



SOUTH AFRICAN HERITAGE RESOURCES AGENCY

# ANNUAL PERFORMANCE PLAN

# 2025 --- 2026

• • S A H R A • •

AN AGENCY OF THE DEPARTMENT OF SPORT ARTS AND CULTURE

# SAHRA

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

## WHAT WE DO

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



**MAPUNGUBWE CULTURAL LANDSCAPE**



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

# ANNUAL PERFORMANCE PLAN FOR 2025 - 2026

## ACRONYMS

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

## COUNCIL CHAIRPERSON'S STATEMENT

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I am pleased to present the 2025/26 Annual Performance Plan of the South African Heritage Resources Agency (SAHRA). The 2025/26 financial year marks the first year of implementation of the 2025-2030 strategy.

SAHRA's 2025-30 strategy and annual performance plan is aligned with the National Development Plan (NDP): Vision 2030 and government priorities as outlined in the Medium-Term Development Plan (MTDP) for 2024-2029. SAHRA contributes to three of the MTDP Apex priorities, namely A capable, ethical, and developmental state; Economic transformation and job creation; and Social cohesion and safe communities. During the strategic planning process, both the strategic and annual performance plan were reviewed taking into consideration budget cuts, the MTDP as well as the agency's mandate and relevant legislation.

The APP sets forth the SAHRA's long-term four (4) outcomes of the 2025/30 strategic plan, whose achievement will culminate in the contribution towards the attainment of the National Development Goals (NDG). SAHRA pursues these outcomes by putting in place resources, outlining and implementing the activities and outputs of the set targets. The inputs, activities, outputs, targets, and the associated budget are detailed and published in the annual performance plan. SAHRA reports on its performance against the annual performance targets in its Annual Report.

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

Our deepest and most sincere thanks and appreciation goes to the Executive Management and staff at SAHRA for their sterling work and commitment in driving SAHRA's mandate.



Dr. Luyanda Mpahlwa  
(Chairperson)


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Dr Luyanda Mpahlwa  
Council Chairperson

## CHIEF EXECUTIVE OFFICER'S FOREWORD

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I am pleased to present the South African Heritage Resources Agency (SAHRA) Annual Performance Plan 2025/26. The annual performance plan was formulated in alignment with the National Heritage Resources Act No.25 of 1999 (NHRA), the Draft strategic Plan and the Medium-Term Develop Plan (MTDP) as well as other relevant legislations and policy mandates.

This APP will be implemented in the first year of the 2025/30 Strategy. SAHRA will continue making progress towards fulfilling its mandate. Although the entity is still experiencing substantial budget cuts, it will continue to strive towards improving its effectiveness and efficiency.

Following the plan set out in the 2023/24 APP, the entity retained its clean audit opinion and achieved 100% of its performance targets for the year. The entity will continue to display accountability, professionalism and unity of purpose as embedded in its values.

The 2025/26 APP outlines in detail the institutional programme performance information for SAHRA's five programmes. This APP is aligned to SAHRA's 2025-30 strategic plan and will guide the entity so as to achieve its outcomes and ultimately contribute to the achievement of the national development goals. The assessment and monitoring of annual performance is done on a quarterly basis and approved by Council.

We commit to executing our responsibilities and remaining focused to make sure we achieve the targets set out in this plan.

My deepest and most sincere appreciation goes to Council, Executive Management, Managers, and Staff of SAHRA for their dedication and commitment in executing SAHRA's mandate.



Adv. Lungisa Malgas  
(Chief Executive Officer)

Adv. Lungisa Malgas  
Chief Executive Officer

## OFFICIAL SIGN-OFF

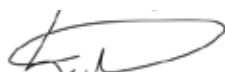
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It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the South African Heritage Resources Agency under the guidance of the SAHRA Council.
- Takes into account all the relevant policies, legislation and other mandates for which the South African Heritage Resources Agency is responsible.
- Accurately reflects the impact, outcomes and outputs which the South African Heritage Resources Agency will endeavour to achieve over the period 2025 to 2026.



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



Chief Financial Officer  
Mr Lennox Tukwayo



Executive Officer: Corporate Services  
Ms Ntombozuko Mphambani

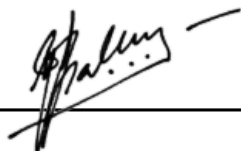


Head Official Responsible for Planning  
Ms Margaret Mazyambe



Chief Executive Officer  
Adv. Lungisa Malgas

Approved by:



Council Chairperson  
Dr Luyanda Mpahlwa

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





**CASTLE OF GOODHOPE**



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PART

SAHRA'S MANDATE

# 1. RELEVANT LEGISLATIVE AND POLICY MANDATES

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

## WORLD HERITAGE CONVENTION ACT, 1999

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

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

## NATIONAL HERITAGE RESOURCES ACT, 1999

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

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

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

## OBJECTIVE, FUNCTIONS, POWERS AND DUTIES OF SAHRA

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

- establish national principles, standards and policy for the identification, recording and management of the national estate in terms of which heritage resources authorities and other relevant bodies must function with respect to South African heritage resources;*
- co-ordinate the management of the national estate by all agencies of the State and other bodies and monitor their activities to ensure that they comply with national principles, standards and policy for heritage resources management;*
- identify, record and manage nationally significant heritage resources and keep permanent records of such work;*

- (d) *advise, assist and provide professional expertise to any authority responsible for the management of the national estate at provincial or local level, and assist any other body concerned with heritage resources management;*
- (e) *promote and encourage public understanding and enjoyment of the national estate and public interest and involvement in the identification, assessment, recording and management of heritage resources;*
- (f) *promote education and training in fields related to the management of the national estate; and*
- (g) *perform any other functions assigned to it by this Act or as directed by the Minister.*

## A three-tier approach to managing heritage resources

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

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

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

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

## Training and professional development

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

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

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

## OTHER ACTS (LEGISLATION)

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

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

- National Film and Video Foundation Act (Act No. 73 of 1997)
- National Arts Council Act (Act No. 56 of 1997)
- Legal Deposit Act (Act No. 54 of 1997)
- National Archives and Record Service of South Africa Act (Act No. 43 of 1996)
- Pan South African Language Board Act (Act No. 59 of 1995)
- Culture Promotion Act (Act No. 35 of 1983)
- Heraldry Act (Act No. 18 of 1962)
- Revised White Paper on Arts, Culture and Heritage, 2013
- National Policy on Living Heritage, 2009

## OTHER RELEVANT LEGISLATION INCLUDES:

- Labour Relations Act (Act No. 66 of 1995)
- Basic Conditions of Employment Act (Act No. 75 of 1997)
- Employment Equity Act (Act No. 55 of 1998)
- Skills Development Act (Act 97 of 1998)
- Public Finance Management Act (Act No.1 of 1999)
- The Annual Division of Revenue Acts (Act No.1 of 2018)
- Occupational Health and Safety Act 85 of 1993



## 2. INSTITUTIONAL POLICIES AND STRATEGIES

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

- The National Development Plan (NDP), and
- The Medium-Term Development Plan (MTDP).

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

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>	





## INCLUSIVE GROWTH

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

## TRANSFORMING SOCIETY AND UNITING THE COUNTRY (SOCIAL COHESION)

The principle of participation is a fundamental feature of the NHRA. Prior to the NHRA taking effect, heritage was managed by the National Monuments Council (NHC) which was criticised for prioritising buildings and monuments which were largely perceived to represent 'white' heritage. The NHRA, however, introduced a three-tier approach to managing heritage resources by devolving the responsibility for identifying, managing and protecting heritage across all three spheres of Government. Also, the international and regional instruments, as well as the NHRA, highlight the importance of community participation in the identification, management and protection of South Africa's heritage. The notion of heritage as a force for social cohesion and nation-building, speaks to the Constitution's declaration that "South Africa belongs to all who live in it, united in our diversity." Further, the preamble of the NHRA asserts that the country's heritage can assist in defining the nation's cultural identity and affirms its diverse cultures, and in so doing "shape national character".

## BUILDING A CAPABLE STATE

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

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



### 3. RELEVANT COURT RULINGS

The Gauteng High Court (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 Ramaweale, 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).





**ROBBEN ISLAND**



PART

SAHRA'S STRATEGIC  
FOCUS

# 1. VISION

SAHRA aims to become:

*The agency uniting people through heritage.*

# 2. MISSION

SAHRA exists in order to fulfil its mandate as:

A regulatory body that:

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

# 3. VALUES AND BEHAVIOURS

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

## 4. SITUATIONAL ANALYSIS

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

### 4.1 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 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 Products (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 DSAC, PC, and National Treasury with limited autonomy. The effectiveness of law enforcement in protecting heritage resources is crucial, determining whether enforcement is "toothless" or impactful.

## 4.2 INTERNAL ENVIRONMENT ANALYSIS

### Strengths

The South African Heritage Resources Agency (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 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 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, and enforcement relies on at times lengthy debt collection processes and costly legal action. 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.



