongoing energy supply challenges, investor uncertainty, and weak domestic demand. Furthermore, all three major credit rating agencies—Standard & Poor's, Fitch, and Moody's—have rated South African debt at sub-investment grade (junk status), reflecting the country's constrained fiscal outlook due to rising debt levels and slow economic growth.

South Africa remains a divided society, with increasing tensions between local communities and immigrants from other African nations, occasionally resulting in xenophobic violence. The National Treasury's growth forecast for 2024 remains below the 6% target needed to address South Africa's structural socio-economic challenges, with analysts suggesting that deep structural reforms are necessary to achieve higher growth.

In this context, social cohesion is crucial in South Africa, and leveraging the country's diverse heritage can be an effective way to address these challenges and promote sustainable social cohesion. Building social cohesion is a collaborative task between citizens and the government, aimed at creating a united and prosperous nation. The Constitution provides a solid foundation for cooperation, promoting respect for the law and human rights as enshrined in the Bill of Rights. While social cohesion was the foundation of democratic South Africa's transformation, social justice is essential for its continued existence. Social cohesion requires a strong sense of belonging, built on trust among citizens across all racial groups. This can be achieved through the following avenues:

Citizen-Centred Education and Community Awareness - Extensive education and community awareness campaigns on social cohesion and multiculturalism are essential. These campaigns should target citizens in communities through workshops focusing on cultural exchange, helping to bridge gaps between different groups and foster mutual respect. Integrating indigenous knowledge systems and cultural history into the educational curriculum can further promote understanding and respect for diverse cultures.

Community-Led Cultural Projects - Community-led projects that celebrate various cultures can strengthen ties among citizens and promote social cohesion. These initiatives should be supported by influential leaders, such as religious figures, who can mobilize communities towards pragmatic social cohesion efforts.

Media and Communication - The media plays a crucial role in consolidating democracy and promoting social cohesion by challenging stereotypes and fostering an inclusive narrative about the South African identity. Social media platforms can also be utilized to share messages about diversity and common values, enhancing awareness and encouraging dialogue.

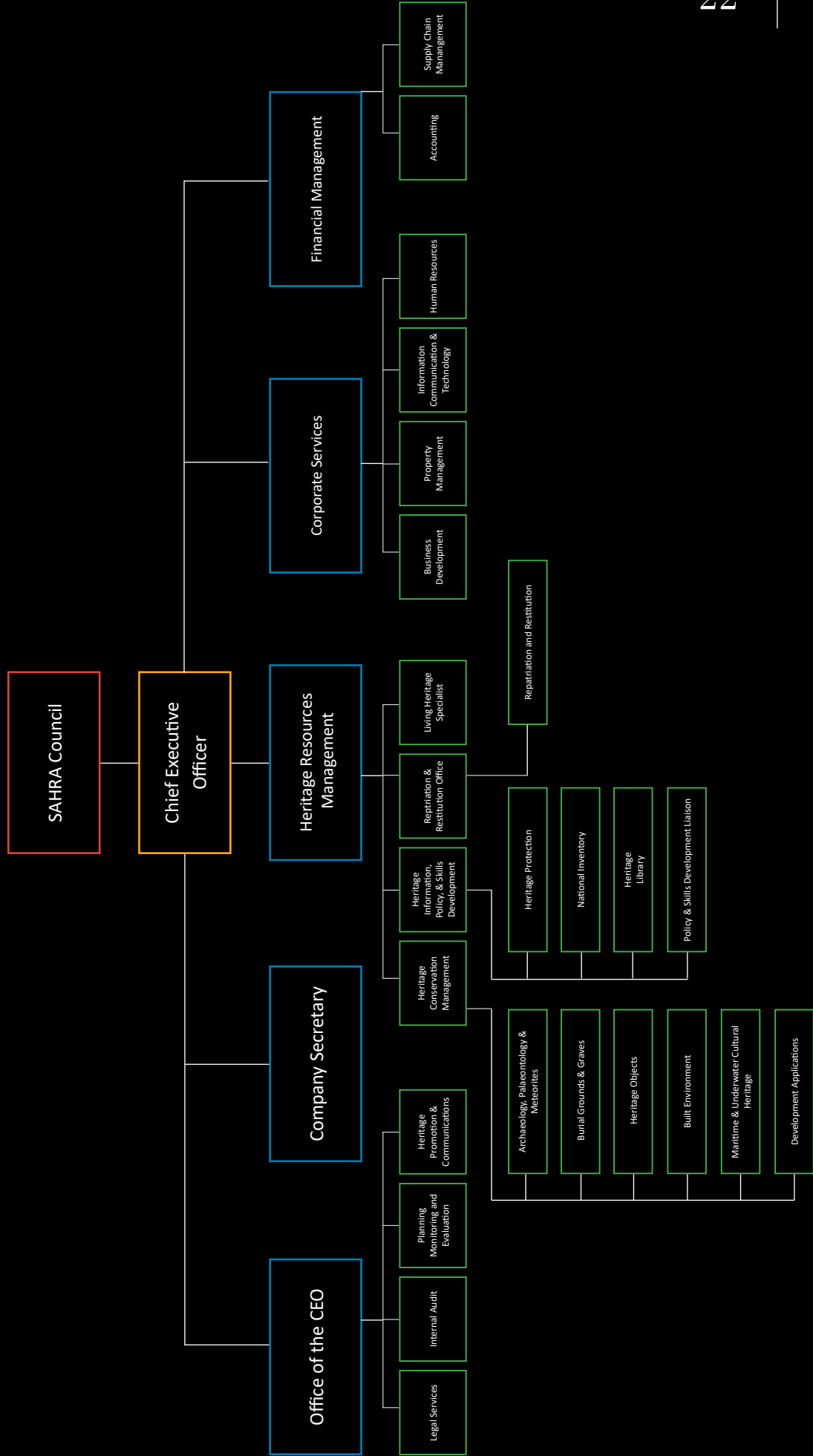
Policy Development - The government must develop policies that promote inclusivity, ensuring all cultural groups feel valued and respected. This is vital for fostering a sense of belonging among all citizens.

