



## sport, arts & culture

Department:  
Sport, Arts and Culture  
REPUBLIC OF SOUTH AFRICA

# ANNUAL PERFORMANCE PLAN 2022 | 22



WEAR MASK



SANITIZE  
HANDS  
REGULARLY



MAINTAIN  
SOCIAL  
DISTANCING  
1,5 metres



AVOID LARGE  
CROWDS



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## EXECUTIVE AUTHORITY STATEMENT

The outbreak of COVID-19 has turned the world on its head, and our lives will never be the same. For our survival as humanity, we need to observe all health protocols as outlined by the World Health Organisation (WHO). Our programmes for transformation and social progress have to be conducted within these parameters.

In 2013, the African Union reviewed 50 years of its existence and developed a programme for the next 50 years, known as Agenda 2063. Aspiration 5 of Agenda 2063 envisions an Africa with a strong cultural identity, common heritage, and shared values and ethics. This calls for an African cultural renaissance that is pre-eminent and inculcates the spirit of Pan Africanism, that taps into Africa's rich heritage and culture to ensure that creatives are major contributors to Africa's growth and transformation, and that restores and preserves Africa's cultural heritage, including its languages. In recognition of the importance of arts, culture and heritage in promoting the objectives of Agenda 2063, the 33rd Summit of the AU Heads of State and Government declared the year 2021 as The AU Year of the Arts, Culture and Heritage.



As the Department of Sport, Arts and Culture, we are expected to make a positive contribution to this effort of building 'a better Africa and a better world'. This will be done by strengthening sport and cultural diplomacy, through engagement in bilateral cooperation with key strategic partners in Africa. In multilateral engagements, we will add the voice of Africa and of developing countries to global debates with UNESCO and other UN agencies. Furthermore, the Department will promote the African agenda and regional integration by using sport and culture to advance the work of the African Union, through participation in the activities of the AU Region 5 Sport Council among others.

Sport and the creative sector are the means by which we tell our stories. We are a nation and a part of the continent that is striving for an interplay of individuality with the collective, which also characterizes our struggle for freedom and our efforts to achieve sustainable economic and social development in the present. The continental call is for all of us as Africans to allow Agenda 2063 to be central in all our efforts to build a better society. Therefore, everything we do as a sector must be in pursuance of the vision to address the triple challenges of unemployment, poverty and inequality, broadly developmental issues.

Our task is to lead efforts towards a socially integrated society, with a shared and inclusive economy, bound together by a common set of values, national symbols and continental identity. We are charged with leading the aspirations of a nation whose pride in being South African

is further enhanced by the excellence of the continent's athletes and creatives.

**Mr Nkosinathi Mthethwa, (MP)**  
**Minister of Sport, Arts and Culture, RSA.**

“

*As the Department of Sport, Arts and Culture, we are expected to make a positive contribution in this effort of building 'A better Africa and a better world'.*

”





## DEPUTY MINISTER

The Department of Sport, Arts and Culture (DSAC), like the rest of our country, is approaching the new financial year with some apprehension and uncertainty. It is almost a year since South Africa saw its first coronavirus patient. The World Health Organisation (WHO) then declared the virus a pandemic. As a response to the vicious spread of the virus, South Africa implemented relevant sections of the National State of Disaster Management Act in order to flatten the curve.

This came in the form of a lockdown that restricted the movement and gathering of people, as social distancing was enforced. The enforcement of these restrictions had a significant disruptive impact on the majority of sectors, with the sport, arts and culture sector being the hardest hit of all.

This could be largely attributed to the fact that the work of DSAC centres on social cohesion and nation building. Numbers drive the income in this sector; i.e., fans fill stadiums to watch sporting matches; fill venues to see their stars perform. The restrictions resulted in loss of income for the sector's practitioners, which was aggravated even further by the 2nd wave of

the pandemic. With vaccination campaigns in their infancy, our scientists are now predicting a possible 3rd wave, hence our apprehension.

Sport and arts practitioners carry the soul of the nation, when they are hurt the nation carries the bruises. The Department was therefore expected to be responsive to this crisis, and had to redirect funds from other programmes to the support the sustainability of the sector that contributes to social cohesion and nation building as well as the economy.

As we start this financial year, the Department is compelled to provide innovative solutions to the needs of the citizens, and we will have to adapt quickly to thrive in the 'new normal' opportunities presented by the COVID-19 pandemic.

It is our intention to develop, transform and harness the sector's contribution to creating a better life for our citizens and to enhance feelings of patriotism through excellence.

We are mindful of our responsibility to provide high-quality services within the confines of our limited resources and to ensure equitable access to such services. Our priorities remain social cohesion and safe communities.

As the lead department in social cohesion, DSAC is responsible for the coordination and reporting of all social cohesion initiatives across government departments and entities that contribute to this priority.

Key areas of focus for the Department include:

- increased job opportunities created in the sector;
- a diverse, cohesive society with a common national identity;
- a transformed, capable and professional sector;

- integrated and accessible SAC infrastructure and information, and
- competent and responsive governance.

All human societies require shared values, norms, visions and goals at local and national levels to secure cooperation and foster the bonds of belonging that are cultivated through nation building.

DSAC's activities include advocating for opportunities for people to participate in the sector by providing equipment and/or attire to schools, hubs and clubs. Other initiatives include community dialogues, which will be embarked on with strict adherence to safety protocols.

In February 2020, the President of the Republic, His Excellency Mr Cyril Ramaphosa, launched a private-sector led, multi-sectoral Gender-Based Violence and Femicide (GBVF) Response Fund aimed at supporting the implementation of the National Strategic Plan (NSP) and the wider response in the country.

As response to the President's call, the Department will roll out the anti-femicide campaign in selected communities through community dialogues; strengthen the after-school programme, where there will be offerings such as drama, dance, music, dialogue and media communication; as well as the Social Advocates Programme. This Programme aims to create more advocacy platforms to shape public opinion positively on gender, masculinity and gender-based violence. Sport, arts and culture events will also be used to share messages that speak out against gender-based violence and related ills.

The Department will collaborate with existing stakeholders and identify new stakeholders and partners to facilitate and



coordinate processes and initiatives aimed at combating moral erosion and promoting shared, accepted morals and values in society. This programme will focus more on the empowerment of boys and girls to create a solid moral foundation.

The Administration and Finance Programme brings together a range of administrative/support functions, which work together collectively and consistently to help the Department to plan by offering expert knowledge, professional advice and effective internal controls. By having the required controls and aspiring towards a clean audit, DSAC will be contributing to not only a well-run sector, but also, a well-run government.

The Recreation and Sport Development Programme offers Active Recreation, Community Sport, and School Sport activities, among other things. Active Recreation

delivers programmes to improve the health and wellbeing of the nation by providing mass-participation opportunities in various formats to cater for a broad spectrum of participants.

We are committed to realising our vision of an active, creative, winning and socially cohesive nation with increased focus on the implementation of the recommendations coming from the EPG 2019/2020 Transformation Status Report.



**Ms Nocawe Mafu (MP)**  
**Deputy Minister of Sport, Arts and Culture**

**“** We are committed to realising our vision of an active, creative, winning and socially cohesive nation with increased focus on the implementation of the recommendations coming from the EPG 2019/2020 Transformation Status Report. **”**



# ACCOUNTING OFFICER STATEMENT

Any plan developed in the middle of a destructive and disruptive pandemic, such as the COVID-19 pandemic, must be informed by the extent of the devastation it has already caused. It must reflect the lessons learnt while charting a way forward to navigate future pandemics. The 2021/22 Annual Performance Plan (APP) is, therefore, unlike previous APPs. While it lays out what it wants to achieve, it will be implemented in the shadow of a continuing pandemic. The document has to strengthen the sense of hope South Africans need to believe in and propose and implement innovative coping strategies. While preparing the sector for life post-COVID-19, the department will need to offer programmes of stabilisation and socio-economic recovery.

The Department has been assigned the powers and functions to develop and implement national policies and programmes regarding sport, arts, heritage and culture in the country. It is also mandated to: provide leadership to the sport, arts and culture sector to accelerate its transformation; oversee the development and management of the sector; legislate on sports participation, infrastructure and safety; improve South Africa's international ranking; preserve, develop, protect and promote the cultural, heritage, linguistic diversity and legacy of South Africa; lead nation building and social cohesion; enhance archives and records management structures and systems; and promote access to information, among others.

However, budgetary cuts are our current reality. In the midst of budgetary constraints and year-on-year reductions, more than two thirds of our budget allocation is spent outside of the Department. This in the form of transfers to public entities and national sports federations to enable them to contribute towards implementing the mandate of the Department as an extension of our service delivery network. In addition, significant conditional grants are transferred to Provinces to deliver mass participation, sports development and community libraries. The remaining budget covers

administration costs and provides financial support for key departmental programmes supporting both individuals and institutions. A sizeable portion of our budget is channelled to municipal infrastructure because our philosophy is that development is local. There will be increased vigilance on how these grants are used. We will also encourage public-private partnerships because the Government has to spread its budget across many competing priorities. The performing arts institutions, entities and federations will be held to the highest standard of accountability by both the Department and the people of South Africa through parliamentary oversight. They will be guided to execute their responsibilities on time and within budget and spend less time deliberating on their finances. Impropriety and dereliction of their responsibilities will be reduced. The Department will be tough on the entities to end irregular expenditure and fight against corruption so that the audit outcomes reflect a Department which serves the interests of South Africans.

The APP has been structured for the amalgamated Department to do more with less. We will leverage on the amalgamation of the previous two Departments through the National Macro Organisation of Government (NMOG) process to place the right people with the right skills in the right portfolios to reposition the one Department for its new mandate and to show a unity of purpose.

Strategically placed to provide psychological fortitude to our society, the Department and its entities and federations have to execute their responsibilities with the sole aim of returning society to its pre-pandemic existence. The artists, sportspeople, activists, performers and professionals under its custodianship should try to make society forget its woes, with its familiar words: "the show must go on". The solace should be provided even as these "foot soldiers" adhere to the same COVID-19 protocols as the society to which it provides solace and comfort.

Government interventions in their various waves, such as the Relief Fund and the Presidential Economic Stimulus Package (PESP), are welcome, but they are causing a strain on the national fiscus, which has other competing urgencies. The APP activities will drive the socio-economic recovery of the sector beyond the Government interventions. Entities that report to the Department will be at the forefront of this economic growth through job creation. One economic intervention will be to promote the export of products from the sector, an aspect which had not been emphasized enough in the past.

As a sector that relies on mass participation and public events, COVID-19 caused havoc both in the sector, and in the industry as

a whole, by necessitating social distancing as a primary preventative measure. With venues closed and stadiums, theatres and museums out of bounds, in a national effort to flatten the curve of the pandemic, the APP needs to be like the balancing act of trapeze artists. This APP is designed to address the immediate post-pandemic sustainability of the sector while adhering to the COVID-19 protocols, as regulated by the National Covid Command Council (NCCCC).

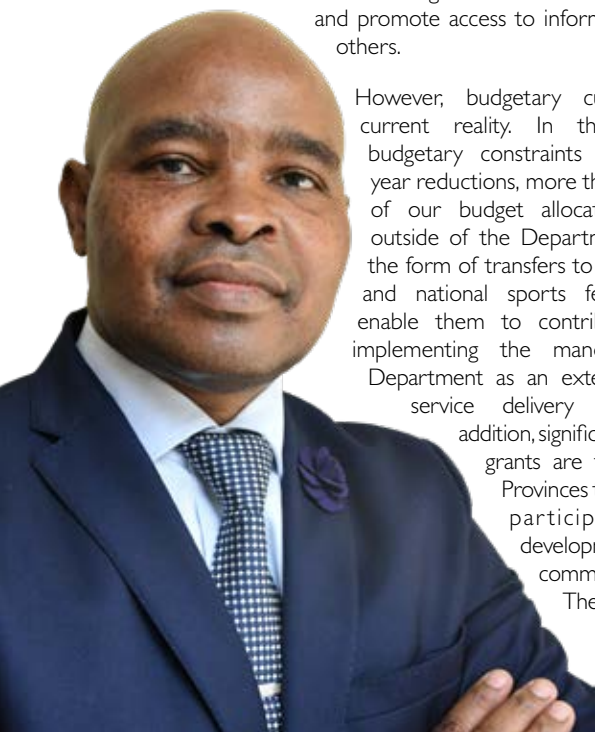
Furthermore, the pandemic has redefined the world of work. It has introduced new methods of working, such as virtual meetings, which integrate technology and propel the Department into the Fourth Industrial Revolution. It is envisaged that these new methods of work will impact finances, turn-around times and accessibility as Government continues to deliver its programmes. These impacts are evident in this document.

The Department also acknowledges the appalling negatives spawned by the pandemic, such as the "second pandemic" of gender-based violence and femicide (GBVF). While the DSAC's past APPs had the task of reducing GBV, this one commits to doubling its efforts to eliminate it, using its artists and athletes as champions and messengers, banking on the esteem in which society holds them.

As a positive, the pandemic has also empowered the Department and its agencies to hone their skills in relief funding. The large-scale and time-sensitive responses to the plight of the sector have endowed the DSAC with new skills. Now in its third phase of relief funding, the skills gained and the strict accountability required will assist the Department well into the future, and the projects in this APP stand a better chance of passing audit scrutiny.

In terms of forthcoming events, the Department will be committed to preparations for the Tokyo Olympic and Paralympic Games, which were postponed in 2020. These will be a challenge because the spectre of the pandemic hovers above successful hosting or another postponement. In relation to these Games, the plan may have to change to respond to how the Tokyo Local Organising Committee together with the Olympic and Paralympic Committees decide on this global event.

Having won the right to host the 2023 Netball World Cup, we are on track with comprehensive preparations towards hosting the most successful World Cup ever. It is an event the Department will use to showcase the talent and also unite our people behind a representative Team South Africa. A successful Netball World Cup will sustain our primary mandate of building social cohesion and satisfying the aspiration of the people we serve, namely, artists, cultural practitioners as well as sportspeople.



Transformation across the sport, arts, culture and heritage sectors will be overarching, cutting all barriers to entry, opening opportunities for women by making progress in the Women in Sport Policy, embracing people with disabilities, and extending the sector to rural areas. Armed with the empirical evidence of the Eminent Persons' Report on Transformation, we are clear about where the challenges of transformation are and how to solve them by when.

The development of policies will continue apace, particularly those policies which will allow the entry of the previously marginalized. The implementation of the revised White Paper, as well as the National Sport and Recreation Amendment Bill will be fast-tracked. As we engage on sector legislation, we will also seek to influence the amendment of external legislation. We will work collaboratively with the Department of Trade, Industry and Competition (dtic) and both Portfolio Committees to get the Copyright Amendment Bill and the Performers' Protection Amendment Bill updated and eventually enacted into law to support the creators of copyright work and to protect performers within the creative sector.

The South African Cultural Observatory (SACO) will continue to provide the necessary empirical research to inform us how to overcome the sport, arts, heritage, and culture sector challenges. For example, the SACO Report on the Impact of COVID revealed, among others, that:

“A majority of the sample had previously been operating for more than five years, but the impact of COVID has been devastating even on the established practitioners. 90% of the live music industry lost income due to COVID-19, and 25% indicated that they would not be able to continue with any elements of their business under lockdown.”

The extensive scope of the Arts and Culture Promotion and Development programme traverses national languages; cultural and creative industries development; international cooperation; social cohesion and nation-building; the Mzansi Golden Economy; the National Film and Video Foundation; Provincial Community Arts Centres; Youth Development and all their related subprogrammes. It is

also spear-heading the administration of the Presidential Employment Stimulus Programme (PESP), ensuring that job creation and retention, the stimulus package's primary focus, are achieved. Key to this Programmes' mandate is the provision of support to the sector and to the creatives themselves. A focus area is the unabated fight against the erosion of society's moral fibre and values, escalating in corruption and unfortunate incidents of racism; hence we will strengthen our partnership and support to the Social Cohesion Advocates and Moral Regeneration Movement as well as private public partnerships supporting is in this sphere. Further, the Department will intensify the support to current funding partnerships that include the Sports Trust and Business and Arts South Africa (BASA) through the Debut Fund Programme. This will encourage export market development and promotion; youth empowerment; and entrepreneur and local content development.

The Fourth Industrial Revolution, which was brought into focus by the pandemic, will continue to enhance the DSAC and its entities' expertise in other projects, such as supporting our creatives with live-streaming and digitising the Treason Trial's dictabelts. The digitization will provide current and future generations with the correct verbatim and live account of what took place at the Trial. This will address another shortcoming of our past: the distortion of the history of our people's struggle against injustice.

To contribute to the infrastructure for South Africa's economic growth, DSAC plans to build 87 new libraries and upgrade 120 community libraries over the medium term. Libraries have become public spaces that provide more than books. DSAC is currently partnering with them and using its digital resources to maximize its reach during the third wave of relief applications. The infrastructure for community sports, such as combination sports venues, will subsequently be developed in response to the District Development Model (DDM), a model targeting under-resourced Districts. National Training and Olympic Preparatory Centre (NTC), which will better the performance of our professional athletes, will be prioritized. In line with transformation and redress, playhouses and recording studio's will also be key areas of focus in Provinces such as Limpopo and the Eastern Cape.

With the spirit of the nation at its lowest because of the pandemic, the APP will contribute to reviving the spirit by emphasizing national symbols as unifiers. We will also unlock indigenous knowledge systems in line with the Living Heritage Policy so that the knowledge inherited from our past exists side by side with other knowledge systems and is respected in equal measure. The transformation of place names will continue apace, guided by the South African Geographical Names Council (SAGNC) and accompanied by sufficient consultation for these name changes to be effected with speed.

Government has declared 2021 as the “Year of Celebrating 150 Years of Charlotte Maxeke” so we will devise programmes towards elevating this priority whilst also working closely with the Charlotte Maxeke Institute to support their programmes within available means. Notably, 2021/2022 will most certainly be the year in which the sector will rise from the ashes of the pandemic. Although the duration of the pandemic is indeterminate at this stage, this APP is structured to revive the sector so that we emerge stronger and more focussed to provide South Africans with quality offerings of sport, arts and culture.



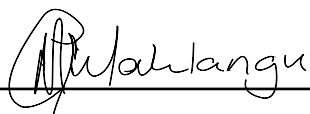
**Mr Vusumuzi Mkhize**

**Accounting Officer of Sport, Arts and Culture**

## OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Sport, Arts and Culture under the guidance of Minister Nkosinathi Mthethwa.
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Sport, Arts and Culture is responsible.
- Accurately reflects the impact, outcomes and outputs, which the Department of Sport, Arts and Culture will endeavour to achieve over the period 2021/22.



**Ms Vuyiseka Mahlangu**  
Acting Deputy Director-General  
Programme One: Administration



**Ms Sumayya Khan**  
Deputy Director-General  
Programme Two: Recreation  
Development and Sport  
Promotion



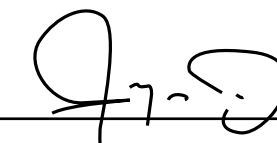
**Dr Stella Khumalo**  
Deputy Director-General  
Programme Three: Arts and Culture  
Promotion and Development



**Mr Vusithemba Ndima**  
Deputy Director-General  
Programme Four: Heritage  
Promotion and Preservation



**Ms Sibongile Mondile**  
Acting Chief Financial Officer



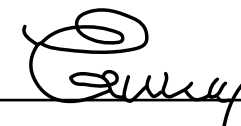
**Dr Sakiwo Tyiso**  
Chief Director  
Strategic Management and Planning



**Mr Vusumuzi Mkhize**  
Accounting Officer



**Ms Nocawe Mafu (MP)**  
Deputy Minister



**Approved by:**  
Mr Nkosinathi Mthethwa (MP)  
Executive Authority



# THE CONSTITUTION, NATIONAL ORDERS AND SYMBOLS

## THE PREAMBLE OF THE CONSTITUTION

We, the people of South Africa,

Recognise the injustices of our past;

Honour those who suffered for justice and freedom in our land;

Respect those who have worked to build and develop our country; and

Believe that South Africa belongs to all who live in it, united in our diversity.

We therefore, through our freely elected representatives, adopt this Constitution as the supreme law of the Republic so as to:

- Heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights;
- Lay the foundations for a democratic and open society in which government is based on the will of the people and every citizen is equally protected by law;
- Improve the quality of life of all citizens and free the potential of each person; and
- Build a united and democratic South Africa able to take its rightful place as a sovereign state in the family of nations.

May God protect our people.

Nkosi Sikelel' iAfrika.

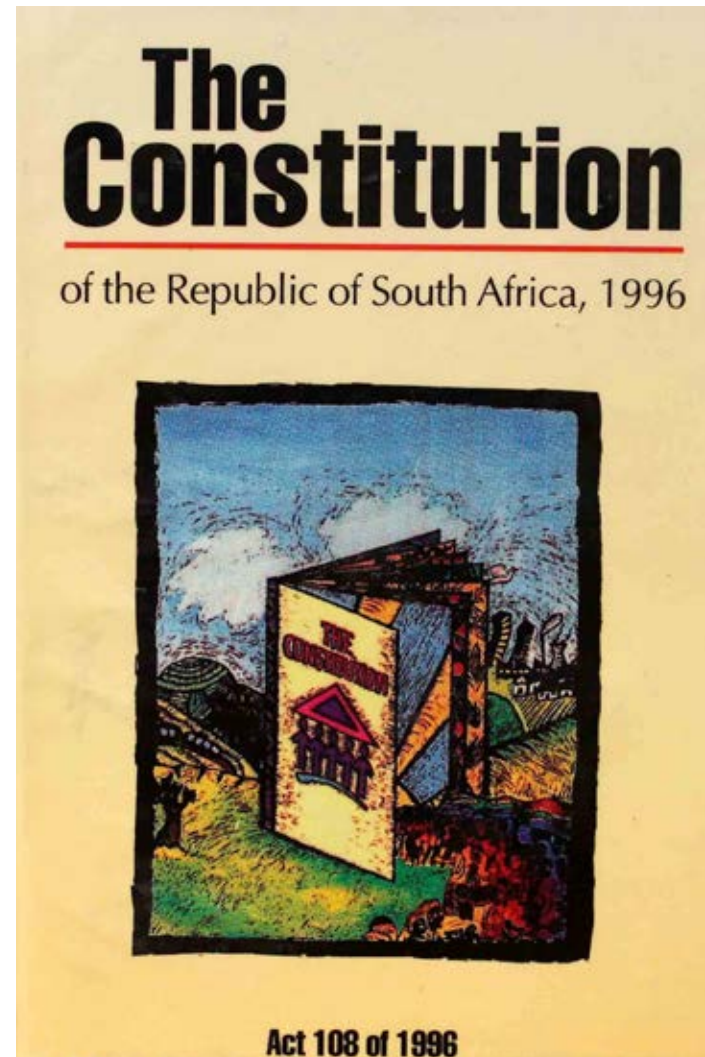
Morena boloka setjhaba sa heso.

God seën Suid-Afrika.

God bless South Africa.

Mudzimu fhatutshedza Afurika.

Hosi katekisa Afrika.



## THE NATIONAL COAT OF ARMS



The National Coat of Arms is the highest symbol of the State. The Coat of Arms was launched on Freedom Day, 27 April 2000. A central image of the Coat of Arms is the well-known secretary bird with its uplifted wings.

Above the bird is the rising sun, a force that gives life while representing the flight of darkness and the triumph of discovery, knowledge and understanding of things that have been hidden, and illuminating the new life that is coming into being.

Below the bird is the protea, an indigenous flower of South Africa, which represents beauty, the aesthetic harmony of all its cultures, and South Africa flowering as a nation. The ears of wheat are emblems of the fertility of the land. The elephant tusks symbolise wisdom, steadfastness and strength.

At the centre stands a shield, which signifies the protection of South Africans from one generation to the next. Above it is a spear and a knobkierie. Together,

they assert the defence of peace rather than a posture of war. This shield of peace, which also brings to mind an African drum, conveys the message of a people imbued with a love of culture. Contained within the shield are some of the earliest representations of humanity in the world. Those depicted were the very first inhabitants of the land, namely the Khoisan people. These figures are derived from images on the Linton Stone, a world-famous example of South African rock art.

The motto - IKE E: /XARRA //KE, written in the Khoisan language of the /Xam people, means 'diverse people unite'.

## THE NATIONAL ANTHEM



Nkosi sikelel' iAfrika  
(God Bless Africa)

Maluphakanyisw' uphondo lwayo,  
(Raise high Her glory)

Yizwa imithandazo yethu,  
(Hear our Prayers)

Nkosi sikelela, thina lusapho lwayo.  
(God bless us, we her children)

Morena boloka setjhaba sa heso,  
(God protect our nation)

O fedise dintwa le matshwenyeho,  
(End all wars and tribulations)  
O se boloke, O se boloke setjhaba sa heso,  
(Protect us, protect our nation)

Setjhaba sa South Afrika - South Afrika  
(Our nation South Africa - South Africa)

Uit die blou van onse hemel,  
(Ring out from our blue heavens)

Uit die diepte van ons see,  
(From the depth of our seas)

Oor ons ewige gebergtes,  
(Over our everlasting mountains)

Waar die kranse antwoord gee,  
(Where the echoing crags resound)

Sounds the call to come together,  
And united we shall stand,  
Let us live and strive for freedom,  
In South Africa our Land

# AFRICAN UNION ANTHEM



Let us all unite and celebrate together  
The victories won for our liberation  
Let us dedicate ourselves to rise together  
To defend our liberty and unity  
O Sons and Daughters of Africa  
Flesh of the Sun and Flesh of the Sky  
Let us make Africa the Tree of Life  
Let us all unite and sing together  
To uphold the bonds that frame our destiny  
Let us dedicate ourselves to fight together  
For lasting peace and justice on earth  
O Sons and Daughters of Africa  
Flesh of the Sun and Flesh of the Sky

Let us make Africa the Tree of Life  
Let us all unite and toil together  
To give the best we have to Africa  
The cradle of mankind and fount of culture  
Our pride and hope at break of dawn.  
O Sons and Daughters of Africa  
Flesh of the Sun and Flesh of the Sky  
Let us make Africa the Tree of Life.

# NATIONAL ORDERS



The **Order of Mapungubwe** is awarded to South African citizens for achievements that have impacted internationally and served the interests of the Republic of South Africa. The first and highest category of this Order is awarded in platinum. Other categories are Gold, Silver and Bronze.



The **Order of the Baobab** is awarded to South African citizens for distinguished service. It is an award for contributions in the following areas:

- Business and the economy
- Science, medicine and technological innovation
- Community service.



The **Order of the Companions** of O R Tambo is awarded to foreign nationals (Heads of State and Government) and other foreign dignitaries. It is awarded for friendship shown to South Africa. It is therefore an order of peace, co-operation and active expression of solidarity and support.



## NATIONAL ORDERS (continued)



The **Order of Luthuli** is awarded to South Africans who have made a meaningful contribution to the struggle for democracy, human rights, nation-building, justice, peace and conflict resolution. It symbolises the vision of the late Chief Albert Luthuli - the legendary liberation struggle leader and first African recipient of the Nobel Peace Prize in 1961.



The **Order of Mendi for Bravery** is awarded to South African citizens who have performed an extraordinary act of bravery that placed their lives in great danger; or who lost their own lives saving or trying to save the life of another person, or by saving property.



The **Order of Ikhamanga** is awarded to South African citizens who have excelled in the fields of arts, culture, literature, music, journalism and sport.

## NATIONAL SYMBOLS



The **National Flag** of the Republic of South Africa was taken into use on 27 April 1994. The unique central design of the flag, which begins as a "V" at the flag-post and comes together in the centre of the flag, extending further as a single horizontal band to the outer edge of the fly, can be seen as representing the convergence of diverse elements in South African society, which then take the road ahead in unison. This idea also links up with the motto of the new National Coat of Arms, namely: !ke e: /xarra //ke, in the language of the /Xam San people, which literally means "diverse people unite".



The **National Animal** is the SPRINGBOK (*Antidorcas marsupialis*). This species has adapted to the dry, barren areas and open grass plains and is thus found especially in the Free State and North West Province, and in the Karoo up to the West Coast. They move in small herds during winter, but often crowd together in bigger herds in summer. They breed throughout the year and lambs are born after a six-month gestation period.



The **National Flower** is the GIANT or KING PROTEA (*Protea cynaroides*), found in the southwestern and southern areas of the Western Cape, from the Cedarberg to just east of Grahamstown. The artichoke-like appearance of the flower heads of the king protea lead to the specific name 'cynaroides', which means 'like cynara' (the artichoke). A number of varieties in colour and leaf shapes are found, but the most beautiful is the pink flower.



## NATIONAL SYMBOLS *(continued)*



The **National Tree** is the REAL YELLOWWOOD (*Podocarpus latifolius*), found from Table Mountain, along the southern and eastern Cape coast, in the ravines of the Drakensberg up to the Blouberg and the Soutpansberg in Limpopo. The Yellowwood family is primeval and has been present in this part of Africa for more than 100 million years. The crown is relatively small in relation to its height and is often covered with grey lichen.



The **National Bird** is the BLUE CRANE (*Anthropoides paradisea*). It is quite common in the Karoo, but is also seen in the grasslands of KwaZulu-Natal and the Highveld, usually in pairs or small family parties. This elegant bird is a light blue-grey in colour, with a long neck supporting a big head, long legs and elegant wing plumes that sweep to the ground. It eats seeds, insects and reptiles.



The **National Fish** is the GALJOEN (*Coracinus capensis*), which is found only along the South African coast. It keeps to mostly shallow water, is often found in rough surf and sometimes right next to the shore. The Galjoen is a familiar sight for anglers. Its diet consists mainly of red bait (ascidians), small mussels and barnacles. It is also known in KwaZulu-Natal as blackfish or black bream.



# DSAC PUBLIC ENTITIES

LOGO	Name of Institution	Classification	Primary Contact
 an agency of the Department of Arts and Culture www.artscape.co.za	Artscape Cape Town – (WC)	Performing Arts Entity	CEO: Ms Marlene le Roux Tel: (021) 410-9970   410 9800 Fax: (021) 412 8756   410 9971 Cell: 083 701 8889 Email: MarleneL@artscape.co.za
			CEO's PA: Ms Charmaine Hess Tel: (021) 410-9962 Email: CharmaineH@artscape.co.za
			CFO: Mr Vernon van der Linde Tel: (021) 410-9870 Cell: 081 4958 101 Email: VernonV@artscape.co.za
			CFO's PA: Ms Theresa Lombard Tel: (021) 410-9962 Email: theresal@artscape.co.za
 www.markettheatre.co.za	Market Theatre Johannesburg – (GP)	Performing Arts Entity	CEO: Ms Tshiamo Mokgadi Tel: (011) 832 1641 Fax: (011) 834 4311 Cell: 076 045 4141 Email: tshiamom@markettheatre.co.za
			CEO's PA: Busi Letwaba Tel: (011) 832 1641 Fax: (011) 834 4311 Email: busil@markettheatre.co.za
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LOGO	Name of Institution	Classification	Primary Contact
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 <p>iziko museums of South Africa www.iziko.org.za</p>	Iziko Museums of South Africa Cape Town – (WC)	Heritage Entity	CEO: Ms Rooksana Omar Tel: (021) 481 3800 Fax: (021) 481 3994 Cell: 083 409 0609 Email: romar@iziko.org.za
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# DSAC PUBLIC ENTITIES *(continued)*




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 PanSALB PAN SOUTH AFRICAN LANGUAGE BOARD www.pansalb.org.za	Pan South African Language Board (PanSALB) Pretoria – (GP)	Constitutional	CEO (Acting): Mr Xolisa Tshongolo Tel: (012) 341 9638 Fax: (012) 341 5938 Email: @pansalb.org.za
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 www.drugfreesport.org.za	South African Institute for Drug-Free Sport Cape Town – (WC)	Sport	CFO: Mr Thabang Moses Tel: (012) 765 9600 Cell: 072 413 4759 Email: thabang@boxingsa.co.za
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 www.blindsa.org.za	BlindSA Johannesburg – (GP)	NPO	FM: Ms Charlotte Gulle Tel: (011) 447 2295 Fax: (011) 447 2364 Cell: 082 562 5861 Email: accounts@basa.co.za
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## NON-PROFIT ORGANISATIONS (continued)

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*In addition to the Department's public entities, DSAC provides financial and non-financial support to sport and recreation bodies (incl. national sport federations) and provincial Departments for Sport, Arts and Culture, to enable them to contribute towards the implementation of the National Sport and Recreation Plan (NSRP) and the SAC strategy. This is done to enhance the growth of the sport, arts, and culture sector, while also responding to the varied challenges that we face as a country.*

*Links to provincial departments and a list of sport and recreation bodies, can be found under 'Major Stakeholders' and 'Our Partners', respectively, on **[www.srsa.gov.za](http://www.srsa.gov.za)***



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# LIST OF ACRONYMS AND ABBREVIATIONS

<b>ACH</b>	Arts, Culture and Heritage	<b>DPME</b>	Department of Planning, Monitoring and Evaluation
<b>ACPD</b>	Arts and Culture Promotion and Development	<b>DPWI</b>	Department of Public Works and Infrastructure
<b>AENE</b>	Adjusted Estimates of National Expenditure	<b>DSTI</b>	Department of Science, Technology and Innovation
<b>AFCON</b>	African Cup of Nations	<b>dtic</b>	Department of Trade, Industry and Competition
<b>AFS</b>	Annual Financial Statements	<b>EAP</b>	Employee Assistance Programme
<b>AG</b>	African Games	<b>ENE</b>	Estimates of National Expenditure
<b>AGSA</b>	Auditor-General of South Africa	<b>EPG</b>	Eminent Persons Group (on Transformation)
<b>APP</b>	Annual Performance Plan	<b>GIS</b>	Geographical Information System
<b>ASA</b>	Athletics South Africa	<b>GTAC</b>	Government Technical Advisory Centre
<b>AToM</b>	Access to Memory	<b>HEADCOM</b>	Heads of Departments Committee
<b>AU</b>	African Union	<b>HIV &amp; AIDS</b>	Human Immuno deficiency Virus & Acquired Immune Deficiency Syndrome
<b>AUSC</b>	African Union Sports Council	<b>HLT</b>	Human Language Technologies
<b>BASA</b>	Business and Arts South Africa	<b>HR</b>	Human Resources
<b>BBBEE</b>	Broad-Based Black Economic Empowerment	<b>IBSA</b>	India, Brazil, South Africa
<b>BRICS</b>	Brazil, Russia, India, China, & South Africa	<b>ICT</b>	Information and Communication Technology
<b>BSA</b>	Boxing South Africa	<b>IFS</b>	Intermediate Financial Statements
<b>CAC</b>	Community Arts Centre	<b>IMC</b>	Inter-Ministerial Committee
<b>CATHSSETA</b>	Culture, Arts, Hospitality & Sports Sector, Education & Training Authority	<b>IODSA</b>	Institute of Directors South Africa
<b>CCIs</b>	Creative and Cultural Industries	<b>IT</b>	Information Technology
<b>CDA</b>	Central Drug Authority	<b>IYM</b>	In-Year-Monitoring
<b>CEO</b>	Chief Executive Officer	<b>LTPDP</b>	Long Term Participant Development Plan
<b>CFO</b>	Chief Financial Officer	<b>M&amp;E</b>	Monitoring and Evaluation
<b>CHAN</b>	African Championship of Nations	<b>MGE</b>	Mzansi Golden Economy
<b>CME&amp;GG</b>	Coordination, Monitoring and Evaluation and Good Governance	<b>MIG</b>	Municipal Infrastructure Grant
<b>DSAC</b>	Department of Sport, Arts and Culture	<b>MinMEC</b>	Ministers and Members of the Executive Council
<b>DDG</b>	Deputy Director-General	<b>MOU</b>	Memorandum of Understanding
<b>DG</b>	Director-General	<b>MPP</b>	Mass Participation Programme
<b>DIRCO</b>	Department of International Relations and Cooperation	<b>MRM</b>	Moral Regeneration Movement
<b>DORA</b>	Division of Revenue Act	<b>MTEF</b>	Medium-Term Expenditure Framework

# LIST OF ACRONYMS AND ABBREVIATIONS

<b>MTSF</b>	Medium-Term Strategic Framework	<b>SASCOC</b>	South African Sports Confederation and Olympic Committee
<b>NAAIRS</b>	National Automated Archival Information Retrieval System	<b>SASReCon</b>	South African Sport and Recreation Conference
<b>NARSSA</b>	National Archives and Records Service of South Africa	<b>SASREA</b>	Safety at Sport and Recreational Events Act
<b>NCOP</b>	National Council of Provinces	<b>SCM</b>	Supply Chain Management
<b>NDMP</b>	National Drug Master Plan	<b>SDIP</b>	Service Delivery Improvement Plan
<b>NDP</b>	National Development Plan	<b>SONA</b>	State of the Nation Address
<b>NEP</b>	National Evaluation Policy	<b>SRSA</b>	Sport and Recreation South Africa
<b>NF</b>	National Federation	<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>NGO</b>	Non-Governmental Organisation	<b>TAFISA</b>	The Association for International Sport for All
<b>NHC</b>	National Heritage Council	<b>TRC</b>	Truth and Reconciliation Commission
<b>NMOG</b>	National Macro Organization of Government	<b>UAMP</b>	User Asset Management Plan
<b>NRD</b>	National Recreation Day	<b>UN</b>	United Nations
<b>NSRA</b>	National Sport and Recreation Act (as amended)	<b>USSA</b>	University Sport South Africa
<b>NSRP</b>	National Sport and Recreation Plan	<b>WADA</b>	World Anti-Doping Agency
<b>NT</b>	National Treasury	<b>WHO</b>	World Health Organisation
<b>NTC</b>	National Training and Olympic Preparatory Centre	<b>YDVS</b>	Youth Development Against Violence Through Sport
<b>NYC</b>	National Youth Camp		
<b>ODA</b>	Official Development Assistance		
<b>PanSALB</b>	Pan South African Language Board		
<b>PMU</b>	Project Management Unit		
<b>PPEM</b>	People-To-People Exchange Mechanism		
<b>QSRM</b>	Quarterly Status Review Meeting		
<b>RLHR</b>	Resistance and Liberation Heritage Route		
<b>SA</b>	South Africa		
<b>SACO</b>	South African Cultural Observatory		
<b>SDGs</b>	Sustainable Development Goals		
<b>SAHRA</b>	South African Heritage Resources Agency		
<b>SAIDS</b>	South African Institute for Drug-Free Sport		
<b>SALGA</b>	South Africa Local Government Authority		
<b>SAPLIS</b>	South African Public Library and Information Services		
<b>SAPS</b>	South African Police Service		



sport, arts & culture

Department:  
Sport, Arts and Culture  
REPUBLIC OF SOUTH AFRICA

# PART A: OUR MANDATE



WEAR MASK



SANITIZE  
HANDS  
REGULARLY



MAINTAIN  
SOCIAL  
DISTANCING  
1.5 metres



AVOID LARGE  
CROWDS



# I. OUR MANDATE

## UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

The mandate of the National Department responsible for Sport, Arts and Culture (DSAC) is derived from the Constitution of the Republic of South Africa, Act 108 of 1996 hereafter referred to as the Constitution, including the Preamble and Founding Provisions, and in particular sections:

'16(1) Freedom of expression - Everyone has the right to freedom of expression, which includes –

- (a) freedom of the press and other media;
- (b) freedom to receive or impart information or ideas;
- (c) freedom of artistic creativity; and
- (d) academic freedom and freedom of scientific research.