**CONSTITUTION HILL**



PART

MEASURING SAHRA'S  
PERFORMANCE

# INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

## SAHRA THEORY OF CHANGE

Problem Statement	Inputs	Activities	Outputs	Outcomes	Impact	Assumptions
<p>“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.</p>	Investment in training, technology, and infrastructure; recruitment of skilled personnel	Conduct capacity-building workshops, implement advanced management systems, enhance internal processes	Increased staff competency, efficient operations, improved resource management	Improved Organizational Capacity	<p><i>A nation that knows and celebrates its heritage</i></p>	<p>Adequate funding is available; skilled personnel are willing to join; training programs are effective</p>
	Engagement initiatives, collaboration frameworks, awareness campaigns	Host stakeholder meetings, develop partnerships, run public awareness programs	Increased stakeholder engagement, collaborative projects, higher public awareness	Organs of the State and Stakeholders Actively Participate in the Management and Celebration of Heritage Resources		<p>Stakeholders are willing to engage; collaboration frameworks are effective; awareness campaigns reach the target audience</p>
	Inclusive policies, comprehensive heritage surveys, conservation programs	Implement inclusive heritage policies, conduct national heritage surveys, execute conservation projects	A diverse and well-documented national estate, effective conservation practices	Inclusive and Effectively Managed National Estate		<p>Inclusive policies are adopted; heritage surveys are comprehensive; conservation programs are adequately funded</p>
	Investment in heritage tourism, cultural industries, heritage-related enterprises	Commission study to understand the contribution of the Cultural heritage resources to the GDP	Detailed Report on the Economic Impact of Cultural Heritage Resources	Heritage Value Chain and National GDP		<p>Inclusive investment is sustained; heritage tourism initiatives are attractive; cultural industries receive adequate support</p>

# 1. PROGRAMME 1: ADMINISTRATION AND GOVERNANCE

## PURPOSE: TO BUILD AND MAINTAIN SOUND ORGANISATIONAL FINANCIAL AND HUMAN CAPACITY WITHIN SAHRA

TABLE 1.1: OUTCOME, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	KPI No.	Output Indicator	Annual Targets						
				Audited Performance			Estimated Performance	MTEF Period		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 1 - Administration and Governance										
Improved organisational capacity (human and financial)	Partnerships that can financially benefit SAHRA	1.1	Number of revenue generating streams implemented	N/A	1 Revenue generating stream implemented	3 Revenue generating streams implemented	3 Revenue generating streams implemented	3 Revenue generating streams implemented	3 Revenue generating streams implemented	3 Revenue generating streams implemented
	A revised organisational structure that supports the implementation of SAHRA's 2025-2030 strategy	1.2	Maintain the annual turnover rate at or below 10%	Annual turnover rate is at 7%	Annual turnover rate is at 8,6%	Annual turnover rate is at 8,9%	Maintain the annual turnover rate at or below 10%	Maintain the annual turnover rate at or below 10%	Maintain the annual turnover rate at or below 10%	Maintain the annual turnover rate at or below 10%
	Staff training/development opportunities	1.3	% of training interventions rolled out according to the HR Training Plan	100%	100%	100%	100%	100%	100%	100%
	Development and Implementation of a people strategy framework	1.4	An approved people strategy framework with an implementation plan	N/A	N/A	N/A	N/A	An approved people strategy framework with an implementation plan	100% Implementation of elements of the people strategy framework and full automation	100%



TABLE 1.2:  
OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Output No.	Output indicators	Annual Target	Q1	Q2	Q3	Q4
Programme 1 - Administration and Governance						
1.1	Number of revenue generating streams implemented	3 Revenue generating streams implemented	N/A	N/A	N/A	3 Revenue generating streams implemented
1.2	Maintain the annual turnover rate at or below 10%	Maintain the annual turnover rate at or below 10%	N/A	N/A	N/A	Maintain the annual turnover rate at or below 10%
1.3	% of training interventions rolled out according to the HR Training Plan	100%	N/A	N/A	N/A	100%
1.4	An approved people strategy framework with an implementation plan	An approved people strategy framework with an implementation plan	N/A	N/A	N/A	An approved people strategy framework with an implementation plan

TABLE 1.3: PROGRAMME RESOURCE CONSIDERATIONS

	Annual Target						
	Audited Outcome			Estimated Outcome	MTEF Budget Estimates		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	R '000	R '000	R '000	R '000	R '000	R '000	R '000
<b>Programmes</b>							
Programme 1: Administration and Governance	40 503	59 950	39 281	78 842	42 290	43 804	45 302
<b>Total</b>	<b>40 503</b>	<b>59 950</b>	<b>39 281</b>	<b>78 842</b>	<b>42 290</b>	<b>43 804</b>	<b>45 302</b>
<b>Current payments</b>							
Compensation of employees	24 845	24 070	25 742	25 742	25 033	26 535	27 862
Goods and services	13 634	13 740	13 539	16 952	17 257	17 269	17 440
Transfers and subsidies	2 024	22 140	-	36 148	-	-	-
<b>Total Expenditure</b>	<b>40 503</b>	<b>59 950</b>	<b>39 281</b>	<b>78 842</b>	<b>42 290</b>	<b>43 804</b>	<b>45 302</b>

## 2. PROGRAMME 2: STRATEGIC CO-ORDINATION

**PURPOSE: TO STRATEGICALLY STRENGTHEN EXISTING AND NEWLY FORMED EXTERNAL PARTNERSHIPS IN THE HERITAGE RESOURCES MANAGEMENT SECTOR**

**TABLE 2.1: OUTCOME, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS**

Outcome	Outputs	KPI No.	Output Indicator	Annual Target						
				Audited Performance			Estimated Performance	MTEF Period		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 2 - Strategic Co-ordination										
Organs of the state and stakeholders actively participate in the management and celebration of heritage resources	Finalised Co-ordination Strategy with critical stakeholders	2.1	Percentage implementation of aspects of the Heritage Resources Management Coordination Plan	N/A	N/A	28.6% of the Heritage Resources Management Coordination Plan was Implemented	10% of the Heritage Resources Management Coordination Plan implemented	30% of the Heritage Resources Management Coordination Plan implemented	20% of the Heritage Resources Management Coordination Plan implemented	20% of the Heritage Resources Management Coordination Plan implemented

TABLE 2.2:  
OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Output No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
<b>Programme 2 - Strategic Co-ordination</b>						
2.1	Percentage implementation of aspects of the Heritage Resources Management Coordination Plan	30% of the Heritage Resources Management Coordination Plan implemented	N/A	N/A	N/A	30% of the Heritage Resources Management Coordination Plan implemented

TABLE 2.3: PROGRAMME RESOURCE CONSIDERATIONS

	Annual Target						
	Audited Outcome			Estimated Outcome	MTEF Budget Estimates		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	R '000	R '000	R '000	R '000	R '000	R '000	R '000
<b>Programmes</b>							
Programme 2: Strategic Co-ordination	2 758	1 228	1 228	3 869	1 382	1 434	1 487
<b>Total</b>	<b>2 758</b>	<b>1 228</b>	<b>1 228</b>	<b>3 869</b>	<b>1 382</b>	<b>1 434</b>	<b>1 487</b>
<b>Current payments</b>							
Compensation of employees	1 126	1 126	1 126	1 177	1 212	1 261	1 311
Goods and services	1 632	102	102	166	169	173	176-
Transfers and subsidies	-	-	-	2 526	-	-	-
<b>Total Expenditure</b>	<b>2 758</b>	<b>1 228</b>	<b>1 228</b>	<b>3 869</b>	<b>1 382</b>	<b>1 434</b>	<b>1 487</b>

### 3. PROGRAMME 3: PUBLIC ENGAGEMENT

#### PURPOSE: TO ENHANCE AND SHOWCASE DIVERSE COMMUNITY PARTICIPATION IN HERITAGE RELATED ENGAGEMENTS

TABLE 3.1: OUTCOME, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	KPI No.	Output Indicator	Annual Targets						
				Audited Performance			Estimated Performance	MTEF Period		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 3 - Public Engagement										
Organs of the state and stakeholders actively participate in the management and celebration of heritage resources	Promotional knowledge dissemination activities about heritage resources	3.1	Number of promotional knowledge dissemination activities about heritage resources	N/A	N/A	N/A	N/A	12	12	12
	HRM Skills Development initiatives	3.2	Number of HRM Skills Development initiatives	N/A	N/A	N/A	N/A	4	4	4
	Diverse representation at SAHRA hosted heritage events	3.3	% of women, youth and persons with disabilities attending SAHRA-hosted events	% Of people attending SAHRA hosted events Women: 54% Youth: 53% Rural: 15%	% of people in the following groups attending SAHRA hosted events: Women: 57% Youth: 38% Rural: 4%	% of people in the following groups attending SAHRA hosted events: Women: 59% Youth: 41% Persons with disabilities: 1%	Minimum % of people in the following groups attending SAHRA hosted events: 50% Women or 40% Youth or 2% Persons with disabilities	Minimum % of people in the following groups attending SAHRA hosted events: 50% Women or 40% Youth or 2% Persons with disabilities	Minimum % of people in the following groups attending SAHRA hosted events: 50% Women or 40% Youth or 2% Persons with disabilities	Minimum % of people in the following groups attending SAHRA hosted events: 50% Women or 40% Youth or 2% Persons with disabilities
	Engagement with communities while developing/ revising HRM Policies, Regulations, Sops and Guidelines.	3.4	Average number of community engagements/ consultations while developing/ revising HRM policies, Regulations, Sops and Guidelines.	Average 1 advocacy engagement/ consultation per developed/ revised HRM policy	Average 1 engagement/ consultation per developed/ revised HRM policy	Minimum 1 engagement/ consultation per developed/ revised HRM policy	Minimum 1 engagement/ consultation per developed/ revised HRM policy	Minimum 1 engagement/ consultation per developed/ revised HRM policy, Regulation, Sop and Guideline	Minimum 1 engagement/ consultation per developed/ revised HRM policy, Regulation, Sop and Guideline	Minimum 1 engagement/ consultation per developed/ revised HRM policy, Regulation, Sop and Guideline

**TABLE 3.2:**  
**OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS**

Output No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
<b>Programme 3 - Public Engagement</b>						
3.1	Number of promotional knowledge dissemination activities about heritage resources	12	3	3	4	2
3.2	Number of HRM Skills Development initiatives	4	1	1	1	1
3.3	% of women, youth and persons with disabilities attending SAHRA-hosted events	Minimum % of people in the following groups attending SAHRA hosted events; 50% Women or 40% Youth or 2% Persons with disabilities	N/A	N/A	N/A	Minimum % of people in the following groups attending SAHRA hosted events; 50% Women or 40% Youth or 2% Persons with disabilities
3.4	Average number of community engagements/consultations while developing/revising HRM policies, Regulations, Sops and Guidelines.	Minimum 1 engagement/consultation per developed/revised HRM policy, Regulation, Sop and Guideline	N/A	N/A	N/A	Minimum 1 engagement/consultation per developed/revised HRM policy, Regulation, Sop and Guideline