These elements of building social cohesion are integrated into SAHRA's strategic outcomes. As the regulatory body with a legislated mandate to coordinate the identification, management, protection, and conservation of the nation's heritage resources, SAHRA plays a crucial role. Through its activities and their impact on the broader heritage resources sector and the tourism sector, SAHRA contributes to the NDP's goals of:

- Reducing the unemployment rate to 6% by creating about 11 million jobs by 2030.
- Promoting social cohesion and nation-building through heritage.
- Building a sense of ownership among communities for their heritage by increasing community participation in the identification, management, and protection of the nation's heritage resources.



ORGANISATIONAL STRUCTURE



12.1 EXTERNAL ENVIRONMENT ANALYSIS

The PESTEL analysis below informs the strategic direction of SAHRA:

Political

Changes in government funding allocations for heritage conservation can significantly impact SAHRA's operations, with budget cuts affecting its ability to retain resources. South Africa's diplomatic relations also influence SAHRA, both positively and negatively. Government formulation changes, such as those brought by the Government of National Unity (GNU), can shift political agendas and priorities, directly impacting SAHRA. Additionally, the use of heritage for political expediency reflects shifting trends and priorities in the heritage landscape. The establishment of PHRAs depends heavily on political will, further influencing SAHRA's effectiveness.

Economic

Inflation and exchange rate fluctuations, coupled with low economic growth and a rising cost of living, have led to a decline in Gross Domestic Product (GDP) growth. Socio-economic challenges, such as massive unemployment, contribute to vandalism and disregard for heritage. The lack of disposable income affects people's ability to visit heritage sites, while affordability issues in compensating employees lead to high staff turnover. Budget limitations hinder SAHRA's ability to fully cover its mandate. As South Africa develops its renewable energy sector, the financial sustainability of heritage sites and SAHRA itself remains a concern. Additionally, competing interests and priorities within the government, along with the impacts of the Fourth Industrial Revolution and digital economics, further complicate the landscape.

Social

Poverty, marked by low income, no income, and low employment, remains a significant challenge. Inequality within society alienates stakeholders, making it difficult for many to access heritage resources like Constitution Hill and Robben Island. Low social capital and cohesion exacerbate these issues, while crime and community insecurity add further pressure. Heritage often becomes a low priority amidst competing needs such as healthcare and education. Disunity, identity challenges, and a lack of social cohesion further weaken social capital and unity.

Technological

Advances in technology, including the potential use of artificial intelligence, offer numerous possibilities for promoting heritage. Social media platforms can be leveraged to enhance public engagement and promote South African cultural heritage. However, cybersecurity remains a significant issue. Digitization and archiving are crucial for digital preservation, allowing museums, libraries, and cultural institutions to safeguard historical artifacts, documents, and oral traditions against physical degradation and ensure broader access.

Technologies like 3D scanning and modelling help create digital replicas of important historical sites and artifacts, making heritage accessible to a global audience. Virtual Reality (VR) and Augmented Reality (AR) provide immersive cultural experiences and interactive learning opportunities, allowing virtual tours of heritage sites and visualization of historical events. Geographic Information Systems (GIS) play a significant role in heritage mapping and cultural landscape management, ensuring that urban development does not compromise historical areas. Social media and online platforms facilitate public engagement and crowdsourcing of heritage data, involving communities in heritage preservation.

Blockchain technology can protect indigenous knowledge and cultural heritage, ensuring communities retain control over their cultural assets. Artificial intelligence (AI) and machine learning aid in the analysis and preservation of historical documents, helping to uncover patterns in large archives.

Mobile technologies and apps provide access to digital archives, virtual tours, and educational materials, while also involving local communities in heritage activities.

E-governance and policy implementation tools, such as digital platforms for monitoring compliance with heritage regulations and technology-driven Heritage Impact Assessments (HIA), enhance the efficiency and transparency of heritage management. Cloud computing and big data enable safe storage and accessibility of heritage data, supporting large-scale analyses of cultural heritage. Drone technology aids in heritage documentation and monitoring, providing aerial views and assessing damage to cultural heritage sites.

Environmental

Climate change is significantly impacting South Africa's heritage sites. Rising temperatures accelerate the degradation of historical buildings, archaeological sites, and artifacts, especially those made of organic materials like wood, paper, or textiles. Extreme weather events, such as more frequent storms, floods, and droughts, pose additional threats. Floods can erode archaeological sites, while droughts can cause the cracking and deterioration of rock art, including ancient San paintings. Coastal heritage sites are also at risk due to rising sea levels, which can lead to the loss or damage of historical structures and archaeological remains, such as shipwrecks and coastal settlements. Erosion and soil degradation further threaten these sites, with natural erosion undermining the stability of ancient ruins and burial grounds, accelerating the loss of important archaeological layers, particularly in areas like Mapungubwe National Park. Biodiversity and ecosystem conservation efforts are challenged by invasive species, ecosystem changes, and the need to protect sacred natural sites.

