



SOUTH AFRICAN HERITAGE RESOURCES AGENCY

ANNUAL PERFORMANCE PLAN

2026 2027

• • 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.

CASTLE OF GOODHOPE



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

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

FOR

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ACRONYMS

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

COUNCIL CHAIRPERSON'S STATEMENT

The Annual Performance Plan sets out SAHRA's four long-term outcomes for the 2025–2030 Strategic Plan, the achievement of which will contribute to the attainment of the National Development Goals. The analysis of SAHRA's end-term report, conducted during the Strategic Plan and Annual Performance Plan review held from 22nd to 23rd September, prompted a thorough reassessment of SAHRA's performance environment. This process resulted in targeted amendments to the 2025–2030 Strategic Plan. During the review, SAHRA refined some of its strategic outcomes and revised the definitions of others to enhance clarity, relevance, alignment with legislative mandates, and measurability.

A key refinement relates to the strategic outcome focused on skills development within the heritage sector. SAHRA strengthened and expanded this outcome to clearly articulate the organisation's role in advancing capacity building, enhancing professional competencies, and supporting the development of specialised skills essential for the effective identification, conservation, and management of South Africa's heritage resources. These refinements ensure that SAHRA's efforts contribute more directly to sector-wide capability and long-term sustainability.

Further refinements were introduced to the strategic outcome on the protection of heritage resources. The definition has been broadened to emphasise the full suite of processes required for formal protection including declarations, provisional protection measures, and the establishment of protected-area buffer zones supported by assessments, public notifications, regulatory processes, and gazette notices. This outcome also continues to encompass the development and implementation of key management tools such as Heritage Agreements, Conservation Management Plans, and Integrated Management Plans.

Collectively, these enhancements strengthen SAHRA's commitment to robust heritage governance, improved compliance, and the sustainable management of National Heritage Resources.

The Strategic Plan and Annual Performance Plan were reviewed with due consideration for budget cuts, the Medium-Term Development Plan (MTDP), the agency's mandate, and relevant legislation. The Council remains committed to monitoring performance and providing guidance to support the implementation of the targets set out in this plan. The assessment and monitoring of annual performance are conducted quarterly and approved by the Council.

We extend our deepest appreciation to the Executive Management and Staff of SAHRA for their exceptional work and unwavering commitment to advancing SAHRA's mandate.



Ms Elodie Seotseng
(Council Chairperson)

Ms Elodie Seotseng
Council Chairperson

CHIEF EXECUTIVE OFFICER'S FOREWORD

I am pleased to present the South African Heritage Resources Agency (SAHRA) Annual Performance Plan (APP) for 2026/27. This APP has been developed in alignment with the National Heritage Resources Act No. 25 of 1999, the Strategic Plan, the Medium-Term Development Plan, the 2020–2025 Strategic Plan End-Term Report, as well as other relevant legislation and policy mandates. This APP marks the second year of implementation of the 2025–2030 Strategy.

Insights from SAHRAs End-Term Report informed a review and amendment of SAHRA's 2025–2030 Strategic Plan, requiring corresponding updates to the Annual Performance Plan. One such refinement relates to SAHRA's role in contributing to and advancing skills development within the heritage sector. Furthermore, SAHRA recognises that heritage protection involves a range of complex processes that extend beyond heritage agreements and hence, conservation management plans, as well as integrated management plans. Hence the 2026/27 APP will provide both quantitative and qualitative reporting on these processes to better reflect the intricacies and multifaceted nature of heritage protection.

In line with the commitments outlined in the 2024/25 APP, the entity retained its clean audit opinion and achieved 95% of its performance targets for the year. SAHRA remains steadfast in upholding accountability, professionalism, and unity of purpose, as enshrined in its organisational values. Despite ongoing and significant budget reductions, the entity will continue striving to enhance its effectiveness and efficiency in delivering on its mandate.

The 2026/27 APP presents detailed institutional programme performance information across SAHRA's five programmes. It is fully aligned with the 2025–2030 Strategic Plan and provides a clear roadmap for achieving SAHRA's outcomes, thereby contributing to broader national development objectives.

Performance assessment and monitoring are conducted quarterly and approved by Council. SAHRA remains committed to executing our responsibilities with focus and diligence to ensure that all targets outlined in this plan are met.

My deepest appreciation goes to the Council, Executive Management, Managers, and Staff of SAHRA for their unwavering dedication and commitment to fulfilling SAHRA's mandate.



Adv. Lungisa Malgas
(Chief Executive Officer)

Adv. Lungisa Malgas
Chief Executive Officer

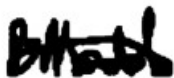
OFFICIAL SIGN-OFF

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.
- Considers 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 2026 to 2027.



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



Acting Chief Financial Officer
Ms Bongiwe Madolo



Executive Officer: Corporate Services
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Mr Simphiwe Mome



Head Official Responsible for Planning
Ms Margaret Mazyambe



Chief Executive Officer
Adv. Lungisa Malgas

Approved by:



Council Chairperson
Ms Elodie Seotseng

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





CONSTITUTION HILL

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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:

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

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

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>	<p><i>Priority 1: Inclusive growth and job creation</i></p> <ul style="list-style-type: none"> • <i>Increased employment and work opportunities.</i> • <i>Economic transformation and equitable inclusion of women, youth and person's with disabilities for a just society.</i>
<i>Ch15. Transforming society and uniting the country</i>	<p><i>Priority 2: Reduce Poverty and tackle the high cost of living</i></p> <ul style="list-style-type: none"> • <i>Social cohesion and nation-building.</i>
<i>Ch13. Building a capable and developmental state</i>	<p><i>Priority 3: A capable, ethical and developmental state</i></p> <ul style="list-style-type: none"> • <i>Improved governance and performance of public entities.</i> • <i>An ethical, capable and professional public service.</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.

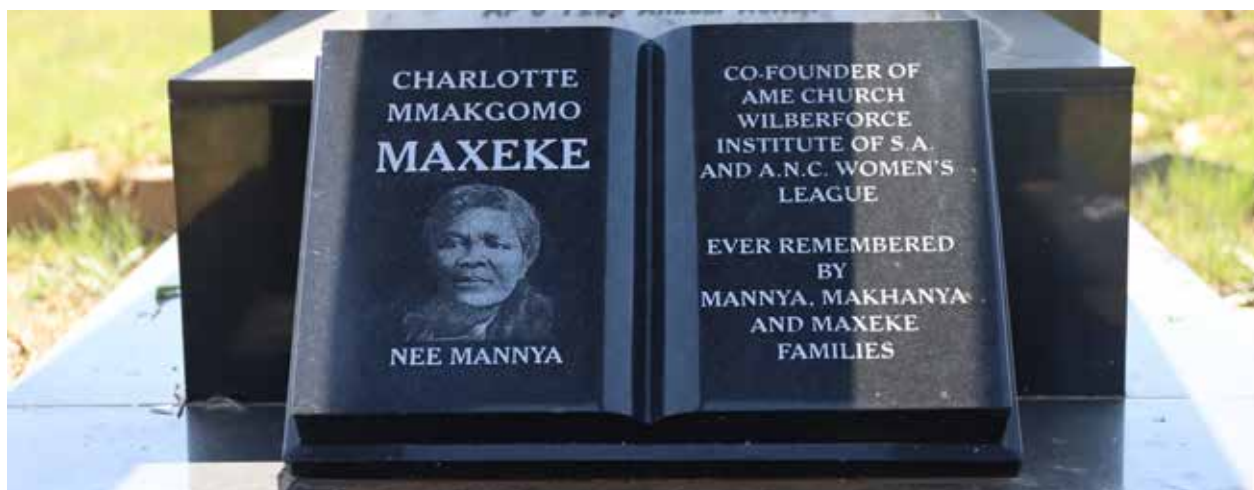
TRANSFORMING SOCIETY AND UNITING THE COUNTRY (SOCIAL COHESION)

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 (NMC) 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 SAHRA, the Robben Island Museum, and the Department of Sport, 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 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).





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KRAMAT
OF
Sayed Jaffar

PART

SAHRA'S STRATEGIC
FOCUS

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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

SAHRA operates within a politically dynamic environment that significantly influences its mandate execution and resource allocation. The formation of a Government of National Unity (GNU) and uncertainty around local government elections create instability, affecting long-term planning and policy consistency. Political priorities often shift focus and funding away from heritage, especially at the local government level, where implementation of the NHRA is most critical. However, municipalities are frequently under-capacitated and do not prioritize heritage management. The legislative framework, particularly the NHRA, depends heavily on political will for effective implementation. Budgetary constraints, driven by national expenditure decisions, directly impact SAHRA's operations, leading to underfunding, loss of staff, and cutbacks in critical positions. Frequent changes in political leadership result in shifting priorities and hesitation around strategic initiatives like mergers, which in turn affect funding from National Treasury. SAHRA also faces devolution challenges, as many provinces lack functional PHRAs due to political interference or neglect, compromising heritage oversight. Political influence extends to heritage assets, with state-owned properties vulnerable to manipulation when oversight bodies lack autonomy. Additionally, political resistance has led to a failure to prosecute heritage crimes, weakening enforcement and accountability.