**TABLE 3.3: PROGRAMME RESOURCE CONSIDERATIONS**

	Annual Target						
	Audited Outcome			Estimated Outcome	MTEF Budget Estimates		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	R '000	R '000	R '000	R '000	R '000	R '000	R '000
<b>Programmes</b>							
Programme 3: Public Engagement	6 875	1 727	1 727	9 321	10 857	11 379	11 888
<b>Total</b>	<b>6 875</b>	<b>1 727</b>	<b>1 727</b>	<b>9 321</b>	<b>10 857</b>	<b>11 379</b>	<b>11 888</b>
<b>Current payments</b>							
Compensation of employees	1 318	1 192	1 192	2 926	4 048	4 301	4 549
Goods and services	897	535	535	412	568	596	626
Transfers and subsidies	4 660	-	-	5 983	6 242	6 482	6 713
<b>Total Expenditure</b>	<b>6 875</b>	<b>1 727</b>	<b>1 727</b>	<b>9 321</b>	<b>10 857</b>	<b>11 379</b>	<b>11 888</b>

## 4. PROGRAMME 4: BUSINESS DEVELOPMENT AND TRANSFORMATION

PURPOSE: TO IMPLEMENT SAHRA'S MANDATE THROUGH INCLUSIVE IDENTIFICATION, CONSERVATION, PROMOTION, AND MANAGEMENT OF HERITAGE RESOURCES

TABLE 4: OUTCOME, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	KPI No.	Output Indicator	Annual Targets						
				Audited Performance			Estimated Performance		MTEF Period	
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
				Programme 4 - Business Development and Transformation						
An inclusive national estate that is effectively managed	Grade 1 Heritage resources declared with management tools	4.1	Number of grade 1 Heritage resources declared with management tools	N/A	N/A	N/A	N/A	2	2	2
	Previously declared heritage resources having management tools	4.2	Number of previously declared heritage resources having management tools	N/A	N/A	N/A	N/A	6	6	6
	Monitoring of declared National Heritage Resources/ Objects	4.3	Planned monitoring of declared National Heritage Resources/ Objects	N/A	N/A	N/A	N/A	16	16	16
	Resolving of complaints or contraventions	4.4	Progress made towards the handling or resolving of complaints or contraventions	N/A	N/A	N/A	N/A	Progress towards the handling or resolving of complaints or contraventions received	Progress towards the handling or resolving of complaints or contraventions received	Progress towards the handling or resolving of complaints or contraventions received
	Declared National Heritage Sites marked with approved badge	4.5	Number of declared National Heritage Sites marked with approved badges	N/A	N/A	N/A	N/A	4	4	4
	Monuments and memorial sites rehabilitated and erected	4.6	Number of monuments and memorial sites rehabilitated and erected	3	5	4	4	4	4	4
	Formal partnership agreements with strategic institutions	4.7	Number of formal partnership agreements with strategic institutions	6	6	4	4	4	4	4



TABLE 4.2:  
OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Output No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
<b>Programme 4 - Business Development and Transformation</b>						
4.1	Number of grade 1 Heritage resources declared with management tools	2	N/A	N/A	N/A	2
4.2	Number of previously declared heritage resources having management tools	6	N/A	N/A	N/A	6
4.3	Planned monitoring of declared National Heritage Resources/Objects	16	4	4	4	4
4.4	Progress made towards the handling or resolving of complaints or contraventions	Report on progress towards the handling or resolving of complaints or contraventions received	N/A	N/A	N/A	Report on progress towards the handling or resolving of complaints or contraventions received
4.5	Number of declared NHS sites marked with approved badge	4	N/A	N/A	N/A	4
4.6	Number of monuments and memorial sites rehabilitated and erected	4	N/A	N/A	N/A	4
4.7	Number of formal partnership agreements with strategic institutions	4	N/A	1	2	1

TABLE 4.3: PROGRAMME RESOURCE CONSIDERATIONS

	Annual Target						
	Audited Outcome			Estimated Outcome	MTEF Budget Estimates		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	R '000	R '000	R '000	R '000	R '000	R '000	R '000
<b>Programmes</b>							
Programme 4: Business Development and transformation	18 105	20 066	18 871	33 421	23 588	24 311	25 477
<b>Total</b>	<b>18 105</b>	<b>20 066</b>	<b>18 871</b>	<b>33 421</b>	<b>23 588</b>	<b>24 311</b>	<b>25 477</b>
<b>Current payments</b>							
Compensation of employees	17 100	16 544	16 544	20 212	20 707	21 986	23 099
Goods and services	1 005	784	784	1 266	1 286	1 325	1 378
Transfers and subsidies	-	2 738	1 543	11 943	1 595	1 000	1 000
<b>Total Expenditure</b>	<b>18 105</b>	<b>20 066</b>	<b>18 871</b>	<b>33 421</b>	<b>23 588</b>	<b>24 311</b>	<b>25 477</b>

5. PROGRAMME 5: ECONOMIC EMPOWERMENT

PURPOSE: TO CONTRIBUTE TO ECONOMIC EMPOWERMENT DIRECTLY OR INDIRECTLY THROUGH ACTIVELY PROVIDING EMPLOYMENT OPPORTUNITIES WITHIN THE HERITAGE MANAGEMENT SECTORPARTNERSHIPS IN THE HERITAGE RESOURCES MANAGEMENT SECTOR

TABLE 2.1: OUTCOME, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	KPI No.	Output Indicator	Annual Target						
				Audited Performance			Estimated Performance	MTEF Period		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 5 - Economic Empowerment										
The Heritage Value Chain contributes to national GDP	Increase in the number of employment opportunities created through partnerships	5.1	Number of employment opportunities created through internships	5	6	8	5	5	5	5
	The number of employment opportunities for local communities created, indirectly, through SAHRA's memorials and/or infrastructure projects	5.2	Number of employment opportunities for local communities created, indirectly, through SAHRA's memorials and/or infrastructure projects	17	23	33	10	20	20	20

TABLE 5.2:  
OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Output No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
<b>Programme 5 - Economic Empowerment</b>						
5.1	Number of employment opportunities created through internships	5	N/A	N/A	N/A	5
5.2	Number of employment opportunities for local communities created, indirectly, through SAHRA's memorials and/ or infrastructure projects	20	N/A	N/A	N/A	20

TABLE 5.3: PROGRAMME RESOURCE CONSIDERATIONS

	Annual Target						
	Audited Outcome			Estimated Outcome	MTEF Budget Estimates		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	R '000	R '000	R '000	R '000	R '000	R '000	R '000
<b>Programmes</b>							
Programme 5: Economic Empowerment	9 192	38 713	11 639	34 323	1 430	1 499	1 570
<b>Total</b>	<b>9 192</b>	<b>38 713</b>	<b>11 639</b>	<b>34 323</b>	<b>1 430</b>	<b>1 499</b>	<b>1 570</b>
<b>Current payments</b>							
Compensation of employees	2 164	4 590	4 590	1 265	1 328	1 395	1 464
Goods and services	2 099	1 549	1 549	100	102	104	106
Transfers and subsidies	4 929	32 574	5 500	32 958	-	-	-
<b>Total Expenditure</b>	<b>9 192</b>	<b>38 713</b>	<b>11 639</b>	<b>34 323</b>	<b>1 430</b>	<b>1 499</b>	<b>1 570</b>

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

### 6.1. 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

## 6.2. 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 and engage 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) is being implemented to ensure inclusive participation in heritage resources management. 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. Furthermore, SAHRA is committed to engaging the public in matters pertaining to heritage through knowledge sharing, policy development, and consultations.

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.

### 6.3. 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. 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

#### **6.4. 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.



## 7. PROGRAMME RESOURCE CONSIDERATIONS

	Annual Target							
	Audited Outcome				Estimated Outcome		MTEF Budget Estimates	
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
	R '000	R '000	R '000	R '000	R '000	R '000	R '000	R '000
<b>Programme</b>								
Programme 1: Administration & governance	40 503	59 950	39 281	78 842	42 152	43 604	45 145	
Programme 2: Strategic Co-ordination	2 758	1 228	1 228	3 869	1 382	1 384	1 487	
Programme 3: Public Engagement	6 875	1 727	1 727	9 321	10 857	11 379	11 888	
Programme 4: Business Development and transformation	18 105	20 066	18 871	33 421	23 588	24 300	25 477	
Programme 5: Economic Empowerment	9 192	38 713	11 639	34 323	1 430	1 499	1 570	
<b>Total</b>	<b>77 433</b>	<b>121 684</b>	<b>72 746</b>	<b>159 776</b>	<b>79 409</b>	<b>82 164</b>	<b>85 567</b>	
<b>Economic classification</b>								
<b>Current payments</b>								
Compensation of employees	46 553	24 845	24 845	51 322	52 382	55 261	58 129	
Goods and services	19 267	13 634	13 634	18 896	19 191	19 066	19 725	
Transfers and subsidies	11 613	29 807	2 093	89 558	7 837	7 837	7 713	
<b>Total Expenditure</b>	<b>77 433</b>	<b>124 733</b>	<b>71 257</b>	<b>159 776</b>	<b>79 409</b>	<b>82 164</b>	<b>85 567</b>	

## 8. RISKS AND MITIGATIONS

Outcomes	Key Risks	Risk Mitigation
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"> <li>Employee benefits in place (bursary schemes).</li> <li>Job grading is conducted.</li> <li>Remuneration Policy in place</li> <li>Training budget exists.</li> <li>Wellness programmes.</li> <li>Non-monetary rewards (e.g. working arrangements)</li> <li>Training plan is informed by PDPs and availability of budget</li> <li>Approved Organizational structure.</li> <li>Tasks and KPIs aligned to the employee performance management process for 2023.</li> <li>Agreement with CATHSETA funding for training.</li> <li>Governance structures in place</li> <li>Recruitment policy in place which favours internal development candidates</li> <li>Implementation of the Performance Management Framework.</li> <li>Costing of current positions.</li> </ul>
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"> <li>Use of SAHRIS</li> <li>Maintenance of the current ICT infrastructure.</li> <li>Finance, HRM System in place, third party hosted.</li> <li>Back-up internet connection.</li> </ul>