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

'32. Access to information - (1) Everyone has the right of access to –

- (a) any information held by the state; and
- (b) any information that is held by another person and that is required for the exercise or protection of any rights.

The functionality of the Department is also premised on the constitutional right to social security in Schedule 27. In line with the constitutional imperatives on democratic values of human dignity,

equality and freedom, the Department has also been assigned the powers and functions to develop and implement national policies and programmes regarding sport and recreation in the country.

The Department is mandated to: provide leadership to the sport, arts and culture sector to accelerate its transformation; oversee the development and management of sport, arts and culture in South Africa; legislate on sports participation, sports infrastructure and safety; improve South Africa's international ranking in selected sports through a partnership with the South African Sports Confederation and Olympic Committee; preserve, develop, protect and promote the cultural, heritage, linguistic diversity and legacy of South Africa; lead nation building and social cohesion through social transformation; enhance archives and records management structures and systems; and promote access to information. DSAC is bound by all legislation passed in South Africa; however, the following acts, bills and regulations constitute the most frequent dimensions of the legal framework within which DSAC functions.

### 1.1 ACTS

The Acts below, are as captured in the 2020-2025 Strategic Plan of the Department. The legislation that is up for amendment, is still undergoing the amendment process.

- a. Heraldry Act (No. 18 of 1962)
- b. Culture Promotion Act (No. 35 of 1983)
- c. Pan South African Language Board Act (No. 59 of 1995)
- d. National Archives and Record Service of South Africa Act (No. 43 of 1996)
- e. South African Institute for Drug-free Sport Act (No. 14 of 1997 as amended)
- f. Legal Deposit Act (No. 54 of 1997)
- g. National Arts Council Act (No. 56 of 1997)
- h. National Film and Video Foundation Act (No.73 of 1997)
- i. South African Library for the Blind Act (No. 91 of 1998)

- j. National Library of South Africa Act (No. 92 of 1998)
- k. National Sport and Recreation Act (No. 110 of 1998 as amended)
- l. South African Geographical Names Council Act (No. 118 of 1998)
- m. Cultural Institutions Act (No. 119 of 1998)
- n. National Heritage Council Act (No. 11 of 1999)
- o. National Heritage Resources Act (No. 25 of 1999)
- p. National Council for Library and Information Services Act (No. 6 of 2001)
- q. South African Boxing Act (No. 11 of 2001)
- r. Cultural Laws Amendment Act (No. 36 of 2001)
- s. Cultural Laws Second Amendment Act (No. 69 of 2001)
- t. Safety at Sports and Recreational Events Act (No. 2 of 2010)
- u. Use of Official Languages Act (No.12 of 2012)
- v. South African Language Practitioners Council Act (No. 8 of 2014)

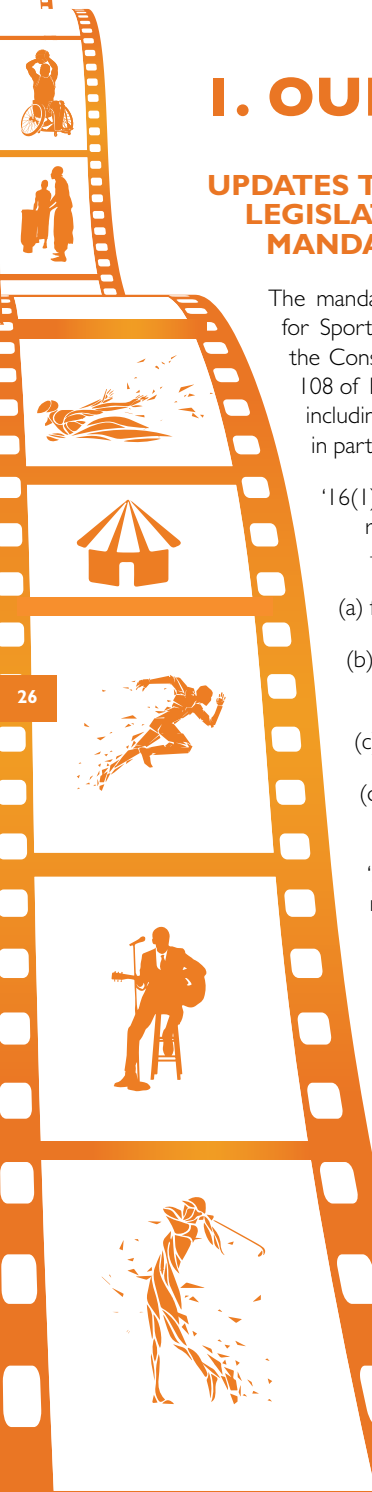
### 1.2 BILLS

- a. National Sport and Recreation Amendment Bill, 2020
- b. South African Institute for Drug-free Sport Amendment Bill, 2021.

### 1.3 REGULATIONS

The review of these regulations will be effected after the National Sport and Recreation Act has been amended.

- a. Bidding and Hosting of International Sport and Recreational Events Regulations, 2010
- b. Recognition of Sport and Recreation Bodies Regulations, 2011



- c. Funding of Sport or Recreational Bodies Regulations, 2015
- d. Safety at Sport and Recreational Events (SASREA) Regulations, 2015.

## **I.4 OTHER PRESCRIPTS GOVERNING THE DEPARTMENT**

### **I.4.1 SECTOR-SPECIFIC:**

- a. The White Paper on Arts, Culture and Heritage (1996)
- b. The White Paper on Sport and Recreation for the Republic of South Africa (2011)

### **I.4.2 GENERIC:**

- c. National Development Plan - Vision 2030 (2012)
- d. Framework for Managing Programme Performance (2007)
- e. Government-Wide Monitoring and Evaluation System (GWM&E) (2007)
- f. Revised Framework for Strategic Plans and Annual Performance Plans (2019)
- g. National Evaluation Policy (2012)
- h. Public Audit Act (No. 25 of 2004)
- i. Public Finance Management Act (1999)
- j. Government Immovable Asset Management Act (No. 19 of 2007)
- k. The Promotion of Access to Information Act (2000)
- l. The Promotion of Administrative Justice Act (2000)
- m. The Electronic Communications and Transactions Act (2002)

- n. The Protection of Personal Information Act (POPIA) (2013)
- o. Minimum Information Security Standards (MISS) (1998)
- p. Local Government: Municipal Structures Act (1998)
- q. Municipal Systems Act (2002)
- r. National Youth Policy (2015-2020 & Draft NYP 2020-2030)
- s. The Copyright Act (1978)
- t. Legislation pertaining to provincial library services (including previous provincial ordinances) and related legislation.

## **I.5 INTERNATIONAL TREATIES**

By virtue of being a State Party to international sport, arts, culture and heritage treaties (conventions and covenants), South Africa is bound by the legal obligations enshrined in those treaties. These include implementation, domestication, reporting and other legally binding obligations. (Cf. Constitution, Chapter 14, sections 231-233). The international treaties below, as they appear on p25 of the Strategic Plan (SP) remain intact.

- a. 1954 Convention on the Protection of Cultural Property in the Event of Armed Conflict
- b. 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property
- c. 1972 Convention concerning the Protection of the World Cultural and Natural Heritage
- d. 2001 Convention for the Protection of the Underwater Cultural Heritage
- e. 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions

- f. 1966 International Covenant on Economic, Social and Cultural Rights
- g. 1995 UNIDROIT Convention on Stolen or Illegally Exported Cultural Objects
- h. Charter for African Cultural Renaissance.



## 2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES GOVERNING THE FIVE-YEAR PERIOD

The Portfolio Committee on Sport, Arts and Culture endorsed the Department's White Paper on 19 February 2020. Further, the Department has since completed a feasibility study on the amalgamation of its various entities, to identify options to strengthen service delivery capacity, ensure efficiency, effective and prudent utilisation of financial resources. Consequently, the Department will now identify and prioritise legislation to be repealed, amended or drafted anew. This will be in line with the approved legislative programme to be submitted each calendar year to the Leader of Government Business in the Presidency. In addition to other administrative measures meant to augment the Department's service delivery initiatives, we will continue to monitor areas in the sector that require new policy interventions either through research and development or policy formulation. The following policies and framework documents are in the process of being developed and/or reviewed.

**Athletes Support Policy:** The formulation of the Athletes Support Policy was informed by Strategic Objective 5 of the National Sport and Recreation Plan (NSRP) which is "To improve the performance of athletes and coaches by providing them with access to a comprehensive range of support programmes". Sport development and excellence in high performance sport require an evidence-based, holistic and coordinated sports science and medical support system. The services to be rendered as part of the Athlete Support include sports science, sports medicine, sports psychology, nutrition, sports technology, and related services such as game analysis. The policy also seeks to provide direction on the provision of structured scientific support services in the Department to meet the needs of athletes and federations, as well as to outline policy

guidelines for all role players participating in the Athlete Support programme coordinated by the Department. The Policy came into effect in 2016. The implementation thereof has provided valuable lessons and information to be considered during the review of the Policy.

### **South African Sports Academies Strategic Framework and Policy Guidelines:**

The formulation of the South African Sports Academies Strategic Framework and Policy Guidelines was informed by Strategic Objective 15 of the NSRP which is "To support the development of South African sport through a coordinated academy system". In terms of the NSRP the SASCOC is charged with a responsibility of developing norms, standards, and protocols that will provide guidance for the academies at different levels in the country (including private academies). The Department and Provincial Departments are charged with a responsibility of providing support and enabling environment for the development and implementation of the Academies System. The review of the South African Sports Academies Strategic Framework and Policy Guidelines will therefore take these factors into consideration to ensure alignment of the Sport Development Continuum. The South African Sports Academies Strategic Framework and Policy Guidelines has been in implementation since 2013 and numerous lessons have been learned to facilitate the review process.

### **The Prioritization of Sport and Recreation Bodies Policy:**

The purpose of this policy is to enable the country to focus its efforts and resources on identifying sport codes which are a priority for South Africa. The prioritisation of Sport and Recreation Bodies is guided by the National Sport and Recreation Amendment Act 18 of 2007. Section 4 of the Act gives the Minister of Sport and Recreation powers and responsibility of determining sport and recreation policy. Section 4(3) further affirms that the policy as determined by the Minister binds all Sport and Recreation Bodies. Further, the White Paper on Sport and Recreation sets out the policy directives in terms of the prioritization of codes. It emphasises the two broad focus areas i.e. prioritization in terms of participation opportunities and international success. The NSRP further assigns Sport and Recreation South Africa the responsibility of leading the process

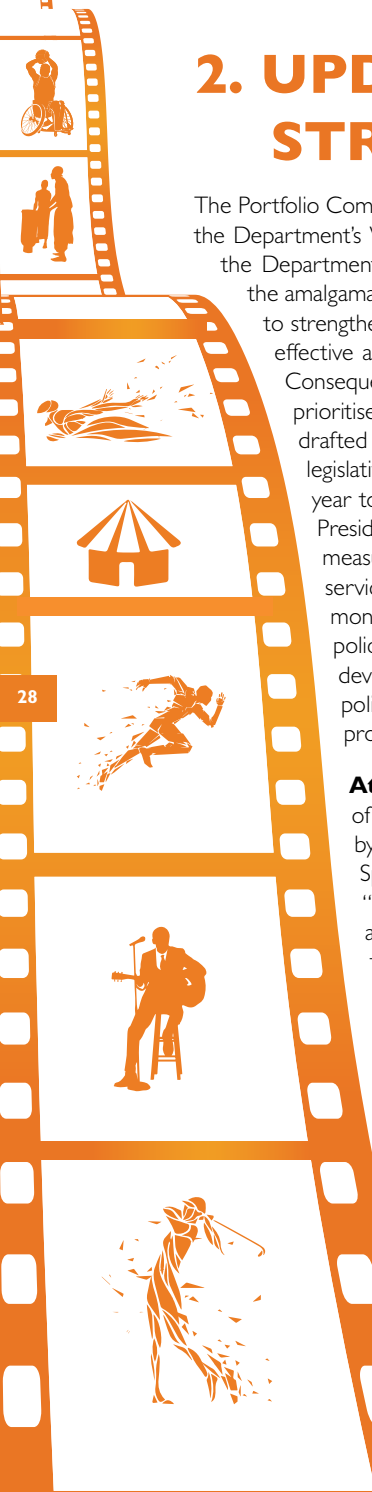
of refining the criteria of prioritization and defining the categories of support, developing a tool to assess identified criteria and verifying information provided by federations as well as classifying federations and concomitant support. The Policy was drafted and circulated to National Federations for comments and inputs. The Draft will be recirculated to the Provinces and the SASCOC for final comments and inputs.

**The Women in Sport Policy:** The process of finalising this policy has gained momentum with consultations being completed at the provincial level and with sector Departments. The next stage of consultation will target the Sports Federations and sport media. The Socio-Economic Impact Assessment template will be prepared and submitted to DPME for comments so that the Phase I SEIAS certificate can be issued. Submission for further SEIAS assessments will be undertaken until the final SEIAS certificate is issued. The draft policy will be tabled before identified internal and external structures such as MANCO, MINMEC, Cabinet Cluster Committees (i.e. TWG of the SPCHD) and possibly other Cluster committees as the case may require. The possible Launch of the Policy is planned for August 2021. The policy is being developed in order to redress inequities for women in sport in South Africa.

**Infrastructure Policy:** A new Policy will be developed to guide processes of approval and allocation of capital budget to DSAC and non-DSAC Entities for purpose of implementation of infrastructure projects required to ensure provision of required level of services with regard to promotion, preservation and development of sport, heritage, arts and culture. It will also cover processes the Department will follow to make ring-fenced MIG allocations to municipalities for the purpose of sport infrastructure development.

### **Implementation Framework of the South African Language Practitioners' Council Act:**

Establishment of the SALPC was supposed to have been implemented within two years of the promulgation of the Act. The implementation could not take off due to financial constraints. DSAC has realized that the establishment cannot be delayed any further and, as a result, processes are being put in place to initiate parts of the



establishment of the Council during the 2021/22 financial. A Working Committee made up of key stakeholders was set up towards the end of 2020/21 to start working on the Implementation Plan in 2021/22.

**National Strategy for the development and promotion of a South African literary culture:** A national strategy for the development and promotion of a South African literary culture serves to create an enabling environment in which South African literature and literary content can thrive. It is undergirded by the conscious effort to fight illiteracy in all its manifestations and to instil a culture of reading and of writing, and the realisation that this is only possible, if we act together. Literature provides a platform for us to extend our imagination, individually and collectively as a nation and expands the national social and cultural imaginary lens through which people imagine, understand, locate themselves and react to society as a whole. This strategy will provide recommendations for the promotion of creative writing, the development of SA literature, identify platforms to promote a literary culture, outline ways in which authors of literary content and digital literary content creators can be elevated and their audiences developed. The strategy will also take into consideration the existing body of work done in the current and past administrations, building on this to produce a compelling National Statement and a strategy with tangible goals.

**Visual Arts Strategy:** The review of the Visual Arts strategy of 2011 is meant to present an accurate picture of the current position of the visual arts in South Africa, as well as identify opportunities for growing the artistic, social and economic contribution of the visual arts in the society; assist in developing a sector-wide intervention plan for the promotion of visual arts in recognition of the need to have a uniform approach in promoting the sector. It is well established that the Visual Arts has a potential to contribute to education, public health and urban development. The capacity of the work of artists to challenge our familiar and established patterns of perception and attitude, and to

invoke both wonder and critical reflection, is fundamental to understanding the importance of the visual arts in a society composed of multiple identities, realities and ways of being in the world.

**ACPD Funding Policy:** The review is meant to develop a standardised policy framework for the Department in line with the Transfer Policy. The Funding Policy has been compiled to provide a framework for the administration, management and disbursement of all voted funds for arts and culture promotion and development (ACPD) received from Treasury in terms of vote 37 attributable to the Department of Sports, Arts and Culture. The Policy is focused on two ACPD Chief Directorates of the Department that are responsible for the development and promotion of arts, culture and language. The Chief directorates are Cultural Development and National Language Services. The Policy provides the basis for the Department to disburse funds in line with the grants disbursement schedule in terms of criteria in the Department's Transfer and Subsidy Policy. Currently there is a process underway to incorporate Heritage and Sport into the existing policy for integration purposes.

**Craft Strategy:** The diverse and unique nature of the craft sector requires targeted markets nationally and internationally. Building on the craft strategy reviews and development work that took place in 2014 and 2018 respectively, the Craft Unit will in 2021-22 seek Cabinet approval for a Department of Sport, Arts and Culture National Craft Development Strategy and Programme. The strategy is embedded on the foundations of the Cultural Industries Growth Strategy (CIGS), and incorporates common threads of access to information, access to raw materials, access to finance and funding, access relevant human capacity development opportunities at all levels, access to sustainable and viable local and international markets, using technology to fast-track sector development, building institutional capacity for development and implementation. The DSAC Craft Development Unit will build on this past

work and the accompanying common threads outlined above to craft the National Craft Development Strategy and Programme in collaboration with the Craft Advisory Team established during the 2018 Craft Strategy Dialogue. The ultimate goal is to have the strategy approved by the Minister of Sport, Arts and Culture and then ratified by Cabinet for implementation in 2022.

**Cultural and Creative Industries Masterplan:** The intent of the masterplan is to set out interventions that will effectively contribute to the creation of decent sustainable work in the economy, reduce inequality and unleash the potential of the South African cultural and creative industries.

**International Relations:** An International Relations Strategy will be developed, integrating the existing International Relations Strategy for Sport.

**Repatriation and restitution of human remains and heritage objects policy:** The policy will guide transformation and redress in the heritage sector of the country by developing national policy on repatriation and restitution of human remains and heritage objects.

**National Policy Framework on the Digitisation of Heritage Resources:** The Department embarked on a process to develop a National Policy Framework on the Digitisation of Heritage Resources in 2011. However, the framework was not taken through the processes of approval by Cabinet. The Policy is about protecting, promoting and preserving South African heritage using technology. The technological advances that have revolutionised the world have directly and indirectly impacted on the protection and preservation of heritage. In recent years, a number of South African collections preserved in public and private have been digitised and continue to be digitized and in the process, issues have arisen, namely; copyright, ownership and access, amongst others. The fast pace of technological development made some sections of the 2011 draft of the National Policy on the Digitisation of Heritage Resources



irrelevant. The Department is reviewing the 2011 draft of the National Policy on the Digitisation of Heritage Resources so that the policy can be updated, approved and implemented.

### INSTITUTIONAL POLICIES UNDER DEVELOPMENT

DSAC will focus on consolidating institutional policies in 2021/22 to ensure that they adequately enhance the work environment of employees. The policies cover a wide area and include employee wellness; financial management; conditions of service; good governance; supply chain management; audit; monitoring & evaluation; HR utilisation and development; telecommunication; IT and data management

## 3. UPDATES TO RELEVANT COURT RULINGS

The Department does not have any court rulings that have a significant, ongoing impact on its operations or service delivery obligations, however attention is given to Monameli Sigidla Ndumo / Minister of Sport, Arts and Culture and Others. The Applicant is challenging the renaming of Grahamstown to Makhanda and argues that there was no proper consultation prior to the name change. The application was dismissed by the court in December 2019. The matter is on appeal.







sport, arts & culture

Department:  
Sport, Arts and Culture  
REPUBLIC OF SOUTH AFRICA

# PART B : OUR STRATEGIC FOCUS



WEAR MASK



SANITIZE  
HANDS  
REGULARLY



MAINTAIN  
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DISTANCING  
1,5 metres



AVOID LARGE  
CROWDS

# I. STRATEGIC FOCUS

Over the next four years, DSAC intends to develop and transform sport, arts and culture at all levels and harness their socio-economic contribution towards creating a better life for all. Ours is to lead the aspirations of **a transformed, active, creative and winning nation**, whose pride in being South African is inspired by excellence of the country's athletes and artists. Moreover, ours is to lead efforts towards a socially integrated society, with a shared and inclusive economy, bound together by a common set of values, national symbols and national identity, and characterised by practices of mutual solidarity and Ubuntu, to build a nation that is truly united in its diversity and at peace with itself and the world.

## The government priorities supported by the Department are:

- Priority 1: A capable, ethical and developmental state
- Priority 2: Economic transformation and job creation
- Priority 3: Education, skills and health
- Priority 5: Spatial integration, human settlements and local government
- Priority 6: Social cohesion and safe communities
- Priority 7: A better Africa and world

The mandate of the Department and related resources, align themselves to priorities that impact on the core work of DSAC. The exclusion of priority 4: "consolidating social wage through reliable and quality basic services" does not imply that the Department will

not make any contribution towards the realisation of this priority. It only means that the Department will support it in line with its linkages to the departmental mandate.

## The priorities above, find linkages in the outcomes below:

- Increased market share of and job opportunities created in sport, cultural and creative industries (CCI).
- A diverse, socially cohesive society with a common national identity.
- Transformed, capable and professional sport, arts and culture sector
- Integrated and accessible SAC infrastructure and information
- Compliant and responsive governance.

## The focus areas of the Department in support of the outcomes that we have set ourselves, are categorized into 10 points as follows:

- Create job opportunities and support entrepreneurs
- Increase market share of sport, cultural and creative industries
- Capacitate and professionalize the sport, arts and culture sector
- Increase access to infrastructure and to information
- Establish a common national identity
- Engender compliant and responsive governance
- Strengthen sport and cultural diplomacy
- Accelerate social cohesion
- Promote official languages

- Implement the emergency response plan on gender-based violence and femicide.

## I.1. UPDATED SITUATIONAL ANALYSIS

The situational analysis provides the context for implementing the planned initiatives over the medium-term period. The Department's 2020-2025 Strategic Plan outlines the internal and external environment within which the outcomes and related outputs of the Department will be implemented in contributing to the achievement of the government priorities. The challenges relating to, and the impact of the Covid-19 on the health and financial environment in which DSAC operates, are elaborated upon in this part of the APP and under each of the four Programmes.

### I.1.1 EXTERNAL ENVIRONMENT ANALYSIS

## I. ADAPTATIONS TO THE RISKS POSED BY COVID-19

In March 2020 the World Health Organisation (WHO) declared the coronavirus (COVID-19) a pandemic. The 2020/21 APP tabled in March 2020 and the addendum tabled later in the year, in response to COVID-19, acknowledged the negative impact of coronavirus on the operations of the Department. However, because of the fluidity of the COVID-19 influenced operational environment, the extent of the potential impact is at any given time, never fully known.

To flatten the pandemic's infection curve trajectory in South Africa, relevant sections of the National State of Disaster Management Act, had to be implemented as a response to the pandemic. This came in the form of a lockdown that restricted movement and gatherings of people, as social distancing was enforced. The enforcement of the aforesaid restrictions had a significant impact on the majority of sectors including sport, arts and culture, in South Africa. Further, formal educational systems, such as the schools, were affected as they had to close as a preventative measure.

To elucidate the impact of COVID-19 restrictions on the sector, the South African Cultural Observatory (SACO) conducted a survey targeting businesses and freelancers in the cultural and creative industries (CCIs). The 2020 survey also sought to understand the adaptation strategies that the sector was using to cope with the pandemic, and what kind of support the industry would find useful. Run over a period of two months, the survey yielded interesting insights for the industry, some of which are:

- An overwhelming number of the participants (82%) had a turnover of about R525 000, 00 per annum. Very few, (12%) of those surveyed indicated that they could continue with 50% or more of their normal business activities, i.e. face-to-face operations. This was largely because more than two-thirds (69%) of the participants were involved in face-to-face activities which were not permitted. The businesses using mostly the face-to-face mode were also less likely to be able to conduct their business online, work from home, do other work, or use the time to build up stock. They were also less likely to make use of their reserve funds and more likely to depend on the financial support of family, it was learned.
- A very small percentage (15%) of the employers and freelancers who completed the survey believed that they would see an increase in demand for their products and/or services because they were able to conduct their business online.
- A sizable number (40%) of the respondents had resorted to using their reserves to survive, while 21% said they were relying on family and friends for support.
- At least a third (35%) said that they would make use of the shutdown time to move their businesses to online platforms, whilst about (32%) said they would use this time to upskill themselves. The understanding of those wanting to move to online platforms is that the online environment would expose them to an even larger, newer and geographically diverse audience.

- The majority (79%) of the employers and freelancers claimed to know about the government support that was being offered at the time, however, only a quarter (25%) of them believed that they qualified for it largely due to the fact that their businesses have remained informal.

**Details of the survey on 'The Impact of the Covid-19 Crisis on The Cultural and Creative Industries in South Africa' can be obtain using this link** (<https://www.southafricanculturalobservatory.org.za/download/485>).

The social impact of an environment characterised by lockdowns and related restrictions cannot be over-emphasised. This should be considered in the context that sport, arts and culture events are an important catalyst to bring hope to communities and give them the much-needed positive stimulations to take their minds off the Covid-related stresses. Considering that the mass convening of SAC events could serve as super spreaders of the virus, the Department, together with its key partners explored other means of delivery of its events to ensure their continued consumption and enjoyment. To this effect, where sport, arts and culture activities are taking place, the minimum permissible audiences/spectators are allowed. We had to also rely on the mass media and other virtual platforms to relay SAC events and activities to millions of South Africans. In keeping with our vision of 'an active, creative, winning and socially cohesive nation' we urged and continue to urge residents of our country to stay active and creative, participating as individuals or with few others, while observing social distancing and complying with other applicable protocols. As we stay fit and keep our creative juices flowing, it will go some way towards winning the war against Covid-19. The positive impact of the sacrifices and the adoption of the new normal that some of us may be struggling to adapt to, are summed up by the President when he said that the devastation of Covid-19 could have been worse than it has been so far, "had we not moved quickly to restrict movement and activity", among other interventions.

## II. ACCELERATING ECONOMIC RECOVERY

The President alludes to "the legacy of exclusion and dispossession that continues to impoverish our people, and which this pandemic has severely worsened". This observation resonates well with our sector in which many DSAC beneficiaries, such as artists and athletes derive their sole source of income from engaging in DSAC supported programmes. The easing of Covid-19 lockdown has also had little effects on improving the situation of the SAC sector. Therefore, the result is economic hardship/loss of income for professional athletes, artists, and supporting practitioners.

Considering the dire strain imposed by COVID-19 on SAC practitioners, the Department adopted a four pillar strategy to accelerate the sector towards economic and social recovery. The pillars include stabilisation, consolidation, expansion and sustainability.

The **Stabilisation** efforts seek to address the immediate distress experience by SAC practitioners. To this effect, two phases of the social and economic relief package/fund were implemented, with the third having been introduced in the fourth quarter of 2020/21.

### o 1st Phase

- o Relief funding in April 2020: 5 786 applications were received, and 4 166 payments were made amounting to R80 million.

### o 2nd Phase

- o Relief funding in August / September 2020: 2 983 applications received, and 452 payments made amounting to R2.9 million. Some applications could not be processed as feedback was awaited from SARS and SASSA and follow-ups for additional documentation were being undertaken.





- o DSBD/DSAC Partnership Relief funding in October 2020: 1 266 applications received; and 318 payments made amounting to R6.7 million.
- o Partnered with the Solidarity Fund to disburse food vouchers within the Sport and Arts sectors: 6 816 applications, and 3 658 paid amounting to R2.5 million.
- o **3rd Phase**
  - o Relief funding in February / March 2021: 6 429 applications received, and processing underway in March 2021.

While the intention is to honour each application for the relief fund, it is necessary to ensure that the resources of the state are processed following a due diligence. As such, a fair criterion against which applications would be assessed, had to be set. In cases where applications were not successful, the applicants were informed accordingly, and where they could enhance their applications, such opportunities were provided. This will continue in the third phase of the relief as the intention is to benefit as many applicants as possible. While the relief is not meant to equal the amounts that practitioners in the sector would receive at any given time while plying their trade, it will go a long way in protecting people's livelihoods and contribute towards eradicating hunger and poverty.

#### **Support to Sport and Recreation Bodies:**

The sport and recreation bodies primarily draw their revenue from affiliation / members fees, events, broadcast rights, sponsorship, and for a very few, from International Federations Grant. All these revenue streams are dependent on sport and recreation

activities being undertaken. The restrictions due to COVID-19 have therefore decimated these revenue streams leaving sport and recreation bodies in dire financial situation. Given the limited financial resources for sport and recreation bodies, the grants under normal circumstances are allocated towards projects and programmes. However, with the prevailing financial situation within the federations, consideration was made to provide for more allocation towards operational and administrative costs to keep the sport and recreation bodies afloat. This intervention seeks to prevent the collapse of the sport and recreation bodies and to prevent job losses in the sector.

**Implementation of economic reforms to create sustainable jobs and drive inclusive growth:** On 21 April 2020, the President announced an economic recovery stimulus package of R500 billion to create jobs and support livelihoods. Within that was an allocation of R100 billion for job creation and retention. The Special Adjustment Budget recommitted to the R100 billion stimulus over the MTEF, with R19.6 billion made available in the 2020/21 financial year. For 2020/21, the Department was allocated a budget of R655 million. The interventions of the sector came in the form of public employment scheme and competitive open calls.

The Public Employment Scheme is the employment stimulus based on public investment in employment, to counteract anticipated job losses. It is public employment through support to employment retention and reconfiguration of existing programmes to being labour intensive. Targeting to create 19 000 sport, arts and culture public employment opportunities, projects relating to this part of the stimulus package include COVID compliance (National Sport Federations); Art Bank's 'Banking with Art-connecting lives' project (National Museum Bloemfontein); Business Growth Strategies; Public Art Development Programme (museums; government agencies and foundations); support of work produced from arts and culture practitioners (National Arts Council); Audit of statues (South African Heritage Resources Agency); and the Digitization of newspapers, periodicals and archival records (National Library of South Africa).

The Competitive Open Call process is a special COVID-19 crisis allocation to the development agencies of DSAC to enable calls for proposals for employment retention initiatives for DSAC practitioners, recognising that they are largely self-employed. This includes (but not limited to) support to innovation in digitisation efforts for content creation and dissemination and development of e-commerce systems. Targeting to support 14 000 practitioners, the projects in this intervention include Retention of jobs in cultural and creative industries (National Arts Council & National Film and Video Foundation); and retention of jobs in the sports sector (Sports Trust).

#### **Consolidation, expansion and sustainability pillars**

**Realising the economic potential of the creative sector:** South Africa has long identified the potential of the Creative Industries to contribute to both economic and social development. The Creative Industries contribution to GDP is estimated at 4.1%. While this is an average contribution of many other countries, it is well below the 11.6% GDP contribution by the sector in the US. South Africa's Creative Industries contribution to Employment is also pegged at 3%, which is well below the US contribution of 12%. While South Africa's Household & Government expenditure continues to steadily increase up from R98 billion in 2014 to R129 billion in 2017, it is driven by higher imports and thus a larger percentage of the expenditure is towards imported creative goods and services. Thus, the South African Creative economy has been dominated by imported content i.e., our offerings/sales/consumption are predominantly imported content. As a net importer of creative goods, imports stood at \$1.8 billion, three times higher than the value of exports. Despite having a growing creative economy, in 2014, the creative goods trade deficit was \$1.2 billion.

Much of the economic gains in the pre-COVID-19 period would have been halted or lost in 2020/21, as the state of disaster was declared in the country and the lockdown closed economic activity. The CCIs were further affected as the lockdown was extended thus, impacting negatively on live events, as well as areas of the creative economy depending on presence of audiences, performers, and technical services. An immediate impact study



suggests that most of the sector has been adversely affected.

Consequently, the key elements of the consolidation, expansion and sustainability strategy include:

- **Research** to understand, among other things, why artists quit or fail
- **Skills** development
- **Market** development
- Access to and cost of **finance**
- Access to **information**
- Realignment of **institutional framework**
- **Infrastructure (including digital infrastructure)**

**Creation of regular work opportunities** for creatives, sound engineers and promoters through live performances, exhibitions, trade shows, etc is critical to sustain the livelihoods of our practitioners. To this end, long-term plans will be developed to focus on job creation and to come up with sustainable interventions against loss of income experienced in the sector. The fact that many of the flagship and Open call projects were cancelled in 2020/21, had a major impact on the programmes' ability to create job opportunities. Most of these Flagships are big music festivals which could not happen due to the Covid-19 lockdown regulations, hence the reduction of a number of job opportunities that the programmes could create. Jobs in other industries that support sport, arts, and culture such as hospitality, transport, medical and so forth, were also affected by the Covid-19 restrictions.

**Support the growth and stability of creative industry organisations, and for the development and support of local manufacturing of creative industry related goods** will go a long way in improving the consumption of locally manufactured goods and further increase our potential to import locally produced goods and

services. In addition, the following need to be increased.

- local creative content share of royalties paid by both domestic and foreign broadcasters as well as that of the South African creative market
- exports of creative goods and services (and reduce imports of creative goods and services).

**Return to play:** Although sport and recreation bodies have mainly returned to the field of play, there is a huge responsibility on them to ensure that participation in sport does not contradict the national efforts to curb the spread of Covid-19. The return to play will help ease up on the resources that are required for social relief. However, it may still take some time before the effects of the lockdown can be fully dealt with, especially that as a new wave of infections comes by, lockdown levels are reviewed.

**International Cooperation:** In response to how to mitigate the spread and impact of COVID-19 pandemic, international solidarity and partnership has become critical not only to stop the COVID-19 pandemic in the short and medium terms, but also to resume cooperation and reset the cultural diplomacy and economy in the future long-term. As more countries bring the management of Covid-19 under control, it is anticipated that the Department will be able to sustain its international programmes and partnerships, as most of the events involving many people (including, artists, performers, experts and cultural and creative industry practitioners, as well as international sporting participants at events such as the Olympics and Paralympic games), start taking place.


As the economy recovers, the Department will place **greater emphasis on new areas of growth** such as film and animation and books and publishing hubs where



the creation of local content can be boosted. For South Africa to be able to compete in a global creative economy, content creation and ownership become important. The re-configuration of community art centres as sites to produce local content and not only for training programmes becomes important. Training must be linked to artistic production. In the forthcoming period, public art will continue to change the face of our country through beautifying public spaces and the role of youth in this programme will be intensified. Market access and touring ventures will be more aligned to the need to make specific gains in certain areas.

The unprecedented global popularity of the song "Jerusalem" adapted by Master KG and sung by Noncebo Zikode together with the Jerusalema dance challenge, demonstrate that South African artists have what it takes to lead in the production of content appropriate for our changing times. The way the song has become a global anthem for those on the frontlines fighting COVID-19 and conveying messages of hope and human resilience is a reminder of how the struggle for liberation against





apartheid inspired generations into action. The fact that this song and dance can be embraced by different audiences worldwide is a testimony to the ability of our musicians, to be far-sighted and responsive, succeeding in bringing a new popularity of South African music in South African languages around the globe. The gains of this moment must not be forgotten, and it requires intensifying support for musical content creation, production, and dissemination. The telling of the South African story must be understood as an overarching strategic imperative extending through all the arts disciplines for local and global consumption.

### III. TRANSFORMING SOCIETY AND UNITING THE COUNTRY

The NDP envisages that by 2030 South Africa will have made significant progress towards achieving social cohesion, through the lens of reduced inequalities, greater integration of living spaces between citizen groups, enhanced inter-group interactions and greater employment. Many features of modern-day South African society depict a society, which lacks equity and fairness in opportunities available to citizens. Unemployment is high, particularly among the black youth. Women in the country continue to suffer discrimination in both the education system and the labour market. Many rural households are trapped in poverty. The relative decline in agriculture and the consequent fall in agricultural employment have reduced earnings capacity in rural areas. Consequently, there is increasing interest in social cohesion and nation building in the country, which are seen as an urgent objective in post-apartheid South Africa. These are often invoked as a means to achieve a just and equal society, to quell xenophobic sentiment or violence, and to encourage

support for a united nation.

Government's initiatives towards achieving social cohesion are piecemeal, under-resourced, and lack demonstrable impact. The Department convened government and non-state actors to discuss a plan toward building social cohesion. In line with the NDP, the meeting reaffirmed that social cohesion must be a cross-cutting aspect of development that includes solving for how it is enabled or impeded performance on the goals related to an inclusive economy, the country's social policies and the capacity of the state.

There is a need to drive the promotion of greater social cohesion by addressing the challenge of a divided society. A recommitment to mutual interest and a social contract is essential to achieving the goals of the NDP. There must be a sense of ownership and responsibility across sections of society. A clear hierarchy of interests and non-negotiables will underpin institutional transformation. The NPC recommends a reconsideration of the leadership and institutional arrangements of the function of driving forward social cohesion. As a cross-cutting issue it must be clear whether the DSAC is empowered to convene other government departments in order to coordinate the various necessary interventions. If not, the NPC proposes that Presidency directs an Inter-Ministerial Committee that can ensure greater interdepartmental work and coordination toward social cohesion.

In many instances, discussions on social cohesion and nation building are fragmented and lack co-ordination with other spaces addressing development policies, poverty alleviation amongst others. There is also a lack of co-ordination between social dialogue processes at different levels i.e. national, provincial and local, plus sectoral considerations. Experience shows that when dialogue spaces are interconnected and coordinated, they are much more effective in contributing to equitable and sustainable development. Social dialogue provides a method for promoting social justice and a means to achieve social and economic progress. It also embodies the basic democratic principle that people affected by decisions should have a voice in the decision-making process. Transparent and accountable governance is key to the creation of trust and the building of more cohesive societies, and it can help reduce poverty by improving service delivery. Social dialogue has specific features and tools that have proved useful in advancing

key goals of the 2030 Agenda, most notably, but not exclusively, in the areas of poverty reduction, equality, health, education, sound institutions and social cohesion. Social dialogue is crucial to ensuring that the groups involved take ownership of the issue and that the decision-making process is transparent. This is the only way to build the social consensus required for the implementation of Social Cohesion and Nation Building policies and measures. Social integration must focus on increasing the cultural, political and socioeconomic coherence of the SA society. The process of integration must be characterized by the development of knowledge, skills and values, contributing to the development of society through practical cooperation and mutual openness. As a result, differences relating to the linguistic and cultural background and ethnicity/racial of the members of society in participating in society decreases. Integration enables the development of a joint shared national identity, increases the feeling of affiliation towards the state and other members of society, supporting the growth potential of the economy and the stability of the state. (A review of the NDP – NPC, 2020).