Economic

SAHRA is operating in a challenging economic climate marked by declining national growth, reduced government revenue, and lower budget allocations from DSAC. Rising inflation, cost of living, and fuel prices have significantly increased operational expenses, including site management, staff compensation, and travel costs. Additionally, currency devaluation, US tariffs, and cost fluctuations in materials especially for memorials further strain resources and increase risks to heritage assets. Despite these pressures, SAHRA can leverage several positive economic trends. The expansion of the energy sector has led to more development applications, creating revenue opportunities through permitting. Property rentals, contracted memorial work, and fee schedules offer additional income streams. Moreover, currency devaluation may boost tourism, enhancing public engagement with heritage sites.

Social

SAHRA faces several social challenges that impact heritage preservation. Crime and social unrest often lead to vandalism and theft at heritage sites, while homelessness results in abandoned buildings being occupied and stripped, increasing security costs. Inequity limits access to heritage experiences, with affordability issues and low public interest. There is a lack of education and awareness about cultural values, and heritage is often deprioritized compared to other government portfolio's such as health and education. Moral decline, such as grave robbing and dumping on sites, further threatens heritage. Economic pressures and lifestyle demands reduce engagement, and there are few influencers or ambassadors promoting heritage. Opportunities exist through corporate social responsibility initiatives and youth activism, but heritage must be made relevant to newer generations to foster community pride and identity.

Technological

SAHRA's technological advancement is constrained by funding limitations, skills shortages, and infrastructure gaps, which hinder the implementation and sustainability of digital systems. Challenges such as unreliable internet connectivity, outdated equipment, and a lack of trained professionals reduce the efficiency and quality of technology-driven initiatives.

Despite these constraints, digitisation presents significant opportunities for preservation, access, and research through trusted digital repositories. However, achieving compliance with international standards requires strategic investment in policy development, training, and technology upgrades. Digital platforms like SAHRIS and social media enhance community engagement through storytelling, but also introduce risks such as information overload, misinformation, and cybersecurity threats. SAHRA must ensure content authenticity and invest in secure infrastructure to protect sensitive heritage data. To fully leverage technology for heritage conservation, SAHRA must prioritize capacity building, infrastructure development, and robust cybersecurity policies, ensuring long-term sustainability and public trust in the digital age.

Environmental

SAHRA's strategic planning is increasingly influenced by external environmental challenges, particularly those related to climate change and ecological sensitivity. Rising temperatures, floods, fires, and droughts pose direct threats to the conservation of heritage resources, which are non-renewable and vulnerable to degradation. Issues such as pollution, signage deterioration, and ecosystem disruption further complicate preservation efforts, especially at sites located in ecologically sensitive areas. To mitigate these risks, SAHRA must prioritize disaster risk management, proactive climate planning, and alignment with local and international environmental standards. These frameworks guide responsible conservation practices and ensure compliance in heritage-sensitive zones. On the positive, growing public interest in eco-tourism and sustainable heritage management presents opportunities for SAHRA to promote green heritage initiatives. Educational campaigns, community partnerships, and ecological art practices can enhance environmental awareness and stewardship. Additionally, tourism linked to heritage sites contributes to economic sustainability and public engagement.

Legal

SAHRA operates within a complex legal landscape shaped by local, provincial, national, and international legislation, including the National Heritage Resources Act (NHRA), Municipal Planning by-laws, UNESCO conventions, and various environmental and cultural acts. These frameworks guide heritage management but also present challenges due to overlapping mandates, inconsistent by-laws, and limited enforcement capacity, particularly at local and provincial levels.

Key legal challenges include:

- Lack of heritage competency at municipal level, resulting in backlogs for Section 34 applications.
- Manipulation or misinterpretation of legal processes by stakeholders, often delaying or obstructing heritage-related projects.
- Limited understanding and enforcement of the NHRA, especially by SAPS and applicants.
- Amendments and political decisions, such as presidential decrees and shifting priorities, can redirect focus and resources away from core heritage mandates.

Internationally, UNESCO and African Union priorities, as well as country-to-country legal differences, affect project implementation, especially in repatriation efforts. SAHRA's role is further complicated by its lack of mandate over UNESCO sites, which falls under the Department of Forestry, Fisheries and the Environment (DFFE). To navigate these legal complexities, SAHRA must advocate for NHRA updates, capacity building across all government levels, and streamlined legal processes that support effective heritage conservation and compliance.

4.2 INTERNAL ENVIRONMENT ANALYSIS

Strengths

SAHRA is a well renowned institution with a strong foundation in governance, leadership, and operational excellence. Its professional, youthful, and diverse team brings energy, versatility, and a wide range of skills, supported by a strategic leadership vision and a culture of professionalism and diligence. The organisation benefits from clean audits, strong internal controls, and self-sufficiency through revenue generation and property ownership. Its proximity to Parliament, visibility in the heritage sector, and effective communication strategies enhance its influence and public engagement. SAHRA's collaborative relationships, involvement in the NHRA review, and the use of SAHRIS demonstrate its commitment to innovation and policy development. The organisation is transitioning from survival to strategic growth, with a renewed structure that enables focus on impactful projects and long-term goals.

Weaknesses

SAHRA faces several critical challenges that hinder its ability to fully deliver on its mandate. Primarily among these is a widespread lack of awareness and understanding of its role, the National Heritage Resources Act (NHRA), and the importance of heritage management among stakeholders, including the public and government officials. This undermines compliance, support, and collaboration. The agency also operates under an underfunded mandate, with stagnant budget allocations from the Department of Sport, Arts and Culture (DSAC), limiting its capacity to initiate projects, retain skilled staff, and invest in infrastructure and outreach. Additionally, the complexity of the NHRA and intersecting legislation creates implementation challenges, leading to inconsistent decisions and delays. Finally, capacity constraints including staffing shortages, limited training, and outdated technology further restrict SAHRA's operational effectiveness and institutional resilience. Addressing these weaknesses is essential to strengthen SAHRA's authority, improve service delivery, and ensure the sustainable preservation of South Africa's heritage.

Opportunities

SAHRA is well-positioned to capitalize on a range of strategic opportunities that can enhance its visibility, partnerships, and impact. Global platforms like the G20 and collaborations with foreign embassies and China offer avenues for international exposure and learning. The presence of World Heritage Sites and SAHRA owned battlefields presents strong potential for tourism development and revenue generation. Private sector investments, such as renewable energy projects, and economic infrastructure development create opportunities for permitting and funding. The growth of digitization enhances public access and engagement, while academic partnerships and heritage-focused curricula support research and awareness. SAHRA can also leverage community-based commemorations, social cohesion projects, and public support in high-profile cases to strengthen grassroots engagement. Internship programs with SETAs and career pathways in heritage management contribute to job creation and sector sustainability. Additionally, legislative amendments and branding during stakeholder engagements offer further opportunities to reinforce SAHRA's mandate and public profile.

Threats

SAHRA faces a range of external threats that challenge its operational stability and mandate execution. Declining revenue from DSAC, driven by broader economic downturns, threatens financial sustainability and limits capacity for growth and service delivery. Political instability, including frequent leadership changes and lack of alignment on key issues like repatriation, further disrupts continuity and strategic planning. The rise of criminal elements, such as the "construction mafia" and "grave mafia," poses direct threats to heritage sites and undermines public trust. Riots, vandalism, and informal land use often without required heritage impact assessments jeopardize the protection of heritage resources. SAHRA also contends with legislative and institutional challenges, including the lack of case law, misinterpretation of the NHRA, and absence of legislative costing, which weaken enforcement and clarity. Limited stakeholder involvement, siloed operations, and skills shortages, particularly within SAPS and local authorities, compromise effective heritage management. Additional risks include illicit trading of heritage materials, uncertainty around office refurbishment funding, and the emergence of AI-generated submissions, which may complicate authenticity and compliance processes.