Outcomes	Key Risks	Risk Mitigation
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"> <li>• Backup, restore and test processes.</li> <li>• Training and awareness sessions within ICT on backing up information.</li> <li>• Perform quarterly internal continuity testing. Offsite backup facilities.</li> <li>• Cyber security policy.</li> <li>• Patch management</li> <li>• Regular awareness on cyber incidents)</li> <li>• Encryption of the SAHRA and SAHRIS website. 9. Moved from action plan to a New control - ICT continuity plan in place.</li> <li>• Moved from action plan to a New control - Quarterly continuity testing (inhouse and externally</li> <li>• Moved from action plan to a New control - Technology refresher plan in place</li> <li>• Moved from action plan to a New control - Off-site backup storage in place</li> <li>• Digital migration strategy</li> </ul>
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"> <li>• Management Financial Sustainability Task Team established.</li> <li>• Council Business Development Committee in place.</li> <li>• Established business development unit</li> <li>• Approved Terms of Reference for the FSTT.</li> <li>• Monitoring the team's progress towards converting the additional revenue streams and adjust the plan where appropriate</li> <li>• Approved business development framework</li> <li>• Financial Sustainability Framework.</li> <li>• Funding model</li> <li>• Property strategy document in place</li> </ul>

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"> <li>• Prefunding compliance checklist in place to incorporate into project plans inclusive of procurement strategy sole provider services</li> <li>• Identification of properties.</li> <li>• Donations profile (for fundraising).</li> </ul>
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"> <li>• Functioning debt collection committee</li> <li>• Implementation of debt management policies and procedures.</li> <li>• Screening of potential tenants before entering into lease agreements.</li> <li>• Appointment of a suitable debt collector.</li> <li>• Rental agencies for short term rentals.</li> <li>• Lease management - assessment of tenants.</li> <li>• Moved from action plan to a New control</li> <li>• Contract management system in place</li> <li>• Monitoring of monthly report (rental collection)</li> <li>• Debt management policy</li> </ul>
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"> <li>• Backup power with Wi-Fi connectivity and phone. Rechargeable lights</li> <li>• Utilisation of mobile data sim cards</li> <li>• Remote working through VPN.</li> <li>• ICT DRP</li> <li>• Systems hosted offsite - payroll and finance</li> <li>• Offsite system host for ICT continuity - SAHRA &amp; SAHRIS.</li> </ul>
Linked to all Outcomes	Emerging Risk Project Management Risk - Ineffective project management within SAHRA	<ul style="list-style-type: none"> <li>• Approved SLA's in place.</li> <li>• Project plan</li> <li>• Accommodation task team</li> <li>• Approved budget for the project.</li> <li>• Monthly project reports</li> <li>• Monthly EXCO and Manco meetings.</li> <li>• Quarterly infrastructure reports to DSAC. Social consultation</li> </ul>

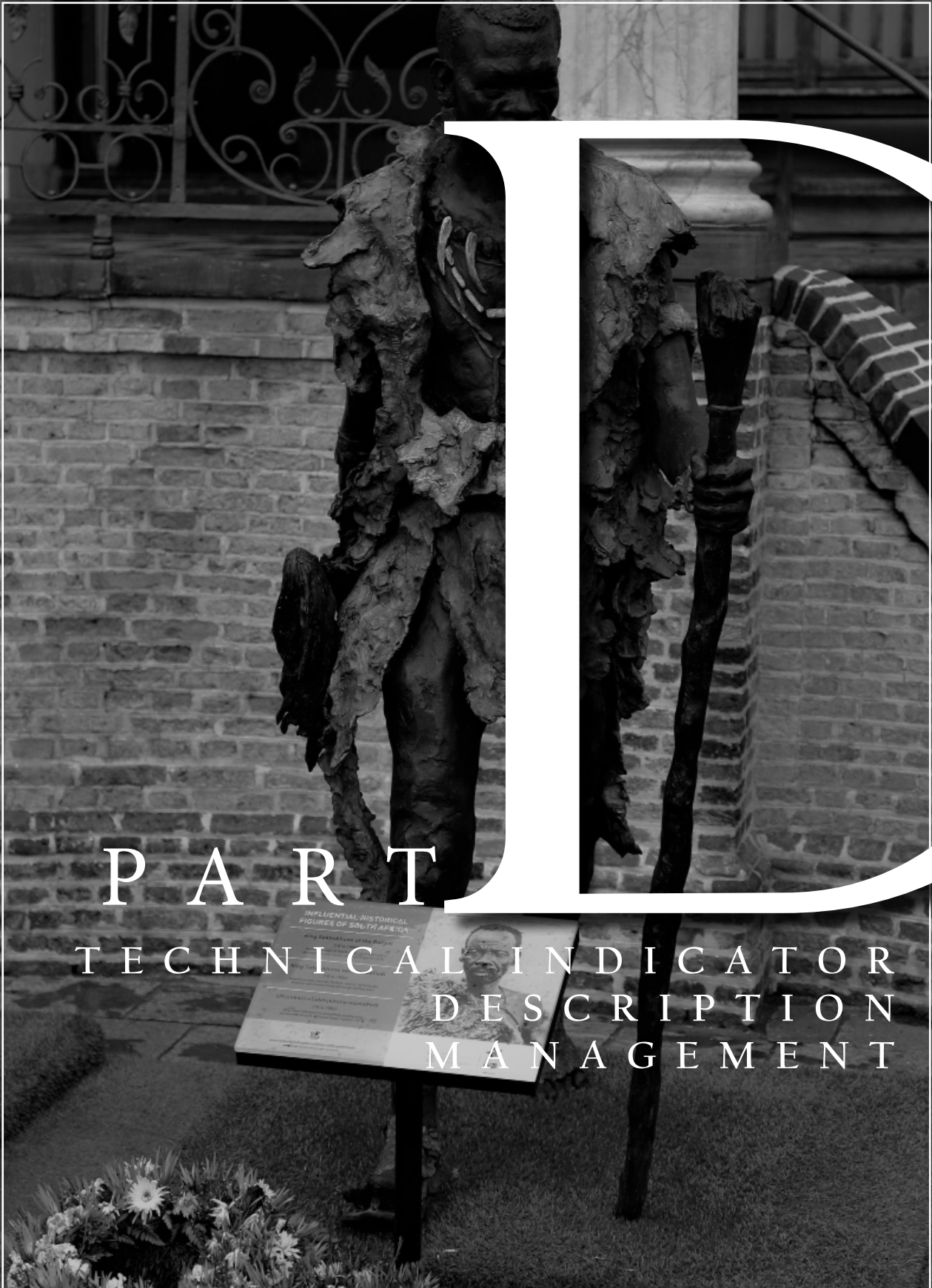
## 9. INFRASTRUCTURE PROJECTS

No.	Project Name	Programme	Project Description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year Expenditure
1.	Maintenance and Repairs to SAHRA-owned heritage properties	5	Number of employment opportunities for local communities created, indirectly, through SAHRA's infrastructure projects	Maintained buildings that are compliant to Health and Safety prescripts and building regulations; Economic empowerment, including employment opportunities for at least 10 individuals from local communities through SAHRA's infrastructure projects. Well conserved heritage buildings that would remain in use for the benefit of the current and future generations.	2023/24	2024/25	4 905 000	1 670 000
2.	Establishment of the Repatriation and Restitution Office (RRO)	4	The restitution and repatriation of human remains and heritage objects/ documentation by DSAC shall be implemented through the Repatriation and Restitution Office (RRO) to be established within established within SAHRA	Repatriation and Restitution Office	2023/24	2024/25	9 997 862	9 997 862





**CRADLE OF HUMANKIND**



# PART

## TECHNICAL INDICATOR DESCRIPTION MANAGEMENT

# 1. PROGRAMME 1: ADMINISTRATION AND GOVERNANCE

Outcome	Improved organisational capacity (human and financial)	
KPI No.	1.1	1.2
Indicator title	Number of revenue generating streams implemented	Maintain the annual turnover rate at or below 10%
Definition	The objective is to achieve additional monetary returns or the generation of revenue that will assist SAHRA in its financial sustainability in the long term. Potential revenue streams identified by the Business development of SAHRA will be selected for implementation.	To maintain an annual staff turnover rate at or below 10%, more specifically the rate at which employees resign from the organisation. To reduce staff turnover through retention, therefore enabling the Entity to be at optimal capacity to fulfil its mandate.
Source of data	<ul style="list-style-type: none"> <li>Proof of implementation of revenue stream(s).</li> <li>Proof of tasks done, i.e. systems set up, schedules finalised/approved, meeting resolutions, income generated.</li> </ul>	Payroll list with start and termination dates
Method of calculation / assessment	Number of revenue generating streams implemented	Divide the number of permanent staff (excluding interns and contract workers = <1year) who have voluntarily left the entity (A) by the average number of permanent staff in the entity (B). The staff turnover percentage = $A/B \times 100$
Means of verification / PoE	Yearly monitoring report on the income generating streams	A leaver and joiner's report showing all the dates for each employee's start and termination date. List must be based on payroll
Assumptions	The identified revenue generating streams will be implemented leading to additional income received	Turnover can be controlled through a retention strategy
Disaggregation of Beneficiaries	N/A	100% of staff complement
Spatial transformation	N/A	N/A
Calculation type	Cumulative	Non-cumulative
Reporting cycle	Annual	Annual
Desired performance	Revenue is received from additional sources apart from budget allocation	To keep staff turnover rate at below 10%
Indicator responsibility	All Executives	Executive Officer: Corporate Services

Outcome	Improved organisational capacity (human and financial)	
KPI No.	1.3	1.4
Indicator title	% of training interventions rolled out according to the HR Training Plan	An approved people strategy framework with an implementation plan
Definition	The extent to which staff training interventions are implemented.	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"> <li>Training Plan</li> <li>Attendance registers of employees who attended training</li> </ul>	<ul style="list-style-type: none"> <li>Employee Surveys and Feedback</li> <li>HR Records and Databases</li> <li>Performance Metrics</li> <li>Industry Benchmarks</li> <li>Training and Development Records</li> <li>Exit Interviews</li> <li>Employee Demographics</li> <li>Financial Data</li> </ul>
Method of calculation / assessment	Divide the number of training interventions achieved by the total number of training interventions planned for the year.	A complete approved people strategy framework with an implementation plan
Means of verification / PoE	<ul style="list-style-type: none"> <li>Report on the percentage of training interventions rolled out according to the HR training plan.</li> </ul>	A People strategy framework document with an implementation plan
Assumptions	All training courses will be relevant and fully attended.	The development and implementation of the People strategy framework will aid in improving staff morale and organisational performance
Disaggregation of beneficiaries	100% of staff complement	100% of staff complement
Spatial transformation	N/A	N/A
Calculation type	Non-cumulative	Cumulative
Reporting cycle	Annual	Annual
Desired performance	All training interventions are achieved	The people strategy framework with an implementation plan will be developed within the 2025/26 financial year
Indicator responsibility	Executive Officer: Corporate Services	Executive Officer: Corporate Services