Our Department continues to **transform the heritage and naming landscape** through changing and standardizing names of geographical features. This arises out of acknowledgement that the advent of colonial and apartheid rules brought about the erosion and corrosion not only of our value system but also of original indigenous names of geographical features. Such a state of affairs meant that indigenous knowledge systems in their multi-faceted nature were subjugated and marginalized. The transformation agenda of the post-1994 is designed to restore indigenous nomenclature, languages and heritage.

**Our national flag** is one of the primary symbols that are enshrined in our Constitution. Its essence and symbolism are that of showing the journey of South Africa from divergence to convergence. The vision of the DSAC is to inculcate love, passion, and appreciation of this potent national symbol. As a result, the Department has embarked upon the process to conceptualize, design, and ultimately install a National Monumental Flag with the flagpole that will be more than 100m in height. A feasibility is being undertaken. The results thereof will inform the brief for the National Monumental Flag.



The Department also continues to build monuments, memorials, and museums to preserve legacies and pay homage to people, events, episodes, phenomena, and epochs that shaped the South African society over centuries, decades and years. The Legacy Programme, encompassing the **Resistance and Liberation Route Project** is one of those programmes that have a profound transformation agenda to restore the dignity and pride of our forebears. One of the centrepieces of this programme is the long-awaited outcome of the Feasibility Study on the Resistance and Liberation Movements Museum that could see the construction of

the new museum or rededication of the existing museum to narrate an honest and graphic South African story about the dehumanization of indigenous populations. The story should be able to speak to the conscience of all South Africans and thus influence them not to repeat gross human rights violations and atrocities of the colonial and apartheid eras. One of the positive externalities of this project and other infrastructure projects is that they will create short-term, medium-term, and long-term employment opportunities.

A fully functional **Library and Information Services** including archives repositories can contribute to the goals of the 2030 Vision and a prosperous and inclusive society that enjoys fully the benefits of a democratic and modern economy in the 21st century. For the majority of South Africans, the lack of information and knowledge is an impediment to their own development. This state of affairs is due not only to scarce material resources, but also to a lack of appreciation of the developmental role which the library and information sector plays. In the 2021/22 Medium Term Expenditure Framework, R1 495 836 is allocated to the library and information services sector for the community library conditional grant. The funds will continue to provide and improve public library infrastructure, including Information Communication Technologies (ICT), purchasing of library material in all formats, including material for those who are reading differently and bridging the digital divide. The service points to cater for the visually impaired and

people who read differently in our communities will be prioritised. The national challenges of poverty and persistent structural inequalities are immense. The key point is that as a human right, access to information enables the distribution of power and status.

The **archives** serve as a footprint of our collective past - protecting and preserving our documentary heritage and identity, e.g. family history records, landmark liberation trial recordings such as the Rivonia and Treason Trials and the Truth and Reconciliation Commission (TRC) public hearings, land restitution records, and other significant historical records. Increasingly there is a realisation that good governance, efficiency and accountability depend to a large extent on the effective management of public records. Furthermore, the Department is currently coordinating a feasibility study for the improvement and construction of a modern, purpose-built national archives. It is envisaged that the allocation earmarked by the National Treasury will address the 4th industrial revolution priorities to ensure that records are preserved through cutting edge technology.

**District development model (DDM):** Since 2001, there have been positive developments in terms of poverty reduction in South Africa, as reported by Statistics South Africa (StatsSA). Nevertheless, there are still districts living in abject poverty. The highest rates of poverty are in the OR Tambo, Alfred Nzo and Amathole districts of the Eastern Cape, as measured in the 2016 Community Survey. Numerous district interventions will not be possible to implement if the lockdown restrictions of movement resurface. However, the Department is planning to do the best that can be done, in partnership with the provinces, within whatever environmental realities. While Programme 2 events, especially those relating to customised sector indicators (that are predominately mass-based) may not happen at full capacity, the reduced numbers and supporting online campaigns to encourage participation in sport and recreation, are expected to go a long way in encouraging



South Africans to choose to be active.

Our efforts to strengthen the **provision and maintenance of sport, arts, and culture infrastructure** at local government level help in the acceleration of service delivery in line with the District Development Model. The Department works closely with the Department of Cooperative Governance, provincial departments responsible for sport, arts, and culture, as well as the Sports Trust to provide infrastructure. These partnerships assist with the need assessment and provision of Municipal Infrastructure Grant facilities (through COGTA) and the multipurpose centres, community gyms and children's play parks. The technical and/or management support provided to municipalities during construction of facilities is intended to ensure that municipalities build and deliver sport and recreation facilities as enablers for development, promotion and transformation of sport by creating opportunities for participation through delivery of required facilities.

#### IV. DSAC RESPONSE TO GENDER-BASED VIOLENCE

The Department plans to respond to the scourge of gender-based violence mainly through awareness raising activations at the mass participation events. Online or virtual GBV programmes are being considered to ensure that cancellation of mass-based activation events does not hamper the delivery on the planned campaigns. Envisaged programmes will contribute to the fight against GBV in messaging, discussions/dialogues and empowering women. Considerations have also been made to use sport, arts, and culture practitioners as Anti gender-based

violence ambassadors, to convey the messages. These advocates/ ambassadors will help raise the levels of awareness of being able to detect GBV (in all its forms) and be empowered to deal with it in its initial stages. During the implementation of these projects, campaigns and activities to support the fight against GBV, boys, young men and older men will participate as influencers and agents of change.

Gender based violence and anti-femicide campaigns will also be rolled out through the Moral Regeneration Movement and the Social Cohesion Advocates. Partners to the Department such as loveLife and Sport for Social Change, will also assist in delivering programmes carrying the required messages. Another advocacy and awareness campaign on gender-based violence will be implemented through the Baqhawafazi Legacy Movement. Baqhawafazi is a multi-sectoral legacy movement that seeks to influence and change problematic belief systems and behaviors that perpetuate the scourge of gender-based violence.

The Department is undergoing a restructuring process following the merger between the erstwhile Departments of Arts and Culture as well as Sport and Recreation. The restructuring process will also integrate the creation of capacity to ensure improved institutionalisation of matters relating to gender-based violence and femicide. Beyond the emergency response, the Department intends to extend its efforts towards implementation of the National Strategic Plan on Gender Based Violence and Femicide. The capacity so created will advise on and ensure implementation of national strategies and policies on gender-based violence and femicide within the Department and the sector.

#### V. CROSS-CUTTING FOCUS AREAS

Our programmes will prioritise the mainstreaming of women, youth and persons with disabilities in all programmes of SAC sector as espoused in the NDP Vision 2030.

**Youth:** The country's slow economic growth in recent years has led to massive job losses and an even lower number of jobs being created. Reducing South Africa's high level of youth unemployment requires the economy to be on a labour-

absorbing growth path. All sectors of society, from government to business, and civil society organisations, need to rally together and make a more meaningful contribution to addressing the youth challenge. The framework for youth - responsive planning, budgeting, monitoring and auditing can only be achieved through collaboration and the effective mainstreaming of youth development (Revised MTSF, 2021).

Young people have limited access to means of capital that can help them find a way out of poverty and enable them to become agents of change. Limited access to land, finance for business ventures, and support and mentoring remain obstacles to the potential demographic dividend presented by a large young population of working age. Other contributing factors include low levels of education and skills, lack of information, location and the cost of work seeking, lack of income and work experience, and limited social capital. As at middle of February 2021, 10.5% of the Department's procurement benefited youth-owned businesses. When it came to Procurement below R500 000.00, 13.2% of the departmental procurement benefited youth-owned businesses. The Department will continue to pursue other efforts that deliberately prioritise youth empowerment, including encouraging more youth organisations/companies to consider updating their Companies or ownership status on the National Treasury database (CSD).

**Women:** Most women in South Africa were historically and systematically subjugated and excluded from social, political and economic spheres. As a result, women's lived experiences differed according to their race, geography, economic status and educational levels. Today, most women continue to face economic exclusion, resulting in high levels of poverty, inequality and unemployment. Women's economic empowerment is central to the achievement of the constitutional vision of a gender-equal, non-sexist society. Their access to resources, both social and economic, has far-reaching implications – women's access to education, skills development and economic resources will result in access to credit, information and technology, and the changing world of work, and will therefore benefit society as a whole.



Transforming the world of work for women and ensuring their inclusion in mainstream economic activities, and employment opportunities, requires the elimination of structural barriers, and discriminatory laws, policies, practices and social norms. We need to target inequalities and gaps related to labour force participation, entrepreneurship, equal pay for work of equal value, working conditions, social protection and unpaid domestic and care work. Addressing gender equality between men and women and dismantling patriarchal systems remains a key challenge in ensuring women's inclusion in the country in the short, medium and long-term. With regards to procurement, DSAC is working towards having at least 40% of procurement directed to women-owned businesses.

**Persons with disabilities:** In 2020/21, SACO released a report on the landscape assessment of selected venues and facilities. The findings on people with disabilities were summarized as follows:

*"The paper indicates that persons with disabilities face inequalities in the CCI in various ways. The main forms of discrimination and inequalities that persist are barriers/ challenges in relation to employment, access to consume offerings in the CCI, and content and representation of persons with disabilities. In terms of access to venues and facilities, the key issue arising from the landscape audit is that most venues/ facilities do not state services and support provided for persons with disabilities on their websites. Additionally, the focus tends to be almost exclusively on physical disability, specifically wheelchair parking availability and wheelchair-friendly design. Other types of disabilities, such as visual and hearing impairment, are rarely considered. Key recommendations are forwarded which includes the need for onsite assessments of venues and facilities, disability mainstreaming, focusing on the implementation of laudable policies that show intent to target and empower persons with disabilities in the CCI, allocation of resources/ funding, training and skills development, and developing a comprehensive monitoring and evaluation system.*

*In terms of the latter, key aspects and indicators are proposed which cover venues and facilities, internet access, employment, trained staff, medical support, projects/ programmes, policies, funding, content and audience development."*

Improving the economic security of persons with disabilities and their families requires a concerted and coordinated effort by all members of society and organisations. Working together, these organisations need to align legislation, policies, systems, programmes, services, and monitoring and regulatory mechanisms aimed at the creation of decent work, employment schemes, skills development, social protection, environmental accessibility, and the reduction of inequality. Persons with disabilities can and should be active players in building the economy. Given the dictates of the new normal, where virtual communication reigns supreme, it becomes even more critical that ways be found to better reach people with disabilities, especially visual and hearing.

To better support interventions towards supporting and empowering women, the youth, and people with disabilities, DSAC will work towards introduction and implementation of systems that provide disaggregated data on these groups and will in partnership with relevant institutions, conduct research that could generate accurate women, youth and person with disabilities specific reports. As specific programmes on gender-based violence and femicide are identified, relevant output indicators and targets will be drawn towards the implementation of the National Strategic Plan on Gender Based Violence and Femicide.

## VI. FIGHTING CORRUPTION AND STRENGTHENING THE STATE

Good governance is key to the work of the Department at all levels. The Code of Conduct for public servants informs the conduct of employees across different Programmes of the Department. The audit outcomes of the merged departments point to a DSAC that is on the right path towards even better governance and overall leadership. We

strive towards having our financial statements presenting fairly, in all material respects, the financial position of the Department as at the end of the financial year, including its financial performance and cash flows for the year then ended. Our target is also to report performance information that is useful and reliable and comply with the specific matters in key legislation set out in the general notice issued in terms of the PAA. Coupled with this, is the development of internal control that is not found to have significant deficiencies, when tested by the AGSA.

The Department conducts fraud risk assessments to determine areas of possible fraud in the Department. All stakeholders of the Department (including employees, suppliers, sponsors, sporting federations, funding recipients and the public) have access to the government's anti-corruption hotline to report fraud and related activities. Alleged fraud is reported either: via the hotline, in which case it is forwarded by the Public Service Commission (PSC) to DSAC, which investigates the case and reports back to the PSC; or it is lodged directly with the Department, in which case, it is investigated internally or externally through official service providers like forensic auditors or by law enforcement agencies, such as the SA Police Service or Special Investigation Unit.

In terms of the Financial Disclosure Framework set forth by the DPSA, all senior management service (SMS) members must disclose their financial interests. In terms of the code of conduct for SCM practitioners, all supply chain practitioners are provided with a code of conduct that they have to sign, to declare their understanding of the code. The code obligates all SCM practitioners to the extent required by their position, to declare any business, commercial or financial interests or activities undertaken for financial gain that may raise a possible conflict of interest. Bid evaluation/ adjudication committees or teams (BEC/ BAC) are required to sign a declaration form regarding their relationship with bidders whose bids are to be considered. The Department



complies with the requirements of the above-mentioned obligations to prevent chances of fraud and corruption within its ranks. While we do our best to prevent corruption, where it rears its head, we will enforce consequences management for corruption and misconduct.

## VII. SUMMARY OF THE DSAC EXTERNAL ENVIRONMENT

While this APP is based on the realities of Covid lockdown level 1, the Covid-19 pandemic has undeniably brought with it, several factors affecting the Department's performance. The summary below highlights the dependencies and the nature of the sector's work, as a contextualisation of the current and potential effects of the pandemic on the sector.

The Department is dependent on its' strategic partners, provincial departments, sector organisations and performing arts institutions in delivering on their mandate and programming - all of which, were affected under the lock down regulations relating to both the first and second waves of infections. The work of DSAC and its delivery agents such as provinces, centers around Social Cohesion and Nation Building, thus, encouraging the coming together of people from different walks of life, to share common spaces. This does not necessarily encourage social distancing both at the level of participants and spectators/live consumers of the sport, arts and/or culture products. At best, these mass-based events are optimal opportunities to increase the transmission of the Covid-19. The work also involves regular travelling, both nationally and internationally, and relies

on the delivery agents and other sectors being functional (e.g. the education sector). The provision of sport, arts and culture infrastructure is also dependent on unrestricted movement and low levels of infection in areas where construction sites are located.

DSAC financially supports the activities of most of the sport and recreation delivery agents through the mass participation and sport development grant and transfers to sport and recreation bodies. Therefore, the effect of a national crisis such as Covid-19, on the operations of the Department, also affect the operations of the delivery agents. The closure of schools means that programmes undertaken in schools or with schools, will be suspended. This includes the Artists in Schools project, as one of DSAC's interventions that contribute towards the improvement of quality of the Creative Arts subject in the public schools and in line with Curriculum Assessment Policy Statement (CAPS). The provision of flags to schools as well as the school sport championships and tournaments, are other projects that can be affected. On reopening of schools in 2020, the focus was placed on the curriculum as schools tried to catch-up for lost classroom time. The aforesaid shows just how the provision of sport, arts and culture services to the communities can be halted by environmental forces external to the sector.

The nature of business explained above, means that despite relaxation of restrictions (as it was the case with lockdown levels) there would only be an insignificant improvement of the situation of the SAC sector, and the unfortunate consequence of these restrictions include:

- Overall scaling down of services on the DSAC service delivery mandate.
- Planned medium-term outcomes not being achieved within initial time frames.
- Stagnation of projects already under-implementation.
- Athletes and artists not adequately prepared to compete/

perform internationally.

- Economic hardship/loss of income for professional athletes and artists.





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## MINISTER'S PRIORITIES

In contributing towards the achievement of the DSAC outcomes, and ultimately to the national government priorities, the Minister has set out his priorities. These priorities link with the Minister's performance agreement signed with the President in October 2020. This, as the President said in his 2021 State of the Nation Address, "will enhance accountability and focused performance by members of the executive". The Minister's priorities are divided into seven focus areas, namely: policy and legislative programme; research, monitoring and evaluation programme; core programming and planning; development and strengthening of partnerships; cross cutting imperatives; human resources and compliance; and administration and compliance. While some of the priorities can be achieved in 2021/22, these priorities are broadly, multi-year in nature and should inform future planning and interventions around service delivery.

### FOCUS AREA 1: POLICY AND LEGISLATIVE PROGRAMME

PRIORITY	CLARITY
Policies and gaps in policies	There is a collection of policies that must be placed in one pot. In some instances, there is apartheid legislation that needs to be reviewed. The review of our policies will improve service delivery and South Africans' access to sport, arts, and culture in the country.
Living Human Treasures policy	Currently the focus is on one component which is arts and culture. To accommodate all focus areas of the Department, this policy must include issues of sport.
Legal matters and legal framework	There is a need to track legal matters the Department is faced with; their impact on the reputational standing of the Department; and the lessons that can be learnt from them so that the Department can serve its clients better, without having to resort to court cases.
The White Papers: -The White Paper for Arts and Culture -The White Paper for Sport and Recreation	The White Paper for Arts and Culture needs to be implemented so that it can contribute to the transformation of the sector. The White Paper for Sport and Recreation will co-exist with that of Arts and Culture as they both focus on areas of our work that require focused attention.

### FOCUS AREA 2: RESEARCH, MONITORING AND EVALUATION PROGRAMME

PRIORITY	CLARITY
Broadening the mandate of SACO to include sport	An investigation needs to be conducted in this regard to ensure that the necessary legal requirements that can enable such an extension, are met. In the meantime, SACO should be able to reprioritise their work scope and incorporate areas of sport that can help open bottlenecks in service delivery.
Focused assessment of each programme	We need to be able to determine the extent to which we are promoting and developing the arts in the country and how much we have dedicated ourselves to heritage. There is a need for the Department to give guidance in culture as this area is not currently receiving the same attention as the arts. Part of this assessment should be the monitoring and evaluation of the impact of our work, so that key lessons drawn can be used to better our delivery further.
Creation of databases.	While a lot of good work is done by the Department, we run a risk of repeatedly supporting certain beneficiaries at the expense of other equally deserving ones, if we do not improve our creation and maintenance of databases. The Department will work towards developing databases for everything in all our branches, e.g., people assisted over the years, athletes, and artists in the country, etc.
Monitoring and Evaluation	Among the issues raised by the President of South Africa, is the need to monitor and evaluate the work we do. Critical to us, is the monitoring and implementation of among others, the implementation of language policies. Unless this is done, we run a risk of having policies that are progressive on paper; but stagnant in practice.

### FOCUS AREA 3: CORE PROGRAMMING AND PLANNING

PRIORITY	CLARITY
The Sporting and Cultural Creative Sector Masterplan	DSAC needs to work with other departments like the Department of Small Business in implementation of its plans. This will enable a mutual tapping into each other's space and may unlock the much-required resources.
Leading on the mandate on social cohesion and nation building and collaborating with other stakeholders in this area.	The Department must continue leading the work of government and related agencies on social cohesion and nation building. The Department can however not only lead; but it must come up with relevant programmes that will show the seriousness with which we value the cohesiveness of and nation building in our country.
Place and role of social cohesion advocates and MRM on social cohesion	Place and role of social cohesion advocates and MRM on social cohesion need to be clarified so that all involved can contribute better to the growth of our sector.
Programme on GBV and other areas of intolerance	There needs to be institutionalisation of GBV matters so that our focus on the issue is not a by-the-way occurrence. To this effect, there needs to be visible capacity that serve as a link between the sector and relevant departments and agencies dealing with issues of gender-based violence and femicide.
Strengthening of the area of archives	The archiving area of our work requires strengthening. To this effect, there need to be training of staff, and filling of vacant posts, as well as the improvement of ICT to enhance record keeping.

### FOCUS AREA 4: DEVELOPMENT AND STRENGTHENING OF PARTNERSHIPS

PRIORITY	CLARITY
Defining the status of CCIFSA policy wise.	The status of the Cultural and Creative Industry Federation of South Africa, needs to be clarified through a policy that will enable the sector to better support and utilise the services of the Federation.
Strategic partnerships and strengthening thereof	Partnerships will enable the Department to share expertise and resources. A partnership with the Department of Traditional Affairs and related structures for example, is critical for the success of our cultural area of work. The partnership with the Department of Basic Education must work, for us to properly develop sport and the arts in schools as an investment towards success of our athletes/practitioners nationally and worldwide. Many such partnerships in heritage as well, should be able to help ours a sector that is able to reach its intended beneficiaries adequately.
Sport and Cultural diplomacy	The area of sport and cultural diplomacy requires partnerships with various stakeholders, including at international level, if we are to contribute meaningfully towards social cohesion and nation building, as well as towards winning the war against the social ills we face as a country.



## FOCUS AREA 5: CROSS CUTTING IMPERATIVES

PRIORITY	CLARITY
Transformation in all components of the sector:	In strategic repositioning of the Department, there must be assessment of how far we have gone in transformation of certain areas of the sector. In this way, we will be able to see where there is a need for focused interventions and support.
Funding Model	Funding in the sport, arts, and culture sector is not properly coordinated, to an extent that some beneficiaries may benefit from various funders while others may go without any. It is therefore important that we develop a clear-cut policy on how funding should be regulated and structured in our country.

## FOCUS AREA 6: HUMAN RESOURCES AND COMPLIANCE

PRIORITY	CLARITY
Understanding the priorities of government and the Minister's performance agreement with the President	<p>All those who are meant to contribute towards the achievement of the priorities of government and the Minister's performance agreement with the President, must have a clear understanding as to what these entail. In this way, they will be able to structure their work in such a way that it directly contributes to the realisation of the ideals anticipated in the aforesaid priorities and agreement.</p> <p>There are 7 priorities of the 6th administration and Ministries are expected to implement and lead at least 3 of those priorities. These include job creation and fighting unemployment, education, health and human resource capital, social cohesion and safer communities.</p>
Human Resources matters	Although the Department is working towards a restructuring process following the merger between SRSA and DAC, it is important that vacancies of critical posts are filled, and demographic issues such as gender and disability are given attention. These must inform our policies and recruitment of staff.
Finalisation of disciplinary cases for SMS	When employees are suspended or placed on precautionary leave, most of the time they continue getting their full salaries. While this is not untoward, it creates a vacuum in the Department in that the employees left behind are stretched, to do the work left by the suspended official. It is only fair to the employees that when such an absence of their colleague is caused, it is followed up by a speedy process from which lessons can be drawn, to inform future conduct and relations in the workplace.

## FOCUS AREA 7: ADMINISTRATION AND COMPLIANCE

PRIORITY	CLARITY
Administrative processes and professionalism.	Our sector supports varied professionals and up-and-coming athletes/practitioners. While we cannot always satisfy them all, those who do not benefit at any given time, must leave knowing and trusting that we will keep our word and support them next, when resources are available. We must find how best to strengthen efficiency and ensure professionalism in all areas of our work.
Saving lives while sustaining livelihoods	We should be able to assess the well-being of employees and what needs to be done to assist people in the office and raising level of awareness to limit spread and flattening the curve of the pandemic. We are not an island. The messages delivered by the President of the country, must therefore be implemented as contextualised by the Ministry of Public Service and Administration for the benefit of all our employees and those we serve.
Issues of the new normal	The new normal brought about by the Covid-19 pandemic, calls for a level of imagination and creativity that will allow us to still render services, albeit with a different modus operandi. We need to be clear on how we work effectively without exposing lives to danger.
Audit area	The two merged departments were at different levels of efficiency at the time of the merger. While SRSA obtained consecutive clean audits, DAC obtained consecutive unqualified opinions with findings. Given the shared resources and expertise of a merged department, employees should be able to share good practices from both sides, to ensure a clean audit for the new department.

### 1.1.2 INTERNAL ENVIRONMENT ANALYSIS

The internal environment covers the institution's capacity to deliver on its mandate, including human resources, financial resources, ICT capacity and other factors.

Emanating from the announcement of President Cyril Ramaphosa on the reconfiguration of government, when the 6th Administration took office, the DAC and SRSA) were merged to form one department referred to as Department of Sport, Arts and Culture (DSAC). To facilitate the merger of the two departments as well as to facilitate human resources and compensation processes, a start-up structure was established.

The start-up structure of the new Department was concurred to, by DPSA on the 9th of October 2019 and approved by the Minister on the 19th of November 2019. It includes funded posts, some of which are vacant. The development of the start-up structure was done in line with the generic structure as directed by DPSA. The start-up structure does not include duplications in terms

of functions and employees. DSAC will start embarking on a process to refine the start-up structure with a view to establishing an organisational structure that fully provides for and accommodates the operational and human resource needs of the new department. This process will be finalised in consultation with the DPSA and National Treasury (NT). In the meantime, the normalization of Human Resources-related policies and procedures including those applicable to recruitment and performance management, for the new DSAC is ongoing, but since these are issues of mutual interest, it needs to be concluded in the Departmental Bargaining Chamber (DBC) after consultation with organised labour.

With the merger of the above mentioned two departments a total of 117 vacancies existed on the start-up structure of the new department. Vacancies made up approximately 17% of the total start-up establishment of DSAC. The filling of vacancies, to ensure effective service delivery, has been identified as a high priority. To this effect, as at the end of February 2021, processes to fill 25 vacancies were at an advanced stage, with interviews having been conducted for some of them.

The Performance Management and Development Systems (PMDS) process for the 2020/21 financial year commenced with most staff signing Performance Agreements with their respective managers by the extended due date of 31 July 2020. The original due date of 31 May 2020 was extended by the DPSA by three months to 31 July 2020 due to the COVID-19 lockdown, during which majority of government employees were not reporting to the office and/ or were working from home.

The DSAC has been identified as one of the departments to pilot the Organisational Functionality Assessment Tool (OFA) of the DPSA. To coordinate and manage the pilot project, the following 5 workstreams have been established:

- Management Environment
- Governance and Planning
- Human Resource Management
- Operations Management
- Organisational Performance





It is foreseen that the OFA tool will be vigorously tested at DSAC before the final OFA toolset is implemented through a directive from MPSA in 2021. It is expected that the OFA process will contribute valuable lessons towards the restructuring of the new department.

The Employee Health Wellness Unit continues to play a leading role in the management of the COVID-19 pandemic. Amongst others, the unit assisted with:

- The identification of staff with uncontrolled risks and vulnerabilities, including those older than 60 years as well as assisting managers with the management of these employees in-line with the applicable protocols
- The recruitment, appointment and training of temporary staff to assist with COVID-19 screening at the five DSAC venues
- Counselling and support to those staff members who tested positive for the Corona virus; and
- Development of rotational plans for those staff members, who were required to return to work during Level 4 and 3 lockdown.

In line with the directive of the President for government departments to combat the rising levels of unemployment amongst the youth, DSAC fully participate in the Public Service Internship Programme. The term of employment of the latest group of Interns expired on 15 October 2020 and advertisements were published towards the recruitment of a new group of 30 Interns as per the skill sets required by various functional units to which the Interns would be attached. The new group could not commence

work in January 2021 because of lockdown arrangements that encourage rotational work and working from home. While employers are encouraged to employ more unemployed youth, the reality is that the Covid-19 related arrangements do not suit the processes involved in teaching Interns work. By nature, Interns must be hands-on, with their mentors working closely with them, while also engaging with other employees responsible for activities that relate to their work. Management is seeking solutions towards this challenge; and a compromise between saving lives and creating employment, may be the outcome.

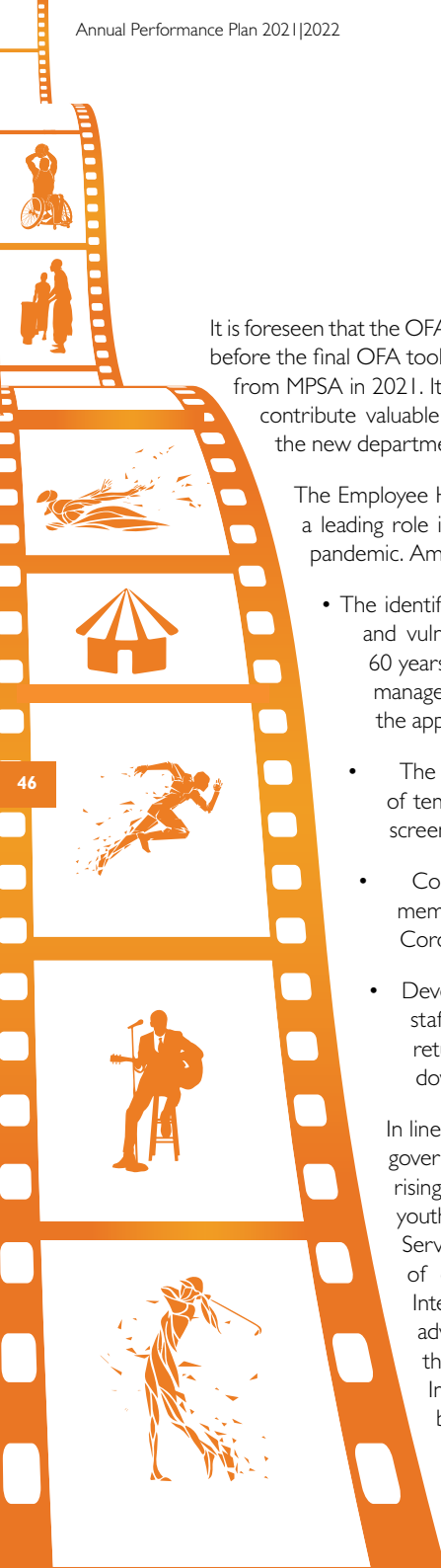
When one analyses the Department's capacity to deliver, it becomes apparent that the linkage between Covid-19 lockdown level and staff returning to work, including dependencies on our partners and the reconfiguration of our workforce for optimal delivery of services, are not positively aligned to the Covid-19 restrictions. The relation of optimum delivery and the lockdown level, means that some of the officials who could be implementing projects, may not be available due to consideration of the DPSA directives and protocol relating to the employees within the vulnerable groups. The employees at 60yrs and above, and those with underlying health problems, are expected to mainly work from home, to reduce the risk of infection to them. Other employees are to return to the office on a rotational basis. Where practical, task teams will deliver on projects. As of April 2020, the Department had on average, 26 vacancies per Programme, and 561 filled posts. The filled posts were as follows: Administration (3170; Recreation Development and Sport Promotion (47); Arts, Culture Promotion and Development (83); and Heritage Promotion and Preservation (114). The high vacancy rate, especially in Administration was because of the merger between the DAC and SRSA. Filling of administration posts would have made the placement of staff in the merged Department difficult.

The advent of the Covid-19 pandemic also means that the Department will be dependent on ICT to function going forward. As such, DSAC will have to prioritise the automation of various business processes to ensure that its business units can operate remotely and on-site during the various lockdown levels. Systems need to be put in place to enable the Department to

liaise with various stakeholders and for service delivery to continue through technological means.

The organisational deficiencies within the Winning Nation Chief Directorate of the Recreation Development and Sport Promotion Programme, means that the few officials in this chief directorate are being stretched to chieve more than they normally would. While the staff have previously extended themselves to achieve more than was expected, this is not sustainable, because employees may be burnt out and absence from work may increase, with morale also decreasing. This is also likely to negatively affect the spending of the budget and related servicing of athletes and the sport & recreation bodies. To mitigate this, the recruitment process is in motion, with interviews for some posts in this chief directorate already held.

As more employees work remotely, the information and communication technology support from the IT Unit is being improved, with more tools being sourced and technical support provided. While the budget was cut to attend to other national priorities as directed by the National Treasury, targets to various output indicators have also been cut. This is because the work of the Department is reliant on people coming together, travelling, and occupying common spaces whether playing sport, arts and culture, or attending to heritage-related activities. With the aforesaid developments, the Department is also doing its best to ensure adequate capacity towards speedy processing and final assessment of social relief offered to practitioners and other identified stakeholders in the sport, arts and culture sector.



## 1.2. OVERVIEW OF THE 2021/22 BUDGET AND MTEF ESTIMATES

Table I: Vote expenditure trends and estimates by programme and economic classification

Programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2017/18	2018/19	2019/20	2020/21	2017/18 - 2020/21		2021/22	2022/23	2023/24	2020/21 - 2023/24	
1. Administration	457.0	432.9	442.4	432.7	-1.8%	8.3%	440.1	446.9	448.7	1.2%	7.8%
2. Recreation Development and Sport Promotion	1 144.4	1 336.0	1 351.7	1 171.7	0.8%	23.5%	1 441.8	1 463.5	1 487.8	8.3%	24.5%
3. Arts and Culture Promotion and Development	1 102.3	1 198.8	1 204.3	1 537.5	11.7%	23.7%	1 284.8	1 311.4	1 321.3	-4.9%	24.0%
4. Heritage Promotion and Preservation	2 498.2	2 346.3	2 470.1	2 168.8	-4.6%	44.5%	2 527.2	2 606.5	2 628.6	6.6%	43.7%
<b>Subtotal</b>	<b>5 201.9</b>	<b>5 314.0</b>	<b>5 468.5</b>	<b>5 310.7</b>	<b>0.7%</b>	<b>100.0%</b>	<b>5 693.9</b>	<b>5 828.3</b>	<b>5 886.5</b>	<b>3.5%</b>	<b>100.0%</b>
<b>Total</b>	<b>5 201.9</b>	<b>5 314.0</b>	<b>5 468.5</b>	<b>5 310.7</b>	<b>0.7%</b>	<b>100.0%</b>	<b>5 693.9</b>	<b>5 828.3</b>	<b>5 886.5</b>	<b>3.5%</b>	<b>100.0%</b>
Change to 2020				(409.4)			(341.6)	(441.3)	–		
Budget estimate											

### Economic classification

#### Current payments

	<b>849.0</b>	<b>889.6</b>	<b>938.8</b>	<b>850.7</b>	<b>0.1%</b>	<b>16.6%</b>	<b>966.0</b>	<b>979.3</b>	<b>983.9</b>	<b>5.0%</b>	<b>16.6%</b>
Compensation of employees	328.6	338.6	346.9	380.3	5.0%	6.5%	372.5	368.6	376.4	-0.3%	6.6%
Goods and services	520.4	542.1	591.9	470.4	-3.3%	10.0%	593.5	610.6	607.5	8.9%	10.0%
Interest and rent on land	–	8.9	0.0	–	0.0%	0.0%	–	–	–	0.0%	0.0%

#### Transfers and subsidies

	<b>4 274.1</b>	<b>4 333.9</b>	<b>4 480.1</b>	<b>4 333.0</b>	<b>0.5%</b>	<b>81.8%</b>	<b>4 517.9</b>	<b>4 651.8</b>	<b>4 698.5</b>	<b>2.7%</b>	<b>80.1%</b>
Provinces and municipalities	2 005.8	2 011.1	2 121.2	1 522.9	-8.8%	36.0%	2 086.9	2 155.7	2 174.8	12.6%	34.9%
Departmental agencies and accounts	1 807.9	1 797.2	1 866.1	2 345.4	9.1%	36.7%	1 853.3	1 902.6	1 927.1	-6.3%	35.3%
Higher education institutions	7.6	5.4	4.4	6.8	3.6%	0.1%	7.1	7.4	7.4	3.0%	0.1%
Foreign governments and international organisations	2.9	4.3	4.4	5.3	22.5%	0.1%	5.6	5.7	5.8	2.6%	0.1%
Public corporations and private enterprises	89.5	120.1	109.2	46.4	-19.7%	1.7%	114.2	114.9	117.5	36.3%	1.7%
Non-profit institutions	328.0	367.3	348.9	383.6	5.4%	6.7%	421.5	434.7	435.1	4.3%	7.4%
Households	32.5	28.4	25.9	22.6	-11.4%	0.5%	29.4	30.8	30.8	10.9%	0.5%

#### Payments for capital assets

	<b>78.5</b>	<b>90.2</b>	<b>48.7</b>	<b>127.1</b>	<b>17.4%</b>	<b>1.6%</b>	<b>210.0</b>	<b>197.2</b>	<b>204.1</b>	<b>17.1%</b>	<b>3.3%</b>
Buildings and other fixed structures	–	35.8	1.2	–	0.0%	0.2%	–	–	–	0.0%	0.0%
Machinery and equipment	30.9	20.3	4.6	20.1	-13.3%	0.4%	12.2	12.8	13.4	-12.6%	0.3%
Heritage assets	43.4	33.0	39.6	107.0	35.0%	1.0%	197.9	184.3	190.7	21.3%	3.0%
Software and other intangible assets	4.2	1.0	3.3	–	-100.0%	0.0%	–	–	–	0.0%	0.0%

#### Payments for financial assets

	<b>0.3</b>	<b>0.3</b>	<b>0.8</b>	<b>–</b>	<b>-100.0%</b>	<b>0.0%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>0.0%</b>	<b>0.0%</b>
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1. Tables with expenditure trends, annual budget, adjusted appropriation and audited outcome are available at [www.treasury.gov.za](http://www.treasury.gov.za) and [www.vulekamali.gov.za](http://www.vulekamali.gov.za).

In tracking performance against budget, the following indicators have been selected and included in the 2021 Estimate of National Expenditure:

- Number of people actively participating in organised sport and active recreation events per year.
- Number of learners in the national school sport championship per year.
- Number of schools, hubs and clubs provided with equipment and/or attire as per the established norms and standards per year.
- Number of athletes supported by sports academies per year.
- Number of athletes supported through the scientific support programme per year.
- Number of community conversations/dialogues implemented to foster social interaction per year.
- Number of artists placed in schools per year.
- Number of bursaries awarded for the development of qualified language practitioners per year.
- Number of newly built and/or modular libraries supported financially per year.
- Number of students awarded with heritage bursaries per year.

Over the medium term, the Department will focus on: creating job opportunities in the sport, and cultural and creative industries sectors; promoting a diverse and socially cohesive society with a common national identity; enabling

a transformed, capable and professional sport, arts and culture sector; providing integrated and accessible sport, arts and culture infrastructure and information; and supporting youth development.

Total expenditure is expected to increase at an average annual rate of 3.6 per cent, from R5.3 billion in 2020/21 to R5.9 billion in 2023/24, with spending on transfers and subsidies accounting for 80.2 per cent (R13.9 billion) of the Department's budget over the MTEF period. Cabinet has approved reductions to the Department's budget of R341.6 million in 2021/22, R441.3 million in 2022/23 and R494.4 million in 2023/24, mainly on transfers and subsidies to public entities, Mzansi Golden Economy workstreams, heritage and legacy infrastructure projects, the mass sport participation and development grant, the community library services grant, compensation of employees, and goods and services.