FORTHARE UNIVERSITY



PART

MEASURING SAHRA'S
PERFORMANCE

GENOCIDE

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>	Adequate funding is available; skilled personnel are willing to engage; collaboration to engage; collaboration frameworks are effective; awareness campaigns reach the target audience
	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		Stakeholders are willing to engage; collaboration frameworks are effective; awareness campaigns reach the target audience
	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		Inclusive policies are adopted; heritage surveys are comprehensive; conservation programs are adequately funded
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		Inclusive investment is sustained; heritage tourism initiatives are attractive; cultural industries receive adequate support

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	
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 1 - Administration and Governance									
Improved organisational capacity (human and financial)	Non-fiscal revenue and resource acquisition	1.1	Annual percentage increase in non-fiscal revenue from property portfolio	New Indicator	New Indicator	New Indicator	≥ 8% annual increase	≥ 8% annual increase	≥ 8% annual increase
	Non-financial and cost savings initiatives beyond the budget allocation	1.2	Report on non-financial and cost saving initiatives beyond the budget allocation	New Indicator	New Indicator	New Indicator	Report on non-financial and cost saving initiatives beyond the budget allocation	Report on non-financial and cost saving initiatives beyond the budget allocation	Report on non-financial and cost saving initiatives beyond the budget allocation
	Annual staff turnover rate maintained at or below 10%	1.3	Maintain the annual turnover rate at or below 10%	Annual turnover rate is at 8,6%	Annual turnover rate is at 8,9%	Annual turnover rate is at 8,6%	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	1.4	% of training interventions rolled out according to the HR Training Plan	100%	100%	100%	100%	100%	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	Annual percentage increase in non-fiscal revenue from property portfolio	≥ 8% annual increase	N/A	N/A	N/A	≥ 8% annual increase
1.2	Report on non-financial and cost saving initiatives beyond the budget allocation	Report on non-financial and cost saving initiatives beyond the budget allocation	N/A	N/A	N/A	Report on non-financial and cost saving initiatives beyond the budget allocation
1.3	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%
1.4	% of training interventions rolled out according to the HR Training Plan	100%	N/A	N/A	N/A	100%

TABLE 1.3: PROGRAMME RESOURCE CONSIDERATIONS

	Annual Target						
	Audited Outcome			Estimated Outcome	MTEF Budget Estimates		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	R '000	R '000	R '000	R '000	R '000	R '000	R '000
Programmes							
Programme 1: Administration and Governance	45 477	45 276	53 290	76 541	40 777	42 658	44 791
Total	45 477	45 276	53 290	76 541	40 777	42 658	44 791
Current payments							
Compensation of employees	24 070	24 095	25 534	25 747	24 989	25 988	27 287
Goods and services	13 740	21 181	25 673	17 824	15 788	16 670	17 504
Transfers and subsidies	7 667	-	2 083	32 970	-	-	-
Total Expenditure	45 477	45 276	53 290	76 541	40 777	42 658	44 791

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		
				2022/23	2023/24	2024/25	2025/26	2026/27	2028/29
Programme 2 - Strategic Co-ordination									
Organs of the state and stakeholders actively participate in the management and celebration of heritage resources	Implementation of the Heritage Resources Management Coordination Plan	2.1	Percentage implementation of aspects of the Heritage Resources Management Coordination Plan	1 developed and finalised Heritage Resources Management Coordination Plan	28.6% of the Heritage Resources Management Coordination Plan Implemented	77.8% of the Heritage Resources Management Coordination Plan Implemented	30% of the Heritage Resources Management Coordination Plan implemented	30% of the Heritage Resources Management Coordination Plan implemented	30% of the Heritage Resources Management Coordination Plan implemented

TABLE 2.2:
OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Output No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Programme 2 - Strategic Co-ordination						
2.1	Percentage implementation of 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		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	R '000	R '000	R '000	R '000	R '000	R '000	R '000
Programmes							
Programme 2: Strategic Co-ordination	1 228	1 228	1 343	4 007	1 471	1 497	1 572
Total	1 228	1 228	1 343	4 007	1 471	1 497	1 572
Current payments							
Compensation of employees	1 126	1 126	1 177	1 312	1 299	1 351	1 418
Goods and services	102	102	166	169	173	146	153
Transfers and subsidies	-	-	-	2 526	-	-	-
Total Expenditure	1 228	1 228	1 343	4 007	1 471	1 497	1 572

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		
				2022/23	2023/24	2024/25	2026/27	2027/28	2028/29
Programme 3 - Public Engagement									
Organs of the state and stakeholders actively participate in the management and celebration of heritage resources	Initiatives pertaining to the promotion and dissemination of knowledge regarding heritage resources and their management	3.1	Number of initiatives pertaining to the promotion and dissemination of knowledge regarding heritage resources and their management	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	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 in the following groups attending SAHRA hosted events: Women: 59% Youth: 41% Persons with disabilities: 1%	% of people in the following groups attended SAHRA hosted events; 56% Women; 33% Youth; 1% 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	Minimum % of people in the following groups attending SAHRA hosted events: 50% Women or 40% Youth or 2% Persons with disabilities
	Development and/or review of HRM policies, regulations, standard operating procedures (SOPs), and guidelines to support heritage resource management.	3.4	Number of HRM policies, Regulations, Sops and Guidelines developed	New Indicator	New Indicator	New Indicator	5	5	5

TABLE 3.2:
OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Output No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Programme 3 - Public Engagement						
3.1	Number of initiatives pertaining to the promotion and dissemination of knowledge regarding heritage resources and their management	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	Number of HRM policies, Regulations, Sops and Guidelines developed	5	N/A	N/A	N/A	5

TABLE 3.3: PROGRAMME RESOURCE CONSIDERATIONS

	Annual Target						
	Audited Outcome			Estimated Outcome	MTEF Budget Estimates		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	R '000	R '000	R '000	R '000	R '000	R '000	R '000
Programmes							
Programme 3: Public Engagement	1 727	1 727	3 338	5 015	4 765	4 852	5 120
Total	1 727	1 727	3 338	5 015	4 765	4 852	5 120
Current payments							
Compensation of employees	1 192	1 192	2 926	4 108	4 169	4 336	4 553
Goods and services	535	535	412	568	596	516	568
Transfers and subsidies	-	-	-	340	-	-	-
Total Expenditure	1 727	1 727	3 338	5 015	4 765	4 852	5 120

4. PROGRAMME 4: BUSINESS DEVELOPMENT AND TRANSFORMATION

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

TABLE 4.1: OUTCOME, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	KPI No.	Output Indicator	Annual Targets							
				Audited Performance		Estimated Performance	MTEF Period				
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
Programme 4 - Business Development and Transformation											
An inclusive national estate that is effectively managed	Effective formal protection of assessed heritage resources	4.1	Progress made towards the formal protection of heritage resources	N/A	N/A	N/A	N/A	GDRC Report	GDRC Report	GDRC Report	
	Monitoring of declared National Heritage Resources/Objects	4.2	Planned monitoring of declared National Heritage Resources/ Objects	N/A	N/A	N/A	16	16	16	16	
	National Heritage Resources monitored through responsive visits within the reporting period	4.3	Percentage of National Heritage Resources monitored through responsive visits within the reporting period	New Indicator	New Indicator	New Indicator	100% of National Heritage Resources with reported issues or complaints are monitored through responsive visits	100% of National Heritage Resources with reported issues or complaints are monitored through responsive visits	100% of National Heritage Resources with reported issues or complaints are monitored through responsive visits	100% of National Heritage Resources with reported issues or complaints are monitored through responsive visits	100% of National Heritage Resources with reported issues or complaints are monitored through responsive visits
	Resolving of complaints or contraventions	4.4	Progress made towards the handling or resolving of complaints or contraventions	N/A	N/A	N/A	Report on 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	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	4	4	10	10	10
	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	4
	Formal partnership agreements with strategic institutions	4.7	Number of formal partnership agreements with strategic institutions	6	6	4	4	4	4	4	4

TABLE 4.2:
OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Output No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Programme 4 - Business Development and Transformation						
4.1	Progress made towards the formal protection of heritage resources	4 GDRC Reports	1 GDRC Report	1 GDRC Report	1 GDRC Report	1 GDRC Report
4.2	Planned monitoring of declared National Heritage Resources/Objects	16	4	4	4	4
4.3	Percentage of National Heritage Resources monitored through responsive visits within the reporting period	100% of National Heritage Resources with reported issues or complaints are monitored through responsive visits	100% of National Heritage Resources with reported issues or complaints are monitored through responsive visits	100% of National Heritage Resources with reported issues or complaints are monitored through responsive visits	100% of National Heritage Resources with reported issues or complaints are monitored through responsive visits	100% of National Heritage Resources with reported issues or complaints are monitored through responsive visits
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	10	2	3	3	2
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		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	R '000	R '000	R '000	R '000	R '000	R '000	R '000
Programmes							
Programme 4: Business Development and transformation	20 066	18 382	23 282	35 550	24 275	25 209	24 908
Total	20 066	18 382	23 282	35 550	24 275	25 209	24 908
Current payments							
Compensation of employees	16 544	16 055	19 923	21 339	21 328	22 181	21 742
Goods and services	784	784	1 266	2 786	1 325	1 378	1 486
Transfers and subsidies	2 738	1 543	2 093	11 425	1 622	1 650	1 679
Total Expenditure	20 066	18 382	23 282	35 550	24 275	25 209	24 908

5. PROGRAMME 5: ECONOMIC EMPOWERMENT

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

TABLE 5.1: OUTCOME, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	KPI No.	Output Indicator	Annual Target						
				Audited Performance			Estimated Performance			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 5 - Economic Empowerment										
The Heritage Value Chain contributes to national GDP	Employment opportunities created through partnerships	5.1	Number of employment opportunities created through internships	6	8	7	5	5	5	5
	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	23	33	52	20	20	20	20

TABLE 5.2:
OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

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

TABLE 5.3: PROGRAMME RESOURCE CONSIDERATIONS

	Annual Target						
	Audited Outcome			Estimated Outcome	MTEF Budget Estimates		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	R '000	R '000	R '000	R '000	R '000	R '000	R '000
Programmes							
Programme 5: Economic Empowerment	2 013	11 639	12 420	45 329	10 876	11 352	11 912
Total	2 013	11 639	12 420	45 329	10 876	11 352	11 912
Current payments							
Compensation of employees	464	4 590	1 265	1 328	1 368	1 423	1 494
Goods and services	1 549	1 549	100	102	102	102	150
Transfers and subsidies	-	5 500	11 055	43 899	9 406	9 827	10 268
Total Expenditure	2 013	11 639	12 420	45 329	10 876	11 352	11 912

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,
- 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.