Urbanization and land use changes, including urban expansion and the growth of informal settlements, add pressure to heritage sites. Pollution, including air, water, and soil contamination, further exacerbates the degradation of these sites. Natural disasters such as flooding, and earthquakes also pose significant risks. Water scarcity in arid and semi-arid regions affects cultural landscapes tied to traditional water sources, with droughts exacerbating the issue. Additionally, agricultural practices and rural development, including the encroachment of agricultural land and water use for agriculture, pose ongoing challenges to the preservation of South Africa's rich cultural heritage. Conservation and sustainability practices, such as green heritage conservation and balancing conservation with development, are crucial in mitigating these impacts.

Legal

Adherence to international heritage protection agreements can significantly influence SAHRA's policies and practices. Changes in South African laws and regulations also impact SAHRA's operations and authority. Legal disputes, including conflicts over heritage management, can lead to potential litigation both externally (against SAHRA) and internally (debt collection). SAHRA must comply with all relevant legislation, often implementing instructions from Department of Sport, Arts and Culture (DSAC), and National Treasury (NT) with limited autonomy. The effectiveness of law enforcement in protecting heritage resources is crucial, determining whether enforcement is "toothless" or impactful.

12.2 INTERNAL ENVIRONMENT ANALYSIS

Strengths

SAHRA boasts several strengths that contribute to its success. The expertise, experience, and passion of its workforce are pivotal, with specialists in all respective fields driving the organization forward. SAHRA's recruitment strategy promotes diversity, enhancing its capabilities. The entity's robust compliance procedures and systems, along with strong legislation under the NHRA, ensure accountability and support. SAHRA's unique tool, SAHRIS, plays a crucial role in the heritage landscape.

Organizational stability is reinforced by the absence of amalgamation threats with the NHC, solidifying its existence. SAHRA has demonstrated adaptability in response to challenges such as Coronavirus disease (COVID-19), budget cuts, and political instability. The leadership is strong and collaborative, fostering good governance and a strong relationship with DSAC and key stakeholders. Internal collaboration is emphasized, avoiding a silo mentality, and the organization operates under a supportable mandate.

Weaknesses

SAHRA faces several significant challenges that impact its effectiveness. The legislation remains uncoded and unreviewed, and it is not well known in the judiciary. The approach to legislation is myopic, focusing solely on the NHRA while neglecting other relevant laws. Additionally, the organization lacks the authority for magistrate rulings, with limited case law available. Another weakness is the reactive approach to conservation management and an overemphasis on identification rather than site management, resulting in National Heritage Sites (NHS) not being monitored effectively. Other challenges evident in the organization include uncompetitive salaries and a mandate that is too large for the entity's size. The organizational structure, based on the National Monuments Council (NMC), is not aligned with professional services, causing a division between core and support services. In managing heritage resources, it is imperative to enforce penalties for contraventions, but these penalties are often ineffective. Additionally, intergovernmental integration and networking are weak, particularly with SAPS and customs.

Opportunities

SAHRA's stakeholder engagement and partnership efforts are extensive and multifaceted. They are relevant within sports, both nationally and internationally, and at the municipal level, involving various stakeholders with mutual objectives. Key partners include the police, institutions of faith, higher education institutions, and organizations focused on women and children. SAHRA also fosters partnerships in tourism, both locally and internationally, to create jobs and diversify revenue streams. Enhancing community involvement through digital tools and virtual realities to promote entrepreneurial opportunities for youth through cultural games is an avenue being explored. Knowledge dissemination initiatives include heritage in sport and diverse cultures, while monitoring contemporary popular culture. Heritage Month is utilized to boost knowledge dissemination activities and engagement.

Threats

The organization relies primarily on budget allocations from DSAC, which have decreased over the years, threatening its ability to fulfil its mandate effectively. Competing government priorities mean that areas like housing, healthcare, education, and social development are prioritized over the heritage resources sector, affecting both funding and focus across all levels of government. Non-functional strategic partnerships, including those with key government departments like the South African Police Service, hinder SAHRA's ability to coordinate the identification, management, and protection of heritage resources. Additionally, non-functional PHRAs pose a significant threat, as legislation without enforcement is ineffective. Changes in political principals can disrupt momentum on important projects, and political interference further threatens SAHRA's work. The salary freeze for senior officials increases the risk of losing experienced employees to the private sector, while non-competitive remuneration makes it difficult to attract and retain high performers. There is also a shortage of specialist skills in the heritage sector, such as archaeologists and palaeontologists. Lastly, climate change, particularly increasing temperatures, poses a threat to the protection of certain heritage structures.



PART

MEASURING SAHRA'S
PERFORMANCE

13. INSTITUTIONAL PERFORMANCE INFORMATION

SAHRA's performance overview

SAHRA has made significant progress towards fulfilling its mandate over the 2020 to 2025 strategic term. Some of the highlights include:

- Drafting, approving policies and plans to enable the effective identification, management and protection of the country's heritage resources;
- Three consecutive clean audit outcomes for the years ended 31 March 2021, 31 March 2023 and 31 March 2024.
- Improving the organisation's supply chain practices and significantly reducing irregular expenditure as a result;
- Implementing a comprehensive Information and communication technology (ICT) Strategy;
- Entering into mutually beneficial strategic partnerships; and
- Ensuring that SAHRIS is internationally recognised.
- The major challenges that remain, include:
 - Insufficient operational funding due to SAHRA's reliance on the budget allocation received through DSAC to fund its operations,
 - Non-functional PHRAs which represent a threat to SAHRA's work and seriously hinder its ability to deliver on its mandate, and
 - An unclear Human Resources and Performance Management Framework which leads to differing interpretations and inconsistencies in application.