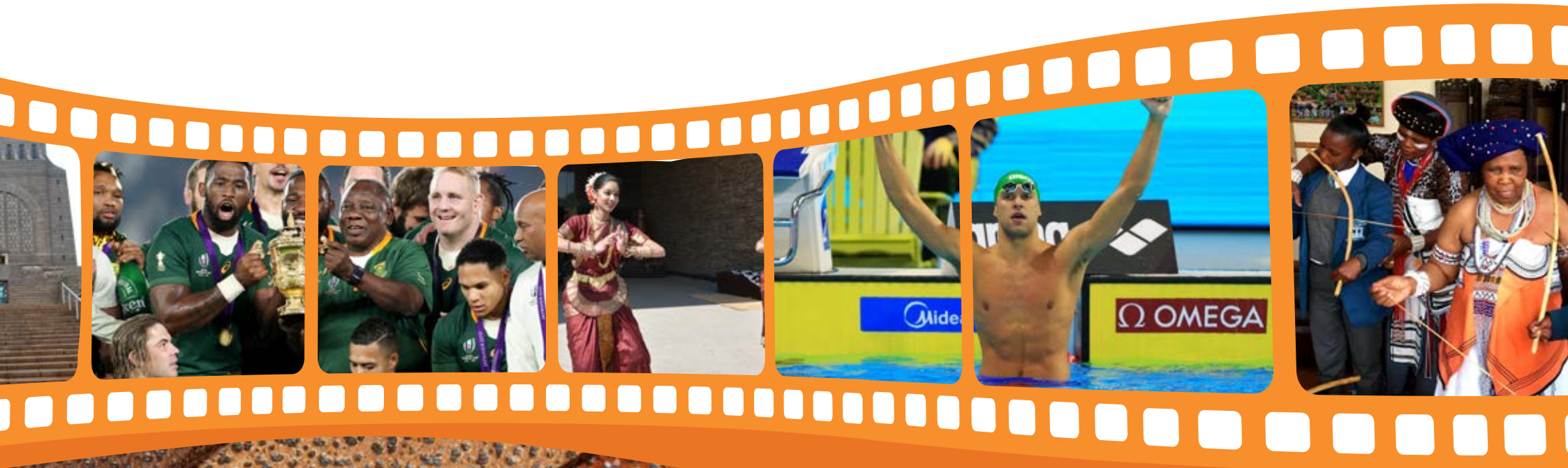
The Department anticipates delays in: the completion of infrastructure projects in 2023/24, when the reductions are effected on allocations to heritage and legacy infrastructure projects and community library services grant; the procurement of fewer library materials over the medium term; and fewer mass sport participation and development programmes over the same period. To mitigate the effects of these reductions on transfers and subsidies, affected public entities will be required to implement cost-saving measures and raise their own revenue, where possible.



sport, arts & culture

Department:  
Sport, Arts and Culture  
REPUBLIC OF SOUTH AFRICA

# PART C : MEASURING OUR PERFORMANCE



WEAR MASK



SANITIZE  
HANDS  
REGULARLY



MAINTAIN  
SOCIAL  
DISTANCING  
1,5 metres



AVOID LARGE  
CROWDS

# INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

## I. PROGRAMME I: ADMINISTRATION

### I.1 PURPOSE

Provide strategic leadership, management and support services to the department.

**Sub-programmes:**

- Ministry
- Management
- Strategic Management and Planning
- Corporate Services
- Office of the Chief Financial Officer

### I.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Compliant and responsive governance	Internship programme/uptake	ADMIN 1.1 Percentage of interns enrolled against funded posts	NPI	6.8%	-	5%	5%	5%	5%
Compliant and responsive governance	Services Modernised	ADMIN 1.2 Number of services modernized (processes automated)	2	4	2	2	2	3	2



## I.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS *(continued)*

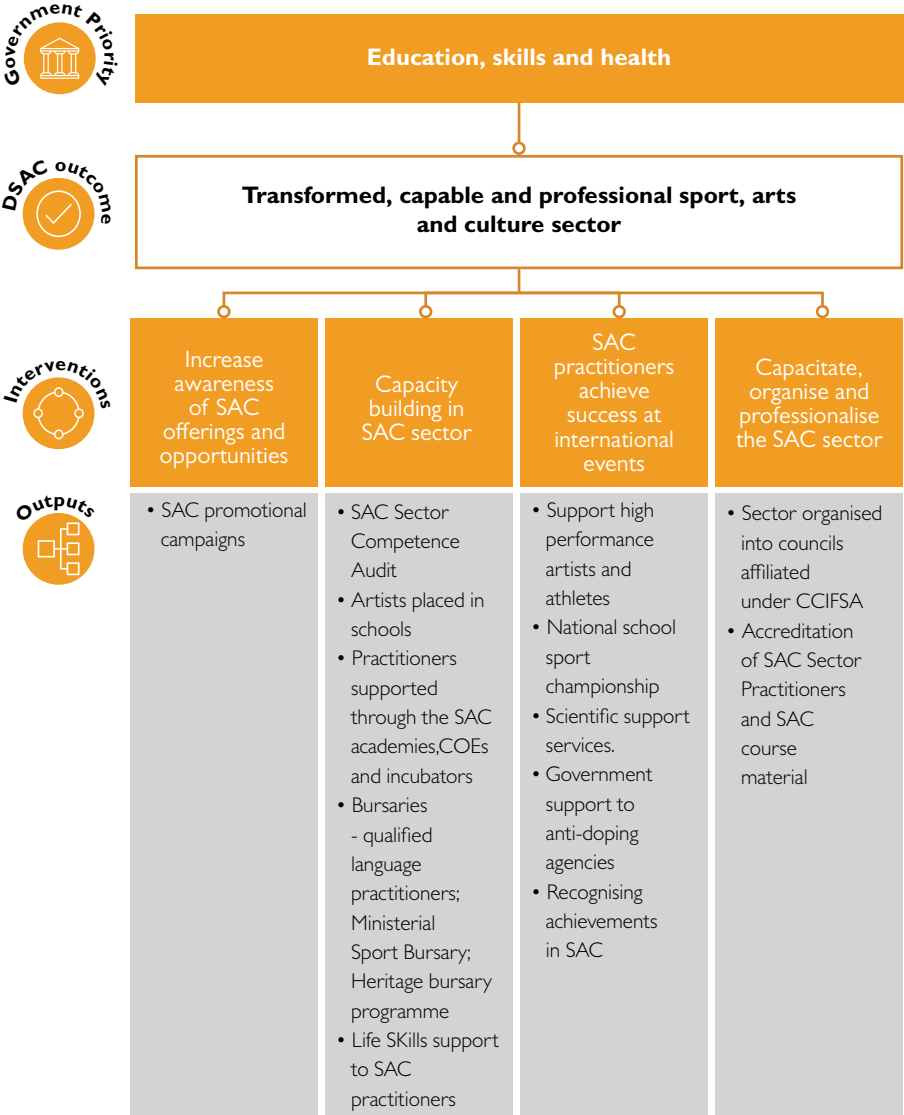
Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Transformed, capable and professional sport, arts and culture sector	SAC awareness campaigns	ADMIN I.3 Number of SAC awareness campaigns activated to profile the work of the Department	NPI	NPI	7	7	9	9	9
<b>OFFICE OF THE CHIEF FINANCIAL OFFICER</b>									
Compliant and responsive governance	Turnaround time for invoices paid	ADMIN I.4 Percentage of invoices paid within 30 days	99%	100%	99.9%	100%	100%	100%	100%
Compliant and responsive governance	Fully constituted councils/boards of public entities	ADMIN I.5 Percentage of councils/boards that are fully constituted	NPI	NPI	NPI	100%	100%	100%	100%

## I.3 INDICATORS, ANNUAL AND QUARTERLY TARGETS

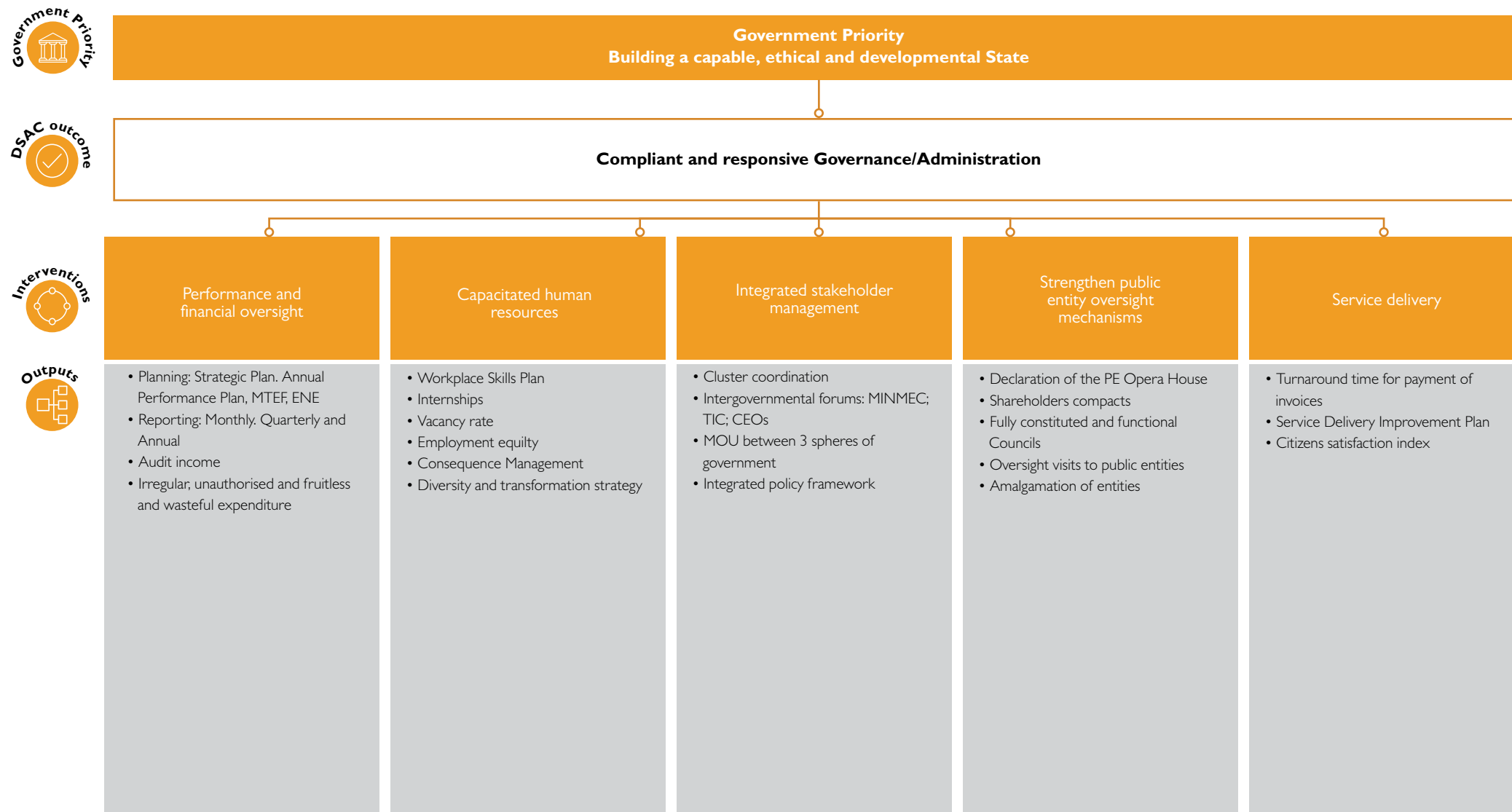
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
ADMIN I.1 Percentage of interns enrolled against funded posts	5%	-	-	-	5%
ADMIN I.2 Number of services modernized (processes automated)	2				2
ADMIN I.3 Number of SAC awareness campaigns activated to profile the work of the Department	9	3	2	3	1
ADMIN I.4 Percentage of invoices paid within 30 days	100%	100%	100%	100%	100%
ADMIN I.5 Percentage of councils/boards that are fully constituted	100%	100%	100%	100%	100%

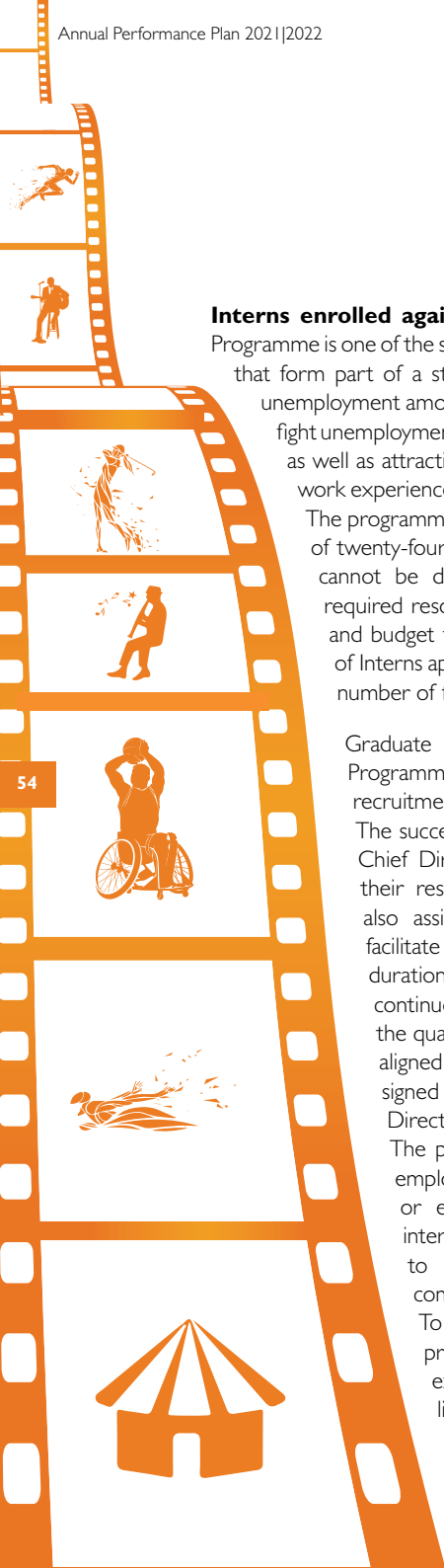
I.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The outputs delivered in Programme One contribute predominately to DSAC Outcomes 3: Transformed, capable and professional sport, arts and culture sector and 5: Compliant and responsive governance as illustrated in the figures below.



## I.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD *(continued)*





**Interns enrolled against funded posts:** The Internship Programme is one of the structured developmental programmes that form part of a strategy to combat the rising levels of unemployment amongst the youth. It serves as a vehicle to fight unemployment and to assist the development of skills as well as attracting future public servants by providing work experience to unemployed youths and graduates. The programme in DSAC run for a prescribed period of twenty-four (24) months. As such, the enrolment cannot be done each financial year because of required resources such as equipped workstations and budget for payment of stipends. The number of Interns appointed is set to translate to 5% of the number of funded posts

Graduate Interns are enrolled for Internship Programme through open competition recruitment process for all available opportunities. The successful applicants are placed in different Chief Directorates / Directorates in line with their respective qualifications. All Interns are also assigned Mentors who are trained to facilitate effective mentorship throughout the duration of the programme. The programme is continuously monitored through submission of the quarterly performance reviews by Interns aligned to performance agreement they signed with their respective mentors to Chief Directorate Human Resource Management. The percentage of the Interns who secure employment either within the Department or externally before the expiry of the internship programme is minimal, due to high level of unemployment and competition in the labour market. To enhance the effectiveness of the programme, it will be desirable to have exit initiatives that will enhance the likelihood of the Interns to secure or create own employment.

**Services modernized (processes automated):** The advent of the Covid-19 pandemic means that the Department will be more dependent on ICT to function going forward, than it traditionally is. The Department will be implementing various technological applications to enable alternative modes of service delivery such as virtual meetings (through, for example the MS Teams and Zoom applications); teleconference facilities; Office 365 and Mimecast. These will enable employees to access emails and productivity tools remotely. Access Point Name (APN) will be used to access central data to work remotely, and Enterprise Content Management, deploying digital signatures, will fast track decision-making by enabling documents to be digitally approved. The increased demand for ICT support however means the ICT unit will have to fill all vacant positions and also recruit ICT Cadets/Interns to bolster the current staff capacity.

**SAC awareness campaigns to profile the work of the Department:** The Department will now be implementing the planned awareness campaigns through virtual campaigns to minimise the spread of the Covid-19 Pandemic. The campaigns will be live-streamed on all DSAC digital platforms and the television broadcasters have been brought on-board to broadcast the events. Opinion pieces will be placed in newspapers and adverts will be aired through the radio stations. The Department will save costs as a result of the virtual campaigns to be undertaken as there will be no inter-provincial travelling or physical hosting of celebrations. Awareness campaigns will be actioned for among others, the (1) Women's Month; (2) Heritage Month; (3) Reconciliation Month and (4) Human Rights Month. Increasing awareness and visibility of the Department through advertising on above and below the line platforms, media liaison and public relations activities relating to the DSAC programmes. Furthermore, awareness campaigns implemented for each event may have a different combination of the above-mentioned elements.

**Invoices paid within 30 days:** The Department will continue to adhere to the regulations of ensuring that invoices will be paid within 30 days. This is important in order to honour the departmental commitment and improve the viability of SMME's. Relevant officials are available at all times to process payments.

The Department will also look into the development of a document tracking system to assist in tracking invoices from receipt until payment is processed. The Department will also look into ensuring that the development of a document tracking system takes into cognisance, security, safety and risk so that remote payment processes can be introduced.

**Councils/boards fully constituted:** The appointment of Councils/Boards of Public Entities is to ensure that there is Accounting Authority responsible for affairs of each institution as per enabling legislations. It is also to ensure that public entities comply with the principles of good governance. Selection is regulated by the applicable legislations and regulations per public entity. It is made based on qualifications and experience serving in a governance structure. Call for nominations are publicised in the print and electronic media. Some of the challenges experienced are that it becomes difficult to attract more experienced candidates to serve in these Councils/Boards due to the amount of remuneration paid to members. This situation is constantly monitored, to be dealt with, as it arises.



## I.5 PROGRAMME RESOURCE CONSIDERATION - BUDGET AND MTEF ESTIMATES

Table 2: Administration expenditure trends and estimates by subprogramme and economic classification

Programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2017/18	2018/19	2019/20	2020/21	2017/18 - 2020/21		2021/22	2022/23	2023/24	2020/21 - 2023/24	
Ministry	8.5	8.8	8.7	5.1	-15.4%	1.8%	5.7	5.7	5.7	3.5%	1.3%
Management	95.1	96.4	81.6	65.7	-11.6%	19.2%	82.6	78.8	78.9	6.3%	17.3%
Strategic Management and Planning	14.5	16.0	20.1	20.8	12.7%	4.0%	23.3	23.6	23.6	4.4%	5.2%
Corporate Services	155.4	153.0	156.9	158.5	0.7%	35.3%	147.8	149.8	150.6	-1.7%	34.3%
Office of the Chief Financial Officer	56.2	57.8	64.3	60.6	2.5%	13.5%	60.3	63.7	63.8	1.7%	14.0%
Office Accommodation	127.3	101.0	110.8	122.0	-1.4%	26.1%	120.3	125.4	126.1	1.1%	27.9%
<b>Total</b>	<b>457.0</b>	<b>432.9</b>	<b>442.4</b>	<b>432.7</b>	<b>-1.8%</b>	<b>100.0%</b>	<b>440.1</b>	<b>446.9</b>	<b>448.7</b>	<b>1.2%</b>	<b>100.0%</b>
Change to 2020				(19.2)			(22.3)	(29.4)	5.6		
Budget estimate											

### Economic classification

<b>Current payments</b>	418.9	409.5	429.4	412.4	-0.5%	94.6%	427.8	434.0	435.2	1.8%	96.7%
Compensation of employees	179.0	171.3	167.6	167.3	-2.2%	38.8%	186.4	182.6	182.6	3.0%	40.7%
Goods and services	239.8	238.2	261.8	245.1	0.7%	55.8%	241.5	251.3	252.5	1.0%	56.0%
Interest and rent on land	—	—	0.0	—	—	—	—	—	—	—	—
<b>Transfers and subsidies</b>	<b>3.5</b>	<b>2.1</b>	<b>4.7</b>	<b>0.1</b>	<b>-69.3%</b>	<b>0.6%</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>1.3%</b>	<b>—</b>
Provinces and municipalities	0.0	0.0	0.0	—	-100.0%	—	—	—	—	—	—
Departmental agencies and accounts	0.1	0.1	0.1	0.1	11.1%	—	0.1	0.1	0.1	1.3%	—
Households	3.4	2.0	4.6	—	-100.0%	0.6%	—	—	—	—	—
<b>Payments for capital assets</b>	<b>34.5</b>	<b>21.1</b>	<b>7.7</b>	<b>20.1</b>	<b>-16.4%</b>	<b>4.7%</b>	<b>12.2</b>	<b>12.8</b>	<b>13.4</b>	<b>-12.6%</b>	<b>3.3%</b>
Machinery and equipment	30.9	20.1	4.5	20.1	-13.3%	4.3%	12.2	12.8	13.4	-12.6%	3.3%
Software and other intangible assets	3.6	1.0	3.1	—	-100.0%	0.4%	—	—	—	—	—
<b>Payments for financial assets</b>	<b>0.2</b>	<b>0.2</b>	<b>0.7</b>	<b>—</b>	<b>-100.0%</b>	<b>0.1%</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total</b>	<b>457.0</b>	<b>432.9</b>	<b>442.4</b>	<b>432.7</b>	<b>-1.8%</b>	<b>100.0%</b>	<b>440.1</b>	<b>446.9</b>	<b>448.7</b>	<b>1.2%</b>	<b>100.0%</b>

## I.6 KEY RISKS AND MITIGATIONS

APP Ref	A: Risk Type & Risk Statement	B: Known Contributing Factor	C: Existing Control Measures	D: Key Mitigations Response Plans
1.	<b>Youth unemployment Risk</b> Increased levels of unemployment and underemployment of Youth within the Sports, Arts, and Culture Sector threatens the Department's capability to contribute to the country's economy; and employment interventions towards positioning the Sector as viable through long-term employment.	1. Inability to offer practical exposure or equip youth in the workplace to enable "employment" in the Arts Sector 2. Short-medium and long term interventions [supply vs demand of work opportunities] not applied at a Sectoral level. 3. Unknown demand and supply of skills within the Sports, Arts, Culture and Heritage Sector. 4. The sports, arts and culture sector is historically under-funded to enable placement of the unemployed professionals. 5. Qualified arts and culture practitioners are not pulled into the Sector work streams. 6. Increasing country forecasts on unemployment 7. Migration of skilled sports, arts and culture practitioners to other sectors within the economy.	1. Presidential Employment Stimulus Programme[PESP] 2. Existing Graduate Internship Programme 3. Bursary Programme [Heritage and Language] to fund qualifying students to augment the need shortage of arts practitioners 4. Draft Human Resource Development Policy. 5. General Regulatory Framework [Skills Development Act]	1. Roll-out / implement the Department's Economic Recovery Plan by creation of Entrepreneurs. 2. Roll-out the PESP through by setting aside R300 mil to create job opportunities: 2.1 Five hundred [500] – Art Bank Programme 2.2 Provide 900 artists with marketing support 2.3 Place 900 artists in Provincial Art Centers. 2.4 Create job opportunities for 260 graduates in the S.A Resource Agency 2.5 Create 163 job opportunities in the National Library of South Africa towards digitization 2.6 Create 1470 job opportunities towards Covid-19 compliance at National Sports Federations 2.7 Retain 400 job opportunities at the Sports Trust 2.8 Call for proposals to create job opportunities for 15714 artists at the National Arts Council & National Film & Video Foundation
2.	<b>Disruptive Technology Risk</b> – Failure to respond to disruptive technology brought by the digital leap in the world.	1. Increased digital dependency during the Covid-19 pandemic 2. Migration to a digital platforms encouraged by 4iR 3. Increased demand for modernization 4. Automation bringing about an increase of cyber risk 5. Limited ICT fund / budget and ICT personnel. 6. Increase in the demand of ICT services to ensure Business Continue during the pandemic 7. Migration to a virtual platform may limit disconnected communities from accessing to DSAC content for communities with limited access to digital content 8. Increased demand for access to information systems 9. Remote working limitation due to ICT Governance & Security Frameworks 10. Increased for technical support to remote working force	1. Migration to online platforms for interviews, training and meetings 2. Committed targets on system modernization for DSAC [APP & Ops Plan] 3. ICT Infrastructure Enterprise wide Architecture [subject to review] 4. Draft Cyber Security Policy 5. Approved ICT governance Framework	1. Develop and implement a Digital Strategy to enable a digital content platforms and e-commerce facilities 2. Leverage modernization initiatives to foster remote working and service delivery e.g Migration to online training 3. Upskilling & Reskilling to officials who will be impacted by emerging technologies 4. Develop a new Enterprise wide Architecture on ICT for DSAC. 5. Promote an integrated approach towards accessing of Sport, Arts and Culture information

## I.6 KEY RISKS AND MITIGATIONS *(continued)*

APP Ref	A: Risk Type & Risk Statement	B: Known Contributing Factor	C: Existing Control Measures	D: Key Mitigations Response Plans
3.	<b>Reputational Risk</b> Unmanaged media miscommunication leading to negative public perceptions which threaten the reputation and brand of the work done by the Department	1. DSAC awareness campaigns are not geared to mitigate miscommunication 2. Unmanaged media perceptions in the Public space [incl issues emanating from the DSAC's implementing agents] 3. Lack of corrective interventions to perceptions by the Department 4. Existence of Communications & Marketing Strategy. 5. Response by the Department to Implementing Agents. 6. Unmet expectations of service delivery towards the public by the Department [ e.g non-responsiveness by line function] 7. Sensationalized media reports leading to unmanaged negative perception of DSAC 8. Format of delivery of projects from a manual process to a virtual platform.	1. Content Plans in place aligned to monthly awareness campaigns 2. Line function is proactively engaged to understand the marketing need 3. Independent marketing research towards understand the mandate of Department aligned to line function. 4. Marketing inputs to SLA on content produced to promote the Department [corporate identity; social media uploads etc] 5. Draft Communications and Marketing Strategy 6. CI manual under curation	1. Employ media buying and marketing agency to communicate the work and services of the Department 2. Integrate awareness initiatives to portray and effectively disseminate and represent the work of DSAC & its Stakeholders [ public entities & Federations] on social media, and other mediums. 3. Draft Marketing and Communications SOP's to guide line function to submit completed reports to Communications to profile the Department. 4. Finalize the Communications and Marketing Strategy; Corporate Identity Manual for input and approval within the value chain of DSAC. 5. Continue with the combination delivery of events [physically and virtual platform within the available budget]

## I.6 KEY RISKS AND MITIGATIONS *(continued)*

APP Ref	A: Risk Type & Risk Statement	B: Known Contributing Factor	C: Existing Control Measures	D: Key Mitigations Response Plans
4.	<b>Governance Risk</b> The shift in governance preference by appointed Board members compromise the effective implementation of the DSAC's mandate by public entities.	1. Vacuum around decision making 2. Existing ethical negligence [ by Board Members in the management of conflict of interest] 3. Competing interests emanating from Council member's vs Management 4. Limited effective leadership and efficiency of Boards. 5. Failure to espouse governance Codes of Conduct by Boards [e.g King IV] leading to compromised integrity of some Board members, 6. Increasing unmanaged career "board members' which compromise the continuity of service by Board members. 7. Maladministration of Boards	1. Governance Frameworks to guide the functioning of Boards 2. Corporate membership for continuous development of Board members [ IoDSA] 3. SMS members appointed to represent DSAC vested interest at Board meetings	1. Vetting of members for criminal clearance of recommended members 2. Conduct Competency assessment for the Boards 3. Capacitate upskilling Board members



## 2. PROGRAMME 2: RECREATION DEVELOPMENT AND SPORT PROMOTION

### 2.1 PURPOSE

Support the provision of mass participation opportunities, the development of elite athletes, and the regulation and maintenance of facilities.

The enormous potential of sport, its global reach, its universal language, its contribution to healthier lives, its impact on communities in general, and young people in particular, is a fact that is increasingly being recognised around the world. The social benefits derived from physical activity are numerous and sport programmes can also empower and promote the inclusion of marginalised groups, especially women, the youth, rural communities and people with disabilities. Equally, the National Development Plan (NDP) recognises that sport plays an important role in promoting wellness and social cohesion through increased interaction across race and class. The Programme has an immense value of using sport and recreation to promote social cohesion across society through increased interaction across race and class.

The Programme is structured in line with the NSRP, which is based on the pillars of: Active Nation, Winning Nation, and Enabling Environment. These pillars are supported by cross-cutting issues such as transformation. Its work centers around the enabling of mass participation opportunities, the development of elite athletes, and

the regulation of sport, arts and culture facilities' provision.

The Recreation Development and Sport Promotion programme is focussed to achieve the following core objectives in 2021/22:

- Contribute towards a winning nation by coordinating scientific support services for 80 elite athletes.
- Develop an ethical sporting sector by financially supporting the South African Institute for Drug-Free Sport and ensuring that commitments to the World Anti-Doping Agency are upheld.
- Inspire a winning nation and produce role models by hosting 4 events (the South African Sports Awards, the Ministerial Outstanding Sports Performance Accolades, the Andrew Mlangeni Green Jacket Awards and the Honouring Women in Sport Awards) that acknowledge achievements in the sport and recreation sector.
- Encourage an active nation and contribute to improving the overall wellbeing of South Africans through lifelong participation in active recreation by facilitating the delivery of at least 5 active recreation programmes, reaching at least 50 000 participants.
- Inspire lifelong physical activity by providing mass sport participation opportunities to at least 5 000 community members in 3 sport promotion events.
- Increase learners' access to sport at schools by supporting the national school sport championship for 5 000 learners, and providing equipment and attire to 2 500 schools, hubs and clubs.
- Increase the provision of opportunities for mass participation in sport and recreation in all provinces by providing management and financial support through the mass participation and sport development grant.
- Improve the delivery of sport and recreation by providing financial and non-financial support to 60 sport and recreation bodies.

- Foster transformation within the sport and recreation sector by monitoring the transformation statuses of 19 sport federations and broadly helping them to reach their respective transformation targets by March 2023.
- Provide accessible infrastructure to communities by constructing 10 community gyms and play parks, and 10 multipurpose sports courts.
- Help 50 municipalities to comply with facility norms and standards by providing technical and/or management support during the construction phase of sport and recreation facilities.
- Preserve and promote South African heritage, a national memory, and an informed reading nation by constructing, upgrading, maintaining, repairing and renovating the Department's buildings, and providing quarterly progress reports dealing with developing and/or maintaining 3 heritage legacy facilities (the Isibhubhu cultural arena, the Sarah Bartmann Centre of Remembrance and Dr John L Dube House). 18 Public Entities will be financially supported with their infrastructure upgrades.

### Sub-programmes

- **Winning Nation** supports the development of elite athletes.
- **Active Nation** supports the provision of mass participation opportunities in sport and recreation.
- **Sport Support** develops and supports an integrated support system to enhance the delivery of sport and recreation.
- **Infrastructure Support** regulates and manages the provision of sport and recreation, and arts and culture facilities. This sub-programme also provides technical support during the construction, repair and renovation of buildings belonging to public entities and other institutions in the sport, arts and culture sector.



#### **Sarah Bartmann Centre of Remembrance vs Sarah Baartman District**

*Some names do have different spelling, and for Sarah, there is both Sara, or Sarah and even Saartjie. In Colonial times, the names of people were often misspelt or changed completely, especially where the name may have a alphabetic character with an intonation not understood by the person recording the name. Historically and culturally, Sarah Bartmann was referred to as Saartjie Baartman in recent popular terms. With the establishment of the Reference Group to implement the Sarah Bartmann Centre of Remembrance project, the Reference Group, chaired by the then Deputy-Minister, Ms Bridgette Mabandla, made a decision to use the name on Sarah Bartmann's baptism certificate, as this was the name she had chosen for herself. In essence the decision to use Sarah Bartmann, rather than Saartjie is about the empowerment within a colonial setting where she and other black / indigenous people were exposed naked in a circus-like environment for the colonial people. The district therefore, must have chosen to use the Baartman spelling, with a double "a" and one "n", as there are also different spelling of surnames.*



## 2.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
WINNING NATION									
Transformed, capable and professional sport, arts and culture sector	High performance athletes supported to achieve success in international sport	RDSP 2.1 Number of athletes supported through the scientific support programme per year  (MTSF: 80+40+80+80+80 = 360)  <b>(ENE: 80)</b>	279	200	175	40	80	80	80
Transformed, capable and professional sport, arts and culture sector	Athletes developed by sports academies.	RDSP 2.2 Number of athletes supported by sports academies  (MTSF: 3 700+ 1 850 +3 700+3 700 +3 700 = 16 650)  <b>(ENE: 3 700)</b>	NPI	NPI	NPI	100%	100%	100%	100%
ACTIVE NATION									
A diverse socially cohesive society with a common national identity	Participation in sport and recreation promoted by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs	RDSP 2.3 Number of people actively participating in organised sport and active recreation events  (MTSF: 350 000 + 5 000 + 330 000 + 315 000 + 295 000 = 1 295 000)  <b>(ENE: 330 000)</b>	399 435	499 860	521 989	5 000	330 000	315 000	295 000

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## 2.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS *(continued)*

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Transformed, capable and professional sport, arts and culture sector	Participation in sport and recreation promoted by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs	RDSP 2.7 Number of learners participating at the district school sport tournaments  (MTSF: 50 000 + 0 + 75 000 + 75 000 + 75 000 = 275 000)	79 498	120 345	164 413	-	75 000	75 000	75 000
<b>SPORT SUPPORT</b>									
Transformed, capable and professional sport, arts and culture sector	Transformation in sport and recreation	RDSP 2.8 Percentage (%) of National Federations meeting 50% or more of all prescribed Charter transformation targets  (MTSF: 100%)	NPI (19 Datasheets submitted)	47% (9/19)	55.56% (10/19)	68.4% (13/19)	78.9% (15/19)	89.5% (17/19)	100% (19/19)
<b>INFRASTRUCTURE SUPPORT</b>									
Integrated and accessible SAC infrastructure and information	Participation in sport and recreation promoted by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs	RDSP 2.9 Number of municipalities provided with technical and/or management support during construction.  (MTSF: 40 + 35 + 50 + 50 + 50 = 225)  (ENE: 50)	62	38	43	35	50	50	50

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## 2.3 INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
RDSP 2.1 Number of athletes supported through the scientific support programme per year.	80	-	30	40	10
RDSP 2.2 Number of athletes supported by sports academies.	3700	500	1000	1200	1000
RDSP 2.3 Number of people actively participating in organised sport and active recreation events.	330 000	30 000	100 000	100 000	100 000
RDSP 2.4 Number of sport and recreation promotion campaigns and events implemented.	8	1	2	3	2
RDSP 2.5 Number of schools, hubs and clubs provided with equipment and/or attire as per the established norms and standards.	2500	-	750	1000	750
RDSP 2.6 Number of learners in the National School Sport Championship per year.	5 000	-	2500	400	2100
RDSP 2.7 Number of learners participating at the district school sport tournaments.	75 000	10 000	25 000	25 000	15 000
RDSP 2.8 Percentage (%) of National Federations meeting 50% or more of all prescribed Charter transformation targets.	78.9% (15/19)	-	-	-	78.9% (15/19)
RDSP 2.9 Number of municipalities provided with technical and/or management support during construction.	50	50	50	50	50
RDSP 2.10 Number of community outdoor gyms and children's play parks constructed.	10	-	-	-	10
RDSP 2.11 Number of heritage legacy facilities (including the Resistance and Liberation Heritage Route [RLHR] sites) developed and/or maintained to transform the national heritage landscape.	3	-	-	-	3  Isibhubhu Cultural Arena (Enyokeni); the Sarah Bartmann Centre of Remembrance and the Dr John L Dube House



## 2.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The outputs delivered in Programme Two contribute predominately to DSAC Outcomes 2: A diverse, socially cohesive society with a common national identity; 3: Transformed, capable and professional sport, arts and culture sector and 4: Integrated and accessible SAC infrastructure and information as illustrated in the figures below.



### Social Cohesion and safe communities



### A diverse, socially cohesive society with a common identity



Increase awareness of Charter of Positive Values and national symbols

Equalising opportunities, inclusion and redress

Increase interaction across space, race and class (by facilitating opportunities for people to share space and experience)



- Campaigns - Charter of positive Values (MRM); National symbols (including I AM THE FLAG)
- Workshops - advance knowledge on National Symbols
- South African flags installed in schools
- Monumental South African flag installed

- Transformation
- Social compact
- Standardisation of geographical names
- Documentaries (books) profiling living human treasures

- National days
- Community and school SAC programmes
- Schools, hubs and clubs provided with equipment and/ or attire
- Africa Month
- Social cohesion advocacy programme
- Community dialogue / conversations
- National convention on social cohesion



### Education, skills and health



### Transformed, capable and professional sport, arts and culture sector



Increase awareness of SAC offerings and opportunities

Capacity building in SAC sector

SAC practitioners achieve success at international events

Capacitate, organise and professionalise the SAC sector



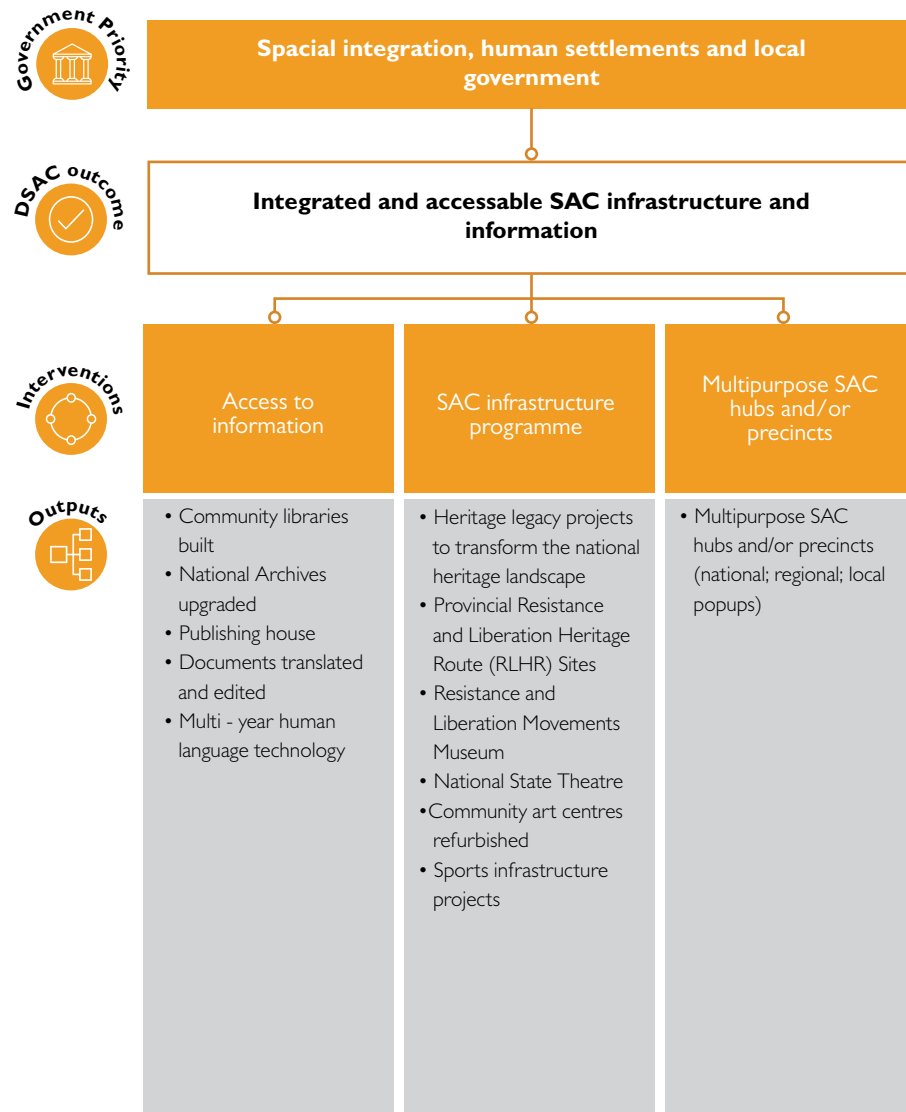
- SAC promotional campaigns

- SAC Sector Competence Audit
- Artists placed in schools
- Practitioners supported through the SAC academies, COEs and incubators
- Bursaries - qualified language practitioners; Ministerial Sport Bursary; Heritage bursary programme
- Life Skills support to SAC practitioners

- Support high performance artists and athletes
- National school sport championship
- Scientific support services.
- Government support to anti-doping agencies
- Recognising achievements in SAC

- Sector organised into councils affiliated under CCIFSA
- Accreditation of SAC Sector Practitioners and SAC course material

## 2.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD



A total of R4.4 billion is allocated to the Recreation Development and Sport Promotion programme over the MTEF period. Of this amount, R1.8 billion is allocated to the mass participation and sport development grant, of which R90 million is allocated to Netball South Africa to host the Netball World Cup in 2023; and R1.8 billion is allocated for public entity infrastructure and heritage and legacy projects. To encourage the development of young people through sport and enable them to showcase their skills at events such as the national school sport championship, an estimated 47.1 per cent (R2.2 billion) of the programme's budget is allocated to the Active Nation sub-programme.