## 2. PROGRAMME 2 - STRATEGIC CO-ORDINATION

Outcome	Organs of the state and stakeholders actively participate in the management and celebration of heritage resources
KPI No.	2.1
Indicator title	Percentage implementation of the Heritage Resources Management Coordination Plan
Definition	The Heritage Resources Management Coordination Plan is a plan developed by SAHRA and other stakeholders to assist with the effective and efficient coordination of heritage resources. This includes identifying roles and responsibilities and ensuring accountability when managing these resources. It could also allow for collaboration opportunities.
Source of data	Proof of tasks completed as per the plan
Method of calculation / assessment	The assessment of progress will involve tracking the targets detailed in the progress report based on % completion of targets based on the number of applicable targets within the given year as per the plan (number of completed targets divided by the number of targets applicable per the implementation year of the HRMCP)
Means of verification / PoE	Progress report on the implementation of the Heritage Resources Management Coordination Plan
Assumptions	The Heritage Resources Management Coordination Plan developed by SAHRA and other stakeholders will assist with the effective and efficient coordination of heritage resources
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	All stakeholder groups have actively participated in the implementation of the plan
Indicator responsibility	Executive Officer: HRM

### 3. PROGRAMME 3: PUBLIC ENGAGEMENT

Outcome	Organs of the state and stakeholders actively participate in the management and celebration of heritage resources	
KPI No.	3.1	3.2
Indicator title	Number of promotional knowledge dissemination activities about heritage resources.	Number of HRM Skills Development initiatives
Definition	Create awareness around heritage resources through the dissemination of knowledge to communities and relevant stakeholders. These activities can include seminars, webinars, publications, roundtable conferences, radio interviews, exhibitions, publications of the national estate, advocacy events, and other outreach efforts aimed at disseminating information about cultural heritage among target audiences. This excludes all engagements that lead to the following heritage activities such as grading, declaration, inspection, and rehabilitation/erection of heritage resources.	Addresses the skills gap in the heritage sector through initiatives aimed at developing skills among aspiring, new, and existing heritage practitioners and specialists in the heritage sector. These activities can include lectures, courses, modules, training sessions, workshops, and educational publications aimed at teaching people about heritage resources in order to professionalise and develop the sector and ensure that practitioners are adequately trained and/or qualified to manage heritage effectively. This excludes all engagements that lead to the following heritage activities such as grading, declaration, inspection, and rehabilitation/erection of heritage resources.
Source of data	<ul style="list-style-type: none"> <li>• Reports on the promotional knowledge dissemination activities with photo evidence and dates.</li> <li>• Evidence of publications.</li> <li>• Recordings, minutes, online links</li> </ul>	<ul style="list-style-type: none"> <li>• Reports on the skills development initiatives with photo evidence and dates.</li> <li>• Evidence of publications.</li> <li>• Meeting recordings, minutes, online links</li> </ul>
Method of calculation / assessment	Total number of seminars, webinars, publications, roundtable conferences, radio interviews, exhibitions, publications of the national estate, advocacy events, and other outreach efforts aimed at disseminating information about cultural heritage among target audiences where SAHRA has disseminated knowledge.	Total number of lectures, courses, modules, training sessions, workshops, and educational publications on HRM delivered or contributed to by SAHRA.
Means of verification / PoE	<ul style="list-style-type: none"> <li>• Reports on the HRM knowledge dissemination engagements with photo evidence and dates.</li> <li>• Evidence of publications where applicable.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports on the HRM skills development initiatives with photo evidence and dates.</li> <li>• Evidence of publications where applicable</li> </ul>
Assumptions	Knowledge was properly disseminated during activities.	Skills development initiatives were effectively delivered during activities.
Disaggregation of beneficiaries	N/A	N/A
Spatial transformation	N/A	N/A
Calculation type	Cumulative	Cumulative
Reporting cycle	Quarterly	Quarterly
Desired performance	All knowledge dissemination activities will be implemented as planned	All HRM skills development initiatives will be implemented as planned
Indicator Responsibility	All Executive Officers	All Executive Officers

Outcome	Organs of the state and stakeholders actively participate in the management and celebration of heritage resources	
KPI No.	3.3	3.4
<b>Indicator title</b>	% of women, youth and persons with disabilities attending SAHRA-hosted events	Average number of community engagements/ consultations while developing/revising HRM policies, Regulations, Sops and Guidelines
<b>Definition</b>	<p>Creating inclusive events where more women, youth (14 to 35 years), persons with disabilities attend SAHRA-hosted events such as lectures, seminars, conferences and roundtables. The overall turnout of all these events combined, should amount to the following targets:</p> <p>50% target for women, or</p> <p>40% target for youth, or</p> <p>2% target for persons with disabilities</p> <p>This excludes stakeholder engagements that lead to heritage activities such as gradings, declarations, rehabilitation/erection of memorials/monuments.</p>	<p>This indicator will give a more comprehensive understanding of the effectiveness and impact of community engagements, leading to better informed and more inclusive HRM Policies, Regulations, Sops and Guidelines. Tracking the number of engagements and the breadth of stakeholder groups involved will ensure broad representation and participation. Evaluating the inclusiveness and diversity of the participants ensures that all relevant voices are heard. The extent to which community feedback is incorporated into the final policies, regulations, and SOPs will demonstrate the tangible impact of these engagements, fostering greater transparency and trust in the development or revision processes. These engagements can be in various forms such as meetings (virtual &amp; physical/emails/letters. Community refers to the group of people living in the same place (or virtual space through communication platforms) or having a particular characteristic in common Inhouse SOPs and Guidelines may or may not be subject to the consultative process.</p>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Register indicating the demographics (women, youth, persons with disabilities, of participants attending SAHRA-hosted events.</li> <li>Recordings and online links</li> </ul>	<p>Reports with online screenshots, and audio links containing details on meeting attendance or emails showing engagement that took place during the process of the developed/revised policies, regulations, SOPs and guidelines</p>
<b>Method of calculation / assessment</b>	<p>The total number of women attending SAHRA-hosted events divided by the total number of people attending SAHRA-hosted events</p> <p>The total number of youth attending SAHRA-hosted events divided by the total number of people attending SAHRA-hosted events</p> <p>The total number of people living in rural areas attending SAHRA-hosted events divided by the total number of people attending SAHRA-hosted events</p>	<ul style="list-style-type: none"> <li>Total number of engagements that took place regarding the developed/revised HRM policies Regulations, Sops and Guidelines divided by the total number of HRM policies Regulations, Sops and Guidelines</li> <li>Meetings to be counted per meeting, emails to be counted per email thread</li> </ul>
<b>Means of verification / PoE</b>	A report of the event with a summary on the demographics (women, youth, and persons with disabilities)	Engagement template report showing community engagements of developed/revised HRM policies, regulations, SOPs and guidelines



Outcome	Organs of the state and stakeholders actively participate in the management and celebration of heritage resources	
KPI No.	3.3	3.4
Assumptions	Guests that attend will be representative of demographic groups	Engagements made regarding these processes have positive outcomes
Disaggregation of beneficiaries	50% Women, 40% Youth, 2% Persons with disabilities	N/A
Spatial Transformation	N/A	N/A
Calculation Type	Non-cumulative	Non-Cumulative
Reporting Cycle	Annual	Annual
Desired performance	Diverse target groups attending SAHRA hosted events	High community engagement during the document's development process
Indicator Responsibility	All Executive Officers	Executive Officer: HRM

## 4. PROGRAMME 4: BUSINESS DEVELOPMENT AND TRANSFORMATION

Outcome	An inclusive national estate that is effectively managed	
KPI No.	4.1	4.2
Indicator title	Number of grade 1 Heritage resources declared with management tools	Number of previously declared heritage resources having management tools
Definition	The number of heritage resources declared with management tools. The management tools may be one or more of the following instruments: Heritage Agreements (HA), Conservation Management Plans (CMP), Integrated Management Plan (IMP), other signed undertaking towards the continued management of the resource	The aim of this indicator is to ensure that management tools are established for heritage resources that have been declared but do not yet have these tools in place. Management tools are Heritage Agreements (HA), Conservation Management Plans (CMP), Integrated Management Plan (IMP).
Source of data	Declaration dossier noting management tools in place	Heritage Agreements, Conservation Management Plans, Integrated Management Plans
Method of calculation / assessment	Number of grade 1 sites declared with management tools declared	Total number of previously declared heritage resources having management tools
Means of verification / PoE	Complete declaration dossier which includes:  1) Heritage Agreements or Conservation Management Plans or Integrated Management Plan or other signed undertaking towards the management of the resource. (If obtaining any of the management tools for a heritage resource is not possible, this should be clearly stated in the declaration dossier, and the resource can still be approved for declaration by the council.)  2) Gazette notice	Heritage Agreements or Conservation Management Plans or Integrated Management Plans
Assumptions	Nominated resources are objectively assessed, management structures are secured, and declared resources contribute to the transformation of SA's history	Heritage Agreement/CMP will be put in place for previously declared resources
Disaggregation of beneficiaries	N/A	N/A
Spatial transformation	N/A	N/A
Calculation type	Cumulative	Cumulative
Reporting cycle	Annually	Annual
Desired performance	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	Executive Officer: HRM

