



AUDITOR - GENERAL  
SOUTH AFRICA

The acting Accounting Officer  
Department of Arts & Culture  
Private Bag X897  
PRETORIA  
0001

23 February 2015

Communication No.02 of 2014/15

Dear Mr Vuyo Jack

**Communication of review findings from the interim review of the 2015/16 draft Annual Performance Plan of the Department Arts & Culture for the year ended 31 March 2015**

1. In performing the interim review of the draft 2015/16 Annual Performance Plan (APP), the matters detailed in the annexure came to our attention.

**Required**

2. You are requested to indicate your agreement with the facts stated in these findings. Should you disagree with the findings, provide documentary evidence to the contrary for each finding.
3. All comments/evidence should be provided to us within 3 working days of the date of this letter.

Yours sincerely

Zipho Mdluli  
Senior Manager: National D

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**Acknowledgement of receipt by management:**

Received by \_\_\_\_\_

Date \_\_\_\_\_

## DETAILED REVIEW FINDING

### Predetermined Objectives

#### 1. Performance Indicators assessed as not well defined and verifiable.

##### Requirement

Chapter 3.2 of the Framework for managing programme performance information states that, for an indicator/measure to be **well defined and verifiable** it should have a clear meaning to the user, and it should be easy to understand and use.

##### Review Finding

From our review of each performance indicator for the selected programmes contained in the draft Annual performance plan we noted that certain indicators are not well defined and verifiable as per the guidance of the framework.

The performance indicator / measure listed below have been assessed as not **well defined and verifiable**:

Programme	Performance indicator/measure
Programme 3: Arts and Culture Promotion and Development	Cultural Observatory 3 Year Research and Evaluation plan approved and implemented.
	Quarterly activity reports on the programme to document and dramatise the lives of liberation heroes
	Annual implementation reports on 5 approved Sector strategies
	Fully operational Art Bank procuring and renting art works.
Programme 4: Heritage Preservation and Promotion	Annual implementation reports on approved Policies and/ or legislative frameworks.
	Development and implementation of an Annual programme for the hosting and celebrating of National and Historic days.
	Level of implementation of the National Heritage Monument including Heroes Acre.

##### Impact

The indicators will not be well defined and verifiable as required by the Framework for Managing Programme Performance Information.

##### Internal control deficiency

Leadership - Management did not perform adequate review of the draft APP to determine if it is prepared in line with the Framework for strategic plans and annual performance plans in particular with regard to ensuring that all indicators are well defined and verifiable.

##### Recommendation

The Head of Planning must comprehensively review the document to ensure that it is prepared in line with the guidance in the Framework for strategic plans and annual performance plans

**Management response**

Programme	Performance indicator/measure	Management comments
Programme 3: Arts and Culture Promotion and Development	Cultural Observatory 3 Year Research and Evaluation plan approved and implemented.	This indicator has been changed
	Quarterly activity reports on the programme to document and dramatise the lives of liberation heroes	This indicator has been changed
	Annual implementation reports on 5 approved Sector strategies	This indicator has been changed
	Fully operational Art Bank procuring and renting art works.	An operational Art Bank will be procuring and renting art work. This is how we will measure the operability of the Art Bank. We are not measuring procurement and/or renting but we are measuring the operability of the Art Bank
Programme 4: Heritage Preservation and Promotion.	Annual implementation reports on approved Policies and/ or legislative frameworks.	We have added "prepared" to further strengthen the indicator. It is our belief that the indicator is well defined.
	Development and implementation of an Annual programme for the hosting and celebrating of National and Historic days.	This indicator has been changed
	Level of implementation of the National Heritage Monument including Heroes Acre.	This indicator has been changed

Name: Sthenjwa Ngcobo  
 Position: CD: Strategy and Policy Coordination  
 Date: 25 February 2015

**Auditor's conclusion**

Programme	Performance indicator/measure	Amended performance indicator as per final draft APP	Auditors Conclusion
Programme 3: Arts and Culture Promotion and Development	Cultural Observatory 3 Year Research and Evaluation plan approved and implemented.	Annual Business Plan and Workplan for the Cultural Observatory approved Quarterly progress reports from the Cultural Observatory evaluated	Inspected the amended APP and confirmed indicator was subsequently change. Indicator as per final draft APP assessed as well defined as it is now easy to understand and use.
	Quarterly activity reports on the programme to document and dramatise the lives of liberation heroes	Number of movies (documentary / short film) produced that dramatize the lives of liberation heroes	Inspected the amended APP and confirmed indicator was amended. Indicator as per final draft APP assessed as well defined as it is now easy to understand and use.
	Annual implementation reports on 5 approved Sector strategies	Number of recommendations emanating from the 7 sector strategies implemented per annum	Inspected the amended APP and confirmed indicator was subsequently changed. Indicator as per final draft APP assessed as well defined as it is now easy to understand and use.
	Fully operational Art Bank procuring and renting art works.	Fully operational Art Bank procuring and renting art works	Inspected the amended APP and confirmed that the quarterly targets set for the Art bank are well defined in terms of how the fully operational art bank will be measured and the technical indicator description give a clear definition.
Programme 4: Heritage Preservation and Promotion	Annual implementation reports on approved Policies and/ or legislative frameworks.	Annual progress report on implementation of approved Policies and/or legislative frameworks	Indicator subsequently changed and implementation reports changed to progress reports. Indicator as per final draft APP assessed