In 2020/21, the Programme's delivery of planned output indicators and targets were impacted upon, by the Covid-19 influenced budget adjustments, restrictions on travel, and the need for social distancing. Consequently, school-related output indicators were withdrawn from the APP and targets of almost all the other indicators were reduced. The plans under this programme are cognisant that if the behaviour of community members is not within the set Covid-19 management protocols, some of the restrictions on gatherings and movement may be reintroduced.

While the operations of some strategic partners may run just as well without DSAC-related activities, there are those who cannot do, without their mutual relationship with DSAC being healthy. The sport and recreation practitioners, and administrators, as well as other stakeholders, who make a living out of supporting sport, arts and culture were affected as a result of the Covid-19 outbreak. To this effect, a relief fund to which qualifying sport people would apply to get some financial relief, was established. Although the Department cannot guarantee that all applicants will be assisted, the commitment is that they will all be considered in the shortest time possible. The relief is a temporary measure that may not necessarily run into the 2021/22 financial year.

## WINNING NATION

The sub-programme has as its key outputs, the support of high-performance athletes to achieve success in international sport; the development of talented athletes by providing them with opportunities to excel at the national school sport championships and by supporting athletes through the sports academies.

An athlete is at the centre / core of the sport system. It is imperative for the Department to give priority towards support for the athletes to excel at international level therefore contributing to a Winning Nation. South African teams that are excelling at international level contribute towards a socially cohesive society and raises the profile of the country globally contributing towards building brand South Africa. Excelling athletes have opportunities to earn income and make a living out of sport. This contribute towards change in individual socio-economic status and invariably the economy of the country. The athletes are identified by the National Federations based on their demonstrated talent. The financial resources' constraints, limit the number of athletes that the Programme is able to support. Ideally support to each athlete should be on long term basis in line with long term athlete development plan. The Programme has a potential of creating a pipeline of athletes to sustain South African competitiveness at international level. In the meantime, it is upon all of us, to maintain the good behaviour displayed in fighting the spread of the Covid-19, so that more national and international events can be allowed to take place.

### Athletes supported through the scientific support programme:

The Athlete Support Programme seeks to provide dedicated

support to identified talented athletes to reach their optimal performance. Special focus is given to athletes particularly from the disadvantaged communities. The support provided is to a maximum value of R50,000 a year. Support in particular, to previously disadvantaged individuals (women and athletes with disabilities) remains critical in government's endeavour to achieve transformation in sport. The reduction in budget would result in lesser number of athletes supported or the magnitude and scale of support will also be reduced. The services rendered to the athletes are through coaches and additional support is provided through specialist sport scientists which contribute towards job creation. Support provided contribute to the advancement of athletes and the sector towards a desirable level of professionalism.

**Athletes supported by the sports academies:** The indicator seeks to provide dedicated support to talented athletes through high performance. Support is given to athletes who have been identified by different Sport Federations. The support provided is 45% of the total conditional grant given to Provincial Sport Academies per year. Support in particular, to previously disadvantaged individuals (women and athletes with disabilities) remains critical in Government's endeavour to achieve transformation in sport. The Academies sources the services provided to athletes from specialist sport scientists which therefore contributes towards job creation. The programme in part is capacitating athletes and growing the base of professional as well as competitive athletes.

### Athletes supported through the ministerial sports bursary programme:

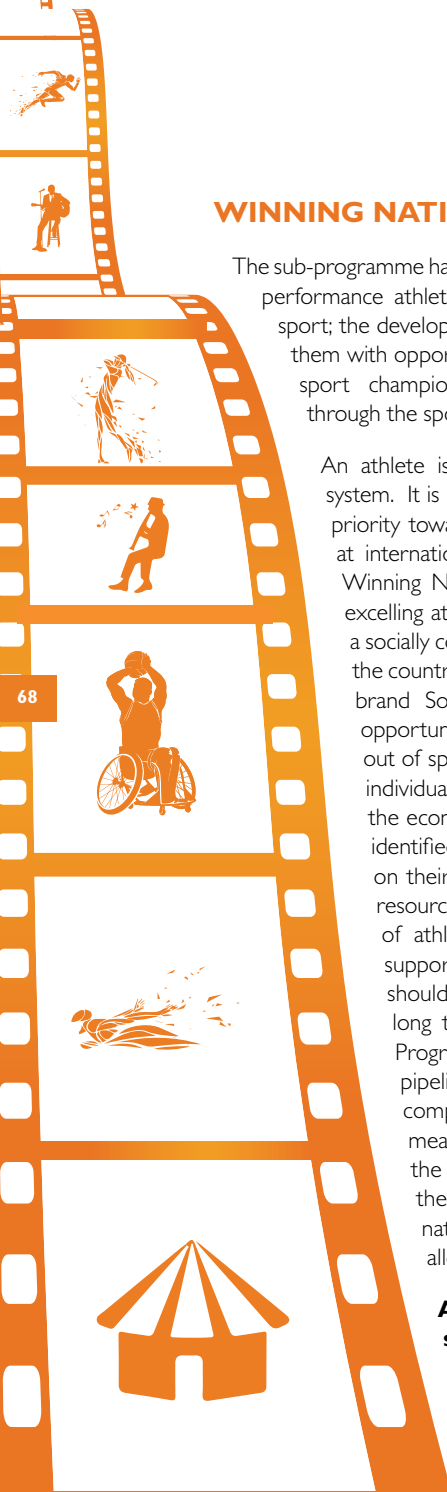
This programme is supporting 50 athletes throughout the country. The Ministerial bursary program forms part of the basket of services provided in the athlete support program. Athletes supported through the Ministerial Bursary seeks to provide dedicated support to athletes who have been identified to have potential talent for further support. While the number of athletes seems to be miniscule for any meaningful impact to be made, the reality is that as new intakes enter the programme, others exit on having completed Grade 12. Support is given to athletes who have been identified by different Sport Federations during the National School Sport Championships and then placed into Sport focus

schools. The support provides R100 000 per athlete per year from Grade 8-12 for 5 years. Support is provided in particular, to previously disadvantaged individuals (women and athletes with disabilities) remains critical in Governments endeavour to achieve transformation in sport.

The main challenge is that the athletes are identified at the National Championships thereby limiting the number of athletes who may be spotted for inclusion, this often result in the identification of athletes located in a few provinces leaving out a number of potentially capable athletes in the rest of the provinces. The limited time of the championships results in fewer athletes having a chance of being identified. This indicator is tracked in the operational plan.

Recognition and honouring events: The Programme seek to recognise South African athletes, administration and other sport persons who achieved excellence in their respective domains. It serves as a means of encouraging sports persons to strive for excellence. The programme contributes to social cohesion by celebrating sport persons, who have done South Africa proud. Given the fact that these are events, there is a direct contribution to short term economic activity and opportunity which extends to artists as part of the productions. In terms of the South African Sport Awards, the nomination process of sports persons for the Awards is guided by the Rule Book. In terms of the Andrew Mlangeni Green Jacket Awards the recipients are identified through research based on the set criteria. The G-sport Awards follow a nomination process whilst the recipients of the Ministerial Excellence Awards are identified purely in terms of Minister's Criteria. The recognition and honouring activities take mainly the shape of events which by their very nature are often expensive to host. The budget reductions and the continued Covid-19 restrictions, will certainly require modification of the implementation modalities. The messaging used as part of the events may be used to highlight the focus on the issues of gender-based violence and femicide. This indicator is tracked in the operational plan.

Major international sport and recreation events receiving intra-governmental support per year: The support provided and coordinated seeks to ensure that the events hosted in South





Africa meet the minimum protocols, procedures and set standards in the Bidding and Hosting Regulations to ensure that the events are of World Class level. Some events are assigned to or awarded to South Africa due to diplomatic and political circumstances. These do not necessarily follow the Bidding and Hosting Regulations.

The major events hosted in the country have contributed towards showcasing South Africa, social cohesion and nation building and have highlighted success and impact of collaborative between Government Departments and Agencies. Lack of cooperation and compliance with the Bidding and Hosting Regulations by some Federations is a challenge and compromises South Africa's ability to stage successful events and places potential reputational risk to the country. Major events do contribute towards increasing the market share of sport industries, and is crucial in establishing a national identity as sport is a major catalyst for social cohesion and nation building. All National Federations have been encouraged to address the issue of Gender Based Violence, and to use sport as a platform to help heighten awareness of this scourge, and encourage men and women to stand up against GBV.

Support is provided to approved events through the National Coordinating Committee (NATTCOM), which is constituted of representatives from Home Affairs, Health, The Presidency, DIRCO, SAPS, SARS, Airports Company South Africa, SASCO, International Federations, Foreign Missions based in SA, etc. Assistance is also rendered by representing the Department on the Local Organising Committee of an approved event, thereby ensuring adherence to the Bidding and Hosting of International Sport and Recreation Events Regulations, on which the approval was based. Event organisers also need to ensure that they adhere to the Safety at Sport and Recreational Events Act, and need to apply for categorization of the event, thereby ensuring the safety of all personnel, participants, spectators, officials, venue staff, etc., during the event. Intra-governmental support is also provided to teams and athletes competing outside of the borders of South Africa by assisting with visa

and passport challenges, as well as keeping the relevant SA mission informed of the presence of the team / athletes in the identified country to ensure that consular assistance will be provided should they encounter any challenges/problems while training or competing abroad. This indicator is tracked in the operational plan.

National and international sporting events, exhibitions or conferences used to promote Sport Tourism to South Africa: DSAC has a National Sport Tourism Strategy, developed over several years and in consultation with all the sport and tourism stakeholders. In line with this strategy, Sport Tourism to South Africa is being promoted through a variety of ways. One major project of the former Department of Sport and Recreation South Africa, was 'Ekhaya' – a home away from home – for Team South Africa when competing internationally. Multi-coded events such as the All Africa Games (continental), Commonwealth Games, Olympic and Paralympic Games, have been used to showcase a multitude of what South Africa has to offer. 'Ekhaya' was staged in collaboration with other government departments, organisations and companies such as Tourism, the then DAC, the dtic, and the local chambers of business in the host city, SA Tourism, Brand South Africa, the local Embassy or High Commission, SASCO, etc. This would also include services such as a base for the South African Team and expatriates to meet; a Marketing platform for South Africa, the then Sport and Recreation South Africa and other departments including sponsors and other stakeholders; as well as providing a function facility for a South African Welcome and Closing Functions and South African Night which would be hosted by the President of South Africa, the Minister of Sport or the Ambassador / High Commissioner. It also serves as a Communication and media centre where press conferences are held.

For the first time in 2011, Ekhaya was hosted at a single-coded sporting event, the Rugby World Cup in New Zealand. The last Ekhaya was hosted at the 2014 Commonwealth Games in Glasgow. There will be an opportunity again at the "2020" Tokyo Olympic and Paralympic Games taking place

in July/August in 2021, as well as the 2021 Dubai Expo during the Sport and Tourism month from 01-31 December 2021 under the theme 'sustainability', which will take people on our sports and tourism adventures that combine excitement, wonders and reflection of where we come from as a country, highlighting the economic benefits of sports and tourism industries including geographical locations, gender issues and diversity. Here it is envisaged that a collaborative approach will be embarked on between DSAC, dtic, SA Tourism and the Department of Tourism. The Sport, Arts and Culture Programme will showcase a spectrum of South African sports, culture and creative products drawn from the music and performing arts, visual arts, books and publishing, crafts, fashion and design, audio-visual and new media, sporting excellence and cultural heritage.

Planning for the Dubai Expo and Ekhaya projects will present the usual challenges of multi-partners and a number of participants which must synergise to present a seamless SA Showcase at the relevant platforms/Expo etc. Therefore, there is a need to have project structures and clear communication lines to minimize confusion and uncertainty regarding common understanding of roles and responsibilities. This indicator is tracked in the operational plan.

## ACTIVE NATION

The NSRP asserts that "no country can expect to achieve and sustain success at the elite level without a strong participation base in the community, because that is the beginning for every champion".

The Active Nation sub-programme is responsible for the promotion of participation in sport and recreation by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs. It also leads the development of talented athletes by providing them with opportunities to excel at the national school sport championships and by supporting them through the sports academies.



### People actively participating in organised sport and active recreation events

are delivered by provinces, which are funded through the mass participation grant. The effect of Covid-19 and similar pandemics is such that the over '350 000' annual target, could not be reached in 2020/21, and was reduced to 5 000.. Participation in sport and recreation needs to be supported through provision of **equipment and attire**, especially to needy schools, clubs, and hubs. As the delivery of sport equipment and attire involves procurement and delivery that do not involve lots of human contact, implementation is thus, still possible at various lockdown levels that allow deliveries. Key focus areas for the Department with regards to social cohesion, include advocating for transformation in sport and recreation; promoting participation in sport and recreation.

### Sport and recreation promotion campaigns and events:

Active Recreation delivers programmes to improve the health and wellbeing of the nation by providing mass participation opportunities in various formats to cater for a broad spectrum of participants. Community Sport delivers sport promotion programmes by increasing the number of participants in sport and recreation, with an emphasis on disadvantaged communities. The following active recreation and sport promotion events will be implemented through the #Ichoose2Bactive campaign. DSAC will continue to fund loveLife with their project priorities aligned to the objectives of the NSRP and DSAC. loveLife will again productively use DSAC events that target the Youth as optimal platforms for project implementation. The mission is to develop a movement driven by youth pioneers dedicated to Learn, Lead and Serve, while impacting the lives of others in their pursuit of

nation building. Programme 2 will collaborate with Programme 3 on Youth development programmes to ensure that the objectives of common programmes continue to be achieved.

World Move for Health Day -will be celebrated in May 2021, in collaboration with the other partners. This is an annual international event created in 2002 by the World Health Organisation (WHO) to promote physical activity. The objectives of national and global actions on Move for Health Day include generation of public awareness of the benefits of physical activity in the prevention of non-communicable diseases; and promotion of healthy behaviour and lifestyles and address health-related issues through sport and physical activity, such as no tobacco use, healthy diet, and a reduction in violence, stress, and social isolation. The Big Walk will be staged on the first Sunday in October encouraging participation in physical activity. It is aligned with the Association for International Sport for All (TAFISA) World Walking Day, which encourages and lobbies countries to walk by creating advocacy and awareness during October - SRSA is an affiliated member of TAFISA. Provincial Departments will be encouraged to conduct similar walks around their cities on the same day. Considering the dire need for social unification, DSAC as an Outcome 14 coordinator and lead Department, will continue to utilise sport, arts and culture as a vehicle for cohesion.

The UNITE campaign will be delivered with the Nelson Mandela Sport and Culture Day being the core tenant of this campaign. Cabinet declared an annual National Recreation Day (NRD) for the first Friday of October each year. The intention is for a broader scope of South African citizens to embrace and participate in physical activities for fun and leisure. Provincial Departments of Sport and Recreation across the nine Provinces will also put together programmes and awareness campaigns targeting stakeholders at a Provincial level. The Indigenous Games Festival will be hosted during Heritage month, catering for participants in dibeké; diketo; drie-stokkies; kgati; iintonga; kho-kho; ncuva; morabaraba and jukskei. This event forms part of the heritage celebrations in South Africa and elements of a carnival, arts, crafts, an African Food Village, and other related traditional activities are incorporated. These festivities have

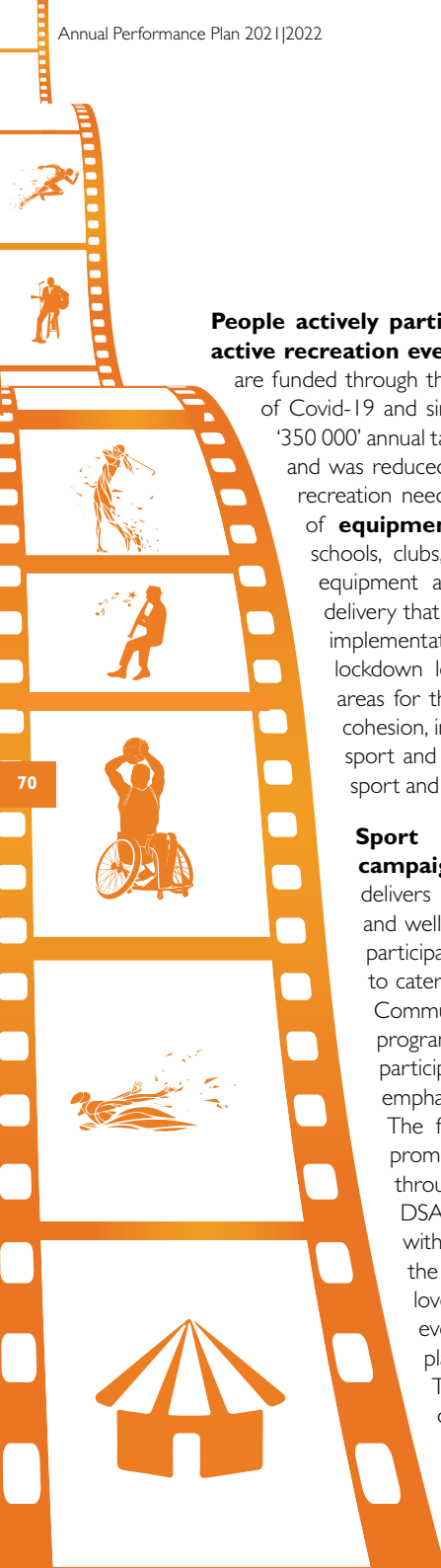
increased patronage of the Games. In 2021 South Africa as a member of TAFISA is expected to participate at 7th World Sport for all games in Portugal in the city of Lisbon. Indigenous Games federations have been constituted at a Provincial level; the formation of national structures is in progress.

The Ministerial Outreach Programme will continue during 2021/2022 in an effort to enhance the capacity of sport and recreation clubs through the provision of sport equipment and attire for struggling clubs and schools. The outreach programme affords the Minister an opportunity to interact with the community when formally handing over the sport, arts and culture facilities. The Department plans to respond to the scourge of gender-based violence mainly through awareness raising activations at the mass participation events. The provincial programmes will also be used to deliver the message of awareness on Gender-Based Violence. Partners to the Department like loveLife and Sport for Social Change, will also assist in delivering programmes.

In addressing the priority of rural development, the Programme will support a Rural Sport Development Programme under the guidance of the National House of Traditional Leaders and initiatives to uplift sport in these areas will receive attention. The aim of the Rural Sport Development Programme is to revive sport and to unearth talent in the rural areas. The programme was conceptualised out of a realisation that the most disadvantaged communities, particularly in the rural areas and in areas under Traditional Leadership, still require a structured focused sport development programme. The programme reaches at least five Traditional Councils per province through Intra Traditional Council Competitions (Inter village / farming community level competition) and Provincial Competitions (Inter-Traditional Council or farming community level competition).

### Schools, hubs and clubs provided with equipment and/or attire:

Active Nation promotes participation at all levels by facilitating opportunities for people to share common spaces and by providing equipment and/or attire to schools, hubs and clubs in order to enable them to participate in sport and recreation initiatives.



The Club Development Programme is effective in engaging community members and youth in particular, in constructive sporting activities. Participation in the programme through the clubs provides members with constructive activities to occupy their free time, thereby mitigating their involvement in illicit activities such as crime, drugs and alcohol abuse. Implementation of the programme in marginalised communities assisted in reducing the significant social challenges faced by community members. Social impacts of the programme had a positive effect on aspects such as:

- Reducing among others: teenage pregnancy, drug and alcohol abuse, the presence of gangsterism, rape and violence against women and children, violent crimes and murder, and theft.
- Community participation and social cohesion as well as social inclusion of members who would otherwise feel neglected, provide them with a sense of belonging. Community members experience noteworthy enhancement of their social skills and confidence levels through their involvement in sporting activities, thereby facilitating further growth and development. Participation in sports activities has also resulted in health benefits experienced by club members. To be meaningfully occupied, young people in schools and communities through the relevant structures must be provided with equipment and attire, to play regularly and participate at a competitive level.

**Learners in the National School Sport Championships:** School sport remains a core deliverable for DSAC and initiatives in this regard will be delivered through this Programme. School Sport supports the delivery of sport programmes to learners in conjunction with the Department of Basic Education. The Department remains committed to maximising access to sport, recreation and physical activity in every school in South Africa and is unapologetic about rolling out functional sport in schools. This programme will remain the flagship programme in the

Department with the focus being devoted to implementing a Long-Term Participant Development model. Young people are given opportunities to showcase their skills at events such as the National School Sport Championships, which expose South African sporting talent to national federations and talent scouts. Following an evaluation in 2016, the number of age categories in the championships has been reduced, and now comprises 4 segments that correspond more closely with the training and event cycles of the 16 priority sporting codes as well as the indigenous games festival.

The Championships are usually held during school holidays, in Autumn (2 Sporting codes), Winter (7 Sporting codes) and Summer (7 Sporting codes). Learners also take part in the Indigenous Games Festival during the heritage month of September. In 2021 Gymnastics athletes will participate in Schools Summer Games in Jinjiang, on a date still to be confirmed. Future reporting on this indicator will be per each segment and not as a consolidation of the 4 events into 1 championship (where, 4 events must happen to claim achievement of 1 championship). 40% of the Conditional Grant funds the School Sport programme. The Conditional Grant framework further made provision for the provinces to ring-fence R9.5 million each, to ensure that they are able to send learners to participate at the National School Sport Championships. This is done to ensure that no learner is denied an opportunity to showcase their talents due to lack of resources but those barriers to participation are removed. School sport's strategic position regarding transformation, is reflected in the EPG Audit reports, which highlight that observations and comments suggests that it is the ultimate platform from which to transform SA sport from a dominant minority representation situation to a majority inclusive reality.

**Learners participating at the District School Sport Tournaments:** The district tournaments are the fourth level of competition in school sport. This is the very first level that the Department is responsible for executing

and implementing, according to the MoU with DBE. At this level, schools that have managed to compete and win the intra school, inter-school and cluster competition, come to compete. The purpose is to ensure that competition of schools at this level promotes and nurtures learners to be more competitive so that they can earn an opportunity to qualify for the provincial tournament. The approach is to strengthen competition and identify talent through selection of district teams, which will participate at the provincial tournament and will allow for eligibility to be selected for the national school sport championships.

## SPORT SUPPORT

The sub-programme advocates for transformation in sport and recreation. The transformation output indicator is supported by the submission of data sheets by the national sport federations. While this may not be affected by participation restrictions because the information being collected is not for the current financial year, the restriction on movement of people, may affect the employees from accessing the Federations' offices to undertake this exercise. The risk of negative impact on delivery is however not as major as that of the other indicators.

### National Federations meeting 50% or more of all prescribed Charter transformation targets:

The main objective of transformation is to ensure equitable access to sport participation opportunity to all South Africans, recognising the constitutional right to sport and harnessing the socio-economic benefits of sport based on a system embracing the values of respect for each other, fair and just behaviour, good governance and innovation embedded in the principle of equitable resource distribution, eliminating of inequalities, access to participation opportunity, skill and capability development at all level and all areas, empowerment of the individual and increased community involvement.



At a National Sport and Recreation Indaba in November 2011 it was resolved that: 'If the objectives of the Transformation Charter are to be achieved there will be a need to monitor and evaluate the implementation thereof'. This resolution led to the then Minister of Sport and Recreation, appointing an Independent Transformation Commission, the EPG, to monitor and evaluate the implementation of the Charter with a mandate to:

- Monitor and evaluate the implementation of the transformation Charter for sport.
- Provide leadership and direction in developing a targeted transformation measurement and progress monitoring system (the Barometer).
- Advise on Charter dimension targets; Compile, distribute, collect and analyze data sheets, make recommendation and generate transformation status audit reports in selected transformation charter dimensions and sport structures;
- Establish a process to monitor transformation status and a reporting system to assess success or failure of transformation initiatives;
- Advise the Minister on punitive measures with respect to sporting bodies not driving transformation to its logical conclusion.
- Offer long-term strategic direction on transformation in sport.
- Advise the minister on the design of a short-, medium-and long- term transformation strategy (within the context of the 2020 vision of the DSAC).

The positives/ good stories are: The establishment of an accessible, sustainable, competitive and demographically representative sport system ultimately representing the national population demographic profile of 80% black African, 9% Coloured, 9% White and 2% Indian. After more than 23 years there is finally light at the end of sport's transformation tunnel. Quality of data collection processes, data reliability, and understanding of process drivers affecting the extent and rate of transformation, have improved substantially. More federations are considering employing male and female black Africans in the key strategic positions. Most audited federations are responding positively to audit report findings, comments and recommendations, despite significant resource constraints and restricted financial support for transformation specific initiatives.

Participation opportunity is lower in most provincial federation structures, clubs and school structures. Some of these structures are unequal and largely untransformed. They equally depict lower sport participation opportunity in Black Africans and female participants. There is a need for a coordinated and more strategic (transformation oriented) grant allocation by DSAC, Lotto and Sports Trust to federations (Funding to support federation transformation initiatives). The existing school sport system involving national, provincial and local government sport and education departments, and national and provincial sport federation structures uncoordinated, non-aligned and bordering on being dysfunctional. Relevant role players operate in largely disconnected silos contributing to a situation that is in the process of becoming a major strategic threat to the long- term well - being of South African sport. This situation requires urgent attention if sport is to thrive in the country.

**Sport and recreation bodies receiving financial and non-financial support:** The provision of financial and non-financial support to recognised National Federations is to promote and foster development of sport and recreation in South Africa. Support is provided to sport and recreation bodies in line with the provisions of section 10 of the Sport and Recreation Act. The Department support federations to ensure equality in sport while correcting the imbalances that

may be, through the enforcement of EPG transformation targets by national federations. The financial resources are aimed at supporting the development of athletes, coaches and technical support personnel. Funding is provided in two ways, (mainly for administration) and conditional (projects towards achieving the Department's objectives) as annual grant funding. Support to sport and recreation bodies forms part of the nucleus necessary for a sound sport system. The support is towards both the administration of the sport and recreation bodies although this is minimal. The significant portion of the support is towards programme and projects. Self-sustainable sport and recreation bodies represent ideal scenario which may contribute to job creation and economic development. However, with the prevailing financial situation within the federations, consideration was made to provide for more allocation towards operational and administrative costs to keep the sport and recreation bodies afloat. This intervention seeks to prevent the collapse of the sport and recreation bodies and to prevent job losses in the sector.

The support engenders compliant and responsive governance of the sport and recreation bodies as these are required to qualify for funding. Whilst the sport and recreation sector has been structured from provincial, national and international level, disputes and conflict are still prevalent. Most of these bodies rely on volunteers and do not have fulltime employees. Collectively these factors lead to instability. Administrative instability often compromises the federation's ability to attract sponsors and generate revenue. As such, they continuously rely on government support. With the global economic downturn, corporates reduce their sponsorship spend which further crippled the federation's revenue base. The restrictions due to COVID-19 exacerbate the federations ability to generate revenue as the competitions are held without spectators. The lack of media and broadcast coverage of most sport activity further contributes to reduced ability to generate revenue. Although not all sport and recreation bodies have fulltime employees the sector provides significant job opportunities in direct employment, either of administrator, technical personnel, support services as well as athletes who

are contracted to various clubs and associations. Part of the conditional funding is utilized for skills development and capacity building within sport and recreation bodies. This includes coach development, administrator development and team management development. The sport sector that is administratively effective, efficient, with teams that are representative of the demographics of the country and focused on producing world-class athletes contribute directly towards a winning nation that is socially cohesive. This indicator is tracked in the operational plan.

## INFRASTRUCTURE SUPPORT

The key outputs of the Infrastructure Support sub-programme, are: the provision of technical and/or management support to municipalities; construction of community gyms and children's play parks; implementation of heritage legacy projects to transform the national heritage landscape; as well as the development and management of Provincial Resistance and Liberation Heritage Route (RLHR) Sites. DSAC is required to conduct site visits for inspections to ensure that MIG funded sport infrastructure projects are compliant with Technical Norms and Standards for Sport and Recreation Infrastructure Provision (2010) and also convene meetings with municipalities, consultants and contracts for overall monitoring and overall project management support.

Municipalities provided with technical and/or management support during construction: The indicator is intended to ensure that municipalities build and deliver sport and recreation facilities as enablers for development, promotion and transformation of sport by creating opportunities for participation through delivery of required facilities, and also such facilities are constructed in line with the applicable Norms and Standards. The target is informed by the number of projects funded in preceding years but not completed, and new projects that are to be funded based on number of municipalities still to benefit from ring-fenced MIG for Sport. Important to note, is that carried-over projects/ municipalities will be included in the subsequent year

target of the APP, meaning a single municipality that did not complete the project on time, becomes integral part of targets annually, until the project is completed. This however does not increase the number of municipalities supported over the MTSF, because each municipality will be counted once. The target will be revised based on number of active projects from previous years, and proper estimate will be provided. Just between 2016/17 and 2018/19, 92 projects were allocated and only 39 were completed as of March 2020. The remaining 53 required PLUS 22 new projects allocated in 2019/20 (none were completed) PLUS 20 (i.e. 23 – 3 multiyear) allocated in 2020/21 brings the total of active projects to 95 currently. With Infrastructure capacity to be increased by filling vacancies, in 2021/22, targets will start to significantly accommodate both carried-over projects and new annual allocations.

Community gyms and children's play parks constructed: The NDP mandates government to provide outdoor gyms in all settlements of the country in order to promote healthy lifestyle and active recreation, and the purpose of this indicator is to ensure realisation of this mandate. The outdoor gyms/ children play parks are facilities established in public open spaces through installation of different machines and play equipment to ensure physical activity required to promote health in both adults and children. Constructing these facilities in open public spaces ensure free access for community members to equipment that serves a purpose similar to that of equipment at the gyms that ordinarily require membership fees not affordable to the poorest of the poor, and therefore provide opportunity to all, for participation in physical activity and healthy lifestyles. In order to identify and make sites available, the Department engages and signs service level agreements with the various Municipalities. The Department appoints a service provider to construct the outdoor gyms and the Municipality attends to the maintenance of the facility.

Heritage Legacy projects developed and/or maintained: The Department has a mandate to transform the national

heritage landscape of South Africa to be inclusive by developing new monuments and heritage sites to preserve, protect and promote our heritage for current and future generations to remind ourselves where we come from. Although the Department developed a number monuments and heritage sites, not enough has been done and the landscape still does not reflect and is still not inclusive of all South Africa's heritage, histories and people. This tells that a lot still needs to be done to correct this. Most of the legacy projects have been planned to be completed already and no further budget provision was therefore made in the 2021/2022 MTEF. As a result of challenges with implementing agencies, lack of infrastructure expertise within DSAC and the delayed appointment of the infrastructure PMU, many of the projects are incomplete or have not started. Project budgets have also been lost as a result of slow spending, reprioritization and numerous budget cuts. With the PMU not in place, the continued infrastructure capacity challenges within DSAC and continued over-reliance on unreliable external infrastructure implementing agents, the delivery of infrastructure has not been at level we wish it to be. The proposed approach is therefore to reprioritize from current underspending projects to complete high priority projects with current contractual commitments (both within DSAC and transfers to NPIs), park projects that are in the planning stage and inform stakeholders accordingly. To this effect, the implementation of projects at planning stage will be delayed, and capital projects of the Entities may be affected.





## 2.5 PROGRAMME RESOURCE CONSIDERATION – BUDGET AND MTEF ESTIMATES

Table 3: Recreation Development and Sport Promotion expenditure trends and estimates by subprogramme and economic classification

Programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2017/18	2018/19	2019/20	2020/21	2017/18 - 2020/21		2021/22	2022/23	2023/24	2020/21 - 2023/24	
Winning Nation	64.2	70.7	63.4	74.9	5.3%	5.5%	86.7	89.4	86.9	5.1%	6.1%
Active Nation	716.3	716.7	755.1	450.0	-14.4%	52.7%	714.6	726.9	731.3	17.6%	47.1%
Sport Support	145.9	149.9	156.1	349.3	33.8%	16.0%	171.2	175.8	175.7	-20.5%	15.7%
Infrastructure Support	218.0	398.8	377.1	297.5	10.9%	25.8%	469.3	471.3	493.8	18.4%	31.1%
<b>Total</b>	<b>1 144.4</b>	<b>1 336.0</b>	<b>1 351.7</b>	<b>1 171.7</b>	<b>0.8%</b>	<b>100.0%</b>	<b>1 441.8</b>	<b>1 463.5</b>	<b>1 487.8</b>	<b>8.3%</b>	<b>100.0%</b>
Change to 2020				(288.6)			(83.6)	(103.3)	(0.2)		
Budget estimate											

### Economic classification

#### Current payments

	<b>148.9</b>	<b>142.2</b>	<b>147.4</b>	<b>133.3</b>	<b>-3.6%</b>	<b>11.4%</b>	<b>170.0</b>	<b>172.8</b>	<b>173.2</b>	<b>9.1%</b>	<b>11.7%</b>
Compensation of employees	27.0	29.1	31.5	48.9	21.9%	2.7%	31.4	30.1	32.8	-12.4%	2.6%
Goods and services	121.9	113.1	115.9	84.4	-11.5%	8.7%	138.6	142.7	140.4	18.5%	9.1%

#### Transfers and subsidies

	<b>951.4</b>	<b>1 125.0</b>	<b>1 163.2</b>	<b>931.5</b>	<b>-0.7%</b>	<b>83.4%</b>	<b>1 074.0</b>	<b>1 106.3</b>	<b>1 123.9</b>	<b>6.5%</b>	<b>76.1%</b>
Provinces and municipalities	585.8	587.4	620.0	368.2	-14.3%	43.2%	591.0	601.9	604.0	17.9%	38.9%
Departmental agencies and accounts	180.6	326.1	344.2	283.8	16.3%	22.7%	254.5	265.0	280.8	-0.4%	19.5%
Public corporations and private enterprises	1.4	9.1	0.4	0.6	-24.5%	0.2%	0.6	0.6	0.8	9.1%	—
Non-profit institutions	181.2	198.4	194.7	272.9	14.6%	16.9%	222.8	232.9	232.6	-5.2%	17.3%
Households	2.5	4.0	3.9	6.0	34.8%	0.3%	5.1	5.9	5.8	-1.2%	0.4%

#### Payments for capital assets

	<b>44.0</b>	<b>68.8</b>	<b>41.0</b>	<b>107.0</b>	<b>34.4%</b>	<b>5.2%</b>	<b>197.9</b>	<b>184.3</b>	<b>190.7</b>	<b>21.3%</b>	<b>12.2%</b>
Buildings and other fixed structures	—	35.8	1.2	—	—	0.7%	—	—	—	—	—
Heritage assets	43.4	33.0	39.6	107.0	35.0%	4.5%	197.9	184.3	190.7	21.3%	12.2%
Software and other intangible assets	0.6	—	0.2	—	-100.0%	—	—	—	—	—	—

#### Payments for financial assets

	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>—</b>	<b>-100.0%</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
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<b>Total</b>	<b>1 144.4</b>	<b>1 336.0</b>	<b>1 351.7</b>	<b>1 171.7</b>	<b>0.8%</b>	<b>100.0%</b>	<b>1 441.8</b>	<b>1 463.5</b>	<b>1 487.8</b>	<b>8.3%</b>	<b>100.0%</b>
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## 2.6 KEY RISKS AND MITIGATIONS

APP Ref	A: Risk Type & Risk Statement	B:Known Contributing Factor	C:Existing Control Measures	D:Key Mitigations Response Plans
5.	<b>Infrastructure Access Risk-</b>  Inequitable access and delays in the delivery of developed infrastructure may result with inadequate community access and usage to planned and established infrastructure	Post construction sustainability of the projects 2. Operationalization of the projects 3. Increasing market costs to source specialized skills towards the delivery of projects 4. Dependency on the other state organs/ implementing agents 5. Cost overruns and overpricing of services 6. Inability to secure the budget to maintain the existence of "built" facilities 7. Inadequate construction project management and technical expertise 8. No central PMO established 9. Non -existence of project management tools within Department for identification of challenges /escalations, monitoring and tracking project progress	1. Technical positions were advertised and other funded positions in the structure are approved. 2. Only recruitment and filling of these posts will address the risk	1. Appointment of the PMO 2. Increase internal project management and technical capacity to ensure effective delivery of Infrastructure projects
6.	<b>Outsourcing Risk</b>  Overreliance on provincial government or implementing agents for the implementation of the projects prevent an effective delivery of planned projects	Inadequate technical expertise internally, National Heritage Council and in provinces	1. Standard Operating Procedures established to synergize infrastructure planning and delivery 2. Signing and enforcement of Service Level Agreements or Memorandum of Agreement 3. Establishment of appropriate structure(s) for oversight and monitoring of all infrastructure funded by department	1. Appoint PMO 2. Increase internal technical capacity

## 2.6 KEY RISKS AND MITIGATIONS *(continued)*

APP Ref	A: Risk Type & Risk Statement	B: Known Contributing Factor	C: Existing Control Measures	D: Key Mitigations Response Plans
7.	<p><b>Partnership Risk</b></p> <p>Poor execution of the Department's mandate by some affiliates which does not enable effective execution in the delivery of selected events in line with the performance outcomes</p>	<ol style="list-style-type: none"> <li>1. The continuous risk of the pandemic which may lead to cancellation of events</li> <li>2. Delivery models applied [ e.g. equipment &amp; attire]</li> <li>3. Effective are effectively Implementation of events</li> <li>4. Unmet expectations from delivery partners [ provincial government and agents]</li> <li>5. Lack of SOPs/Business Process</li> </ol>	<ol style="list-style-type: none"> <li>1. The ability to fully resource the implementation of the new model, in line with the new demands</li> <li>2. Adaptation of events to virtual platforms.</li> <li>3. Penalty Schedule [Unmet target are penalized; % of funding is held]</li> <li>4. Grant Framework in place for mass participation programmes [DORA]</li> <li>5. Provincial Monitoring; National Department monitoring &amp; M&amp;E and Internal Audit [Site visits];</li> <li>6. Quarterly governance meeting</li> </ol> <p>Programme Implementation Agreement [ PIA]</p> <ol style="list-style-type: none"> <li>7. Quarterly Reports are analyzed</li> <li>8. Top Management Forum [ Chief Directors] engaging with provincial government. [ Broader working structure</li> <li>9. Business Plan submitted by province to inform funding</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct a workshop to review the delivery model of our events and ensure alignment to the desired performance output.</li> <li>2. Ensure that the deliverables are included in the Conditional Grant Agreement and Programme Implementation Plan</li> <li>3. Improve the quarterly stakeholder engagement forums to monitor the implementation of model of the events.</li> </ol>

## 3. PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT

### 3.1 PURPOSE

Promote and develop arts, culture and languages, and implement the national social cohesion strategy

The Arts and Culture Promotion and Development programme is committed to achieve the following core objectives in 2021/22:

- Develop, protect and promote the sector by supporting 67 cultural and creative sector projects through the programmes of the Mzansi Golden Economy strategy.
- Contribute towards economic transformation by creating 1 200 job opportunities across the workstreams and cultural development programmes of the Mzansi Golden Economy strategy.
- Develop and promote official languages by supporting 4 multiyear human language technology projects.
- Build relationships and partnerships locally and internationally by supporting 12 market access platforms.
- Transform the sector by providing support through 4 arts and social development programmes and 4 youth-focused arts development programmes.
- Lead, coordinate and implement arts programmes by providing financial support to 9 provincial community arts development programmes.
- Build capacity in human resources and promote excellence in the arts, culture and heritage sector by providing 250 bursaries

towards the development of qualified language practitioners; supporting 20 capacity building programmes; implementing schools-based arts education programmes in partnership with the Department of Basic Education; and placing 300 experienced artists and/or arts practitioners in schools to assist and support creative arts teachers.