13.1. Measuring the Impact statement

SAHRA seeks to achieve the following impact:

Impact Statement

A Nation that knows and celebrates its heritage

13.2 Theory of Change

The theory of Change serves as a visual representation of SAHRA’s strategic direction. It outlines the intended outcomes for SAHRA and the impact SAHRA intends to have on the people of South Africa.

| INPUTS | ACTIVITIES | OUTPUTS | OUTCOMES | IMPACT |
|--|------------|---------|---|--|
| | | | Improved organisational capacity (human and financial) | A nation that knows and celebrates its heritage. |
| | | | Organs of the state and stakeholders actively participate in the management and celebration of heritage resources | |
| | | | An inclusive national estate that is effectively managed | |
| The Heritage Value Chain contributes to national GDP | | | | |

Figure 3: Theory of Change

Detailed in the Annual Performance Plan



13.3. Measuring Outcomes

| OUTCOME 1 | OUTCOME INDICATOR | BASELINE | FIVE YEAR-TARGET |
|--|--|--|---|
| Improved organisational capacity (human and financial) <ul style="list-style-type: none"> • People • Culture • Systems • Funds | 1.1 Growth in non-fiscal revenue and resource acquisition over a five-year period. | SAHRA primarily generates non-fiscal revenue through its property portfolio, realizing R1.4 million in rental income during the 2023-2024 financial year. This figure will be used as the baseline for future performance measurement. | 8% annual increase in non-fiscal revenue and resource acquisition over a five-year period. |
| | 1.2 Retaining the staff turnover rate. | Staff turnover rate <= 10%. | Maintain the staff turnover rate at or below 10%. |
| | 1.3 Develop and Implement a People Strategy Framework using automated systems | Poorly developed and poorly implemented Human Resources Management. | 100% of the People Strategy implemented using automated systems. <ul style="list-style-type: none"> • Year 1-2 – Performance Management (automated) • Year 2-3 – Talent Management & succession plan (framework & automated system) • Year 3-4 – Training (Learning Management System – updated framework) • Year 4-5 – Automated employee files and framework on process flows |

| OUTCOME 2 | OUTCOME INDICATOR | BASELINE | FIVE YEAR-TARGET |
|---|--|--|--|
| Organs of the state and stakeholders actively participate in the management and celebration of heritage resources | 2.1 Strategic initiatives successfully executed as per the Heritage Resources Management Coordination Plan. | The Heritage Resources Management Coordination Plan (HRMCP) is currently in its second year of implementation, with year 1 and 2 of the plan completed so far. | 80% over 5 years of the approved Heritage Resources Management Coordination Plan implemented. |
| | 2.2 Increase in the number of formal engagements by SAHRA with communities and stakeholders in matters pertaining to knowledge management and the protection of heritage resources | No baseline | <ul style="list-style-type: none"> • 25% Increase in the number of formal engagements by SAHRA with communities in matters pertaining to knowledge management and the protection of heritage resources • A 25% increase in SAHRA's knowledge dissemination activities to stakeholders and communities • Increase in percentage of applications responded to within the legislative timeframes |

| OUTCOME 3 | OUTCOME INDICATOR | BASELINE | FIVE YEAR-TARGET |
|--|--|----------------|--|
| An inclusive national estate that is effectively managed | 3.1 Increased number of declared resources with Heritage Resources Management tools. | New Indicator. | <ul style="list-style-type: none"> • Report of newly declared site have HRM tools • Report on status of progress previously declared site have HRM tools |

| OUTCOME 4 | OUTCOME INDICATOR | BASELINE | FIVE YEAR-TARGET |
|--|---|--|---|
| The Heritage Value Chain contributes to national GDP | 4.1 A commissioned study to understand the contribution of the Cultural heritage resources to the GDP | No study and strategy currently exist. | Report on contribution of Cultural Heritage resources to the GDP. |

13.4. Explanation of Planned Performance over the Five-Year Planning Period

Outcome 1- Improved Organisational Capacity (Human and Financial)

To achieve the targets outlined in the NDP for 2030, Chapter 13, titled “Building a Capable State,” highlights the necessity of well-managed and effectively coordinated State institutions. These institutions should be staffed by skilled public servants who are dedicated to the public good and capable of consistently delivering high-quality services to all South Africans. Key elements of building a capable State, as specified in Chapter 13, include:

- A stable political-administrative interface,
- A public service that is a career of choice,
- Sufficient technical and specialist professional skills, and
- Efficient and effective management and operations systems.

Similarly, to achieve its intended impact, SAHRA must enhance its capacity to deliver. Additionally, to ensure the effective management of heritage resources, section 5(2) of the NHRA outlines the following:

“(a) the skills and capacities of persons and communities involved in heritage resources management must be developed; and

(b) provision must be made for the ongoing education and training of existing and new heritage resources management workers”.

To achieve its intended impact and fulfil its mandate of implementing an integrated and coordinated system for the identification, management, and protection of the country’s heritage resources, it is crucial for SAHRA to develop and implement critical interventions aimed at building its capacity in terms of funding and human resources and continuing to strengthen its management and governance structures and practices. Outcome 1, therefore, focuses on identifying and converting additional sources of funding to augment the budget allocated to SAHRA by DSAC, and strengthening SAHRA Human Resources Management practices (including training).