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 and Outcome 4.4.7 of the MTDP. 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. Imagine a vast tapestry of heritage sites, each with its unique story and significance. 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.

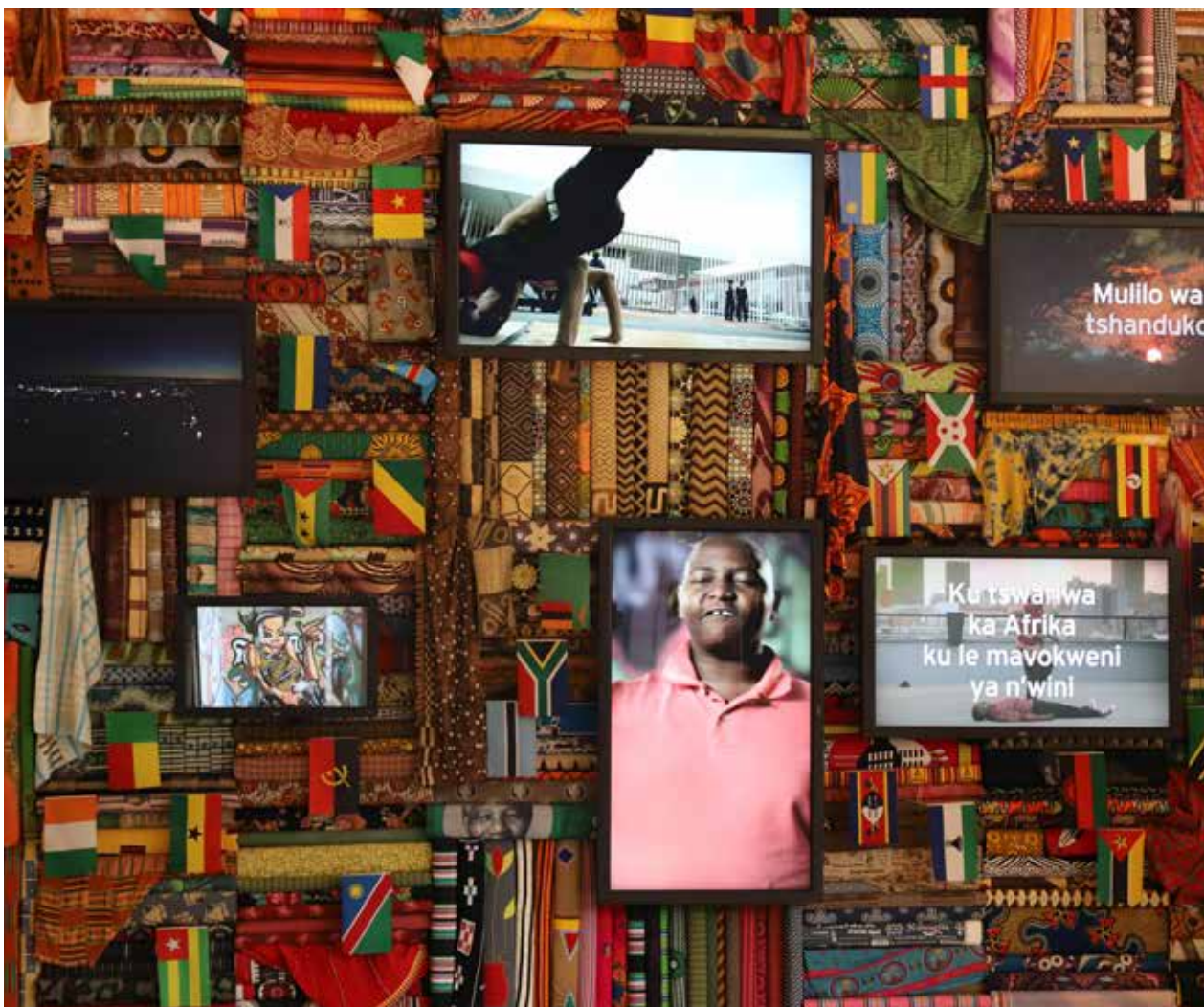
SAHRA recognizes that all government entities play a crucial role in achieving the goals outlined in the National Development Plan (NDP). Outcome 4, therefore, aims to ensure a deliberate and concerted effort within SAHRA to contribute further towards the NDP's job creation goal by developing and implementing 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, often incorporating variables like tourism revenue, employment in cultural sectors, and investment in cultural preservation. The study would 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	
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
	R '000	R '000	R '000	R '000	R '000	R '000	R '000	
Programme								
Programme 1: Administration & governance	45 477	45 276	53 290	76 541	40 777	42 658	44 791	
Programme 2: Strategic Co-ordination	1 228	1 228	1 343	4 007	1 471	1 497	1 572	
Programme 3: Public Engagement	1 727	1 727	3 338	5 015	4 765	4 852	5 120	
Programme 4: Business Development and transformation	20 066	18 382	23 282	35 550	24 275	25 209	24 908	
Programme 5: Economic Empowerment	2 013	11 639	12 420	45 329	10 876	11 352	11 912	
Total	70 511	78 252	93 673	166 442	82 164	85 567	88 302	
Economic classification								
Current payments								
Compensation of employees	43 396	47 058	50 825	53 833	53 152	55 279	56 494	
Goods and services	16 710	24 151	27 617	21 449	17 983	18 811	19 861	
Transfers and subsidies	10 405	7 043	15 231	91 160	11 028	11 477	11 947	
Total Expenditure	70 511	78 252	93 673	166 442	82 164	85 567	88 302	

8. RISKS AND MITIGATIONS

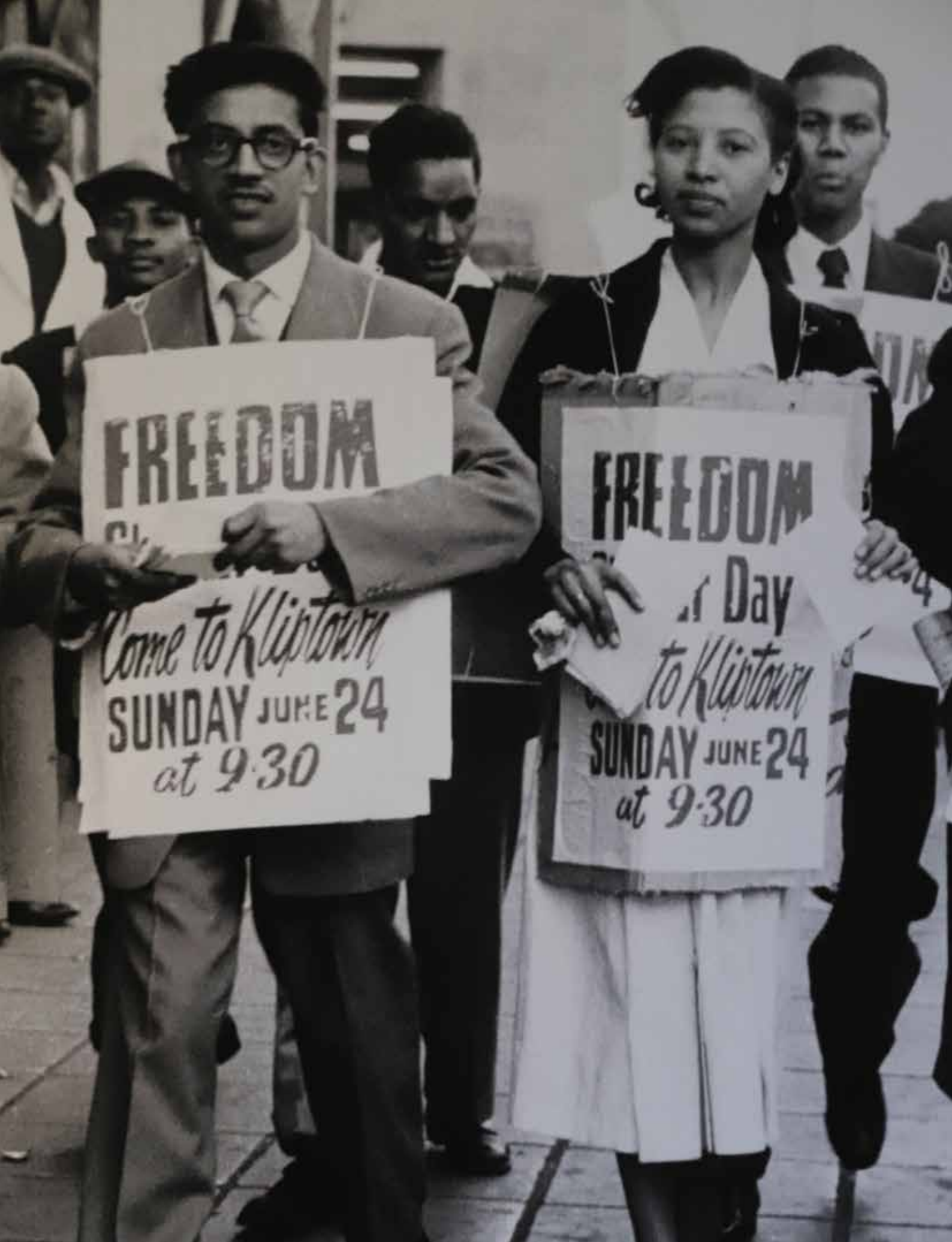
Outcomes	Key Risks	Risk Mitigation
Improved organizational capacity (human)	Staff Retention Risk - Failure to attract and retain qualified employees to ensure optimal staffing levels in a balanced workforce environment	<ul style="list-style-type: none"> • Employee benefits in place (bursary schemes). • Job grading is conducted. • Remuneration Policy in place • Training budget exists. • Wellness programmes. • Non-monetary rewards (e.g. working arrangements) • Training plan is informed by PDPs and availability of budget • Approved Organizational structure. • Tasks and KPIs aligned to the employee performance management process for 2023. • Agreement with CATHSETA funding for training. • Governance structures in place • Recruitment policy in place which favours internal development candidates • Implementation of the Performance Management Framework. • Costing of current positions.
Linked to all Outcomes	ICT Infrastructure Risk - The risk that the SAHRA does not have the information and technology infrastructure (e.g. hardware, networks, software, people and processes) it needs to effectively protect/support the current and future information requirements of the business in an efficient, cost-effective and well-controlled fashion.	<ul style="list-style-type: none"> • Use of SAHRIS • Maintenance of the current ICT infrastructure. • Finance, HRM System in place, third party hosted. • Back-up internet connection.