- Drive integrated outcomes-based research, planning, monitoring and evaluation across the sport, arts, culture and heritage sector by producing 21 reports through the South African Cultural Observatory.
- Build relations and partnerships locally and internationally by coordinating 20 international engagements.
- Empower the sport, arts and culture sector by managing and strengthening strategic bilateral and multilateral relations by actively participating and influencing decision-making in identified multilateral organisations such as the United Nations, the African Union and the Commonwealth.
- Lead, coordinate and implement social cohesion and nation building programmes by commemorating 6 national days annually; monitoring the implementation of the recommendations of the social cohesion compact; hosting 20 community conversations; and hosting 20 social cohesion advocacy platforms.

### Subprogrammes

**National Language Services** promotes the use and equal status of all official languages. This entails the development of language terminologies and human language technology, translation and editing services in all official languages, and the awarding of bursaries.

**Cultural and Creative Industries Development** supports cultural and creative industries by developing strategies, implementing sector development programmes, supporting sector organisations' programmes, and providing training support to arts and culture practitioners.

**International Cooperation** assists in building continental and international relations for the promotion and development of South African sport, arts, culture and heritage by actively participating and influencing decision-making in identified multilateral organisations and bilateral fora.

**Social Cohesion and Nation Building** implements the national social cohesion strategy and brings targeted groups in arts, culture and heritage, including arts and culture in schools, into the mainstream. This sub-programme is also responsible for the coordination of priority 6 (social cohesion and safer communities) of government's 2019-2024 medium-term strategic framework.

**Mzansi Golden Economy** seeks to create economic and job opportunities in the arts, culture and heritage sector by supporting programmes designed to develop audiences, stimulate demand, increase market access, and develop skills.

The Department transfers funds to the **National Film and Video Foundation** in support of the development of skills, and local content and marketing South Africa's film, audio-visual and digital media industry.

### 3.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
NATIONAL LANGUAGE SERVICES									
Integrated and accessible SAC infrastructure and information	Official languages promoted and developed	ACPD 3.1 Number of multi-year human language technology projects supported  (MTSF: 6 + 6 + 4 + 4 + 4 = 24) (ENE: 4)	9	6	6	6	4	4	4
Integrated and accessible SAC Infrastructure and information	Official languages promoted and developed	ACPD 3.2 Percentage of official received documents that are translated and edited  (MTSF: 100%)	100%	100%	100%	100%	100%	100%	100%
Transformed, capable and professional sport, arts and culture sector	Qualified language practitioners	ACPD 3.3 Number of bursaries awarded for the development of qualified language practitioners per year. (MTSF: 300 + 300 + 250 + 250 + 250 = 1350)  (ENE: 250)	429	536	458	300	250	250	250



### 3.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS *(continued)*

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
CULTURAL AND CREATIVE INDUSTRIES DEVELOPMENT									
Increased market share of, and job opportunities in the sport, cultural and creative industries	Development platforms nationally and internationally to expand market access	ACPD 3.4 Number of local and international market access platforms financially supported. (ENE: 12)	NPI	NPI	15	6	12	12	12
Transformed, capable and professional sport, arts and culture sector	Capacity Building	ACPD 3.5 Number of capacity building projects financially supported. (ENE: 20)	NPI	NPI	26	14	20	20	20
A diverse socially cohesive society with a common national identity	Access to cultural facilities/community arts centres and participation in arts, culture and heritage programmes promoted.	ACPD 3.6 Number of Provincial Community Arts Development Programmes implemented per year (MTSF: 9 x 5 = 45)	4	4	0	9	9	9	9
INTERNATIONAL COOPERATION									
Increased market share of, and job opportunities in the sport, cultural and creative industries	International engagements	ACPD 3.7 Number of international engagements coordinated. (ENE: 20)	27	27	31	11	20	20	20

### 3.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS *(continued)*

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
SOCIAL COHESION AND NATION BUILDING									
A diverse socially cohesive society with a common national identity	Support of the moral regeneration programme by Government.	ACPD 3.8 Number of moral regeneration projects supported by Government (MTSF: 5 projects pa)	NPI	NPI	1 programme	5	5	5	5
A diverse socially cohesive society with a common national identity	Community conversations / dialogue programme implemented.	ACPD 3.9 Number of community conversations / dialogues implemented to foster social interaction per year (MTSF: 9 + 10 + 20 + 20 + 20 = 79)  (ENE = 20)	33	8	9	10	20	20	20
A diverse socially cohesive society with a common national identity	Target Groups programmes supported	ACPD 3.10 Number of youth focused arts development programmes	3	3	3	3	4	4	4
A diverse socially cohesive society with a common national identity	Advocacy platforms on social cohesion by Social Cohesion Advocates implemented	ACPD 3.11 Number of advocacy platforms on social cohesion implemented by social cohesion advocates (MTSF: 20 + 15 + 20 + 20 + 20 = 95)  (ENE: 20)	27	8	20	15	20	20	20

### 3.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS *(continued)*

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
A diverse socially cohesive society with a common national identity	A social compact for social cohesion and nation building.	ACPD 3.12 A social compact for social cohesion and nation building. (MTSF: 1)	NPI	NPI	NPI	Draft social compact for social cohesion and nation building	I social compact for social cohesion and nation building	-	-
		ACPD 3.13 Number of monitoring reports on the implementation of a social compact for social cohesion and nation building  (MTSF: 0 + 0 + 2 + 2 + 2 = 6)	NPI	NPI	NPI	NPI	2	2	2
A diverse socially cohesive society with a common national identity	Gender Based Violence and Femicide programmes	ACPD 3.14 Number of Gender Based Violence and Femicide programmes financially supported	NPI	NPI	NPI	I	I	I	I

### 3.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS *(continued)*

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
MZANSI GOLDEN ECONOMY									
Increased market share of, and job opportunities in the sport, cultural and creative industries	Creative industry supported.	ACPD 3.15 Number of projects in the creative industry supported through the Mzansi Golden Economy programme (MTSF: 70 + 12 + 67 +67 +67 = 283)  (ENE: 67)	NPI	NPI	71	12	67	67	67
Transformed, capable and professional sport, arts and culture sector	Artists placed in schools.	ACPD 3.16 Number of artists placed in schools per year <b>(ENE: 300)</b>	352	360	382	100	300	300	300
Transformed, capable and professional sport, arts and culture sector	Reports produced by SACO.	ACPD 3.17 Number of reports produced by SACO. (ENE: 21)	27	0	37	16	21	16	16
NATIONAL FILM AND VIDEO FOUNDATION									
Increased market share of, and job opportunities in the sport, cultural and creative industries	Films and documentaries.	ACPD 3.18 Number of films and documentaries supported telling stories of the history of liberation, cultural and heritage importance. (MTSF: 30)	NPI	NPI	NPI	NPI	10	10	10

### 3.3 INDICATORS, ANNUAL AND QUARTERLY TARGETS

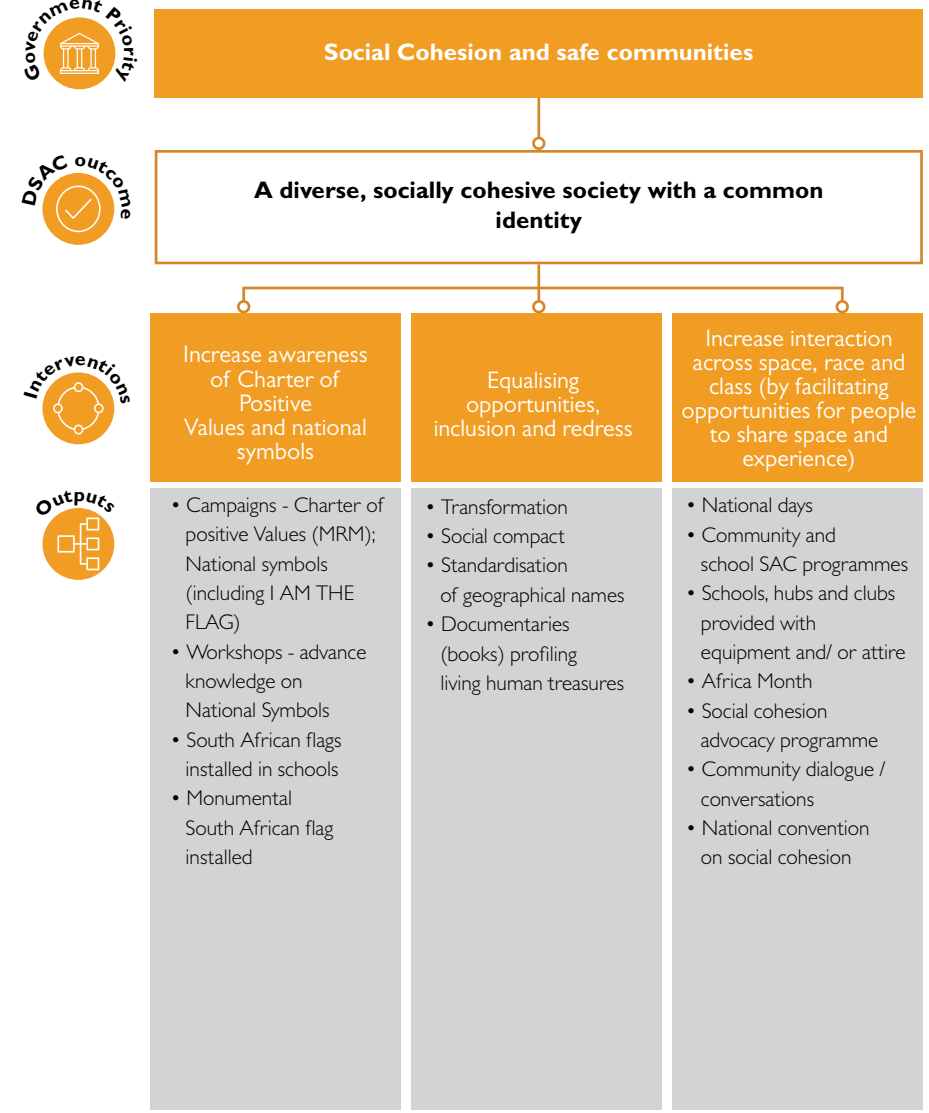
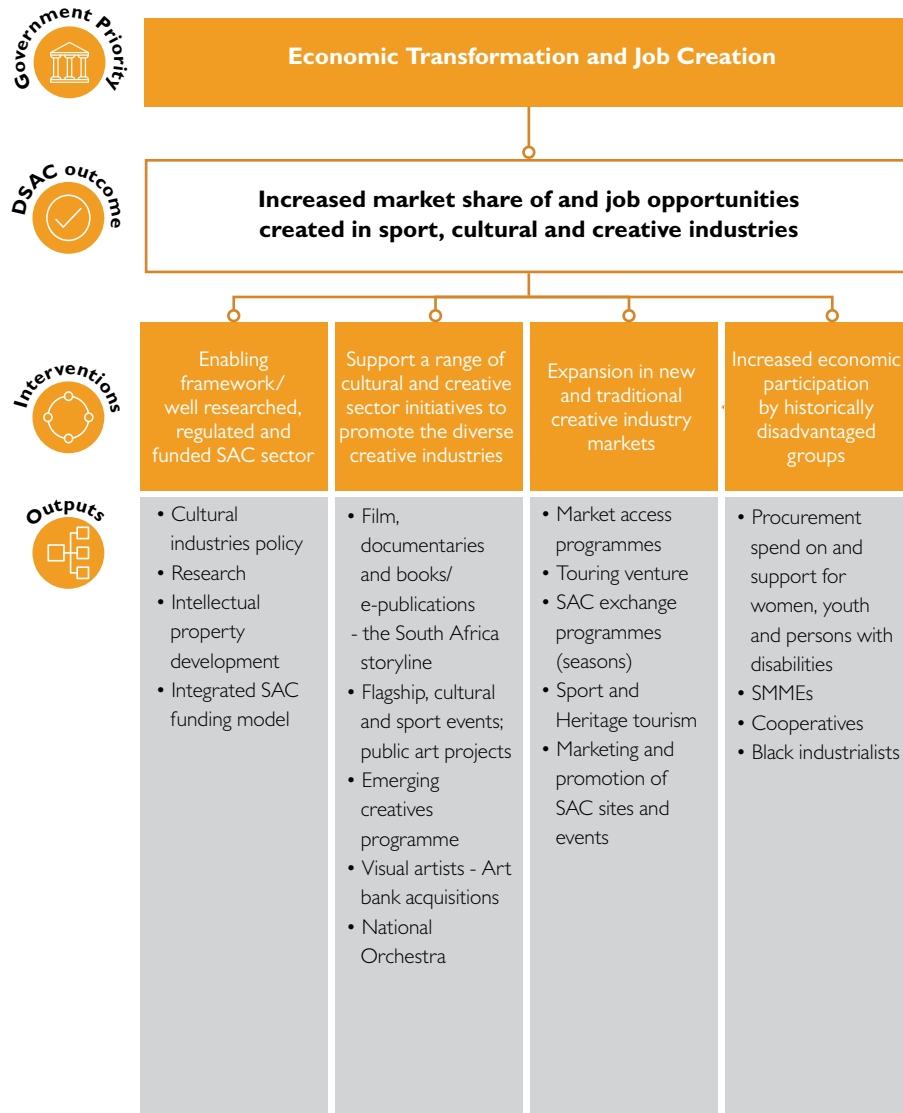
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
ACPD 3.1 Number of multi-year human language technology projects supported.	4	-	-	1	3
ACPD 3.2 Percentage of official received documents that are translated and edited	100%	100%	100%	100%	100%
ACPD 3.3 Number of bursaries awarded for the development of qualified language practitioners per year.	250	-	-	250	-
ACPD 3.4 Number of local and international market access platforms financially supported.	12	-	2	3	7
ACPD 3.5 Number of capacity building projects financially supported.	20	-	-	-	20
ACPD 3.6 Number of Provincial Community Arts Development Programmes implemented per year.	9	-	-	-	9
ACPD 3.7 Number of international engagements coordinated.	20	5	5	8	2
ACPD 3.8 Number of moral regeneration projects supported by Government.	5	4	4	3	3
		Charter of Positive Values	Charter of Positive Values continued	Charter of Positive Values continued	Charter of Positive Values continued
		Ethical Leadership	Ethical Leadership continued	Ethical Leadership continued	Ethical Leadership continued
		The anti-femicide campaign and GBV	The anti-femicide campaign and GBV continued.	The anti-femicide campaign and GBV continued	The anti-femicide campaign and GBV continued
		Youth Month dialogues	MRM/Mandela Month Public Lectures or dialogues.		
ACPD 3.9 Number of community conversations / dialogues implemented to foster social interaction per year	20	5	5	5	5
ACPD 3.10 Number of youth focused arts development programmes.	4	-	1	2	1
ACPD 3.11 Number of advocacy platforms on social cohesion implemented by social cohesion advocates.	20	5	5	5	5
ACPD 3.12 A social compact for social cohesion and nation building.	1	1	-	-	-
ACPD 3.13 Number of monitoring reports on the implementation of a social compact for social cohesion and nation building.	2	-	1	-	1
ACPD 3.14 Number of Gender Based Violence and Femicide programmes financially supported.	1	-	-	-	1
ACPD 3.15 Number of projects in the creative industry supported through the Mzansi Golden Economy programme.	67	10	20	32	5
ACPD 3.16 Number of artists placed in schools per year.	300	-	-	-	300
ACPD 3.17 Number of reports produced by SACO.	21	-	-	-	21
ACPD 3.18 Number of films and documentaries supported telling stories of the history of liberation, cultural and heritage importance.	10	-	-	-	10



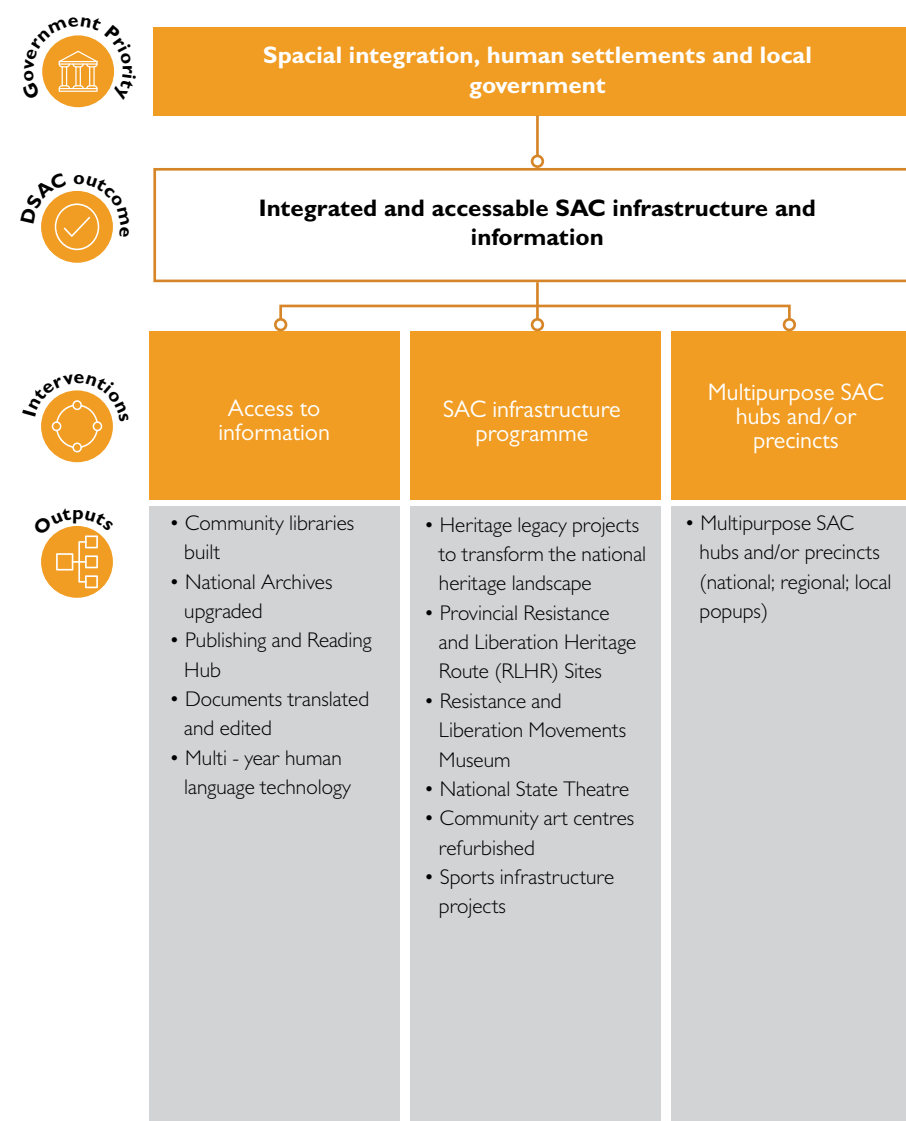
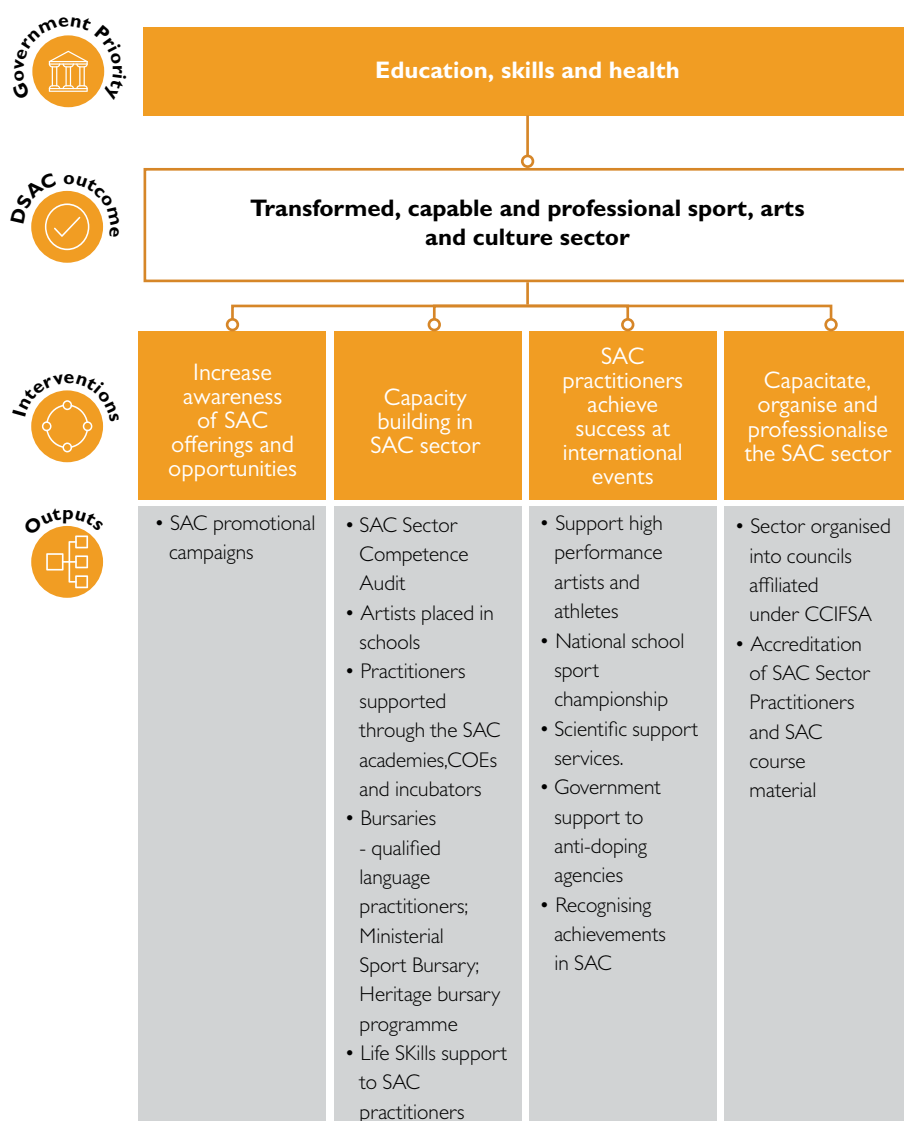
### 3.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The outputs delivered in Programme Three contribute to all 5 DSAC Outcomes, as illustrated in the figures below:

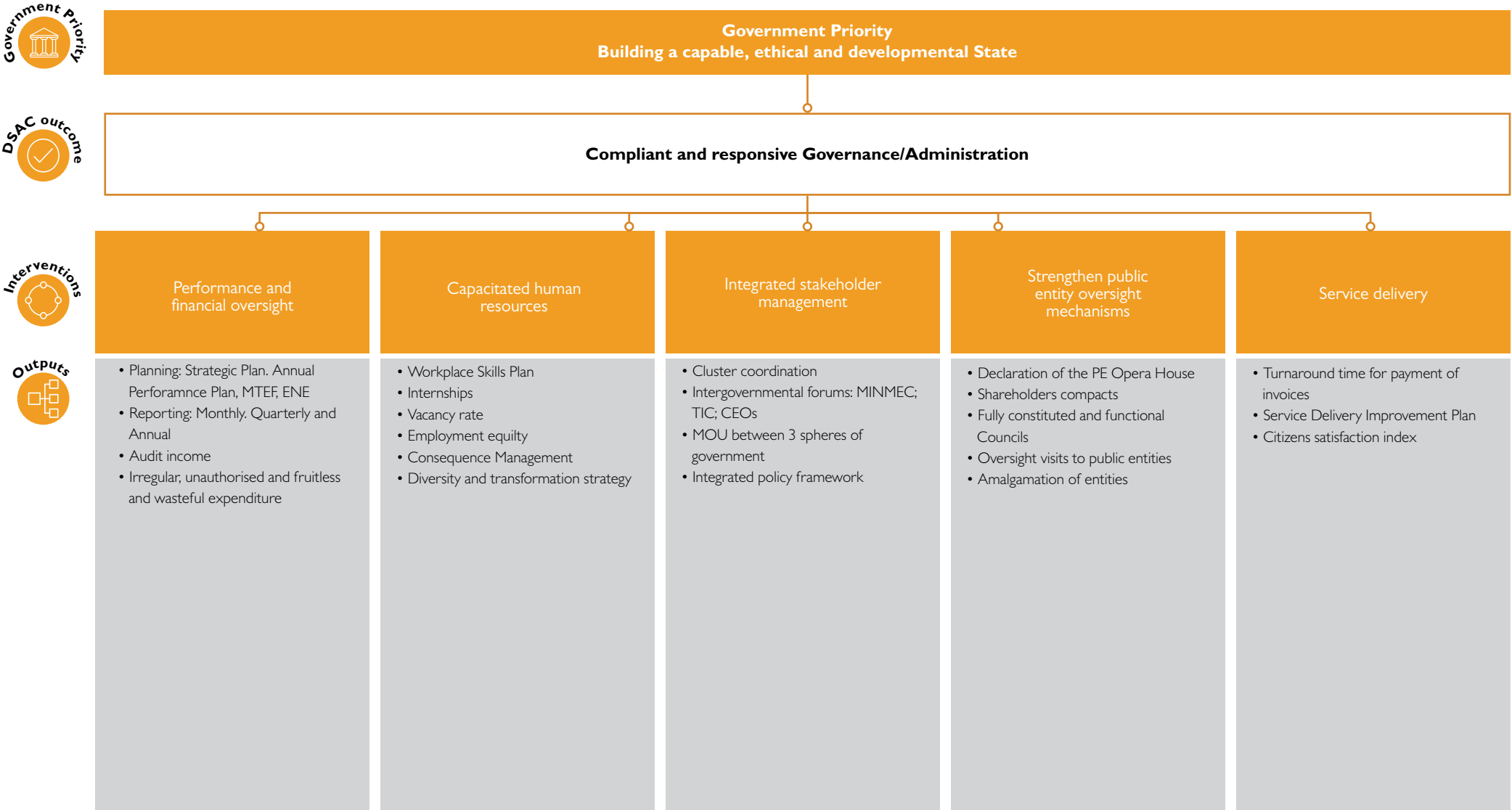
1. Increased market share of and job opportunities created in sport, cultural and creative industries (CCI).
2. A diverse, socially cohesive society with a common national identity
3. Transformed, capable and professional sport, arts and culture sector
4. Integrated and accessible SAC infrastructure and information
5. Compliant and responsive governance



### 3.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD (continued)



3.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD (continued)



The Arts and Culture Promotion and Development programme is allocated an estimated 24.1 per cent (R3.9 billion) of the Department's budget over the period ahead to promote and develop arts, culture and languages, and implement the national social cohesion strategy. Through this programme, in each year over the medium term, 300 artists will be placed in schools to teach art and 250 language bursaries will be awarded to develop qualified language practitioners.

In 2020/21, the Programme's delivery of planned output indicators and targets were impacted upon, by the Covid-19 influenced budget adjustments, restrictions on travel, and the need for social distancing. For example, the closing of theatres and performing arts institutions have had a severe impact on the delivery of cultural events and related activities. The lengthy closure of schools and the need for them to catch-up for lost classroom time has meant that the school-related output indicators such as the number of artists in schools, were reduced by almost 70% (from 360 to 100). In the creative industry, the planned 88 projects that were to be supported through the Mzansi Golden Economy Programme, were reduced to just 12. This is indicative that the continuation of the lockdown in 2021/22 in case of continued spread of Covid-19, may further impact negatively on this Programme.

Apart from the strategic partners and delivery agents on whom the Department broadly rely in delivering its mandate and programming, this Programme also relies on sector organisations and Performing arts institutions. The mutual nature of the aforesaid relationships is reflected in the implication of cancellation of arts and cultural events and other activities, on the arts and culture practitioners, and administrators, as well as other stakeholders, who make a living out of supporting sport, arts and culture.

While funds may be available, or targets be adjusted in line with the cuts/reallocations, the nature of arts and culture is such that most activities, especially those that relate to events and participation may, if possible, only be able to take place at Lockdown level 1 and 2. The ease of lockdown allows optimal delivery of some of the projects that can happen online, virtually or through live streaming. Therefore, any

regression in the management of Covid-19, may lead to difficulty in the implementation as it was the case during quarters 1 and 2 of 2020/21 financial year.

## NATIONAL LANGUAGE SERVICES

The key outputs of this sub-programme are the promotion and development of official languages, and the support to efforts to increase qualified language practitioners through language bursaries.

### Multi-year human language technology projects supported:

The indicator seeks to advance the equitable treatment of the official languages of South Africa envisaged in the Constitution and the Use of the Official Languages Act. It does so by providing support to the development of language technologies that assist citizens to access government services, knowledge and information in all official languages of South Africa, irrespective of literacy level or disability. Owing to the complexity of the technology involved in the development of language technologies, most projects are supported over a number of years, hence multi-year projects. The general approach is to develop a system or application for some of the official languages and then add the others in later phases. The developed applications and systems are available free of charge and can be used by any person anywhere.

Since the establishment of the HLT directorate in the Department, language technologies like: text and speech corpora, machine translation systems, integrated machine translation environment, terminology management systems, audiobooks systems, spelling check software, amongst others, have been developed. To date, the HLT directorate has trained the Hansard Language Section of RSA, national and provincial legislatures, government language units and institutions of higher learning amongst others on how to use language tools.

### Official received documents that are translated and edited:

The indicator fulfils section 6 of the Constitution regarding promotion and development of official languages as well as Chapter 2, the Bill of Rights relating to the language rights. This involves the official South African languages as well as foreign languages. It is done

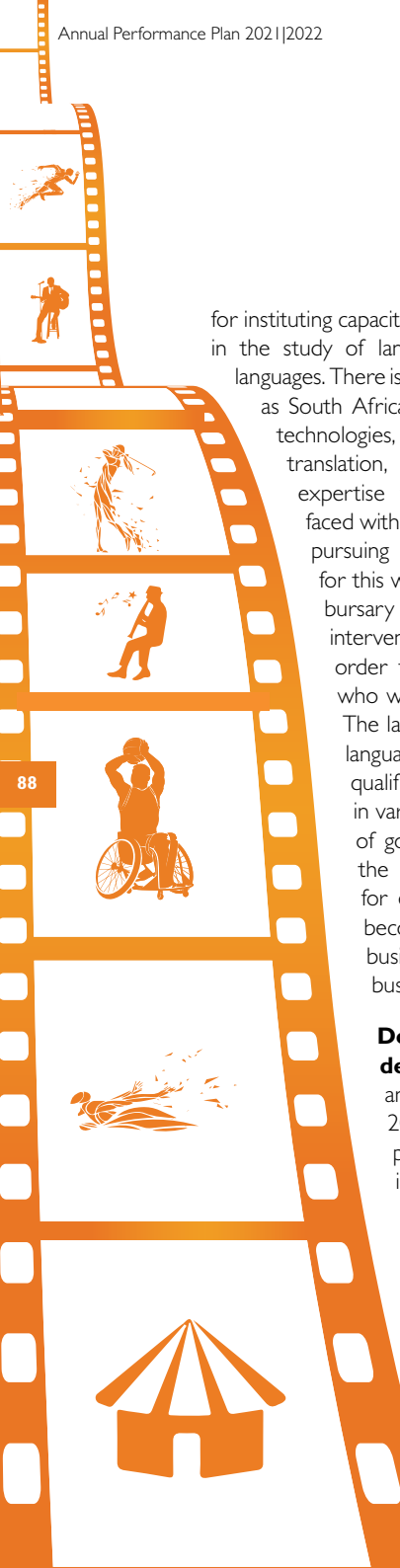
to enable citizens of the country to receive services and information in their preferred languages, and to facilitate the South African government to transact with other countries. The translation service is not provided to the citizens directly. Various government departments, their institutions and entities request the service on behalf of the clients they serve. The service is provided both in-house and through freelance service depending on whether the requested language is available in house and/or capacity is adequate. Through the service, citizens are enabled to communicate in their languages of choice as seen from the numerous letters that the Presidency requests to be translated mostly from the African languages into English.

The translation and editing service help facilitate government's provision of information to the citizens on critical issues such as SASSA grants, HIV/AIDS education, COVID-19, tax compliance, population census, and amendment to Acts and related training manuals. The service also enables South Africa to transact internationally as evidenced by documents such as the Protocol Amending Agreement: RSA/Kuwait, and the Protocol Amending Double Taxation Agreement: RSA/Germany amongst others. The English editing service is also mostly provided for some departmental documents which are publicised such as the APP and Strategic Plans. The service comes at no cost to the clients. The positive is that every citizen can have access and transmit information in their language of choice. The country can also transact with any country in any language possible. The main disadvantage is that there is often a lack of understanding of what the translation activity entails and, sometimes the clients cannot be serviced at the speed they would desire. Since translation is an isolated activity it was continuing through the lockdown period. The demand for the service was lowered greatly though, because the requesters were not in business.

### Development of qualified language practitioners:

The language bursary was established as funding targeted for the development of previously marginalised indigenous languages in order to increase specialised skills in specific language areas. It is meant to assist students who are interested in pursuing studies in the language field. As government was working towards regulating the use of official languages through legislation, there was a great need





for instituting capacity building programmes to promote interest in the study of languages, especially previously marginalised languages. There is still a lack of skills and expertise in areas such as South African Sign Language (SASL), human language technologies, terminology development, interpreting, translation, editing, and lexicography. Whilst these expertise were needed; tertiary institutions were faced with significantly dwindling numbers of students pursuing language studies. One of the main causes for this was lack of funding. Therefore, the language bursary project was seen as a much-needed intervention from government to fund students in order to increase trained language practitioners who will service the country in different sectors. The language bursary caters for all eleven official languages and SASL. Language practitioners that qualify through language bursary are employed in various organisations such as all three spheres of government, media, tertiary institutions and the private sector. It also gives opportunities for entrepreneurship where others decide to become freelancers in the language-related businesses or even establish their own businesses.

**Domains in which terminologies are developed:** This indicator is not in the APP and it will remain in the operational plan for 2021/22. The terminology development process requires the collaborative efforts or involvement of subject field/domain experts and linguists in the creation of terminology. (ISO 22128:2008, P24; and DAC Terminology Development Guidelines P3) and therefore, this indicator is highly dependent on external stakeholders. The majority of these stakeholders are permanently employed in various institutions across the country and the timing of the working and consultative

meetings must coincide with the period when they are available to participate.

## CULTURAL AND CREATIVE INDUSTRIES DEVELOPMENT

### Local and international market access platforms financially supported:

The market access target is designed to provide support to practitioners in various cultural and creative sectors to gain access to both local and international markets in order to increase revenue for themselves and their enterprises. Additional to this, market access programmes are aimed at showcasing artistic talent, strengthening collaborations and sharing best practises. Income derived from these markets is what translates into creation of jobs for those who supply products to these markets. This support enables participation by supporting creation and production, subsidising travel to and from such platforms, lodging (accommodation), developing promotional and marketing materials, and support to ensure effective follow ups to continue satisfying those markets. Interventions in this target include projects such as the annual Live Events Technical and Production Services Conference (LETPC), South African Music Awards, the Beautiful Things Exhibition and Beautiful Things Showcase and Exhibition, showcasing the countries' visual arts at the 'in the Arsenale Area-Sale d'Armi building D' in Venice, Italy, emerging creatives, Venice Biennale, emerging creatives. The above projects will be undertaken through a combination of methods including goods and services and strategic partnership project through transfer payments and Memoranda of Agreements.