Outcome	An inclusive national estate that is effectively managed	
KPI No.	4.3	4.4
Indicator title	Planned monitoring of declared National Heritage Resources/Objects	Progress made towards the handling or resolving of complaints or contraventions
Definition	The monitoring or inspection of heritage resources.	This process will begin with receipt and acknowledgment, where the complaint is received or the contravention identified, and an acknowledgment will be sent to the relevant parties. The issue will be assessed for validity and severity, followed by an investigation to gather facts and evidence. Following these, appropriate actions will be taken based on the investigation findings. The involved parties including the complainant of the investigation will be informed of the results and actions taken and seeking their feedback.
Source of data	Reports on the completed planned monitoring or inspection of national heritage resources. This will exclude heritage resources inspected in response to complaint or contravention	Emails or /meetings or / telephone site visit reports and other means of communication regarding contraventions or complaints
Method of calculation / assessment	Total number of inspections or monitoring reports	Progress report covering contraventions or complaints received during the year showing progress towards the handling or towards resolution
Means of verification / PoE	Inspection or monitoring reports of heritage resources with photo evidence and dates	Report showing Progress towards the handling or resolving of complaints or contraventions and Progress made towards protection or preservation of heritage sites
Assumptions	Site owners/security on site to grant heritage officers access to inspect the heritage resource	All complaints about contraventions will be reported
Disaggregation of beneficiaries	N/A	N/A
Spatial transformation	N/A	N/A
Calculation type	Cumulative	Cumulative
Reporting cycle	Quarterly	Annual
Desired performance	All planned resources are inspected	All contraventions received are responded to
Indicator responsibility	Executive Officer: HRM	Executive Officer: HRM

Outcome	An inclusive national estate that is effectively managed	
KPI No.	4.5	4.6
Indicator title	Number of declared NHS sites marked with approved badge	Number of monuments and memorial sites rehabilitated and erected
Definition	This indicator tracks the number of heritage sites that have been officially recognized and marked with badges by the South African Heritage Resources Agency (SAHRA). These badges signify the site's importance and ensure its protection and recognition.	The number of planned and unplanned monuments or memorial sites that are rehabilitated/ erected
Source of data	Register of approved badges sent to recipients with photographic evidence of installation	Signed completion reports for memorials and monuments
Method of calculation / assessment	Total number of heritage resources marked with SAHRA badges	Total number of monuments or memorial sites rehabilitated/erected
Means of verification / PoE	A register showing evidence of Badge supply by SAHRA to custodians with photo evidence of Badge installation.	Reports on rehabilitated and erected monuments and memorial sites with photo evidence and dates
Assumptions	SAHRA Badges will be available	Memorials and monuments can be fully built and finished in one set period
Disaggregation of beneficiaries	N/A	N/A
Spatial transformation	N/A	N/A
Calculation type	Cumulative	Cumulative
Reporting cycle	Annual	Annual
Desired performance	All planned Heritage resources will be marked with SAHRA badges	All planned monuments or memorial sites are rehabilitated/erected
Indicator responsibility	Executive Officer: HRM	Executive Officer: HRM

Outcome	A national estate that is representative of South Africa's diverse heritage
KPI No.	4.7
Indicator title	Number of formal partnership agreements with strategic institutions
Definition	Formal agreements between SAHRA and other institutions that are identified as strategic-hence leveraging off the resources and capabilities of these partners.
Source of data	MoUs, MoAs, LoAs with signatures from both the partner institution and the SAHRA CEO
Method of calculation / assessment	Total number of MoUs, MoAs, LoAs with partner institutions
Means of verification / PoE	MoUs, MoAs, LoAs with signatures from both the partner institution and the SAHRA CEO
Assumptions	Both parties will abide by their contracted agreements
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Increase in the number of signed formal partnership agreements with identified strategic institutions
Indicator responsibility	All Executive Officers

## 5. PROGRAMME 5 - ECONOMIC EMPOWERMENT

Outcome	The Heritage Value Chain contributes to national GDP	
KPI No.	5.1	5.2
Indicator title	Number of employment opportunities created through internships	Number of employment opportunities for local communities created, indirectly, through SAHRA's memorials and/or infrastructure projects
Definition	Providing temporary internship opportunities in partnership with institutions or internally, excluding internships that did not start within the current financial year, inclusive of internships that were not completed due to other work opportunities.	Providing indirect employment opportunities for local communities through SAHRA's memorials and/or infrastructure projects; this includes all workers involved in the building process.
Source of data	Identification copies for all relevant interns	Identification copies of each worker working on a SAHRA heritage infrastructure or memorial project
Method of calculation / assessment	The total number of interns who started employment at SAHRA within the financial year	A report stating the total number and details on each worker working on a heritage infrastructure or memorial project
Means of verification / PoE	A report detailing the age and demographics of each intern starting within the current financial year (2025/26)	A report detailing the ID number and names of each worker/employee working on building infrastructure and rehabilitated memorials.
Assumptions	All interns will complete the internship opportunity	Working on memorials and infrastructure projects creates employment opportunities for communities.
Disaggregation of beneficiaries	100% youth	N/A
Spatial transformation	N/A	N/A
Calculation type	Non-Cumulative	Non-Cumulative
Reporting cycle	Annual	Annual
Desired performance	To create as many internship opportunities as financially possible	To create indirect job opportunities for communities while providing work that involves heritage resources.
Indicator responsibility	Executive Officer: Corporate Services	All Executives

## MATERIALITY AND SIGNIFICANCE FRAMEWORK

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

Figure 1.1 Materiality and significance table

General basis used in Accounting Profession	Acceptable percentage range	SAHRA Applicability
Gross revenue	0.25 – 1%	Applicable; being Grants received, donations and project funds, rent received, interest received, and fees received.
Total expenditure	1 – 2%	Applicable; being total expenditure.
Equity	2 – 5%	Not Applicable.
Total assets	0.5 – 2%	Applicable; being opening carrying value, revaluation surplus, additions and depreciation of assets.



# BROAD FRAMEWORK FOR SOUTH AFRICAN HERITAGE RESOURCES AGENCY

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

## QUANTITATIVE ASPECTS

### Materiality level

The Agency assesses the level of a material loss as being R659360 ; being 1% of the total budget – using 2026/27 expenditure projection.

### Motivation:

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

### Factors considered:

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

## NATURE OF SAHRA'S BUSINESS

### Revenue:

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

### Expenditure:

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

## STATUTORY REQUIREMENTS APPLICABLE TO THE SAHRA

SAHRA is a statutory organisation established under the National Heritage Resources Act, No. 25 of 1999 as the national body responsible for the protection of South Africa's cultural heritage. The Agency has been listed as a PFMA Schedule 3A public entity. The Council of the Agency is required to execute the mandate in terms of the National Heritage Resources Act, No. 25 of 1999.

## THE CONTROL AND INHERENT RISKS ASSOCIATED WITH SAHRA

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

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

## SAHRA GENERAL APPROACH TO QUALITATIVE ASPECTS

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

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

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



**CONSTITUTION HILL**

# COUNCIL CHARTER

## 1. INTRODUCTION

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

**1.2. The 2016 King IV Report also indicates that at a minimum, the Council Charter should deal with:**

- 1.2.1 Adoption of Strategic and Annual Performance Plans and related Reporting;
- 1.2.2 Monitoring of technology and information that supports the Entity in setting and achieving its strategic objectives;
- 1.2.3 Monitoring of operational performance and management that gives effect to the approved strategy;
- 1.2.4 Determination of policy and prescribe processes on risk management to ensure effective risk management, and internal control in a way that supports the entity in achieving its strategic objectives;
- 1.2.5 Communication Policy, both internal and external communications;
- 1.2.6 Governance framework, governance principles and laws, key principles of good governance, application of the King Code IV; and
- 1.2.7 Council's selection, orientation, and evaluation.

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

1.4 In general, the Council is collectively responsible for promoting the success of SAHRA by providing strategic leadership and directing the Public Entity's activities. The Council should provide strategic guidance to the Public Entity and monitor the activities and effectiveness of Management. The Council members should act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of SAHRA, subject to the objectives set by the DSAC and other government directives and related instructive documents.

## 2. COUNCIL CONSTITUTION/RECONSTITUTION

- 2.1 The process of constitution or reconstitution of the Council shall be done in terms of the section 14 of the NHRA and Regulation 2 of the Regulation published in terms of the NHRA on 07 April 2000; the “handbook for the appointment of persons to Councils of State and State controlled institutions” published by the DPSA during January 2009, the DSAC Governance Manual and other relevant government policies. In order to avoid a leadership vacuum, the process of reconstitution of the SAHRA Council will start six (6) months before the term of office of the existing Council expires.
- 2.2 Following the process set out in the NHRA and other relevant policy documents, the Minister of Sport, Arts and Culture will appoint the Council members. After appointment, the DSAC will arrange an induction ceremony of Council members by the Minister of Sport, Arts and Culture.
- 2.3 SAHRA and the DSAC: Governance Unit shall keep and update the database of all Council members appointed by the Minister of Sport, 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 there is not conflict of interest and that members do not have a relationship that are or perceived to be, matters which could interfere with a member of the Council.

## 4. AUTHORITY

### 4.1. The 2016 King IV Report also indicates that at a minimum, the Council Charter should deal with:

- 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.

5.3 The conduct of the Council members shall be regulated by this Charter, it being noted that the circumstances under which Council members may vacate office are set out under section 14 of the NHRA.

## 6. RESPONSIBILITIES AND DUTIES OF THE COUNCIL

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

### 6.2 Function of the Council

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

- 6.2.1 Run the affairs of SAHRA in line with the NHRA, the PFMA, the DSAC priorities, Medium Term Strategic Framework (MTSF), Medium Term Expenditure Framework (MTEF), the National Development Plan (NDP) and other relevant government strategies and policies.
- 6.2.2 Lead ethically and effectively by cultivating the characteristics of integrity, competence, fairness, transparency, accountability, and responsibility and exhibit them in their conduct.  
To govern the ethics in the entity in a way that supports management and the establishment of a good ethical culture.
- 6.2.3 Setting a strategy for SAHRA to meet its objectives and performance targets.
- 6.2.4 Ensure proper preparation of and approve Strategic and Annual Performance Plans, compliance reports, key procedures, and policies.
- 6.2.5 Approve decisions related to strategic initiatives such as commercial ventures, significant acquisitions, internal restructures, and disposals.
- 6.2.6 Approve the annual budget of SAHRA.
- 6.2.7 Ensure that SAHRA follows corporate planning provided by the Minister of Sports, Arts and Culture, National Treasury, and the DSAC.
- 6.2.8 In consultation with the Minister of Sports, Arts and Culture, appoints the CEO and establish performance measures and succession plan for the CEO.
- 6.2.9 Set SAHRA's values and standards of conduct and ensuring that these are adhered to, in the interest of stakeholders, employees, customers, suppliers and communities in which it operates and generally safeguarding the reputation of SAHRA.
- 6.2.10 Provide leadership of SAHRA within a framework of prudent and effective controls which enable risk to be assessed and managed in a way that supports the Entity in setting and achieving its strategic objectives.
- 6.2.11 Set the direction, strategies and financial objectives and ensure that the necessary resources are available for SAHRA to meet its mandate and obligations.
- 6.2.12 Always act in the best interest of SAHRA.
- 6.2.13 Ensure that the business of SAHRA remains a going concern. The Council should record the facts and assumptions on which it relies to conclude that the business will continue as a going concern in the financial year ahead and if it is decided that it will not, which steps the Council should take to remedy the situation.