Outcomes	Key Risks	Risk Mitigation
Linked to all Outcomes	<p>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</p>	<ul style="list-style-type: none"> • Backup, restore and test processes. • Training and awareness sessions within ICT on backing up information. • Perform quarterly internal continuity testing. Offsite backup facilities. • Cyber security policy. • Patch management • Regular awareness on cyber incidents • Encryption of the SAHRA and SAHRIS website. 9. Moved from action plan to a New control - ICT continuity plan in place. • Moved from action plan to a New control - Quarterly continuity testing (inhouse and externally • Moved from action plan to a New control - Technology refresher plan in place • Moved from action plan to a New control - Off-site backup storage in place • Digital migration strategy
Improved organisational capacity (human and financial)	SAHRA unable to take opportunities it identifies for additional funding streams outside the budget allocation.	<ul style="list-style-type: none"> • Management Financial Sustainability Task Team established. • Council Business Development Committee in place. • Established business development unit • Approved Terms of Reference for the FSTT. • Monitoring the team's progress towards converting the additional revenue streams and adjust the plan where appropriate • Approved business development framework • Financial Sustainability Framework. • Funding model • Property strategy document in place

Outcomes	Key Risks	Risk Mitigation
Improved organisational capacity (human and financial)	SAHRA unable to take opportunities it identifies for additional funding streams outside the budget allocation.	<ul style="list-style-type: none"> • Prefunding compliance checklist in place to incorporate into project plans inclusive of procurement strategy sole provider services • Identification of properties. • Donations profile (for fundraising).
Linked to all Outcomes	Debt Risk - Ineffective debt management and inability to collect funds to cover current operating or capital obligations	<ul style="list-style-type: none"> • Functioning debt collection committee • Implementation of debt management policies and procedures. • Screening of potential tenants before entering into lease agreements. • Appointment of a suitable debt collector. • Rental agencies for short term rentals. • Lease management - assessment of tenants. • Moved from action plan to a New control • Contract management system in place • Monitoring of monthly report rental collection • Debt management policy
Linked to all Outcomes	<p>BCM Risk - Loadshedding has led to insufficient preparedness for disruptions - resulting with operational continuity for three of the four SAHRA sites</p> <p>BCM Risk - Inability to recover critical operations and systems in the event of disruption/crisis.</p>	<ul style="list-style-type: none"> • Backup power with Wi-Fi connectivity and phone. Rechargeable lights • Utilisation of mobile data sim cards • Remote working through VPN. • ICT DRP • Systems hosted offsite - payroll and finance • Offsite system host for ICT continuity - SAHRA & SAHRIS.
Linked to all Outcomes	Emerging Risk Project Management Risk - Ineffective project management within SAHRA	<ul style="list-style-type: none"> • Approved SLA's in place. • Project plan • Accommodation task team • Approved budget for the project. • Monthly project reports • Monthly EXCO and Manco meetings. • Quarterly infrastructure reports to DSAC. Social consultation

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 20 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.	01 April 2026	31 March 2027	1 900 000	0
2.	Establishment of the Repatriation and Restitution Office (RRO)	5	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 SAHRA	Exhumations and Repatriation of remains from Angola, Lesotho, Namibia, Zambia and Zimbabwe. Excavation and Closure of Graves, transportation and storage in RSA. Creation of employment opportunities in the respective countries and South Africa. Restitution of Human Remains from SA Museums to Namibia and Zimbabwe and from CANADA, Netherlands, Australia and USA	01 April 2026	31 March 2027	14 519 000	5 615 000



FREEDOM PARK



TD

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	Annual percentage increase in non-fiscal revenue from property portfolio	Report on non-financial and cost saving initiatives beyond the budget allocation
Definition	Measures the year-on-year growth in revenue generated from non-fiscal sources such as leasing, rentals, partnerships, or other income streams linked to the property portfolio	The objective of this indicator is to track the number of initiatives realised within the organization that result in cost savings or resource efficiencies without requiring additional budget allocation. These initiatives may include process improvements, resource-sharing arrangements, in-kind contributions, or strategic partnerships that reduce operational costs or enhance value.
Source of data	Financial reports, lease agreements	Initiative reports submitted by departments or units; annual performance and operational reports; reports highlighting cost-saving measures; meeting minutes and memos documenting decisions on resource use
Method of calculation / assessment	The growth rate will be calculated by taking the revenue from the current year (Year N) and subtracting the revenue from the previous year (Year N-1). This difference will then be divided by the revenue from the previous year to determine the proportion of change. Finally, the result will be multiplied by 100 to express the growth rate as a percentage	One complete report compiled annually, documenting all initiatives realised that resulted in cost savings or resource efficiencies without requiring additional budget allocation. The report should include descriptions of each initiative, and the estimated or observed impact on cost or resource use
Means of verification / PoE	Property portfolio performance reports detailing income sources and growth trends	Report tracking the number of initiatives resulting in non-financial and cost saving initiatives beyond the budget allocation
Assumptions	There is consistent demand and market stability for property-related income-generating activities	There will be initiatives and activities undertaken that generate value and savings without requiring additional financial resources beyond the allocated budget.
Disaggregation of Beneficiaries	N/A	N/A
Spatial transformation	N/A	N/A
Calculation type	Cumulative	Cumulative
Reporting cycle	Annual	Annual
Desired performance	There will be a consistent annual percentage increase in non-fiscal revenue generated from the property portfolio	There will be demonstrable improvements in operational efficiency, service delivery, and resource utilization without exceeding the allocated budget.
Indicator responsibility	All Executives	All Executives