Some key enablers include:

- The ability to levy fines in terms of the NHRA,
- The ability to charge fees for services rendered in terms of the NHRA,
- The opportunity for SAHRA to use its properties as sources of additional funds,
- The opportunity to raise donations from communities,
- Existing beneficial strategic partnerships that can be leveraged to provide economic benefits in addition to social benefits,
- SAHRA already has strong Financial Management internal controls,
- SAHRA’s highly competent and energetic staff complement,
- Continued support from DSAC, and
- An engaged and creative Council.
- Revenue generating opportunities

Outcome 2 - Organs of the state and stakeholders actively participate in the management and celebration of heritage resources

In terms of section 13(1)(b) of the NHRA, SAHRA's main obligation under the NHRA is the requirement to "co-ordinate the management of the national estate by all agencies of the State and other bodies and monitor their activities to ensure that they comply with national principles, standards and policy for heritage resources management [emphasis added]". The NHRA further explains that these activities should be performed across all three spheres of Government as follows:

- SAHRA is responsible for the management of heritage resources at the national level,
- PHRAs are responsible for the management of heritage resources at the provincial level, and
- Heritage resource management at the local level is the responsibility of municipalities.

A significant challenge identified is that non-functional PHRAs and municipalities failing to meet their obligations under the NHRA pose a substantial threat to SAHRA's ability to effectively fulfil its mandate. The issue is further complicated by the fact that PHRAs operate at the provincial level of government, while municipalities function at the local level, leaving SAHRA with limited recourse to address these problems.

Moreover, community participation is a fundamental principle of both the NDP and the NHRA. The NDP's Vision 2030 aims to create a South Africa where "we participate fully in efforts to liberate ourselves from the conditions that hinder the flowering of our talents." Therefore, it is crucial to encourage those closest to their heritage—whether geographically, historically, or culturally—to actively participate in the management and protection of the country's heritage resources.

To address these issues, Outcome 2 seeks to implement measures that improve cooperation between SAHRA and the relevant state organs responsible for heritage resource management. A Heritage Resources Management Coordination Plan (HRMCP) has been drafted and is being implemented. This plan details the structures, coordination mechanisms, roles, responsibilities, and practices of various stakeholders in the heritage resources sector, focusing on the identification, management, and protection of the country's heritage resources. This long-term ambition will involve increasing the skills in and strengthening relationships with communities and other stakeholders outside the Public Sector in order to foster ownership, social accountability and shared responsibility as relates to the country's heritage resources.

Some key enablers include;

- Enabling legislation (i.e. the NHRA) which lays out the roles and responsibilities of SAHRA, PHRAs as well as municipalities,
- A highly competent leadership team that is committed to improving co-ordination,
- An engaged Council that is committed to supporting SAHRA in its efforts,
- Communities (in particular, those within which SAHRA has worked) that are increasingly beginning to appreciate the need to protect their heritage,
- The benefit of past experience by SAHRA of what strategies work best in engaging and energising communities, and
- Passionate heritage practitioners (both within and outside SAHRA) and organisations that play a critical advocacy role in heritage resources management and protection.

Outcome 3 - An inclusive national estate that is effectively managed

SAHRA's strategic direction acknowledges the importance of diversity for the mutual enrichment of the nation, as outlined in Chapter 15 of the NDP and Outcome 14 of the MTSF. Numerous studies have demonstrated that, when properly managed, heritage can enhance social inclusion, shape the identity of a community or country, and foster social cohesion. This underscores the need for inclusive growth to address South Africa's inequalities, with heritage playing a positive role in this endeavour.

Through its legislated activities, SAHRA aims to continue its role in the identification, management, and protection of heritage resources while promoting the rights of those currently underrepresented in the national estate. The last five years of implementation focused on ensuring that heritage resources, inclusive of marginalized communities, were identified and declared.

Outcome 3 focuses on ensuring an inclusive national estate that is effectively managed and increasing the number of declared resources with Heritage Resources Management tools.

The first aspect refers to the goal of managing the national estate, which includes all cultural, historical, and natural heritage sites, in a way that is both inclusive and effective. Inclusivity means that the management practices for these sites consider and involve diverse communities and stakeholders. It's about ensuring that everyone, from local communities to national organizations, has a voice in how these sites are preserved and utilized. This inclusive approach ensures that the cultural and historical narratives of all groups are respected and integrated into the management plans. Effective management, on the other hand, implies that these sites are not only maintained and preserved but also utilized in a sustainable manner. This means implementing practices that protect the sites from deterioration while allowing them to be enjoyed by current and future generations. It's about striking a balance between preservation and accessibility, ensuring that these treasures remain intact for years to come.

The second aspect highlights the aim to increase the number of heritage resources that are officially recognized and managed using specific tools and guidelines. Picture a growing list of heritage sites, each one carefully documented and assessed for its significance. Heritage Resources Management tools include a variety of instruments such as legal frameworks, guidelines, and assessment tools. These tools are essential for the identification, protection, and conservation of heritage sites. They ensure that each site is evaluated based on its historical, cultural, and natural value, and that appropriate measures are taken to preserve its integrity. By increasing the number of declared resources, more sites can benefit from these management tools, leading to better protection and conservation outcomes. This systematic approach ensures that heritage resources are not only recognized for their importance but also managed according to best practices, safeguarding them for future generations.

In essence, this outcome indicator aims to create a comprehensive and inclusive approach to managing the national estate, ensuring that heritage resources are effectively protected and preserved. It's about building a legacy of well-managed heritage sites that reflect the diverse cultural and historical fabric of the nation, while also ensuring their sustainability for the future.