- 6.2.14 Respond to all oversight role function required by the Minister of Sports, Arts and Culture, including compliance with all relevant prescripts.
- 6.2.15 Prepare a disclosure report for the Annual Report and other reports as required by the National Treasury, the DSAC guidelines and Government.
- 6.2.16 Comply with other functions as outlined in the DSAC Governance Manual;
- 6.2.17 Appoint and remove the Company Secretary; and
- 6.2.18 Be cognisant of the duties imposed upon the Company Secretary and should empower the individual accordingly to enable him/her to properly fulfil those duties.

### **6.3. Chairperson of Council**

- 6.3.1 In terms of section 15(1) of NHRA, the Chairperson of the Council is elected from the appointed members of the Council and holds office for the period or the unexpired portion of the period for which he or she has been appointed as member of the Council, unless the Council otherwise determines.
- 6.3.2 If the Chairperson of the Council vacates the office as Chairperson before the expiration of the period for which he or she was appointed, another member of the Council must, be elected as a Chairperson of the Council from the appointed members of the Council.
- 6.3.3 If the Chairperson of the Council is absent from a meeting of the Council or not able to preside at that meeting, the members present must elect one of their number to preside at that meeting and that person may, during that meeting and until the Chairperson resumes his or her functions, perform all the functions of the Chairperson. The functions (not limited) are as outlined below:
  - 6.3.4 Lead the Council and harness input of all Councillors.
  - 6.3.5 Act as a conciliator between Councillors.
  - 6.3.6 Direct Council meetings and Agendas.
  - 6.3.7 Ensure that Council members work as a team.
  - 6.3.8 Meet with the Minister of Sport, Arts and Culture at least twice a year to give feedback on overall performance of SAHRA.
  - 6.3.9 Attend Chairperson's Forum, chaired by the Minister of Sports, Arts and Culture.
  - 6.3.10 Ensure that Strategic and Annual Performance Plans and Annual Reports are tabled in Parliament as prescribed.
  - 6.3.11 Ensure that the Shareholder's Compact is signed with the Minister of Sports, Arts and Culture before the start of each financial year (that is before 31 March each year).
  - 6.3.12 Manage and lead the Council's relationship with the Minister of Sport, Arts and Culture, and the CEO.
  - 6.3.13 Approves the composition of various Committees, as elected by the Council members.
  - 6.3.14 Share the minutes of the Council and Committee's meetings with the Minister of Sport, Arts and Culture.
  - 6.3.15 During the Council reconstitution process, submit to the Minister of Sport, Arts and Culture a list of all Council members eligible for reappointment. The list should be submitted to the Minister six (6) months before the term of office of the existing Council expires.
  - 6.3.16 Ensure Council effectiveness and ongoing Council development.
  - 6.3.17 Maintain the quality of information to Council.

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

In addition to paragraph 6.1 above, each member should also adhere to the following principles:

- 6.4.1 Always act in the best interest of SAHRA and treat confidential information as such.
- 6.4.2 Ensure that a member has time devoted to the execution of duties as reflected in the NHRA establishing SAHRA.

- 6.4.3 Practice principles of good governance.
- 6.4.4 Be informed about the financial, social, and political milieu within which SAHRA operates.
- 6.4.5 Never permit a conflict of duties and interest to occur and must disclose potential conflicts of interest at the earliest opportunity.
- 6.4.6 Comply with other functions as outlined in the DSAC Governance Framework.

#### **6.5. Functions of the Company Secretary**

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

- 6.5.1 Advise Council on the implementation of corporate governance programs.
- 6.5.2 Advise members on legal obligations applicable to a Public Entity and SAHRA in particular.
- 6.5.3 Guide Council on how to discharge their responsibilities in the best interests of SAHRA.
- 6.5.4 Maintain an updated Council Charter and Committees' Terms of Reference.
- 6.5.5 Maintain a direct line of communication to the Council Chairperson, provide direct support to Council and guide Executive Management on issues related to Council.
- 6.5.6 Provide a central source of guidance and advice to Council, on matters of good corporate governance and ethical conduct, as well as provide administrative support to the Council and its Committees.
- 6.5.7 In consultation with the Chairperson, ensure the compilation of Agenda Council packs.
- 6.5.8 Elicit appropriate responses, feedback and input on issues raised at Council and Committee sittings.
- 6.5.9 Alert the Chairperson and Council on matters requiring their attention.
- 6.5.10 Circulate minutes of Council meetings, together with Council pack, within 5 days before a Council meeting.
- 6.5.11 Provide advice and facilitating submissions for re-appointments of Council members in ensuring that the procedure for the appointment of Council by DSAC is properly carried out and assist in the proper induction, orientation and development of Council, including assessing the specific training needs of Council and Executive Management in their fiduciary and other responsibilities.

## **7. COUNCIL COMMITTEES**

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



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

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

## 9. CONFLICT OF INTEREST

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

## 10. ACCESS TO INFORMATION

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

## 11. MEETING OF THE COUNCIL COMMITTEES

- 11.1 Council meetings are a key part of the effective leadership of the Public Entity. It is the responsibility of the Chairperson to ensure that the meetings make effective use of the time and skills of the members and produce outputs in accordance with the Public Entity's objectives.
- 11.2 The Council and the Committees shall each have at least four (4) meetings per annum. The Chairperson may at any time convene a special meeting of the Council/ Committee, and he/she must determine the time and place of the meeting. There should be a disclosure in the Annual Report regarding the number of Council/Committees meetings held in a year and details of attendance of each member. The Council shall determine the procedure of its meetings. Executives, assurance providers and professional advisors who are not ex-office members of Council would attend Council meetings by invitation only and they may not vote.
- 11.3 The Chairperson or, in the Chairperson's absence, a member of the Council/Committee elected by the members present must preside at a meeting of the Council/Committee.
- 11.4 Directed by the Chairperson, the Company Secretary is responsible for arranging meetings of the Council and Committees, distribution of agenda and Council/Committee packs. Council packs should reach members five (5) working days prior to the date of the meeting.

- 11.5 Minutes of all meetings should be distributed by the Company Secretary for review to members of the Council within (21) working days of the meeting. The Chairperson shall sign all the minutes of meetings as evidence of approval. The minutes of the meetings shall, once ratified by the Council, be bound in a minute book.
- 11.6 Minutes of all the Council meetings may be shared, as may be requested, with the Minister by the Chairperson of the Council.

## 12. ASSESSMENT

### 12.1 Council and Committee Evaluation

- 12.1.1 Effective and meaningful performance evaluation is only possible once the Council determined its own functions and identified the key roles, performance, and attendance standards for Councillors on the Council and on Council Committees.
- 12.1.2 The Council remuneration is aligned to the remuneration rates for Office Bearers published annually by National Treasury. Council members who are employees of National, Provincial, Local Government as well as other Agencies and Entities of Government are not entitled to remuneration for serving on SAHRA's Council.
- 12.1.3 The rates that will be used is categorised as follows:  
SAHRA shall, in line with the Remuneration levels: Service Benefits packages for office Bearers of certain Statutory and other Institutions (as amended from time to time), use the daily rate on a per-meeting basis per category "S" rate for Council members and category "A" for its Sub-Committees in line with SAHRA Council resolution of 07 December 2012.
- 12.1.4 The Council should carefully consider whether the annual evaluations of performance and independence should be done in-house or conducted professionally by independent service providers, subject to legislative requirements. Evaluation results shall be reviewed by the Corporate Service Committee of Company Secretary, although independent performance appraisals should be considered. The Council should Council. The Chairperson may lead the overall performance of the Council, its individual members, and the discuss the Council evaluation results at least once a year.
- 12.1.5 Annual performance appraisals of individual Councillors, the Council as a whole, Council Committees and the Chairpersons of Council, can provide the basis for identifying future training needs and, where necessary explain why a re-appointment for the next term may not be appropriate.
- 12.1.6 The Council should state in the Annual Report that the appraisals of the Council and its Committees have been considered.
- 12.1.7 The same principles adopted in the evaluation of the Council should be applied to the Council Committees Chairpersons and members.
- 12.1.8 In addition to these internal regular performance and effectiveness evaluations, the DSAC, through the office of the Minister, shall also assess the performance of the Council annually. The terms of reference of such assessments shall be determined by the Minister of Sport, Arts and Culture in the Council Assessment Guide developed by the DSAC. The Guide outlines the evaluation processes to be followed by both the DSAC and its Public Entities.

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

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

## 13. COUNCIL RESOLUTIONS

- 13.1 A representative quorum for meetings is 51% of appointed members, being cognisant of the composition criteria set out in section 14 of the NHRA.
- 13.2 Individuals in attendance at Council meetings by invitation may participate in discussions but do not form part of the quorum for Council meetings.
- 13.3 The Company Secretary maintains declaration of interest registers to be completed by each Council member and updated at each meeting. Council members with personal financial interests and / or conflicts of interest are not allowed to vote or participate in the consideration of such matters. The Company Secretary notes in the minutes any abstention from voting or deliberation as a result of conflict of any interest.
- 13.4 A decision of the Council shall be taken by resolution of the majority of the Council members present at any meeting of the Council, and, in the event of an equality of votes, the Chairperson shall have a casting vote in addition to his/her deliberative vote.
- 13.5 The Council resolution must be signed by the Chairperson.