Outcome	Improved organisational capacity (human and financial)	
KPI No.	1.3	1.4
Indicator title	Maintain the annual turnover rate at or below 10%	% of training interventions rolled out according to the HR Training Plan
Definition	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.	The extent to which staff training interventions are implemented.
Source of data	Payroll list with start and termination dates	Training Plan, Attendance registers of employees who attended training
Method of calculation / assessment	Divide the number of permanent staff (excluding interns and contract workers = <1year) who have voluntarily left the entity (A) by the average number of permanent staff in the entity (B). The staff turnover percentage = $A/B*100$	Divide the number of training interventions achieved by the total number of training interventions planned for the year
Means of verification / PoE	A leaver and joiner's report showing all the dates for each employee's start and termination date. List must be based on payroll	Report on the percentage of training interventions rolled out according to the HR training plan.
Assumptions	Turnover can be controlled through a retention strategy	All training courses will be relevant and fully attended
Disaggregation of beneficiaries	100% of staff complement	100% of staff complement
Spatial transformation	N/A	N/A
Calculation type	Non-cumulative	Non-cumulative
Reporting cycle	Annual	Annual
Desired performance	To keep staff turnover rate at below 10%	All training interventions are achieved
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 aspects 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	Reports on 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 initiatives pertaining to the promotion and dissemination of knowledge regarding heritage resources and their management	Number of HRM Skills Development initiatives
Definition	Promotional and knowledge dissemination activities regarding heritage resources and their management aim to broaden public engagement by making heritage more accessible, relatable, and easier to understand. These efforts are designed to create awareness among communities and relevant stakeholders through various outreach methods, including seminars, webinars, publications, roundtable conferences, radio interviews, exhibitions, advocacy events, and the publication of the national estate. Such activities are targeted at general audiences and exclude engagements that result in heritage-specific actions such as grading, declaration, inspection, and the rehabilitation or erection of heritage resources. In contrast, initiatives focused on skills development or education are directed at more specialized groups and require a tailored approach	The aim of skills development initiatives in the heritage sector is to address the existing skills gap by fostering the growth of aspiring, new, and existing heritage practitioners and specialists. These initiatives focus on teaching and training through structured activities such as lectures, accredited courses, modules, workshops, and educational publications. The overarching objective is to professionalise the sector and ensure that practitioners are adequately trained and/or qualified to manage heritage resources effectively. These initiatives explicitly exclude engagements that result in heritage-specific activities such as grading, declaration, inspection, and the rehabilitation or erection of heritage resources
Source of data	<ul style="list-style-type: none"> • Reports on the promotional knowledge dissemination activities with photo evidence and dates. • Evidence of publications. • Recordings, minutes, online links 	<ul style="list-style-type: none"> • Reports on the skills development initiatives with photo evidence and dates. • Evidence of publications. • Meeting recordings, minutes, online links
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"> • Reports on the HRM knowledge dissemination engagements with photo evidence and dates. • Evidence of publications where applicable. 	<ul style="list-style-type: none"> • Reports on the HRM skills development initiatives with photo evidence and dates. • Evidence of publications where applicable
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
Indicator title	% of women, youth and persons with disabilities attending SAHRA-hosted events	Number of HRM policies, Regulations, Sops and Guidelines developed
Definition	<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> <ul style="list-style-type: none"> • 50% target for women, or • 40% target for youth, or • 2% target for persons with disabilities <p>This excludes stakeholder engagements that lead to heritage activities such as gradings, declarations, rehabilitation/erection of memorials/monuments.</p>	<p>This indicator measures the development of formal instruments such as policies, regulations, standard operating procedures (SOPs), and guidelines intended to support and strengthen the governance, administration, and operational management of heritage resources. It reflects institutional efforts to establish clear frameworks and protocols that guide decision-making, ensure compliance, and promote consistency in heritage resource management practices.</p>
Source of data	<ul style="list-style-type: none"> • Register indicating the demographics (women, youth, persons with disabilities, of participants attending SAHRA-hosted events.) • Recordings and online links 	<p>Official records from the SAHRA or relevant Government Departments, Institutional archives or document repositories, Policy development reports and project documentation, Minutes from policy review or approval meetings, National or provincial gazettes, Internal databases tracking policy and guideline development</p>
Method of calculation / assessment	<p>The total number of women attending SAHRA hosted events divided by the total number of people attending SAHRA-hosted events The total number of youth attending SAHRA hosted events divided by the total number of people attending SAHRA-hosted events The total number of persons with disabilities attending SAHRA hosted events divided by the total number of people attending SAHRA-hosted events</p>	<p>Calculate the number of HRM instruments developed, list all relevant documents policies, regulations, SOPs, and guidelines separately. Count each category, then sum the totals using the formula: Total = Number of Policies + Regulations + SOPs + Guidelines.</p> <p>Present the final result with both the overall total and a breakdown by type.</p>
Means of verification / PoE	<p>A report of the event with a summary on the demographics (women, youth, and persons with disabilities)</p>	<p>Approved and dated copies of policies, regulations, SOPs, and guidelines.</p> <p>Official gazettes or government publications</p>

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	Relevant stakeholders and institutions have the capacity, resources to support the development, approval, and implementation of HRM policies, regulations, SOPs, and guidelines.
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	A minimum of 5 HRM policies, regulations, SOPs, or guidelines are developed, approved, and documented within the reporting period to support effective heritage resource management.
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	Progress made towards the formal protection of heritage resources	Planned monitoring of declared National Heritage Resources/Objects
Definition	<p>This indicator tracks progress in the effective implementation of formal protection processes for assessed heritage resources. Effectiveness is reflected in the consistent and quality application of the following formal protection processes:</p> <ul style="list-style-type: none"> • Number of nominations and applications received for declarations and provisional protections • Number of heritage resources assessed for significance or threats and suitability for declarations, provisional protection, and protected area designation. • Public notifications issued informing stakeholders and communities of proposed declarations, provisional protections, and protected areas. • Development of required management tools to support effective protection, including heritage agreements, conservation management plans, integrated management plans, museum standard operating procedures, or other signed formal undertakings. This includes management tools developed for resources previously declared without such tools. • Number of gazette notices published formalising declarations, provisional protections, and protected areas (with associated regulations). • Number of declared heritage resources marked to indicate the heritage status. <p>Together, these processes demonstrate the extent to which formal protection mechanisms are not only in place but are functioning effectively to safeguard the integrity, significance, and sustainability of heritage resources.</p>	The monitoring or inspection of heritage resources.

Outcome	An inclusive national estate that is effectively managed	
KPI No.	4.1	4.2
Source of data	Records of nominations, grading decisions, and declaration; Status updates on Heritage Agreements, CMPs, IMPs; Gazette notices issued for formal and provisional protection; Documentation of public notifications and stakeholder engagement; Conservation Management Plans (CMPs) and Integrated Management Plans (IMPs); Physical marking records and photographic evidence; Buffer zone delineation maps and regulatory documents; Records of consultations, objections, and support; Evidence of community involvement in protection processes	Reports on the completed planned monitoring or inspection of national heritage resources. This will exclude heritage resources inspected in response to complaint or contravention
Method of calculation / assessment	<p>A = Total number of heritage resources that have been assessed. B = Number of assessed resources with formal protection processes initiated or completed (e.g., declaration, provisional protection, protected area designation). For each resource in B, assess the following:</p> <ul style="list-style-type: none"> Was the process consistently applied? Was the quality of documentation and planning adequate (e.g., CMPs, HAs)? Was the protection enforced (e.g., gazette notice issued, physical marking done)? <p>C = Number of resources where protection processes meet effectiveness criteria.</p>	Total number of inspections or monitoring reports
Means of verification / PoE	GDRC Reports	Inspection or monitoring reports of heritage resources with photo evidence and dates
Assumptions	All heritage resources have will be formally assessed and that protection processes are clearly defined and consistently applied.	Site owners/security on site to grant heritage officers access to inspect the heritage resource
Disaggregation of beneficiaries	N/A	N/A
Spatial transformation	N/A	N/A
Calculation type	Cumulative	Cumulative
Reporting cycle	Quarterly	Quarterly
Desired performance	All assessed heritage resources progress toward full and effective formal protection	All planned resources are inspected
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	Percentage of National Heritage Resources monitored through responsive visits within the reporting period	Progress made towards the handling or resolving of complaints or contraventions
Definition	This indicator tracks the number and frequency of responsive site visits conducted for the purpose of monitoring National Heritage Resources. Responsive visits refer to non-routine inspections triggered by specific concerns, incidents, or requests, such as reports of damage, threats to integrity, or stakeholder inquiries. These visits aim to assess the condition of heritage sites, ensure compliance with preservation standards, and inform necessary interventions or follow-up actions	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	Monitoring visit reports and field inspection records; Heritage site monitoring database or tracking system; Internal logs or registers of responsive site visits; Photographic evidence and condition assessment forms; Correspondence or incident reports triggering the visits. Annual or quarterly monitoring summaries from responsible units	Emails or /meetings or / telephone site visit reports and other means of communication regarding contraventions or complaints
Method of calculation / assessment	Percentage of responsive site visits conducted = $(\text{Number of responsive site visits conducted} \div \text{Total number of sites requiring inspection}) \times 100$	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	All responsive site visits will be conducted based on verified reports and available resources.	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	100% of all sites reported as needing inspection should receive a responsive site visit within the designated reporting period.	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 National Heritage Sites marked with approved badges	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 sites marked with SAHRA badges	Total number of monuments or memorial sites rehabilitated/erected
Means of verification / PoE	A register showing evidence of Badge supplied 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	Quarterly	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	An inclusive national estate that is effectively managed
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(IASI) 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.