Some key enablers include;

- An abundance of heritage resources in South Africa
- SAHRA already has strong heritage resources management practices
- Available SAHRIS Platform

- Continued support from DSAC
- SAHRA's highly competent and energetic staff complement

Outcome 4 - The Heritage Value Chain contributes to national GDP

According to Chapter 3 of the NDP, "Achieving full employment, decent work, and sustainable livelihoods will improve living standards and ensure a dignified existence for all South Africans." To this end, the NDP aims to reduce the unemployment rate to 6% by creating about 11 million jobs by 2030.

SAHRA recognizes that all government entities play a crucial role in achieving the goals outlined in the National Development Plan (NDP). Outcome 4, therefore, aims to ensure a deliberate and concerted effort within SAHRA to contribute further towards the NDP's job creation goal by developing and implementing a strategy to empower communities economically and create employment opportunities through SAHRA's heritage resources management and protection activities. Furthermore, SAHRA aims to understand and demonstrate its contribution to the NDP by measuring how the heritage sector, particularly cultural heritage, contributes to the GDP.

Understanding the contribution of cultural heritage resources to GDP would typically involve several key components. The primary goal is to quantify how cultural heritage resources, such as historical sites, museums, and cultural events, contribute to the overall economic output of a region or country. The study will employ a mix of quantitative and qualitative methods, including economic impact analysis, surveys and interviews, and statistical models to estimate the contribution of cultural heritage to GDP. The study will aim to provide empirical evidence on the economic benefits of cultural heritage, showing, for example, that regions with rich cultural heritage attract more tourists, leading to higher tourism revenue and job creation. Based on the findings, the study might suggest policies to enhance the economic contribution of cultural heritage, such as investing in preservation, promoting cultural tourism, and integrating cultural heritage into broader economic development strategies.

Some key enablers include:

- **Government Support:** Active involvement and support from various government entities to align heritage management with national development goals.
- **Funding and Investment:** Securing adequate funding and investment for the preservation, promotion, and sustainable use of cultural heritage resources.
- **Community Engagement:** Empowering local communities by involving them in heritage management and ensuring they benefit economically from heritage-related activities.
- **Education and Training:** Providing education and training programs to build skills in heritage conservation, tourism management, and related fields.
- **Public-Private Partnerships:** Encouraging collaborations between public institutions and private sector entities to leverage resources and expertise.
- **Research and Data Collection:** Conducting studies and collecting data to measure the economic impact of cultural heritage and inform policy decisions.

- **Marketing and Promotion:** Developing effective marketing strategies to raise awareness of cultural heritage sites and attract tourists.
- **Policy and Legislation:** Implementing supportive policies and legislation to protect cultural heritage and promote its sustainable use.
- **Infrastructure Development:** Improving infrastructure around heritage sites to enhance accessibility and visitor experience.





ROBBEN ISLAND

14. KEY RISKS

| No. | Outcomes | Key Risks | Risk Mitigation |
|-----|--|---|--|
| 1 | Improved organizational capacity (human) | Staff Retention Risk - Failure to attract and retain qualified employees to ensure optimal staffing levels in a balanced workforce environment | <ul style="list-style-type: none"> • Employee benefits in place (bursary schemes). • Job grading is conducted. • Remuneration Policy in place • Training budget exists. • Wellness programmes. • Non-monetary rewards (e.g. working arrangements) • Training plan is informed by PDPs and availability of budget • Approved Organizational structure. • Tasks and KPIs aligned to the employee performance management process for 2023. • Agreement with CATHSETA funding for training. • Governance structures in place • Recruitment policy in place which favours internal development candidates • Implementation of the Performance Management Framework. • Costing of current positions. |
| 2 | Linked to all Outcomes | ICT Infrastructure Risk- The risk that the SAHRA does not have the information and technology infrastructure (e.g. hardware, networks, software, people and processes) it needs to effectively protect/support the current and future information requirements of the business in an efficient, cost-effective and well-controlled fashion. | <ul style="list-style-type: none"> • Use of SAHRIS • Maintenance of the current ICT infrastructure. • Finance, HRM System in place, third party hosted. • Back-up internet connection. |

| No. | Outcomes | Key Risks | Risk Mitigation |
|-----|--|---|--|
| 3 | Linked to all Outcomes | Cyber risk - Possible cyber and information security incidents (breaches and hacking) in a changed working environment may results in loss of data and ransomware attacks | <ul style="list-style-type: none"> • Backup, restore and test processes. • Training and awareness sessions within ICT on backing up information. • Perform quarterly internal continuity testing. Offsite backup facilities. • Cyber security policy. • Patch management • Regular awareness on cyber incidents) • Encryption of the SAHRA and SAHRIS website. 9. Moved from action plan to a New control - ICT continuity plan in place. • Moved from action plan to a New control - Quarterly continuity testing (inhouse and externally • Moved from action plan to a New control - Technology refresher plan in place • Moved from action plan to a New control - Off-site backup storage in place • Digital migration strategy |
| 4 | Improved organisational capacity (human and financial) | SAHRA unable to take opportunities it identifies for additional funding streams outside the budget allocation. | <ul style="list-style-type: none"> • Management Financial Sustainability Task Team established. • Council Business Development Committee in place. • Established business development unit • Approved Terms of Reference for the FSTT. • Monitoring the team's progress towards converting the additional revenue streams and adjust the plan where appropriate • Approved business development framework • Financial Sustainability Framework. • Funding model • Property strategy document in place |