Market Access platforms are identified from strategic proposals (that are received by the Department) which are aligned to the APP and objectives of the sector. Other projects are recommendations from the various strategies. Proposals are chosen by a panel according to the funding policy of the Department. Projects that align to the objectives of the government are chosen for each sector. The market access with other countries promotes inter-trade and inter-global opportunities. Social cohesion is a natural progression due to

the projects being inter-generational and across cultures. The Department has partnerships with dtic, DSD, SEDA and SARA, MOSHITO and different initiatives that provide opportunities for jobs.

**Capacity building projects financially supported:** The capacity building target is designed to build and enhance the ability of practitioners and enterprises in various cultural and creative sectors to participate effectively in various stages of the value chain of their sector (process from coming up with the idea to getting the product to the market). The work aims to build human capacity and promote excellence and professionalise the target sectors. In order to do that properly and effectively, it is necessary for practitioners and enterprises to keep acquiring the necessary skills and knowledge to be able to compete with the best of the best in all areas (have a competitive advantage). Those skills development areas include product design and development including concept development, costing and pricing of those products and services, as well as other aspects such as marketing, communication both from within and with outside role players and stakeholders, and management (business and financial). Projects in this area include for the training projects and supporting incubator programmes.

The capacity building program's intention is to grow the art sector, instil entrepreneurship ethos and promote employability. This is done by creating platforms for an interplay of an array of business support resources and shared services that include physical space, capital, coaching, common services, and networking opportunities. The projects must be in a position to inculcate a set of skills to participants, that will grow the sector, provide strategic support and entrepreneurship development in order to create job opportunities for artists and allied services, develop audiences and to enable markets access for artists and all the participants within the value chain. Incubator projects benefit art practitioners throughout the value chain, the communities and businesses in the area where they are situated.

A call for proposals is advertised annually for interested organizations/individual artists to apply for a grant support for



their projects, also, adhoc applications are received from artists to be supported for participation in arts, culture and heritage activities. There is an appointed panel of adjudicators, to review received applications based on the criteria set in the overall Mzansi Golden Economy (MGE) Guidelines. The targeted groups (youth, women and people with disabilities) are considered to fulfil the bigger mandate of government. MGE administration office has been established to manage the application process up to the recommendation of qualifying applications and organising adjudication seating.

Projects supported through the Incubator's programme provide a platform for upskilling, access to markets and job opportunities for practitioners. The platform gives an opportunity to upcoming artists to polish their craft artistically and in managing their enterprise. It strengthens the ability of participants to access set of skills, tools and networks pertinent to their trade. The programme creates strategic partnership within the sector to enhance networking opportunities, to focus on the transformation agenda.

The capacity building program creates massive opportunities in capacitating participants to access job opportunities through skills development and networking opportunities. Opportunities for entrepreneurial support and creation of job creation are the hallmark of this intervention and a solid support will massively truncate barriers in the arts sector. The programme has a potential to increase the market share of the creative industries by providing support to varied subsectors of the creative industries. It is better positioned to capacitate and professionalize the sector and increase access to infrastructure and to information. By increasing access to the most marginalised, the programme forges common nationality by providing tools for upliftment and equalising the playing field. The program is not necessarily geared on governance and cultural diplomacy will be a by-product. These projects play a significant role in nation building. As it stands, the promotion of indigenous languages is critical but owing to further appraisal, there are

no tools at the present moment to advise us on the uptake of South African originating languages.

### **Provincial Community Arts Development Programmes implemented:**

Provincial community arts development programmes support provinces to develop and implement community arts development programmes that position and organize, community arts development to align with the overarching government objectives of access and participation in the arts by South Africans. The programmes provide, art organisations and individuals with opportunities for participation in cultural activities and to receive training for purposes of education, recreation, cultural development, enrichment and income generation. Provincial community arts development programmes present one plan per province for arts, culture and heritage development and promotion. This is in line with integrated governance which calls all three spheres of government to work together and not parallel to each other and or in silos to each other and in some cases duplication and wasteful budget. These are informed by a national business plan for the development of community arts centres and programmes, in line with a national vision that advocates for community responsiveness, municipally valued, sectorally informed, professionally managed, imaginatively programmed, digitally connected, securely funded, internationally recognized and provincially organized.

The provincial community arts development programmes focus on the following 6 deliverables that contribute and have direct impact on the various government priorities:

1. Strengthening interdepartmental relations (Integrated governance of Community Arts Centres through District Development Model)
2. Enhancement of the community arts programmes (to respond to community needs, turn centres into spaces for training, recreation and bedrocks of the creative industries and cultural development, and to increase access to arts programmes. This deliverable also allows

communities to participate and receive arts training in various disciplines and create jobs for artists and practitioners)

3. Infrastructure development and maintenance. Hard and soft infrastructure /4IR and digital connections to enable far reach and meet the technological demands especially after the pandemic. Infrastructure development also improves quality programming and safer spaces for arts development and practice.
4. Strengthen the networks/associations of the CAC forums to utilise share knowledge and experience, coordination of the sector and ensures that programmes delivered address community needs and are relevant)
5. Capacity Building and training (intended to develop skills of artists, management of centres and ensures that the programmes and centres are professionally managed)
6. Monitoring and Evaluation system for the implementation of the Provincial Community Arts Development Programme (Monitoring and evaluation system of the programme to track progress and impact).

The provincial community arts development programmes with its ambitions requires that DSAC develops a Funding Framework to realize the above. With the current budget cuts and reprioritization, this approach to cultural development and promotion will not succeed.

### **INTERNATIONAL COOPERATION**

The International Cooperation sub-programme has as its key output, coordination of international engagements. The coordination of international engagements involves travelling across international borders and bringing together, a large number of artists, performers, athletes, experts and cultural and creative industry practitioners. The restrictions on international travel and the need for social distancing



has and will continue to negatively impact on the Department's International programme.

**International engagements coordinated:** IR is contributing towards building 'A better Africa and world'. This will be done by strengthening international sport and cultural diplomacy programmes. Outputs relating to this include participating in bilateral and collaborative multilateral engagements with various strategic countries and stakeholders. Bilateral cooperation with key strategic partners in Africa, Asia, Europe and America are a priority for our culture and sport diplomacy programme. There is a key focus on South-South cooperation with developing countries. The Department is also strengthening its' international commitment in the sport, arts and culture sector through multilateral engagements, adding the voice of developing countries to global debates at UNESCO; Commonwealth Forums (Council of Ministers meeting and the Commonwealth Advisory Body on Sports); African Union Sports Council Region 5 and other UN agencies. Through the work of IR, the Department will further promote the Africa Agenda 2063 and regional integration using culture and sport to advance the work of the African Union, as this remains a strategic priority.

DSAC, through IR, is responsible for hosting the Africa Month Programme as part of fostering the African Renaissance vision articulated in the AU Charter for African Cultural Renaissance. The Africa Month programme strengthens socio-cultural, economic and political integration. The Africa Cultural Seasons programme will be used to promote South Africa's cultural goods and services and strengthen people to people contact

and cooperation in the region. DSAC also hosts (on a rotational basis) and participates in the Regional Annual Sports Awards (RASA) to promote sport and people relations in the SADC region. In addition, the Department will engage in solidarity initiatives with the Middle East and also host Cultural Weeks with Palestine and Western Sahara. In 2021 DSAC will, as part of enhancing cultural diplomacy engagements with the Middle East, participate in the Dubai

The BRICS programme is a key priority towards South Africa improving relations with other countries facing similar challenges and benefiting from such relations. South Africa is part of the China/SA High Level People-to-People Exchange Mechanism (PPEM), aimed at deepening mutual understanding between the people of South Africa and China and enhance people-to-people exchanges and co-operation in the areas of culture, education, communications, health, science, technology, sports, tourism, women and youth. South Africa will also participate in the BRICS Games scheduled to take place annually as part of the BRICS programme. The competition includes members of the BRICS nations on a rotational basis.

The programme has determined its priorities and partners through the following categories:

- Political partners – e.g. Algeria, Ethiopia, Nigeria, China and Cuba
- Development partners – including China and Western Europe
- Existing obligations and commitments – all cultural agreements
- ACH Leaders globally - e.g. Italy for fashion and visual arts; US for craft; India and Nigeria for film
- New development partners – e.g. Middle East (Iran, Qatar)
- Continental role players – e.g. Nigeria, Senegal, Egypt, Ethiopia

- Regional leaders –e.g. Japan, Indonesia, US, Mexico, UK, and France
- Anchor countries – Kenya and Tanzania
- Emerging economies – e.g. Indonesia, Vietnam and Malaysia
- Solidarity partners – e.g. Palestine, Cuba and Western Sahara
- Development Aid/Capacity building – e.g. Mali, DRC and Mozambique

In the 2021-2022 Financial Year the programme will prioritize the following areas, regions and countries for International Cooperation:

- **Africa:** Africa remains the key strategic focus for the Department in line with the SA's overall foreign policy priorities. Focus areas will be Africa Multilateral, Regional cultural integration and policy development and convergence. The Department will continue to support continental efforts at strengthening social cohesion, including fostering integration in the cultural space. Bilateral relations will be fostered with strategic partners such as Algeria, regional leaders such as Senegal, Kenya, Tanzania, Algeria and Angola. Partnerships that Africa has with other regions will be strengthened e.g. FOCAC, TICAD, and Africa-Europe.
- **Global strategic partners including BRICS Countries:** DSAC will implement the BRICS cultural agreement signed in 2015, while also strengthening bilateral relations with BRICS Member States.
- **Traditional (donor) partners in Europe:** Europe remains one of South Africa's key trade, investment, cultural and tourism partner. DSAC will continue to engage countries such as UK, France, Netherlands and Germany for the benefit and development of the ACH sector in South Africa.

- **New emerging economies and funding partners including Asia and Middle East:** Emerging economies have been identified as the new drivers of global economic growth and development. The Department will be strengthening relations with countries such as Indonesia, Vietnam, Columbia, Malaysia, Mexico, Iran Qatar, and Saudi Arabia. This also includes five of the top 10 emerging economies in the world, based in Africa: i.e. Angola, Nigeria, Ghana, Tunisia and Zambia.
- **Anchor countries in all regions – ensuring global connectivity:** Anchor countries refer to those countries that have economic, social and political strength and influence in their particular region such as Brazil, Russia, India and Angola. DSAC will seek to build and develop relations with those regional hubs.
- **Global policy development** - Multilateral institutions develop global policy frameworks for issues of common interest including Intellectual Property, Culture and Development, AU Agenda 2063 and the UN Agenda 2030 Sustainable Development Goals. We will also strengthen efforts aimed at promoting UNESCO Conventions and programmes such as Heritage Convention and Intergovernmental Committee for Physical Education and Sport (CIGEPS) to name a few and strengthen our interaction with civil society through the Commonwealth Foundation.

The AU, Regional bodies/organisation, Multilateral Forums, and BRICS are critical stakeholders to achieving the priorities mentioned above.

**Funding opportunities disseminated:** The unit disseminates available resources (which may be in the form of bursaries, in kind, technical assistance, funding, etc.) from Multilateral and Bilateral partners, i.e. UNESCO, Japan and the Commonwealth Foundation) to relevant stakeholders in the sport, arts and culture sector. The main purpose is to provide public awareness workshops on available opportunities for the sector.

**Resourcing workshops hosted:** The main purpose is to provide public awareness workshops on available opportunities for the sector. The workshops also provide a platform where necessary support is provided in terms of application processes and procedures with regards to enquiries on available international resources available for sector stakeholders.

**Membership Fees to Commonwealth Foundation (CWF) and the African Union Sports Council Region 5.** As South Africa, we are obligated to pay membership fees to certain bilateral and multilateral institutions. These membership fees are mandatory once a country joins the entity. For the CWF and the AUSC Region 5, DSAC is the lead entity on behalf of South Africa.

## SOCIAL COHESION AND NATION BUILDING

The Social Cohesion and Nation Building sub-programme has the following outputs: support to moral regeneration programmes; implementation of the community conversations / dialogue programme; support to the target groups' programmes; implementation of advocacy platforms on social cohesion by Social Cohesion Advocates; the national summit on social cohesion and nation building for the development of social compact(s) to foster partnerships with civil society, private sector and citizens; as well as the promotion of national identity utilising the flag at National days, major cultural and sporting events in schools.

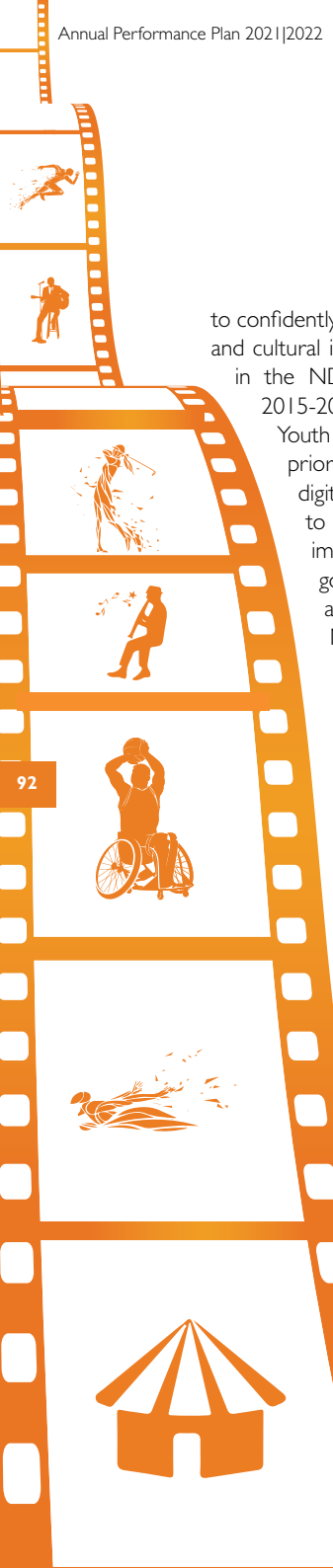
**Moral Regeneration Movement projects financially supported:** The Moral Regeneration Movement (MRM) came into existence as a result of former President Nelson Mandela's insistence that while the new dispensation must meet tangible material needs of previously dehumanised communities, it was his vision that there be a commensurate programme that would focus on rekindling the very basic moral fibre of South African society, almost destroyed by years of colonial and apartheid oppression. Colonialism and apartheid were at their very core immoral and extremely violent. In his vision for a national moral regeneration project, President Mandela was worried that the RDP, which

was about improving material conditions of the previously subjugated sections of South African society, predominantly black, weighted much in favour of the material, while there was no corresponding programme to deal with the broken soul. It was for that reason that the late President Nelson Mandela conjured what became known as "the RDP of the Soul". It was meant to undo apartheid's immorality, violence and attendant crass materialism. This effort on moral regeneration is in keeping with the substance and the spirit of the Preamble of the Constitution, especially in terms of the undertaking to "to heal the divisions of the past and establish a society based on democratic values, social values and fundamental human rights". The Department is providing financial support to the following 5 projects in 2021/22: Charter of Positive Values; Ethical Leadership; the anti-femicide campaign and GBV; Youth Month Dialogues and the MRM/Mandela Month Public Lectures or dialogues

**Community conversations / dialogues held to foster social interaction** by nature and design, require that community members be provided with a safe and secure environment for discussing societal issues. This programme also serves as a bridge that unites community members with different racial, tribal, religious, economic, and political backgrounds. It requires that community members convene physically in one space as equals and as a result, social cohesion is fostered. As a national programme, community conversations / dialogues are implemented in all nine provinces. During the implementation, the Department partners with provincial and local governments, institutions of higher learning, organisations, churches, community leaders, etc.

**Youth Focused Arts Development Programmes:** The DSAC Youth-focused Arts and Culture Development Programmes are mainstream arts and culture programmes that are financially supported based on proposals from the sector and partnering government departments. The programmes create opportunities and platforms for both in and out-of-school youth. They are supported to develop the young artists nationally with prerequisite skills





to confidently participate and be entrepreneurial in the creative and cultural industries. The programmes, find their expression in the NDP (Vision 2030), National Youth Policy (NYP 2015-2020) & Draft NYP (2020-2030) and the African Youth Charter. Therefore, they respond to government priorities of young people driving local content creation, digital development of artistic work and contributing to economic development. The programmes are implemented with municipalities, provinces, national government and relevant government agencies as delivery partners. The use of District Delivery Model is followed to address spatial inequalities of the past, which still affect many young people, who flock to the cities. The programmes develop young artists and stimulate economic development to benefit youth enterprises.

The programmes aligned with the government's 30% set-aside measures as a way of giving young people opportunities. Most of the programmes seek to increase beneficiation by local young enterprises, youth organisations, and young individuals at the local area where they are implemented. Through the Schools programme, the Department will continue to deploy artists in schools as part of inculcating inclusion and mainstreaming of curriculum in the learning area of arts, culture and heritage in the schooling system. The programmes will include campaign of promoting national symbols and constitutional values to foster the spirit of patriotism and a sense of national identity.

Key services are offered by enterprises or organisations managed by young people and are procured locally and these benefit local & visiting artists. Ancillary services include logistics service such as (sound, stage, lights, transport and

catering), branding & promotional items/uniform enterprises, PR, Communications & Marketing companies and manufacturers. The programme develops and gives opportunities to artists at Local, Provincial and National level. In so doing, the programme is responding to government priorities around urban renewal, addresses spatial inequalities of the past, content creation, developing artists and economic development. The supported programmes are conceived by young people and are innovative in their approach and will use technology and digital platforms. The programmes deal with various current issues which include focus discussions and workshops on combatting GBV and provide opportunities for young women to have a voice.

#### **Platforms on social cohesion by social cohesion advocates:**

The social cohesion advocates programme came as a result of the 2012 national social cohesion summit that all sectors of society must be mobilised and play a role in social cohesion and nation building. The 2012 resolution was cognisant of the fact that government alone cannot achieve the goal of a socially integrated and inclusive society. As most of the advocacy work involves people-to-people contact and much against current COVID-19 regulations, the method of delivery will be digital until lockdown restrictions were reduced. In the event that some of the influential social cohesion advocates are able to command their own resources and institutional support to conduct some of the envisaged advocacy work, it is conceivable that the projected 20 platforms can be surpassed. The mode of engagement has had to be adjusted and would now involve various media platforms and a series of virtual platforms to support person-to-person engagements.

**Social compact:** A social cohesion and nation building compact/contract is typically an agreement between Government and the key sectors of the society (e.g. business, labour, civil society) that outlines the commitments and duties of each party in building a South African society that is free from social divisions of class, race, sex, gender, ethnicity and all other social constructs. Basically, the NDP Vision 2030 advocated for a social compact as a tool that can address structural issues such as inequality, unemployment and poverty that are not necessarily legislated.

In South Africa, although the Constitution appreciates that the high levels of poverty and exclusion felt by Black people is due to historical socioeconomic conditions that still determine who can succeed, it cannot be said that the social aspect of inequality and exclusion is illegal or unconstitutional. This has somewhat led to other sectors of our society not feeling obligated to fighting poverty, exclusion, and inequality; thus, this burden solely resting with Government. This has therefore led to Government considering a social compact as a form of an obligatory 'law' (or simple contract) that can compel and galvanise the whole society to invest and commit to fostering social cohesion and nation building.

In terms of the initial plan there were supposed to be follow-up engagements with key leaders of the different sectors, post the social compact summit of 2020. These follow-up engagements were two-fold in purpose: The first purpose was to enable implementation of the broad agreements reached at the summit; and secondly, while broad agreements were being implemented by the different sectors and key leaders were being engaged further, this would have to lead into a progressive realisation of a composite social compact. As a result of the restrictions in contact meetings, in 2020/21 the target pertaining to the implementation of the social compact with regards to the broad agreements of the social compact summit, had to be revised down. The mode of delivery in engaging the sectors also had to be revised – now having to rely on virtual contact consultations with key sectors and role players that attended the 2020 social compact summit. It is therefore envisaged that the draft social compact will be finalised in the first quarter of 2021/22 and that two reports monitoring its implementation will be produced.

#### **Gender-Based Violence and Femicide programmes financially supported:**

Gender-based violence and Femicide is a global pandemic, it has a negative impact on the lives and well-being of survivors, families, communities and the broader society. Black women suffer triple oppression (race, gender and class) as well as other intersecting forms of discrimination and deprivation. The aims of the programme are to intensify a multi-sectoral partnerships and integration of projects with NPOs



**National days hosted:** The Department is the custodian of the government's national commemorative program, inclusive of the national days, as determined by the Public Holidays Act of 1994. Government therefore looks to the national days program to provide some foothold in giving social cohesion and nation building project further traction. Put differently, national days provide a platform onto which South Africans across the racial, ideological, cultural, and religious divide converge in a show of unity and human solidarity. In other words, the national days program is one of the foremost levers that can bridge the deep socio-historical divisions in society in a quest to ensure that over a period, South Africa becomes a socially integrated and inclusive society. The national days program is a program

municipalities, state agencies such as GCIS and the SABC. National days engender the nation's collective sense of self, pride and national identity. In accordance with the revised MTSF (2021) Brand SA are responsible to see that the 6 national days are celebrated on SABC platforms. This indicator is tracked at an operational level





## MZANSI GOLDEN ECONOMY

Outputs for the Mzansi Golden Economy relate to the increase in support to the creative industry, including placement of artists in schools to promote and support arts education. In addition, it focuses on research in the sector, through SACO. Projects that are supported through the Mzansi Golden Economy Programme in the creative industry, include Flagships Projects, Cultural Events, Public Art, Touring Ventures productions (incl. Africa Month). The implementation of these projects relies largely on gatherings. Therefore, in observance of the Covid-19 pandemic, some of the programmes were cancelled while others were postponed. In 2020/21, the target for the indicator was consequently reduced from 88 to 12. As a result, the method of delivery drifted towards the online virtual platforms. The general implication of these changes on the creative sector, was anticipated to be the loss of job opportunities.

The economic impact of the pandemic cannot be over-emphasized as it is often cited that the country's GDP will contract by >7% in 2020/2021 and will only begin to recover by 2024. The country's tax revenue base has been declining for the past few years and accelerated in 2020 with more than 3million people losing their jobs as more and more companies closing down. The downward spiral of SA economic growth and its inability to collect more revenue in the form of income tax revenue, compounded by expensive international debt servicing will certainly affect how government will allocate resources towards its priority areas.

### Projects in the creative industry supported through the Mzansi

**Golden Economy programme:** The Mzansi Golden Economy (MGE) is the Department's strategy to reposition the sector as a catalyst to contribute to economic growth by introducing programmes that contribute to large scale opportunities for employment. It is anchored by the following:

**Flagships:** The flagships are large-scale projects that have demonstrated a track record in contributing to the economic activity in their regions thereby creating increased job opportunities in their local economies and attracting a diverse national audience. These types of projects have proven to be so significant in that they find themselves on the agenda of the South African cultural and creative calendar. They attract interest from domestic and international tourists. Flagship programmes are either National or Provincial, where the former is as a result of strategic partnerships and the latter Provincially determined. Most of the flagships are music festivals and there is an opportunity in diversifying to other genres like design, fashion, film festivals and other sub-sectors. Budget cuts remain a threat in the implementation of these projects, and their survival requires consistent financial injection. Most of these projects moved from the space of public gatherings to the digital online platforms. When public gatherings are allowed, they will take back to the format of public gathering.

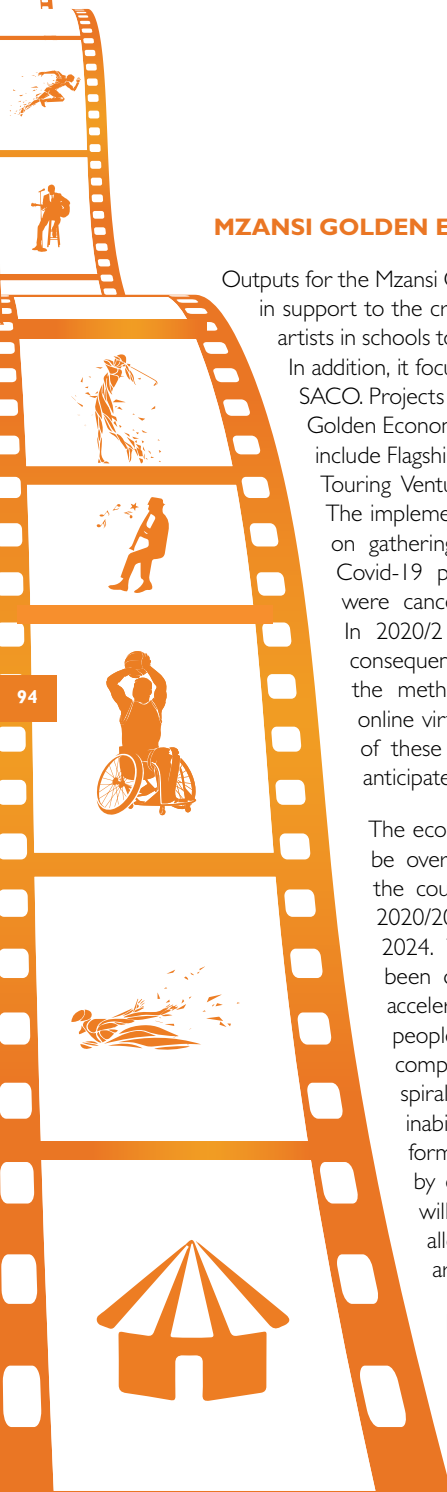
**Cultural Events:** With these events, the projects are geared at the creation, development and promotion of local content. The objectives are to contribute to local economic development, job creation and the development of audiences. The work stream creates platforms to developmental artists at a local level so that they mature to Provincial and National level. An open call is made in each financial year for interested organizations to apply for a grant support for their events. The selection process is based on the score card of the criteria set in terms of targeted groups (youth, women and people with disabilities), job creation as well as the economic impact of the project. The benefit of the MGE cultural events programme is that they attract interest from Provincial and National Flagships organisers that would pick talent from the line-up of artists presented that would be ready for the big stage and larger audience. Some of the weaknesses

are that the programme is biased to urban areas and inaccessible to the majority people in rural areas. These weaknesses, the programme intends to mitigate through concerted strengthening of CAC programme and network development to become feeders within the ecosystem.

Budget cuts remain a threat in the implementation of these projects. Cultural Events have a threshold of R2 Million, however, the Accounting Officer has the prerogative to approve above the threshold. Due to the COVID-19 pandemic most of these projects moved from the space of public gatherings to the digital online platforms. All the supported cultural events projects enter into a legal agreement with the Department. Names of projects will only be known once the open call of 2021/22 financial year is made and the process of approval is concluded. These projects create job opportunities and they are reported accordingly in the job creation indicator. Most of the projects do claim a significant market share in the industry and they offer a varying range of product for consumers of the creative sector.

**Touring Ventures:** Touring Venture projects are geared at increasing mobility and access of South African arts practitioners to the local and international market. The project must heighten local and or international consumption of South African products thus creating job opportunities for artists with the resultant effect of economic growth of our country. The support extends to invitations received by artists to participate in arts related engagements outside or within the borders of South Africa.

A call for proposals is advertised annually for interested organizations/individual artists to apply for a grant support for their projects, also, adhoc applications are received from artists to be supported for participation in arts, culture and heritage activities that they may have been invited to, locally or internationally. Strategic partnerships are also concluded with established renowned arts platforms for market access. The project threshold is R1 Million and there is no specific fixed amount for each project supported. There is an appointed panel of adjudicators, to review received applications based on the criteria set in the overall Mzansi Golden Economy (MGE)



**Guidelines.** The targeted groups (youth, women and people with disabilities) are considered to fulfil the bigger mandate of government. The MGE administration office has been established to manage the application process up to the recommendation of qualifying applications and organising adjudication seating. After recommendation of identified applications, the process of getting approval from the accounting officer is handed over to the Touring Ventures office for further handling.

Projects supported through the Touring Ventures programme open the markets and job opportunities for our artists. The platform gives an opportunity to upcoming artists to polish their craft and be ready to perform at big festivals/stages. It develops further the renowned artists with regard to opening markets outside their usual circles. Some of the upcoming artists participating in these projects get spotted by event organisers to participate in their bigger projects/events. The programme creates strategic partnership internationally with renowned platforms for market access. Touring Ventures programme proved to be a good tool for the development of rural based artists who have no access to major events happening mostly in urban areas/cities. It has proven to be a great enabler for the Department to touch the lives of artist from marginalised areas in the country. It spreads support of artists in deep rural areas of the country. The overall government Budget cuts threaten the achievement of the set objectives for the programme. In addition, there is a need for the Department to be proactive in addressing the sector needs for the development of artists, and ensure alignment of needs to opportunities. This will help to curb negative political instability that may occur at any given point. Most of these projects moved from the space of public gatherings to the digital online platforms, due to Covid-19. Utilisation of digital spaces favours mainly renowned artists, who have resources. It is very difficult if not impossible for impoverished upcoming rural artists who do not have resources, to access digital platforms.

**Public Art Programme:** The Public Art programme supports artists, art organisations and communities in accessing arts and culture freely where they live. It also focuses on job creation at a provincial and national level. Simultaneously, it provides public platforms for local artists to perform, create artworks, thereby developing new audiences. The purpose is to make strategic interventions to optimize the economic benefit of the creative industries in South Africa.

It is anticipated that the programme will contribute to job creation and productivity will be enhanced and the sector's global competitiveness will be increased. The Public Art programme financially supports creative industry organisations and individuals to have opportunities to showcase their work in public spaces on either temporary or permanent basis. The programme builds on existing initiatives, the aim of this programme is to elevate projects into large scale national programme to develop audiences for the creative and cultural industries and increase consumption of the offerings of the arts, culture and heritage sector. The programme will increase beneficiation by local enterprises, organisations, individuals at the local area when they are hosted. Key services get procured locally and these benefit local & visiting artists and ancillary services such logistics service providers (for sound, stage, lights, transport and catering), PR, Communications & Marketing companies, tourism enterprises and manufacturers.

The arts sector practitioners, organisations and companies apply for Public Art projects online and this is done as open call to the public. The advert calling for proposals is placed on the DSAC website and this is done once a year. Proposals should focus on public art projects that are happening in outside spaces, which are in the open, freely accessible to public and/or refers to creation or upgrade of public spaces in creative and artistic public manner. The programme is open to all creative industries sector from all provinces, including rural areas.

The DSAC sets up a MGE adjudication panel which selects suitable Public Art project proposals for support. These are selected against MGE criteria, which applicants have access to, before applying. The Open call is open to all, however proposals focusing on giving opportunities to youth and women and small towns are given priority. Due to the fact that some of the projects, like upgrade of public spaces happen on municipal land/sites, the time it takes to get permission from Municipality to implement often delays project implementation. The amount for each proposal varies and is based on a budget breakdown which accompanies the application and amounts range from R100 000 to R1 million. Local municipality political leaders often have debates about the choice of art, site and beneficiaries, which oftentimes delay implementation. The approved project proposals have positive economic spin-offs as local people are employed alongside artists during the hosting or construction of the projects. Due to COVID-19 some of the projects, especially those designed to showcase talent, will be put on virtual platforms and those that are built will follow health protocols.

The Public Art programme improves the quality of life of communities where it is implemented. It creates a sense of place and contribute to fighting of crime as it creates safe spaces by upgrading derelict spaces. It contributes to Social cohesion as audiences often gather from all walks of life because it is accessed free of charge. Some of the selected and approved projects are innovative in their approach and use technology, on virtual and online platforms and encouraging audiences to use these. The restriction on numbers of public gathering is likely to remain throughout the years and alert levels that will impact negatively on growing audiences. The programme deals with various current issues such as gender-based violence and do in some cases, empower women.

**Africa Month:** The Department partners with the relevant departments and institutions to host the Africa Month Celebrations annually. The events are hosted with





a view to improve the image of the continent using artistic expression and further strengthen relations between SA and the rest of the continent for political stability and economic prosperity. This is part of the immediate initiatives of fostering African Renaissance vision as encapsulated in the Charter for African Cultural Renaissance recently ratified by South Africa and commitment to implement the ideals of African Union Agenda 2063. The Africa month programme is earmarked to serve as a platform to unite the Continent in sharing African culture, values and diversity through arts, culture and heritage. The call is incorporated in the MGE open call that is made in each financial year for interested organizations to apply for a grant support for their events. The selection process is based on the score card of the criteria set in terms of targeted groups (youth, women and people with disabilities), job creation as well as the economic impact of the project). These projects should be implemented in May and should carry the message of African Unity and or African cultural exchange.

**Artists placed in schools:** AIS is a DSAC Arts Education Flagship programme that contributes to the implementation of Creative Arts subject in the public schools. Its design and implementation are in line with the Curriculum Assessment Policy Statement (CAPS) Creative Arts subject and the (Revised) White Paper on Arts, Culture and Heritage (1996). Further and also more critical, the programme responds to National Development Plan 2030 with regard to Reduction of Poverty and creating employment opportunities for the creative arts practitioners who are mainly located in the urban, semi urban townships and rural areas. These community-based arts practitioners

are provided with rigorous capacity building workshops on issues such as basic teaching method and project management before been placed in the schools where they will be assisting the Creative Arts teachers in the implementation of the curriculum in the classrooms. The programme is implemented through the AET Specialist Organizations from each of the 9 Provinces and their appointment have been recommended to DSAC. The programme does not only improve the quality of arts training in the schools, but more importantly and so doing, it creates sustainable job opportunities for the community-based arts practitioners and administrators who normally volunteer their services to the schools without any compensation.

In their impact assessment study of the AiS Programme, SACO reiterated the importance of the programme as a “game changer” with regard to providing several solutions to the challenges that are faced by the schools. These factors include amongst others, reinvigorating the ability of current Creative Arts Teachers who have been battling with the subject for a while as well as reaching out to the learners who were previously been subjected to ridicule in their respective classrooms as they were perceived to be on the “slower side” academically. Importantly, AiS programme fosters and consolidates community and school partnerships, two of some of the most important strategies that guarantees the “successes and progressiveness” of any school. For example, in Nyanga, the Arts Development Centre (NADC) which is located in Nyanga Township in City of Cape Town provides a “safe and an alternative space” where school kids and unemployed youth are encouraged to visit and participate in all what the Centre provides with regard to creative and cultural activities. Nyanga and the surrounding townships have for quite a while been regarded as the “Murder Capital” of the Country where gangsterism and drugs are rampant. Therefore, having a cultural centre in the form of NADC and other community cultural settings that provides environment where township and rural kids and youth can stay safe and also learn important creative and life skills that will certainly enable them to make the right choices to succeed in their respective chosen careers in the lives.

There are several factors that could impede a successful implementation of this programme and might include amongst others; inevitable budget cuts due to impact of Covid-19 pandemic on South Africa's economic trajectory moving forward, reluctance by the Provincial Departments of Sport, Arts and Culture to support the programme (financially, materially and HR) and also a slow pace of recognition of the programme by the DBE at national government level. The scope of work has expanded exponentially over the years, thus outgrowing the only available human capacity. This simply means that the programme is unable to optimize its potential due to its minimal monitoring and evaluation, particularly at school level where the actual implementation is taking place. Most of the Provincial Departments (Culture and Sports) were reluctant to participate in the programme as it was not their core deliverable but an add-on.

**Reports produced by SACO:** The South African Cultural Observatory (SACO) is a national statistical and socio-economic research project, established by DSAC with the purpose of developing a comprehensive cultural information system in South Africa. The programme is hosted by and based at the Nelson Mandela University in partnership with Rhodes University, the University of Fort Hare and the University of KwaZulu-Natal. SACO, through research, generates cultural statistics across domains, including, arts, heritage, tourism, museums, libraries, archives and cultural and creative industries.

Significantly, the research reports provide research information which is gathered systematically from society and surrounding in order to refine and validate existing knowledge and to generate new knowledge that inform decision making, and is based on the following points:

- A tool for building knowledge based on intrinsic, social, cultural, economic and ecological values across the cultural domains
- Means to understand various issues and increase public awareness

- An aid to a sector success
- A way to disprove lies and to support truths
- Means to find, gauge, and seize opportunities
- A seed to love reading, writing, analysing, and sharing valuable information

The reports generated by the SACO provide the DSAC and the sector with cultural information that informs resource allocation, future policy direction, trends analysis, information sharing, building intellectual capacity and promoting national and global comparability. These reports entail cultural statistics that work across the breadth of all cultural domains.

**Job opportunities created:** The arts, culture and heritage sector is seen as the “new gold” which has the potential to increase economic growth and create jobs in South Africa. The Department has thus implemented MGE as a strategic tool to invest in key areas of the creative economy with the anticipation that it will create an enabling environment for productivity and job opportunities that enhances the sector's economic competitiveness. As projects and programmes are implemented in the various MGE work streams this target seek to consolidate the number of job opportunities created because of direct investment through MGE. It is expected that every project funded by MGE will submit a list of job opportunities created. This is stipulated as a clause in the MOA signed by all beneficiaries. It must be emphasized that MGE does not create jobs but provides an enabling environment for job opportunities in various cultural and creative genres through a number of work streams. By March 2022, 1 200 job opportunities across the Mzansi Golden Economy work streams and cultural development programmes would have been created. This is tracked at an operational level.

**Sector organizations financially supported:** Non-governmental organizations (NGOs) are increasingly recognized as important actors in social, political, and

economic development. Supported by DSAC, these organisations deal with challenges emanating from the sector. Such support largely encourages strategic partnership with the industry in the various value chain including advocacy role, strengthen outreach programs to rural and peri-urban areas and continuous information sharing consultation. Proposals must talk to the DSAC objective and mandate. Priority is given to national sector organisations representing the nine sectors as informed by the DSAC sector strategy, and UNESCO framework (music sector, performing arts, technical services and others) of arts and culture sector classification. For instances the Cultural and Creative Industry Federation of South Africa (CCIFSA), South African Screen Federation (SASFED). This is also tracked at an operational level.

The contexts in which civil societies operate and evolve are likely to have fundamental impacts on their capacities and performance. With the highly fragmented arts and culture sector, focus on other challenges posed by external pressures such as legitimacy of the existing structures, geographic spread and accountability with the general public normally come into the fore. All these end up raising eyebrows on the kind of relations these institutions would develop with DSAC. There is also a tendency of mushrooming of many structures, making it difficult for DSAC to ignore, especially because of the constitutional rights of freedom of association and the need by organs of state to provide just and impartial administrative services and support to all.

## THE NATIONAL FILM AND VIDEO FOUNDATION

The Department transfers funds to the NFVF in support of the development of skills, and local content and marketing South Africa's film, audio-visual and digital media industry. During 2021/22 the Department will provide financial support towards the development and production of 10 film projects and documentaries that focus on the history of liberation and stories of cultural and historical importance.