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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 Council of SAHRA has, among others, the following authority:

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

5. COMPOSITION OF THE COUNCIL

5.1. In terms of section 14 (1) of NHRA, the affairs of SAHRA are under the control, management and direction of a Council consisting of:

- 5.1.1 at least nine (9) but not more than fifteen (15) members appointed by the Minister in the prescribed manner, of which nine (9) members must respectively represent each of the provinces of South Africa; and

- 5.1.2 the Chief Executive Officer of SAHRA.
- 5.2 In terms of section 14(6) of NHRA, a member of the Council holds office for a period not exceeding three (3) years and may be reappointed, but no member may serve more than two (2) consecutive terms.
- 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 Sport, Arts and Culture, National Treasury, and the DSAC.
- 6.2.8 In consultation with the Minister of Sport, 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 Sport, 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.
- 6.2.15 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 Sport, 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 2026 – 2027

KEYS COUNCIL MEETINGS COMMITTEE MEETINGS

MONTH/DATE	DATE	STRUCTURE	COMPLIANCE MATTERS CONSIDERED	COMPLIANCE REQUIRED
APRIL 2026	Wednesday 1st	START OF NEW FINANCIAL YEAR	2026/27 FINANCIAL YEAR	
APRIL 2026	Tuesday 14th	SUBMIT TO DAC	Submit Procurement Plans to DAC	Per Delegation of Accounting Authority.
APRIL 2026 10H00-14H00	Monday 20th	HERITAGE RESOURCES MANAGEMENT COMMITTEE (HRM)	Quarterly	Per Delegation of Accounting Authority
APRIL 2026 10H00-13H00	Friday 24th	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 2026 10h00 -15H00	Wednesday 29th	COUNCIL MEETING	To approve Q4 Performance Report. To approve Q4 Financial Performance Report	Per Delegation of Accounting Authority.
APRIL 2026	Thursday 30th	SUSMISSION TO DAC	Final Quarter 4 Performance Report to DAC for 2025/26. Financial Year Audit Outcomes Plans	Per Delegation of Accounting Authority.
MAY 2026	Friday 8th	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 2026 10H00-14H00	Friday 22nd	CORPORATE SERVICES COMMITTEE	Quarterly	Per Delegation of Accounting Authority.
MAY 2026 11H00-14H00	Tuesday 26th	SPECIAL AUDIT & RISK COMMITTEE	Consider and Recommend to Council Draft Annual Financial Statements for submission to External Auditors (AG); Consideration of the 2025/26 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 2026 10h00 -14H30	Friday 29th	SPECIAL COUNCIL MEETING	Consider and adopt Draft Annual Financial Statements for submission to External Auditors (AG); Consideration of the 2025/26 Annual Report and Annual Performance Report Other Council submissions. Auditor General South Africa Strategy	Per Delegation of Accounting Authority.
JUNE 2026	Friday 5th	SUBMIT TO DSAC AND NATIONAL TRAESURY	Submit signed Treasury AFS Template to Treasury (Unaudited). Submit the unaudited 2025/26 AFS to DSAC.	Per Delegation of Accounting Authority.
JUNE 2026	Friday 12th	SUBMIT TO DSAC	Submit application for Deficit and retention of surplus to Governance Unit.	Per Delegation of Accounting Authority.
JUNE 2026 10H00-14H00	Friday 19th	HERITAGE RESOURCES MANAGEMENT COMMITTEE	Quarterly Reporting	Reporting.
JUNE 2026 10H00-14H00	Friday 26th	BUSSINESS DEVELOPMENT COMMITTEE	Quarterly Reports	Per Delegation of Accounting Authority.
JUNE 2026 10H00-14H00	Wednesday 24th	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 2026 10h00 -14H30	Wednesday 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 2026	Thursday 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 2026/27 financial year, Submit mockup Annual Report to DSAC	Per Delegation of Authority. Reporting; and Per Delegation Accounting Authority
AUGUST 2026 10H00-14H00	Friday 21st	CORPORATE SERVICES COMMITTEE	Quarterly Reporting	Reporting.
AUGUST 2026	Friday 21st	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 2026 10H00-14H00	Friday 28th	HERITAGE RESOURCES MANAGEMENT COMMITTEE	Quarterly Reporting	Reporting.
SEPTEMBER 2026 10H00- 14H00	Friday 25th	BUSINESS DEVELOPMENT COMMITTEE	Quarterly Reporting	Reporting.
OCTOBER 2025	Monday 5th	SUBMIT TO DAC	Submit the revised MTEF Database to DSAC/ Corporate Governance	Per Delegation of Accounting Authority.
OCTOBER 2026 10H00- 14H00	Wednesday 21st	CORPORATE SERVICES COMMITTEE	Quarterly Reporting	Reporting.
OCTOBER 2026 10H00- 14H00	Friday 23rd	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 2026 10h00 -14H30	Thursday 29th	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 2026	Thursday 29th	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 2026	Friday 30th	SUBMIT TO DAC	Submission of the 1st draft of the ENE Database and Chapter to DSAC/ Corporate Governance	Per Delegation of Accounting Authority.
NOVEMBER 2026 10H00- 14H00	Friday 20th	CORPORATE SERVICES COMMITTEE	Unit presentation to the Committee	Reporting.
NOVEMBER 2025 10H00- 14H00	Wednesday 25th	BUSINESS DEVELOPMENT COMMITTEE	Quarterly Reporting	Reporting.
NOVEMBER 2025 10H00- 14H00	Friday 27th	HERITAGE RESOURCES MANAGEMENT COMMITTEE	Quarterly Reporting	Reporting.
DECEMBER 2026	Friday 4th	SUBMISSION TO DSAC & TREASURY	Submit the revised ENE Database to DSAC/Corporate Governance.	Reporting.
JANUARY 2027 10H00-14H00	Friday 22nd	SPECIAL AUDIT & RISK COMMITTEE	Approve Annual Performance Plans; 3rd Quarterly Report on procurement plan for 2026/27 and Review of the Charter.	Reporting

JANUARY 2027 10H00-14H30	Friday 29th	SPECIAL COUNCIL MEETING	Approve 3rd Quarterly Report; Table Final annual performance Plan Submit final Annual Performance Plans 2027/28; Submit 3rd Quarterly report; and Audit Implementation Plans	As per delegation of Accounting Authority.
JANUARY 2027	Friday 29th	SUBMISSION TO DSAC	Submit final Annual Performance Plans 2027/28; Submit 3rd Quarterly report; and Audit Implementation Plans.	As per delegation of Accounting Authority.
FEBRUARY 2027	Friday 5th	SUBMIT TO DSAC	Submit 1st Draft Shareholder's Compact.	As per delegation of Accounting Authority.
FEBRUARY 2027 10H00-14H00	Friday 19th	CORPORATE SERVICES COMMITTEE	Quarterly Reporting	Reporting
FEBRUARY 2027	Friday 19th	DSAC	Table final APP for 2027/28 in Parliament	As per delegation of Accounting Authority.
FEBRUARY 2027 10H00-14H00	Friday 26th	HERITAGE RESOURCES MANAGEMENT COMMITTEE	Quarterly Reporting	Reporting
MARCH 2027	Friday 5th	SUBMIT TO DSAC	FINAL 2 Printed Shareholders Compact	As per delegation of Accounting Authority.
MARCH 2027 10H00-14H00	Friday 19th	BUSINESS DEVELOPMENT COMMITTEE	Quarterly Reporting	Reporting
MARCH 2027 10H00-14H00	Wednesday 24th	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 2027 10H00-14H30	Monday 29th	COUNCIL MEETING	Finance request Council to condone Irregular Expenditure, if any; Fruitless Expenditure for condonation, if any; Present Auditor-General's Audit Plan; and Other Reports.	As per delegation of Accounting Authority.
MARCH 2027	Wednesday 31st	FINANCIAL YEAR END	Financial Year End 2026/27.	As per delegation of Accounting Authority.

ANNEXURE TO THE 2025-2030 STRATEGIC PLAN

Strategic Review of the 2025–2026 SAHRA Strategic Plan: Amendments to Outcomes, Indicators, and Targets

The South African Heritage Resources Agency (SAHRA) held a Strategic Review session on the 22nd – 23rd of September 2025, with the aim of reviewing the current 2025-2026 Strategic Plan focusing on the impact and outcomes and how the entity seeks to achieve its plans going forward. Amendments were made to some outcome indicators, targets and technical indicator description. These amendments are shown in the tables below.

Outcome Indicator 1.3(page 29 in SP)

Current outcome indicator	Current target	Current Baseline	New/ Revised outcome indicator	New/Revised outcome target	Revised Baseline
Develop and Implement a People Strategy Framework using automated systems	<p>100% of the People Strategy implemented using automated systems.</p> <ul style="list-style-type: none"> • Year 1-2 – Performance Management (automated) • Year 2-3 – Talent Management & succession plan (framework & automated system) • Year 3-4 – Training (Learning Management System – updated framework) • Year 4-5 – Automated employee files and framework on process flows 	Poorly developed and poorly implemented Human Resources Management.	Develop and Implement a People Strategy Framework using digital systems	<p>100% of the People Strategy implemented using digital systems.</p> <ul style="list-style-type: none"> • Year 1-2 – Performance Management (digital) • Year 3 – Talent Management & succession plan (framework & digital system) • Year 3-4– Training (Learning Management System – updated framework) • Year 4-5 – digitised employee files and framework on process flows 	N/A

Technical indicator description (Indicator 1.3 page 43 in SP)

Item	Current	Revised
Indicator Title	Develop and Implement a People Strategy Framework using automated systems	Develop and Implement a People Strategy Framework using digital systems
Desired performance	100% of people strategy framework and full automation implemented	100% of people strategy framework and full digitisation implemented

Outcome Indicator 2.2 (page 30 in SP)

Current outcome indicator	Current target	Current Baseline	New/revised outcome indicator 1.3	New outcome target	Revised Baseline
Increase in the number of formal engagements by SAHRA with communities and stakeholders in matters pertaining to knowledge management and the protection of heritage resources	<ul style="list-style-type: none"> • 25% Increase in the number of formal engagements by SAHRA with communities in matters pertaining to knowledge management and the protection of heritage resources • A 25% increase in SAHRA's knowledge dissemination activities to stakeholders and communities • Increase in percentage of applications responded to within the legislative timeframes 	No Baseline	Development and implementation of a comprehensive Skills Development Plan aimed at improving the competencies of current professionals and empowering young people entering the Heritage sector	<ul style="list-style-type: none"> • Skills audit completed across key heritage institutions. • Draft Skills Development Plan developed and validated with stakeholders. • At least 3 partnerships established with training institutions • 50% Implementation of the skills development plan 	No Baseline