| No. | Outcomes | Key Risks | Risk Mitigation |
|-----|--|---|---|
| | Improved organisational capacity (human and financial) | SAHRA unable to take opportunities it identifies for additional funding streams outside the budget allocation. | <ul style="list-style-type: none"> • Prefunding compliance checklist in place to incorporate into project plans inclusive of procurement strategy sole provider services • Identification of properties. • Donations profile (for fundraising). |
| 5 | Linked to all Outcomes | Debt Risk -Ineffective debt management and inability to collect funds to cover current operating or capital obligations | <ul style="list-style-type: none"> • Functioning debt collection committee • Implementation of debt management policies and procedures. • Screening of potential tenants before entering into lease agreements. • Appointment of a suitable debt collector. • Rental agencies for short term rentals. • Lease management - assessment of tenants. • Moved from action plan to a New control • Contract management system in place • Monitoring of monthly report (rental collection) • Debt management policy |
| 6 | Linked to all Outcomes | BCM Risk -Loadshedding has led to insufficient preparedness for disruptions - resulting with operational continuity for three of the four SAHRA sites BCM Risk - Inability to recover critical operations and systems in the event of disruption/ crisis. | <ul style="list-style-type: none"> • Backup power with Wi-Fi connectivity and phone. Rechargeable lights • Utilisation of mobile data sim cards • Remote working through VPN. • ICT DRP • Systems hosted offsite - payroll and finance • Offsite system host for ICT continuity - SAHRA & SAHRIS. |
| 7 | Linked to all Outcomes | Emerging Risk Project Management Risk - Ineffective project management within SAHRA | <ul style="list-style-type: none"> • Approved SLA's in place. • Project plan • Accommodation task team • Approved budget for the project. • Monthly project reports • Monthly EXCO and Manco meetings. • Quarterly infrastructure reports to DSAC. Social consultation |



PART

TECHNICAL INDICATOR
DESCRIPTION
MANAGEMENT

| Indicator 1.1 | |
|--|---|
| Indicator title | Growth in non-fiscal revenue and resource acquisition over a five-year period. |
| Definition | <p>Opportunities of any nature that bring in funding (e.g leases of properties, contracts, MoUs, MoAs, LoA's). Excluding budget allocations. Identification and pursuit of non-fiscal revenue generation and resource acquisition opportunities. This encompasses, but is not limited to, property leases, strategic partnerships, memoranda of understanding, agreements, and letters of agreement. Additionally, cost-saving initiatives and any other avenues that enhance SAHRA's financial or operational capacity are within this scope. (Resource acquisition is the process of obtaining and securing necessary assets or support to achieve specific goals or objectives).</p> <p>These resources can be:</p> <ul style="list-style-type: none"> • Tangible: Physical assets like equipment, property, or materials. • Intangible: Non-physical assets such as intellectual property, knowledge, or data. • Financial: Monetary resources like grants, investments, or loans. • Human: Personnel with specific skills or expertise. In essence, resource acquisition involves identifying, securing, and managing resources to support an organization's operations, growth, or projects.) |
| Source of data | Reports on opportunities of any nature that bring in funding including but not limited to leases of properties, contracts, MoUs, MoAs, LoA's and financial savings as a result of partnerships /initiatives/ funding opportunities excluding budget allocations. |
| Method of calculation / Assessment | Percentage increase in number of opportunities realized |
| Assumptions | Opportunities for additional funding streams outside the budget allocation exist Opportunities for additional funding streams outside the budget allocation can be converted within the five-year strategic term |
| Disaggregation of beneficiaries (where applicable) | N/A |
| Spatial transformation (where applicable) | N/A |
| Desired performance | An increase over five years in the funding raised by SAHRA outside of the budget allocation process |
| Indicator responsibility | Chief Financial Officer |

| Indicator 1.2 | |
|--|---|
| Indicator title | Retaining the staff turnover rate |
| Definition | The term “staff turnover rate” refers to the percentage of employees who leave an organisation during a certain period (in this case, a year) |
| Source of data | Human Resources Management reports |
| Method of calculation / Assessment | <p>The staff turnover rate is calculated as follows:</p> <p>Total number of leavers in a year X 100 divided by the Average number of employees in a year.</p> <p>The average number of employees in a year is calculated as follows:</p> <p>Number of employees at the beginning of the year + number of employees at the end of the year divided by 2.</p> |
| Assumptions | SAHRA will be able to reduce the staff turnover rate by strengthening its Human Resources and Performance Management Framework |
| Disaggregation of beneficiaries (where applicable) | N/A |
| Spatial transformation (where applicable) | N/A |
| Reporting cycle | Annually |
| Desired performance | <ul style="list-style-type: none"> • Maintain the staff turnover rate at or below 10%. • Improvement in employee productivity levels • Retention of key skills and competencies within SAHRA |
| Indicator responsibility | Corporate Services Executive |

| Indicator 1.3 | |
|--|--|
| Indicator title | Develop and implement a people strategy framework using automated systems |
| Definition | A framework that will give effect, within SAHRA, to the following definition of people strategy: A people strategy framework is a plan that outlines how an organisation will manage and develop its workforce. It aims to align the organisation's goals with the needs of its employees. |
| Source of data | <ul style="list-style-type: none"> • Project Plan • Human Resources Management reports • Project progress reports • Monitoring and evaluation reports |
| Method of calculation / Assessment | The assessment of progress will involve tracking the milestones and timelines detailed in the project plan. |
| Assumptions | <p>This will include the development and approval of the framework over the 5-year period. Emphasis will be placed on structured elements of people strategy and alignment to SAHRA's strategic intent over the five-year planning period (2025 to 2030).</p> <p>SAHRA will dedicate the necessary time and resources in order to develop and implement the framework.</p> |
| Disaggregation of beneficiaries (where applicable) | N/A |
| Spatial transformation (where applicable) | N/A |
| Reporting cycle | Bi-Quarterly |
| Desired performance | 100% of people strategy framework and full automation implemented |
| Indicator responsibility | Corporate Services Executive |