			as well defined as it is now easy to understand and use.
	Development and implementation of an Annual programme for the hosting and celebrating of National and Historic days.	Indicator deleted.	Inspected the amended APP and confirmed indicator was deleted.
	Level of implementation of the National Heritage Monument including Heroes Acre.	Indicator deleted.	Inspected the amended APP and confirmed indicator was deleted.

## 2. Targets not specific

### Requirement

*In accordance with chapter 3.3 of the Framework for managing programme performance information, for a target to be specific, the nature and required level of performance must be clearly identified.*

### Review Finding

From our review of each performance target for the selected programmes contained in the draft Annual performance plan we noted that certain targets did not meet the SPECIFIC criteria as per the guidance of the framework as the nature and required level of performance are not clearly identifiable.

The targets listed below are some of the targets that have been assessed as not specified because they do not clearly identify either the nature or required level of performance:

Programme	Performance indicator/measure	Annual target	Comment
Programme 3: Arts and Culture Promotion and Development	Cultural Observatory 3 Year Research and Evaluation plan approved and implemented.	National mapping study initiated  2 evaluations finalised  3 impact studies initiated.	
	Quarterly activity reports on the programme to document and dramatise the lives of liberation heroes	Quarterly activity reports on the programme to document and dramatise the lives of liberation heroes	Target not specific on number of quarterly reports to be completed.
	Fully operational Art Bank procuring and renting art works.	Procure first artworks	Not specific on number of art works to be procured.

### Internal control deficiency

Leadership - Programme managers did not adequately review the targets to ensure that nature and required level of performance is clear. Head of planning did not comprehensively review the document to ensure that it is prepared in line with the guidance in the Framework for strategic plans and annual performance plans

### Recommendation

Programme managers should revisit the annual target set in the draft annual performance plan and critically evaluate whether the nature and required level of performance for the target are clear.

The Head of Planning must comprehensively review the document to ensure that it is prepared in line with the guidance in the Framework for strategic plans and annual performance plans

## Management response

Programme	Performance indicator/measure	Annual target	Management comments
Programme 3: Arts and Culture Promotion and Development	Cultural Observatory 3 Year Research and Evaluation plan approved and implemented.	National mapping study initiated 2 evaluations finalised 3 impact studies initiated.	This target has been changed
	Quarterly activity reports on the programme to document and dramatise the lives of liberation heroes	Quarterly activity reports on the programme to document and dramatise the lives of liberation heroes	This target has been changed
	Fully operational Art Bank procuring and renting art works.	Procure first artworks	An operational Art Bank will be procuring and renting art work. This is how we will measure the operationality of the Art Bank. We are not measuring procurement and/or renting but we are measuring the operationality of the Art Bank

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 Position: CD: Strategy and Policy Coordination  
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## Auditor's conclusion

Programme	Performance indicator/measure	Annual target	Amended annual target	Auditors conclusion
Programme 3: Arts and Culture Promotion and Development	Cultural Observatory 3 Year Research and Evaluation plan approved and implemented.	National mapping study initiated 2 evaluations finalised 3 impact studies initiated.	Annual Business Plan and Workplan for the Cultural Observatory approved 3 Quarterly progress reports from the Cultural Observatory evaluated	Inspected the amended APP and confirmed that target had been changed, indicator is assessed as specific as it clearly identifies either the nature or required level of performance
	Quarterly activity reports on the programme to document and dramatise the lives of liberation heroes	Quarterly activity reports on the programme to document and dramatise the lives of liberation heroes	1 movie (documentary / short film) produced that dramatizes the lives of liberation heroes	Inspected the amended APP and confirmed that target had been changed, indicator is assessed as specific as it clearly

			identifies either the nature or required level of performance
	Fully operational Art Bank procuring and renting art works.	Procure first artworks	Fully operational Art Bank procuring and renting art works
			Inspected the amended APP and confirmed that target had been changed. Quarterly targets are specific on how the fully operational art bank will be measured and the technical indicator descriptions clearly identify either the nature or required level of performance