Technical indicator description (Indicator 2.2 page 45 in SP)

Item	Current	Revised
Title	Increase in the number of formal engagements by SAHRA with communities and stakeholders in matters pertaining to knowledge management and the protection of heritage resources	Development and implementation of a comprehensive Skills Development Plan aimed at improving the competencies of heritage professionals and empowering young people entering the Heritage sector
Definition	The aim is to strengthen relationships with communities in order to foster local ownership, social accountability and shared responsibility as relates to heritage resources. The anticipated increase in citizen's active participation would include activities such as citizens interaction with SAHRIS (nominations, permits and Section 38s), complaints reported by citizens, participation and attendance of SAHRA hosted events.	This initiative seeks to address existing skills gaps, promote sector-specific expertise, and build a pipeline of skilled young professionals who can contribute to the sustainable growth, preservation, and innovation within the Heritage sector. Key activities will include conducting a sector-wide skills audit to identify gaps and training needs; designing a targeted Skills Development Plan aligned with national heritage priorities and youth development strategies; establishing partnerships with accredited training institutions, heritage organizations, and youth development agencies; rolling out training programs, internships, mentorships, and career awareness initiatives for both existing personnel and young entrants; and monitoring and evaluating the effectiveness of training interventions and youth engagement efforts.
Source of Data	Stakeholder Engagement Reports, detailing various meetings and engagements; Heritage Impact Assessments, Heritage Management Agreements, Conservation Management Plans; SAHRIS reports identifying the increase in formal applications made by citizens; Registers of attendance/participation at SAHRA hosted events	<ul style="list-style-type: none"> • Skills Audit Reports – documenting identified gaps and training needs. • Approved Skills Development Plan – official document outlining the strategy and implementation framework. • Training Attendance Registers – records of participants in training, internships, and mentorships. • Participant Evaluation Forms – feedback and assessments from trainees. • Partnership Agreements or MoUs – signed documents with institutions and agencies. • Monitoring and Evaluation Reports – periodic assessments of progress and effectiveness.

Method of Calculation	Number of Stakeholder Engagement Reports, Number of Heritage Impact Assessments, Number of Heritage management Agreements, Number of Conservation Management Plans. Number of formal applications made by citizens. Percentage of attendance/ participation at SAHRA hosted events	<ul style="list-style-type: none"> • Complete approved Skills Development Plan document. • The number of training programs, internships, mentorships, and career awareness initiatives launched under the plan. • Record the number of participants (both current professionals and young entrants) engaged in the skills development initiatives. • Monitoring reports and evaluation findings to assess the effectiveness of the interventions.
Assumptions	An increase in the number of formal engagements by the South African Heritage Resources Agency (SAHRA) with communities and stakeholders will lead to enhanced knowledge management practices and more effective protection of heritage resources.	It is assumed that there will be sufficient institutional support, funding, and stakeholder collaboration to develop and implement the Skills Development Plan. Additionally, it is expected that training institutions and heritage organizations will be willing to partner, and that young people will be interested and available to participate in the sector's development initiatives.
Disaggregation of Beneficiaries	N/A	<p>Age Group:</p> <ul style="list-style-type: none"> • Youth (18–35 years) • Adults (36 years and above) <p>Role in the Heritage Sector:</p> <ul style="list-style-type: none"> • New entrants (young people entering the sector) <p>Existing professionals (currently employed in heritage institutions)</p>
Spatial Transformation	N/A	N/A
Desired Performance	<ul style="list-style-type: none"> • 25% Increase in the number of formal engagements by SAHRA with communities in matters pertaining to knowledge management and the protection of heritage resources • A 25% increase in SAHRA's knowledge dissemination activities to stakeholders and communities • Increase in percentage of applications responded to within the legislative timeframe 	The desired performance is the successful development and implementation of a comprehensive Skills Development Plan that effectively improves the competencies of current professionals and empowers young people entering the Heritage sector.
Indicator Responsibility	Executive Officer: HRM	Executive Officer: HRM

Outcome Indicator 3.1 (page 30 in SP)

Current outcome indicator	Current target	Current Baseline	New/revise outcome indicator 1.3	New outcome target	Revised Baseline
Increased number of declared resources with Heritage Resources Management tools.	<ul style="list-style-type: none"> • Report of newly declared site have HRM tools • Report on status of progress previously declared site have HRM tools 	New Indicator	Status report on conservation as it pertains to formal protection processes.	Status report on conservation as it pertains to formal protection processes.	No Baseline



Technical indicator description (Indicator 3.1 page 46 in SP)

Item	Current	Revised
Indicator	Increased number of declared resources with Heritage Resources Management tools.	Status report on conservation as it pertains to formal protection processes.
Definition	<p>This refers to the growth in the quantity of heritage resources that have been officially identified, declared with accompanying management tools. These tools include Heritage Agreements (HA), Conservation Management Plans (CMP), and Integrated Management Plans (IMP). Each of these tools plays a crucial role in the systematic recording, preservation, and protection of heritage assets. Heritage resources include national heritage sites and objects. This may exclude some resources such as maritime resources</p>	<p>This indicator tracks the production of a comprehensive status report detailing the progress, challenges, and actions taken in relation to formal protection processes for heritage sites or assets. These includes;</p> <p>Declaration Processes: These are the formal steps taken to recognize and protect heritage resources, including:</p> <ul style="list-style-type: none"> • Nominations for identification of the resource • Grading of sites and assessment of objects, which involves assessing the significance and representativeness of the heritage resource • Development and implementation of management tools such as Heritage Agreements (HA), Conservation Management Plans (CMP), Integrated Management Plans (IMP), or other formal undertakings to ensure ongoing management • Public notification to inform stakeholders and communities <ul style="list-style-type: none"> • Gazette notices to formalize the protection status • Physical marking of the heritage site or resource to signify its protected status <p>Provisional Protection: These are temporary measures to safeguard a resource while a full declaration is under consideration. They include:</p> <ul style="list-style-type: none"> • Application or identification of the resource • Assessment of immediate threats to its integrity or significance <ul style="list-style-type: none"> • Public notification • Issuing of a gazette notice to formalize the provisional status <p>Protected Areas: These involve the designation of zones around core National Heritage Sites (NHS) to protect their broader context. This includes:</p> <ul style="list-style-type: none"> • Delineation of a buffer zone <ul style="list-style-type: none"> • Assessments • Public notifications • Establishment of regulations for the use of the buffer zone <ul style="list-style-type: none"> • Gazette notices
Source of data	<p>SAHRIS</p> <ul style="list-style-type: none"> • Government Gazettes • Heritage Agreements (HA), • Conservation Management Plans (CMP), • Integrated Management Plans (IMP) 	<p>Records of nominations, grading decisions, and declaration; Status updates on Heritage Agreements, CMPs, IMPs; Gazette notices issued for formal and provisional protection; Documentation of public notifications and stakeholder engagement; Conservation Management Plans (CMPs) and Integrated Management Plans (IMPs); Physical marking records and photographic evidence; Buffer zone delineation maps and regulatory documents; Records of consultations, objections, and support; Evidence of community involvement in protection processes</p>

Method of Calculation / Assessment	<p>Increase in Declared Resource = Total Resources at End - Baseline Resources X 100</p>	<p>A = Total number of heritage resources that have been assessed.</p> <p>B = Number of assessed resources with formal protection processes initiated or completed (e.g., declaration, provisional protection, protected area designation). For each resource in B, assess the following:</p> <ul style="list-style-type: none"> • Was the process consistently applied? • Was the quality of documentation and planning adequate (e.g., CMPs, HAs)? • Was the protection enforced (e.g., gazette notice issued, physical marking done)? <p>C = Number of resources where protection processes meet effectiveness criteria.</p>
Assumptions	<ul style="list-style-type: none"> • Partners for Implementing the heritage agreements or CMPs exist. • There are no legal disputes concerning the heritage resource. 	<p>All heritage resources will be formally assessed and that protection processes are clearly defined and consistently applied.</p>
Disaggregation of Beneficiaries	<p>N/A</p>	<p>N/A</p>
Desired performance	<ul style="list-style-type: none"> • 90% of newly declared sites (from 2025 onwards) have Heritage Resource Management (HRM) tools, as reported in the status of progress. • 60% of the previously declared sites (prior to 2025) have Human Resource Management (HRM) tools, as reported in the status of progress 	<p>A consistent increase in the proportion of assessed heritage resources that are formally protected through complete and effective processes. This includes timely application of declaration procedures, provisional protection where needed, and establishment of protected areas with clear enforcement mechanisms. Ideally, all assessed resources should progress toward full protection, with high-quality documentation, stakeholder engagement, and legal formalization.</p>
Indicator Responsibility	<p>Executive Officer: HRM</p>	<p>Executive Officer: HRM</p>



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