| Indicator 2.1 | |
|--|--|
| Indicator title | Strategic initiatives successfully executed as per the Heritage Resources Management Coordination Plan. |
| Definition | This indicator measures the proportion of strategic initiatives outlined in the plan that will be successfully executed within a five timeframe. |
| Source of data | <ul style="list-style-type: none"> Progress report on the implementation of the Heritage Resources Management Coordination Plan. |
| Method of calculation / Assessment | Conduct content analysis to monitor HRMCP targets and ensure alignment with overall Key Performance Indicators (KPIs) and objectives. |
| Assumptions | Active involvement by the organs of State |
| Disaggregation of beneficiaries (where applicable) | N/A |
| Spatial transformation (where applicable) | N/A |
| Desired performance | 80% of the Heritage Resources Management Coordination Plan is implemented over 5 years. |
| Indicator responsibility | Executive Officer: HRM |

| Indicator 2.2 | |
|------------------------------------|--|
| Indicator title | Increase in the number of formal engagements by SAHRA with communities and stakeholders in matters pertaining to knowledge management and the protection of heritage resources. |
| Definition | The aim is to strengthen relationships with communities in order to foster local ownership, social accountability and shared responsibility as relates to heritage resources. The anticipated increase in citizen's active participation would include activities such as citizens interaction with SAHRIS (nominations, permits and Section 38s), complaints reported by citizens, participation and attendance of SAHRA hosted events. |
| Source of data | Stakeholder Engagement Reports, detailing various meetings and engagements; Heritage Impact Assessments, Heritage Management Agreements, Conservation Management Plans; SAHRIS reports identifying the increase in formal applications made by citizens; Registers of attendance/participation at SAHRA hosted events |
| Method of calculation / Assessment | Number of Stakeholder Engagement Reports, Number of Heritage Impact Assessments, Number of Heritage management Agreements, Number of Conservation Management Plans. Number of formal applications made by citizens. Percentage of attendance/ participation at SAHRA hosted events |
| Assumptions | An increase in the number of formal engagements by the South African Heritage Resources Agency (SAHRA) with communities and stakeholders will lead to enhanced knowledge management practices and more effective protection of heritage resources. |
| Desired performance | <ul style="list-style-type: none"> • 25% Increase in the number of formal engagements by SAHRA with communities in matters pertaining to knowledge management and the protection of heritage resources • A 25% increase in SAHRA's knowledge dissemination activities to stakeholders and communities • Increase in percentage of applications responded to within the legislative timeframes |
| Indicator responsibility | Executive Officer: HRM |

| Indicator 3.1 | |
|--|---|
| Indicator title | Increased number of declared resources with Heritage Resources Management tools. |
| Definition | This refers to the growth in the quantity of heritage resources that have been officially identified, declared with accompanying management tools. These tools include Heritage Agreements (HA), Conservation Management Plans (CMP), and Integrated Management Plans (IMP). Each of these tools plays a crucial role in the systematic recording, preservation, and protection of heritage assets. Heritage resources include national heritage sites and objects. This may exclude some resources such as maritime resources. |
| Source of data | <ul style="list-style-type: none"> • SAHRIS • Government Gazettes • Heritage Agreements (HA), • Conservation Management Plans (CMP), • Integrated Management Plans (IMP). |
| Method of calculation / Assessment | Increase in Declared Resource = $\frac{\text{Total Resources at End} - \text{Baseline Resources}}{\text{Baseline Resources}} \times 100$ |
| Assumptions | <ul style="list-style-type: none"> • Partners for Implementing the heritage agreements or CMPs exist. • There are no legal disputes concerning the heritage resource. |
| Disaggregation of beneficiaries (where applicable) | N/A |
| Spatial transformation (where applicable) | N/A |
| Reporting cycle | Annually |
| Desired performance | <ul style="list-style-type: none"> • 90% of newly declared sites (from 2025 onwards) have Heritage Resource Management (HRM) tools, as reported in the status of progress. • 60% of the previously declared sites (prior to 2025) have Human Resource Management (HRM) tools, as reported in the status of progress. |
| Indicator responsibility | Executive Officer: HRM |

| Indicator 4.1 | |
|--|---|
| Indicator title | A commissioned study to understand the contribution of Cultural Heritage Resources to the GDP. |
| Definition | SAHRA seeks to understand the impact of our work on GDP, including inputs as part of the development process. We aim to explore how the implementation of the NHRA contributes to GDP in collaboration with partners. Our goal is to ensure a deliberate and concerted effort within SAHRA to further the NDP's job creation objectives by economically empowering communities and creating employment opportunities through heritage resources management activities. Note that cultural heritage will exclude the arts. |
| Source of data | Peer-reviewed journal articles, interviews, surveys, etc. |
| Method of calculation / Assessment | Detailed commissioned study report |
| Assumptions | SAHRA already contributes to the GDP directly or indirectly, by creating employment and economic empowerment opportunities for local communities through its mandated activities and will: <ul style="list-style-type: none"> • Replicate these opportunities as it continues to discharge its legislative mandate • Be able to measure the employment and economic empowerment opportunities created through these activities |
| Disaggregation of beneficiaries (where applicable) | More detailed disaggregation targets will be determined as part of developing the study |
| Spatial transformation (where applicable) | N/A |
| Reporting cycle | Annually |
| Desired performance | Quantify the GDP contribution of Cultural heritage resources |
| Indicator responsibility | Executive Officer: HRM |

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