## 14. DELEGATION OF AUTHORITY

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

## 15. CONFIDENTIALITY

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

## 16. REVIEW OF THIS CHARTER

This Charter shall be reviewed annually.

## COUNCIL YEAR PLANNER FOR THE YEAR 2025 – 2026



KEYS	COUNCIL MEETINGS	COMMITTEE MEETINGS
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MONTH/DATE	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
APRIL 2025	Wednesday 1st	START OF NEW FINANCIAL YEAR	2025/26 FINANCIAL YEAR	
APRIL 2025	Monday 14th	SUBMIT TO DAC	Submit Procurement Plans to DAC	Per Delegation of Accounting Authority.
APRIL 2025 10H00-14H00	Tuesday 22nd	HERITAGE RESOURCES MANAGEMENT COMMITTEE (HRM)	Quarterly	Per Delegation of Accounting Authority
APRIL 2025 10H00-13H00	Friday 25th	AUDIT & RISK COMMITTEE (ARC)	Q4 Performance report and overspending on the baseline/if any, Audit progress, Irregular Expenditure, Fruitless Expenditure, Overview: State of readiness for the Audit, Auditor General's Audit Plan, Risk Committee Report, Internal Audit Plan and Presentation by internal Auditors.	Per Delegation of Accounting Authority.
APRIL 2025 10h00 -15H00	Tuesday 29th	COUNCIL MEETING	To approve Q4 Performance Report. To approve Q4 Financial Performance Report	Per Delegation of Accounting Authority.
APRIL 2025	Wednesday 30th	SUSMISSION TO DAC	Final Quarter 4 Performance Report to DAC for 2024/25.  Financial Year  Audit Outcomes Plans	Per Delegation of Accounting Authority.
MAY 2025	Friday 9th	SUBMIT TO TREASURY AND DSAC	Submit a list of all Banking Accounts to Treasury via DSAC Corporate Governance Unit,  Submit Annual Report Performance measurement details to Auditor General	Per Delegation of Accounting Authority.
MAY 2025 10H00-14H00	Tuesday 22nd	CORPORATE SERVICES COMMITTEE	Quarterly	Per Delegation of Accounting Authority.
MAY 2025 11H00-14H00	Friday 23rd	SPECIAL AUDIT & RISK COMMITTEE	Consider and Recommend to Council Draft Annual Financial Statements for submission to External Auditors (AG); Consideration of the 2024/25 Annual Report; and reporting thereon to Council; and Other AC Reports. Auditor General South Africa Strategy	Submission of unaudited financial statements of 2024/25 to external auditors by end of May in terms of Section 55 of the Public Finance Management Act No. 29 of 1999.

MONTH/DATE	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
MAY 2025 10h00 -14H30	Friday 30th	SPECIAL COUNCIL MEETING	Consider and adopt Draft Annual Financial Statements for submission to External Auditors (AG); Consideration of the 2024/25 Annual Report and Annual Performance Report Other Council submissions. Auditor General South Africa Strategy	Per Delegation of Accounting Authority.
JUNE 2025	Friday 6th	SUBMIT TO DSAC AND NATIONAL TRAESURY	Submit signed Treasury AFS Template to Treasury (Unaudited).  Submit the unaudited 2024/25 AFS to DSAC.	Per Delegation of Accounting Authority.
JUNE 2025	Friday 13th	SUBMIT TO DSAC	Submit application for Deficit and retention of surplus to Governance Unit.	Per Delegation of Accounting Authority.
JUNE 2025 10H00-14H00	Friday 20th	HERITAGE RESOURCES MANAGEMENT COMMITTEE	Quarterly Reporting	Reporting.
JUNE 2025 10H00-14H00	Friday 27th	BUSSINESS DEVELOPMENT COMMITTEE	Quarterly Reports	Per Delegation of Accounting Authority.
JUNE 2025 10H00-14H00	Friday 25th	AUDIT & RISK COMMITTEE	Presentation of the Final Audit Report by AG; Presentation of Q1 Performance Report; Presentation of Q1 Financial Performance Report; and Presentation of the draft Annual Report.	Reporting.
JULY 2025 10h00 -14H30	Tuesday 29th	COUNCIL MEETING	Presentation of the Final Audit Report by AG; Presentation of Q1 Performance Report; Presentation of Q1 Financial Performance Report; and Presentation of the draft Annual Report.	Per Delegation of Accounting Authority; and Section 56 and 57 of the Public Finance Management Act. No 29 of 1999.
JULY 2025	Wednesday 30th	SUBMISSION TO DSAC AUDITOR-GENERAL	Submit audited signed AFS to Treasury, Submit the audited AFS and Audit Report to DSAC, 1st quarter report cost containment on travelling: Annexure E, 1st Quarterly Report for 2025/26 financial year, Submit mockup Annual Report to DSAC	Per Delegation of Authority.  Reporting; and  Per Delegation Accounting Authority
AUGUST 2025 10H00-14H00	Friday 22nd	CORPORATE SERVICES COMMITTEE	Quarterly Reporting	Reporting.
AUGUST 2025	Friday 22nd	SUBMIT TO DAC	Resubmission of the Retainment of Surpluses to Governance Unit after the amendments of the Financial Statements, Submit the printed Annual Report 2024/25 to DSAC, Submit a Consolidated Audit Improvement Plan	As per Delegation of Accounting Authority.

MONTH/DATE	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
AUGUST 2025 10H00-14H00	Friday 29th	HERITAGE RESOURCES MANAGEMENT COMMITTEE	Quarterly Reporting	Reporting.
SEPTEMBER 2025 10H00- 14H00	Friday 26th	BUSINESS DEVELOPMENT COMMITTEE	Quarterly Reporting	Reporting.
SEPTEMBER 2025	Tuesday 30th	SUBMISSION TO DSAC	Submit the 2024/25 Irregular Expenditure.	Per Delegation of Accounting Authority.
OCTOBER 2025	Friday 3rd	SUBMIT TO DAC	Submit the revised MTEF Database to DSAC/ Corporate Governance	Per Delegation of Accounting Authority.
OCTOBER 2025 10H00- 14H00	Tuesday 21st	CORPORATE SERVICES COMMITTEE	Quarterly Reporting	Reporting.
OCTOBER 2025 10H00- 14H00	Friday 24th	AUDIT & RISK MEETING	2nd Quarterly Report for submission to DSAC Audit Outcomes Improvement Plans; and 1st Draft of APP 2026/27 for submission	Reporting.
OCTOBER 2025 10h00 -14H30	Thursday 30th	COUNCIL MEETING	To approve 2nd Quarterly Report 2023/24 to DSAC. To approve 1st draft of 2026/27 APP	Per Delegation of Accounting Authority.
OCTOBER 2025	Thursday 30th	SUBMIT TO DAC	2nd Quarterly Report to Department and audit implementation plan, 2nd National Treasury Report, 1st Draft APP 2026/27	Per Delegation of Accounting Authority.
October 2025	Friday 28th	SUBMIT TO DAC	Submission of the 1st draft of the ENE Database and Chapter to DSAC/ Corporate Governance	Per Delegation of Accounting Authority.
NOVEMBER 2025		Special EXCO	Special meeting	
NOVEMBER 2025 10H00- 14H00	Friday 21st	CORPORATE SERVICES COMMITTEE	Unit presentation to the Committee	Reporting.
NOVEMBER 2025 10H00- 14H00	Wednesday 26th	BUSINESS DEVELOPMENT COMMITTEE	Quarterly Reporting	Reporting.
NOVEMBER 2025 10H00- 14H00	Friday 28th	HERITAGE RESOURCES MANAGEMENT COMMITTEE	Quarterly Reporting	Reporting.
DECEMBER 2025	Friday 5th	SUBMISSION TO DSAC &TREASURY	Submit the revised ENE Database to DSAC/Corporate Governance.	Reporting.
JANUARY 2026		EXCO	Quarterly Reporting	

JANUARY 2026 10H00- 14H00	Friday 23rd	SPECIAL AUDIT & RISK COMMITTEE	Approve Annual Performance Plans; 3rd Quarterly Report on procurement plan for 2025 /26 and Review of the Charter.	Reporting
JANUARY 2026 10H00-14H30	Friday 30th	SPECIAL COUNCIL MEETING	Approve 3rd Quarterly Report; Table Final annual performance Plan Submit final Annual Performance Plans 2025/26; Submit 3rd Quarterly report; and Audit Implementation Plans	As per delegation of Accounting Authority.
JANUARY 2026	Friday 30th	SUBMISSION TO DSAC	Submit final Annual Performance Plans 2025/ 26; Submit 3rd Quarterly report; and Audit Implementation Plans.	As per delegation of Accounting Authority.
FEBRUARY 2026	Friday 6th	SUBMIT TO DSAC	Submit 1st Draft Shareholder's Compact.	As per delegation of Accounting Authority.
FEBRUARY 2026 10H00-14H00	Friday 20th	CORPORATE SERVICES COMMITTEE	Quarterly Reporting	Reporting
FEBRUARY 2026	Friday 20th	DSAC	Table final APP for 2025/26 in Parliament	As per delegation of Accounting Authority.
FEBRUARY 2026 10H00-14H00	Friday 27th	HERITAGE RESOURCES MANAGEMENT COMMITTEE	Quarterly Reporting	Reporting
MARCH 2026	Friday 6th	SUBMIT TO DSAC	FINAL 2 Printed Shareholders Compact	As per delegation of Accounting Authority.
MARCH 2026 10H00-14H00	Friday 20th	BUSINESS DEVELOPMENT COMMITTEE	Quarterly Reporting	Reporting
MARCH 2026 10H00-14H00	Wednesday 25th	AUDIT & RISK COMMITTEE	Irregular Expenditure; Fruitless Expenditure; Overview: State of readiness for the Audit; Auditor- General's Audit Plan; and Presentation by Internal Auditors -EY.	Reporting
MARCH 2026 10H00-14H30	Monday 30th	COUNCIL MEETING	Finance request Council to condone Irregular Expenditure, if any; Fruitless Expenditure for condonation, if any; Present Auditor-General's Audit Plan; and Other Reports.	As per delegation of Accounting Authority.
MARCH 2026	Monday 30th	FINANCIAL YEAR END	Financial Year End 2025/26.	As per delegation of Accounting Authority.

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