### 3.5 PROGRAMME RESOURCE CONSIDERATION – BUDGET AND MTEF ESTIMATES

Table 4: Arts and Culture Promotion and Development expenditure trends and estimates by subprogramme and economic classification

Programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2017/18	2018/19	2019/20	2020/21	2017/18 - 2020/21		2021/22	2022/23	2023/24	2020/21 - 2023/24	
National Language Services	44.9	52.2	50.7	53.8	6.2%	4.0%	56.2	55.1	57.8	2.5%	4.1%
Pan South African Language Board	110.7	113.6	120.9	110.8	—	9.0%	120.9	123.1	123.6	3.7%	8.8%
Cultural and Creative Industries Development	68.6	90.8	86.1	67.9	-0.3%	6.2%	91.2	95.5	95.8	12.1%	6.4%
International Cooperation	37.0	60.7	44.9	31.4	-5.4%	3.5%	42.9	43.8	45.5	13.2%	3.0%
Social Cohesion and Nation Building	48.2	77.2	87.6	58.4	6.6%	5.4%	93.2	95.9	95.2	17.7%	6.3%
Mzansi Golden Economy	296.4	293.5	273.8	149.4	-20.4%	20.1%	323.0	327.3	330.5	30.3%	20.7%
Performing Arts Institutions	261.2	267.6	284.1	306.9	5.5%	22.2%	291.3	298.6	299.7	-0.8%	21.9%
National Film and Video Foundation	129.1	133.5	140.4	325.3	36.1%	14.4%	145.9	149.2	149.8	-22.8%	14.1%
National Arts Council	106.2	109.7	115.8	433.6	59.8%	15.2%	120.1	123.0	123.5	-34.2%	14.7%
<b>Total</b>	<b>1 102.3</b>	<b>1 198.8</b>	<b>1 204.3</b>	<b>1 537.5</b>	<b>11.7%</b>	<b>100.0%</b>	<b>1 284.8</b>	<b>1 311.4</b>	<b>1 321.3</b>	<b>-4.9%</b>	<b>100.0%</b>
Change to 2020				242.4			(84.7)	(110.6)	(1.2)		
Budget estimate											

#### Economic classification

<b>Current payments</b>	<b>184.8</b>	<b>242.5</b>	<b>263.9</b>	<b>207.8</b>	<b>4.0%</b>	<b>17.8%</b>	<b>256.5</b>	<b>262.0</b>	<b>265.9</b>	<b>8.6%</b>	<b>18.2%</b>
Compensation of employees	70.3	84.6	89.7	92.6	9.6%	6.7%	85.8	87.3	91.8	-0.3%	6.6%
Goods and services	114.5	149.0	174.3	115.2	0.2%	11.0%	170.8	174.7	174.1	14.8%	11.6%
Interest and rent on land	—	8.9	—	—	—	0.2%	—	—	—	—	—
<b>Transfers and subsidies</b>	<b>917.4</b>	<b>956.2</b>	<b>940.2</b>	<b>1 329.8</b>	<b>13.2%</b>	<b>82.2%</b>	<b>1 028.3</b>	<b>1 049.4</b>	<b>1 055.4</b>	<b>-7.4%</b>	<b>81.8%</b>
Provinces and municipalities	—	—	—	2.0	—	—	—	—	—	-100.0%	—
Departmental agencies and accounts	662.3	661.2	672.8	1 167.2	20.8%	62.7%	704.4	721.4	724.2	-14.7%	60.8%
Higher education institutions	7.6	5.4	4.4	6.8	-3.6%	0.5%	7.1	7.4	7.4	3.0%	0.5%
Foreign governments and international organisations	1.9	2.3	2.3	3.2	18.9%	0.2%	3.2	3.3	3.3	1.5%	0.2%
Public corporations and private enterprises	88.1	111.0	108.8	45.8	-19.6%	7.0%	113.6	114.3	116.7	36.6%	7.2%
Non-profit institutions	134.3	157.2	139.7	94.8	-11.0%	10.4%	182.3	185.0	185.7	25.1%	11.9%
Households	23.2	19.0	12.2	10.0	-24.5%	1.3%	17.6	18.1	18.2	22.0%	1.2%
<b>Payments for capital assets</b>	<b>—</b>	<b>—</b>	<b>0.0</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Machinery and equipment	—	—	0.0	—	—	—	—	—	—	—	—
<b>Payments for financial assets</b>	<b>0.0</b>	<b>0.1</b>	<b>0.1</b>	<b>—</b>	<b>-100.0%</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total</b>	<b>1 102.3</b>	<b>1 198.8</b>	<b>1 204.3</b>	<b>1 537.5</b>	<b>11.7%</b>	<b>100.0%</b>	<b>1 284.8</b>	<b>1 311.4</b>	<b>1 321.3</b>	<b>-4.9%</b>	<b>100.0%</b>



### 3.6 KEY RISKS AND MITIGATIONS

APP Ref	A: Risk Type & Risk Statement	B: Known Contributing Factor	C: Existing Control Measures	D: Key Mitigations Response Plans
8	<b>Transformation Risk</b> Government intervention towards anticipated transformation in the Sports Sector is derailed by the unsatisfactory progress made by Federations	<ol style="list-style-type: none"> <li>1. Failure to implement the Findings and Recommendations of the Eminent Person Group Report on Transformation in Sport.</li> <li>2. Lack of cooperation by Federations</li> <li>3. Lack of cooperation by other key stakeholders</li> </ol>	Sport Specific Barometer Agreements	<ol style="list-style-type: none"> <li>1. Incorporate findings and recommendations of the EPG in the Funding Agreements with the federations</li> <li>2. Engage key stakeholders regarding key elements to support transformation plans of Federations</li> <li>3. Monitor the implementation of the transformation interventions</li> </ol>
9	<b>Performance Measurement Risk</b> Inability to assess the impact and economic viability of funded projects through MGE as a strategic economic intervention in the Arts, Culture , Heritage Sector	<ol style="list-style-type: none"> <li>1. Limited funds</li> <li>2. Existing resources and capabilities within the Department are limited to deliver on the demands of MGE.</li> <li>3. Potential possibility that the Department is not making an impact in the artists lives.</li> </ol>	<ol style="list-style-type: none"> <li>1. MGE Funding Guidelines</li> <li>2. ACPD Transfers and Funding Policy</li> <li>3. Dedicated budget allocated to MGE</li> <li>4. South African Cultural Observatory Research on the sector [economic impact of the creative sector ]</li> <li>5. Internal Governance / oversight structures on MGE funding</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct an assessment of the full value chain of MGE as an intervention and its extent on the creative artists lives</li> <li>2. Revisit the value chain [ content development] and assess the impact .</li> <li>3. Create content for the more mature/ established artists in the Sector [ Infrastructure; Skills; Partnerships]</li> <li>4. Consider partnerships with other peer Department's to have impactful investment [ e.g dtic]</li> </ol>
10	<b>Partnership Risk</b> Dependencies on external role players [expand] and existing safety restrictions emanating from the declared national Disaster limit the implementation of the Programme	<ol style="list-style-type: none"> <li>1. School calendar is impacted through rotations introduced during the pandemic</li> <li>2. Potential change in the choice of extra-curriculum Programme to schools.</li> <li>3. Reduced contact teaching in schools</li> <li>4. Reduction in the number of attendance days in schools</li> <li>5. External factors during the pandemic led to restrictive lockdown regulations</li> </ol>	<ol style="list-style-type: none"> <li>1. Framework of Collaboration between the Department and DBE</li> <li>2. National Development DP endorsement to uplift the creative arts teaching in schools</li> </ol>	<ol style="list-style-type: none"> <li>1. Review the current model of delivery of the programme of Artist in School.</li> <li>2. Migrate to an alternate mode of delivery without physically placing artists in schools</li> </ol>

### 3.6 KEY RISKS AND MITIGATIONS *(continued)*

APP Ref	A: Risk Type & Risk Statement	B: Known Contributing Factor	C: Existing Control Measures	D: Key Mitigations Response Plans
11	<b>Economic Access Risk</b> Limited existing opportunities to collaborate, network and create market access for artists disabling growth opportunities of the economy	1. Post pandemic stagnant economy impacts the country's economic growth, resulting with economic uncertainty 2. Reduced platforms to enable national and international artistic collaborations 3. Inability to place the sport, art, culture in the economic outlay	1. Existing Cultural Agreements and co-production treaties [ e.g. BRICS multilateral agreement] 2. Uptake of opportunities international platform by DSAC afforded to the artists 3. Touring Venture as a work stream is used as a vehicle to create market access [Open call administration] 4. Cultural Seasons utilized showcase art, creative heritage from a country-to-country level. 5. Funding Guidelines allows sub streams to tap into government interventions	1. Finalize and implement the CCI Strategy 2. Alignment with the IR Plan to prioritize S.A 3. Streamline the current Touring Venture approach to forge increased opportunities
12	<b>Alignment Risk</b> Dysfunctional and inaccessible Community Art Centers [CAC's] which reduce the participation in Arts and Culture Programme at community level	1. The Department is heavily reliant upon third parties and stakeholders to deliver Community Arts Centre and its related projects. 2. Limited technical capacity internally and at provincial level 3. Inconsistent functionality of provinces in the delivery of strategies for community centers 4. Centers are not well resources[ to migrate to a virtual environment during the pandemic	1. Oversight structures at the Minister and Members of Executive Council [Min-Mec] to report on the implementation of the CAC Programme 2. Improved engagement between CAC's and the Department. 3. Functional Federations/ 3rd parties that assist in the delivery of the CAC's Programme	1. Implement the recommendation of the research report on CAC's 2. Redefine roles of vertical government [ national, provincial and local] engagements on the delivery of CAC's to ensure viability. 3. Consider the introduction of Conditional Grants as a structured intervention of supporting CAC's 4. Review the model of financial support approach of funding CAC's

APP Ref	A: Risk Type & Risk Statement	B: Known Contributing Factor	C: Existing Control Measures	D: Key Mitigations Response Plans
13	<b>Strategic Decision Making Risk</b> Department's planning processes and decision making are not adequately informed by research and lack evidence-based outcomes	1. Inability to conduct industry / sector analysis to obtain key research data on sport, arts culture. 2. Inadequate dissemination of utilization of South African Cultural Observatory research reports by management and line function within the Department 3. South African Cultural Observatory limitations applicable to research interventions	1. South African Cultural Observatory is more responsive in the creative Sector and other domains in the industry. 2. Internal consultation within the Department, provincially and stakeholders prior to developing the Research Agenda	1. Extent to which the Department uses the reports to reviewed to enable integration of reports into decision making] 2. Engage the stakeholders Give inputs to the Research Agenda 3. Proactive marketing plan disseminating research reports from South African Cultural Observatory. 4. Leverage on virtual platforms to engage stakeholders on the research conducted and on the content delivered in reports by South African Cultural Observatory 5. Expand the scope of SACO [foresight and forecasting] on the work done.
14	<b>Transformation &amp; Redress Risk</b> Failure to adequately standardize and formalize the Creative Sector may lead to limited productivity, disabling the creation of job opportunities and transformation within the Sector	1. Increased instability within the Sector brought about by unemployment during the pandemic emanating from restricted mass gathering in the country. 2. Limited opportunities to be economically viable for the creative industries 3. Limited strategic intervention by the Department [ in the animation, writing skills; gaming sector etc]	1. Existing agreements with DSAC public entities ie.g the National Film & Video foundation], in partnering on the job creation initiatives through a call for proposals. 2. Incubation Programmes for artist in collaboration with Sect 21 organizations in place for art practitioners to professionalize and capacitate artists. 3. Sector Strategies in place 4. [Design, Visual Arts; CAC Strategy; Technical Services; MGE] 5. Draft White Paper on Arts, Culture, Heritage	1. Adopt an alternative transformational intervention to have youth participation in a changing economy 2. Adopt a model delivery plan [ used to deliver Bursaries] in the expedition of funding towards redress 3. Explore the adoption of digital technologies in the delivery of 4. Concretize partnerships with business and corporate e.g. Netflix on job creation

APP Ref	A: Risk Type & Risk Statement	B:Known Contributing Factor	C:Existing Control Measures	D:Key Mitigations Response Plans
15	<b>Social instability Risks</b> Change in social behaviour and moral shifts at community continue to impact Social Cohesion amongst South Africans and erodes the moral fibre of society at large.	1. Increasing societal fragmentation [inequality and poverty, pandemic consequences] 2. Internal programmes may not be structured to address Moral Regeneration in the country 3. Increased rates of Gender based violence in the country 4. Department's inability to influence or shift the Youth's thought process. 5. Co-ordination of Outcome 14 by the Department towards nation building not meeting societal expectations.	1. Partnerships with the Department of Women, Youth and Persons with Disabilities to drive GBVF initiatives at a country level. 2. Consultations on the National Strategic Plan for Gender Based Violence and Femicide are ongoing. 3. Ongoing MRM programmatic work with more focus on GBV Charter for Positive Values. 4. MRM continued around 3 key areas of project activity – gender based violence, charter of positive values and ethical leadership.	1. Review existing partnerships and structures at community to delivery on the programme for the Moral Regeneration Movement. 2. Implement programmes at community level to increase awareness [with the aim to prevent GBVF] and empowerment of communities to identify and report GBVF incidents

## 4. PROGRAMME 4: HERITAGE PROMOTION AND PRESERVATION

### 4.1 PURPOSE

Preserve and promote South African heritage, including archival and heraldic heritage; oversee and transfer funds to libraries.

The Heritage Promotion and Preservation programme is focussed to achieve the following core objectives in 2021/22:

- Develop, preserve, protect and promote heritage by publishing 3 gazette notices on the standardisation of geographical names; publishing 5 books documenting living human treasures and implementing 3 heritage legacy projects.
- Provide access to information and promote a culture of reading in society by financing the construction of 26 newly built and/or modular community libraries.
- Create a coherent policy and legislative environment by, among other things, developing a policy on the repatriation and restitution of human remains and associated objects; and updating a policy on the digitisation of the arts, culture and heritage sector.
- Create capacity in the heritage sector by awarding 65 heritage bursaries to deserving students.

#### Subprogrammes

**Heritage Promotion** supports a range of heritage initiatives and projects, such as the transformation of the heritage landscape through the conceptualisation, equipping

and operationalisation of legacy projects; the resistance and liberation heritage route and the relocation of statues; and the Bureau of Heraldry, which registers symbols, popularises national symbols through public awareness campaigns, conceptualises the national flag, coordinates the national orders awards ceremony, and develops and reviews heritage policies and legislation for the preservation, conservation and management of South African heritage.

**National Archive Services** acquires, preserves, manages and makes accessible records with enduring value.

**Public Library Services** transfers funds to provincial departments for conditional allocations to community library services for constructing and upgrading libraries, hiring personnel and purchasing library materials.

The Department transfers funds to the **South African Geographical Names Council**, an advisory body that facilitates name changes by consulting with communities to advise the Minister of Sport, Arts and Culture.





## 4.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Transformed, capable and professional sport, arts and culture sector	Heritage bursaries	HPP 4.1 Number of students awarded with heritage bursaries per year. <b>(ENE: 65)</b>	65	65	66	74	65	65	65
Transformed, capable and professional sport, arts and culture sector	Books documenting Living Human Treasures	HPP 4.2 Number of books documenting Living Human Treasures published. <b>(ENE: 5)</b>	2	2	2	2	5	5	5
A diverse socially cohesive society with a common national identity	National identity promoted	HPP 4.3 Number of public awareness activations on the "I am the Flag" Campaign  (MTSF: 0 + 0 + 20 + 20 + 20 = 60)	NPI	NPI	NPI	NPI	20	20	20
A diverse socially cohesive society with a common national identity	National identity promoted	HPP 4.4 Number of flags provided to schools.  (MTSF: 1 300)	528	1 114	1 004	0	100	100	100

## 4.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS (continued)

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Transformation of heritage landscape	Heritage policies developed	HPP 4.5 Number of heritage policies developed (ENE: 2)	-	-	1 Repatriation policy drafted	1 Repatriation and restitution of human remains & heritage objects policy developed	2 Draft policies developed  Repatriation and restitution of human remains & heritage objects policy.  Digitisation of the arts, culture and heritage sector policy.	1 1 legacy projects policy researched & drafted	1 1 legacy projects policy finalised.
A diverse socially cohesive society with a common national identity	National identity promoted	HPP 4.6 Number of workshops hosted to advance knowledge of National Symbols	NPI	NPI	NPI	0	10	12	10
Integrated and accessible SAC infrastructure and information	Heritage legacy projects	HPP 4.7 Number of heritage legacy projects where exhibition content is developed. (ENE: 3)	NPI	NPI	NPI	0	3 Sarah Bartmann Centre of Remembrance  Winnie Mandela Brandfort House Memorial  OR Tambo Garden of Remembrance.	3 Sarah Bartmann Centre of Remembrance  Winnie Mandela Brandfort House Memorial  OR Tambo Garden of Remembrance.	3 Sarah Bartmann Centre of Remembrance  2 Additional projects to be confirmed.
Integrated and accessible SAC infrastructure and information	Resistance and Liberation Heritage Route sites	HPP 4.8 Number of progress reports on resistance and liberation heritage route sites.	NPI	NPI	NPI	NPI	1	1	1

## 4.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS *(continued)*

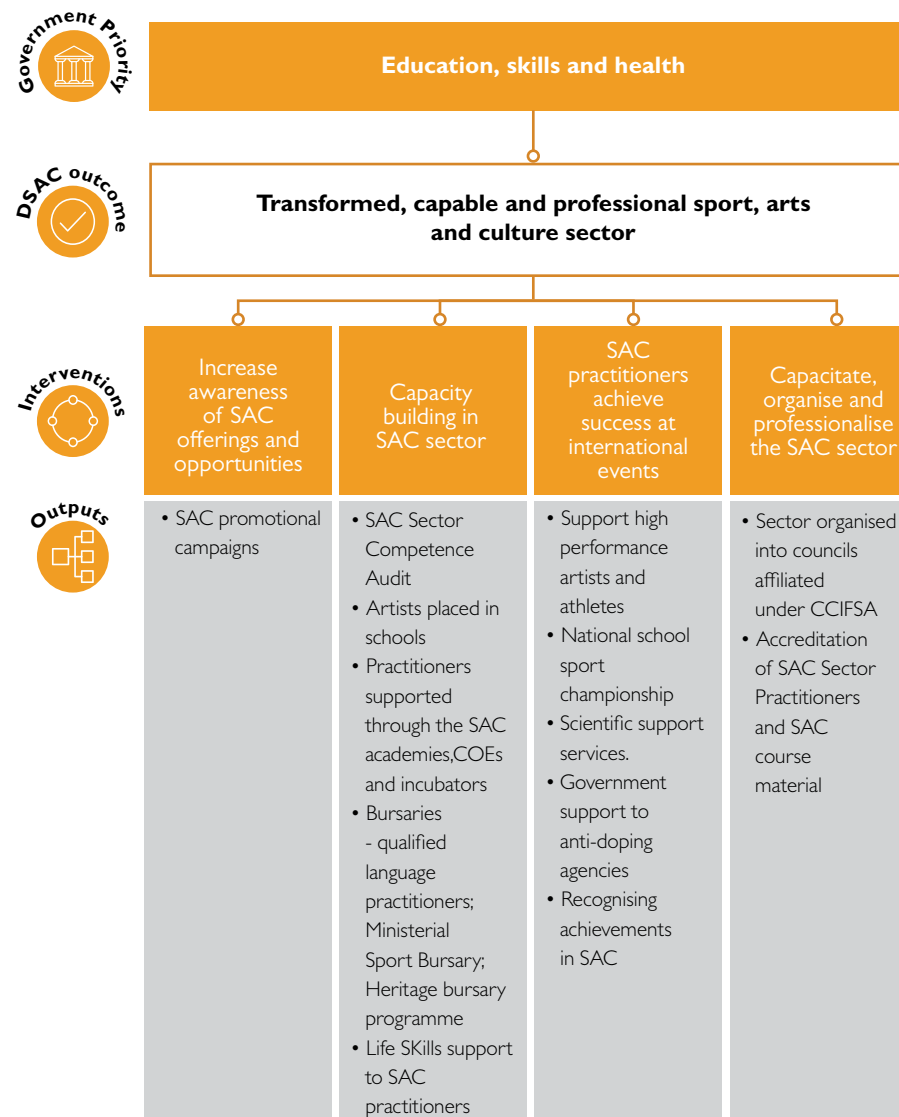
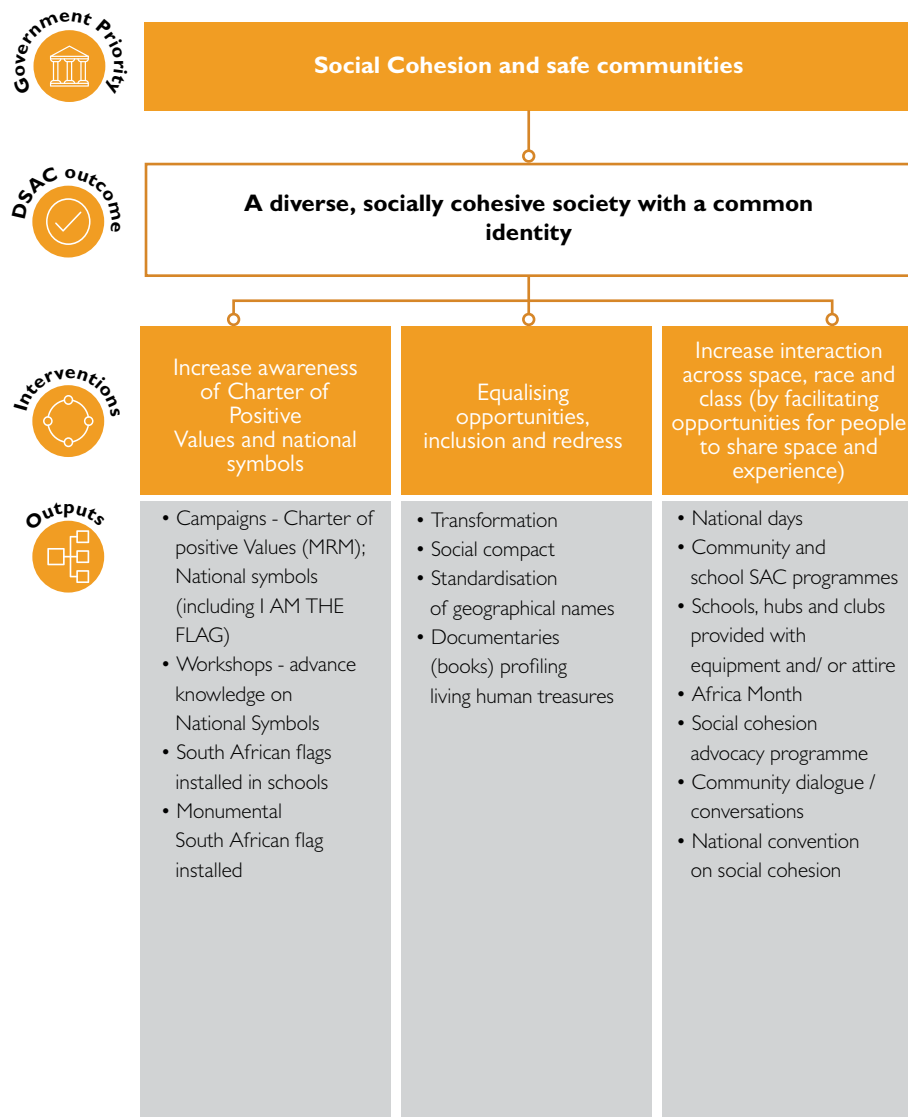
Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
NATIONAL ARCHIVES SERVICES									
Integrated and accessible SAC infrastructure and information	Records digitised.	HPP 4.9 Number of records digitised	NPI	NPI	463 Dictabelts	50	180	240	300
			NPI	397 Audio tapes	314 audio tapes	–	(100 treason trial dictabelts & 80 TRC audio tapes)	(150 treason trial dictabelts & 90 TRC audio tapes)	(200 treason trial dictabelts & 100 TRC audio tapes)
PUBLIC LIBRARY SERVICES									
Integrated and accessible SAC infrastructure and information	Newly built and/or modular libraries supported financially	HPP 4.10 Number of newly built and/or modular libraries supported financially per year  (ENE: 26)	27	33	36	33	26	29	32
SOUTH AFRICAN GEOGRAPHICAL NAMES COUNCIL									
A diverse socially cohesive society with a common national identity	Transformed and standardised geographical names	HPP 4.11 Number of Gazette notices on standardised geographical names published.  (ENE: 3)	3	3	3	3	3	3	3

### 4.3 INDICATORS, ANNUAL AND QUARTERLY TARGETS

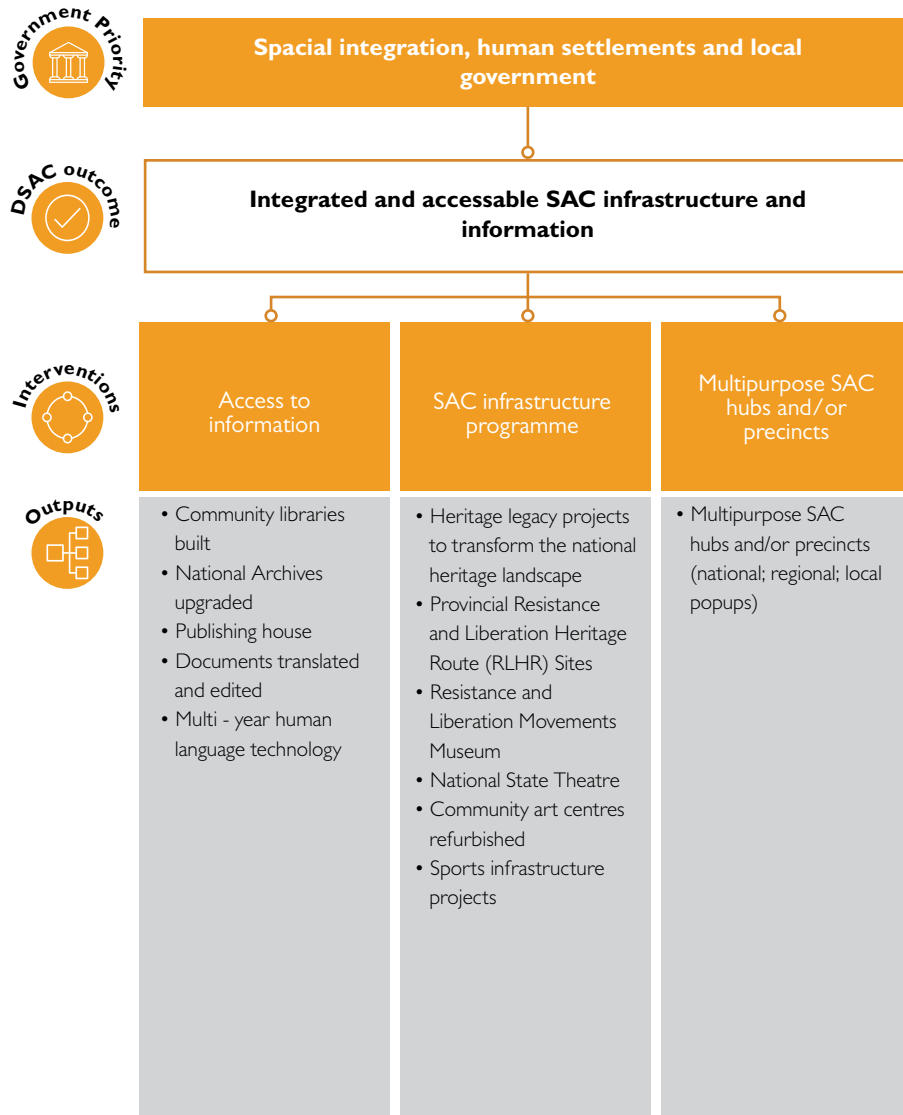
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
HPP 4.1 Number of students awarded with heritage bursaries per year.	65	-	65	-	-
HPP 4.2 Number of books documenting Living Human Treasures published.	5	-	-	-	5
HPP 4.3 Number of public awareness activations on the "I am the Flag" Campaign.	20	6	6	4	4
HPP 4.4 Number of flags provided to schools.	100	30	30	20	20
HPP 4.5 Number of heritage policies developed.	2 Draft policies developed	-	-	Repatriation and restitution of human remains & heritage objects policy drafted.	Digitisation of the arts, culture and heritage sector policy updated.
HPP 4.6 Number of workshops hosted to advance knowledge of National Symbols.	10	2	3	3	2
HPP 4.7 Number of heritage legacy projects where exhibition content is developed.	3	-	-	-	3  Sarah Bartmann Centre of Remembrance  Winnie Mandela Brandfort House Memorial  OR Tambo Garden of Remembrance.
HPP 4.8 Number of progress reports on resistance and liberation heritage route sites.	1	-	-	-	1
HPP 4.9 Number of records digitised	180 (100 treason trial dictabelts & 80 TRC audio tapes)	25 treason trial dictabelts	25 treason trial dictabelts	25 treason trial dictabelts	25 treason trial dictabelts
		20 TRC audio tapes	20 TRC audio tapes	20 TRC audio tapes	20 TRC audio tapes
HPP 4.10 Number of newly built and/or modular libraries supported financially per year	26	26	26	26	26
HPP 4.11 Number of Gazette notices on standardised geographical names published	3	-	1	1	1

## 4.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

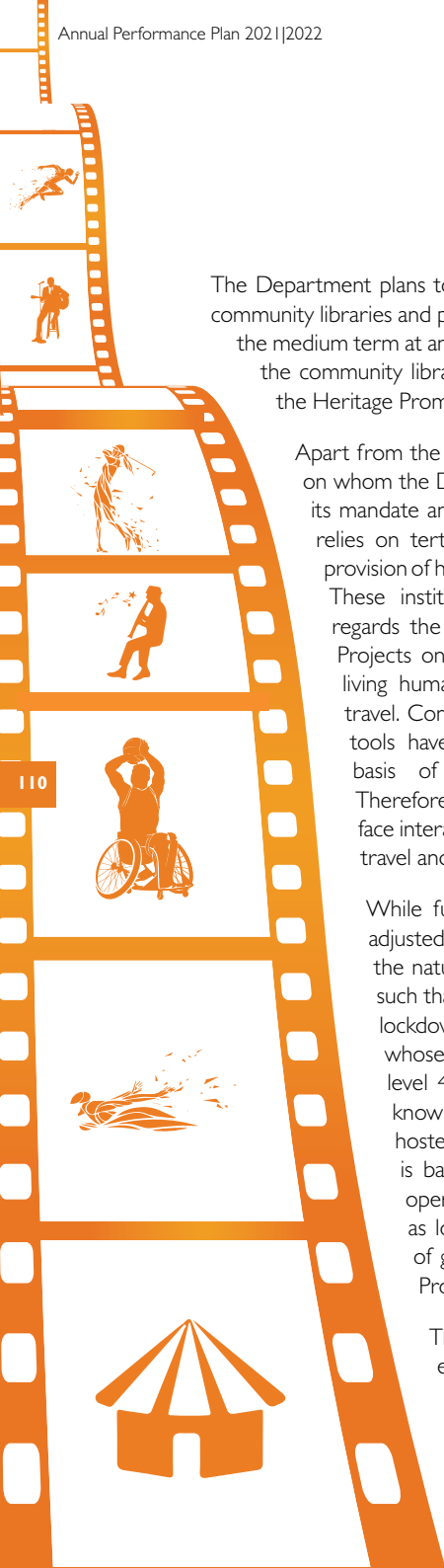
The outputs delivered in Programme Four contribute predominately to DSAC Outcomes 2: A diverse, socially cohesive society with a common national identity; 3: Transformed, capable and professional sport, arts and culture sector and 4: Integrated and accessible SAC infrastructure and information as illustrated in the figures below.



#### 4.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD *(continued)*







The Department plans to build 87 new libraries, upgrade 120 community libraries and produce 290 000 library materials over the medium term at an estimated cost of R4.6 billion through the community library services grant, which is funded by the Heritage Promotion and Preservation programme.

Apart from the strategic partners and delivery agents on whom the Department broadly relies in delivering its mandate and programming, this Programme also relies on tertiary institutions to ensure continued provision of heritage bursaries to deserving students. These institutions have to be responsive with regards the provision of compliance documents. Projects on, for example, the lives and work of living human treasurers, require inter-provincial travel. Consultation of communities using virtual tools have a risk of court challenges on the basis of exclusion/insufficient consultations. Therefore, there is still a dependence on face-to-face interactions, which also rely on the easing of travel and gathering restrictions.

While funds may be available, or targets be adjusted in line with the cuts/re-allocations, the nature of the work of this Programme is such that most activities can only take place in lockdown level 1. There are however projects whose optimal delivery can be achieved at level 4 and level 2. Workshops to advance knowledge on National Symbols can only be hosted when the operational environment is back to normal. These varied levels of operation mean that at any given stage, as long as there are restrictions in terms of gatherings and travel, the work of this Programme is bound to suffer.

The initial hard lockdown regulations, especially restrictions on movement, also had severe impact on the Programme's capacity to deliver

optimally. It can therefore only be wished that the environment in which we operate in 2021/22, experience lesser, if any restrictions, than in 2020/21.

## HERITAGE PROMOTION

The sub-programme deals with heritage bursaries; books documenting Living Human Treasures; development of heritage policies, as well as the promotion of national identity utilising the flag at national days, major cultural and sporting events in schools, the Monument Flag Project and "I am the Flag Campaign".

**Students awarded with heritage bursaries:** This programme aims to support the development, availability and the retention of skilled human capital in the country's heritage sector by offering these bursaries to ensure the building of greater capacity. South Africa has very few especially black qualified expertise and technical skills in critical areas necessary for conservation, protection, promotion and transformation of heritage. These expertise and skills gap areas include conservation and restoration, sculpturing, maritime and underwater archeology. The bursary programme should also fund targeted practical training and internships in countries known for their expertise in these areas such as Vietnam and Korea for sculpturing and statue production. It should fund post graduate research to document neglected areas of intangible cultural heritage, the struggle against colonialism and apartheid, the Slave, Spice and other Route shipwrecks in and around the South African coastline and to produce publications and develop digital content on these areas and inform tourism initiatives.

**Books documenting Living Human Treasures published:** This project is part of the implementation of the Living Heritage Policy of South Africa. The books are a means to document South Africa's vast and diverse indigenous knowledge that is held by indigenous knowledge holders. These knowledge holders inherited their skills and knowledge from elders within their communities. South Africa's indigenous knowledge has for centuries been ignored in favour of European and Asian knowledge systems. The writing of the books will assist South Africa to preserve this valuable knowledge and ensure that it is

passed to future generations beyond the lifespans of indigenous knowledge holders.

**Monumental flag installed:** The flag is the common identity of the people in a particular country. The flag, as the brand image of the country, need to be highly recognised by the citizens. Rendering a National Flag as a monument of Democracy, goes a long way in making it highly recognised by the citizens. This has a potential to unite people as it becomes a common identity. Saudi Arabia, Jeddah has the highest flag in the world measuring 171m in height. The 9th highest flag in the world in the United State of America, Sheboygan is at 120m in height initiated and built by the private sector which is interesting to see a private entity undertaking such a project on behalf of the country and its people. India has its highest flag in Belagavi, which is at 110m in height. The Flag in Angola, Luanda is one of the tallest flags on the African continent at 75m in height. The project is envisaged to contribute further towards nation building and social cohesion. During 2021/22 the project will be tracked in the operational plan and the feasibility study conducted will guide the way forward towards installing a Monumental flag.

**Public awareness activations on the "I am the Flag Campaign":** National symbols are a marker of a country's national sovereignty and are collectively used as a rallying point for national unity, cohesion and national pride. South Africa has a collection of statutory national symbols, which came with the dawn of the new dispensation in 1994. The new collection of symbols marked a deliberate break from a pariah and divisive past, into a new dispensation undergird by the values of democracy, non-racialism, non-sexism and equality. While all the national symbols are important and ought to be respected, the National Flag and the Coat of Arms are the most significant as they are foremost symbolic markers of a country's national sovereignty. This project seeks to foreground and popularise the national flag as the foremost symbol of the country's sovereignty and nationhood. The public awareness activations on the national flag are meant to foster knowledge about the deeper meanings of the national flag and attendant standard protocols. The targeted audience is mainly the youth – preferably in school. However, out-of-school youths will also be targeted through

partnering with DSAC institutions in the rollout of their outreach programs, which also in the main, target the youth.

**Flags provided to schools:** The project aims to replenish flags in schools whose flags have been rendered unusable by elements of nature, through exposure to various weather conditions. The purpose of this endeavour is to promote South African national symbols, especially the National Flag and the Anthem. One of the key mandates of DSAC is Nation Building and Social Cohesion. National symbols are key to advancement of Nation Building and Social Cohesion. That is why this project aims to constantly keep the flag visible in our communities. Not only to promote the national flag itself but the values it stands for. Its display talks to the expression of our common identity as the people of South Africa, thus cultivating the patriotic spirit and advancing nationhood and social cohesion.

**Heritage policies developed:** This programme seeks to facilitate the transformation of the heritage landscape by drafting heritage policies that respond to society's needs and aspirations to ensure preservation and protection of the country's heritage for present and future generations. The repatriation and restitution of human remains & heritage objects policy has been compiled and is being subjected to further consultation and costing before being drafted and presented to the Minister and tabling to Cabinet for adoption. We are not implementing but creating a policy framework for implementation by the sector. During 2021/22 the Digitisation of the arts, culture and heritage sector policy will also be updated.

**Workshops to advance knowledge on National Symbols:** National symbols belongs to the citizens of the country. It is thus, imperative that the citizens are exposed to, and educated about the history, value, roles and symbolism thereof. With the heightened knowledge of National Symbols, citizens realise their common identity and interest, thereby advance nation building and social cohesion. In 2021/2022 10 workshops will be hosted. 1 workshop will be hosted per province and an additional workshop will be hosted in KwaZulu-Natal. Due to limited access to technology that enables remote access to digitally

hosted workshops, these workshops will be face- to- face workshops.

**Heritage legacy projects where exhibition content is developed:** The Department has a mandate to transform the national heritage landscape of South Africa to be inclusive, by developing new monuments and heritage sites to preserve, protect and promote our heritage for current and future generations to remind ourselves where we come from. Although the Department developed a number of monuments and heritage sites, not enough has been done and the landscape still does not reflect and is still not inclusive of all South Africa's heritage, histories and people and a lot still needs to be to correct this. Heritage legacy projects, which are either under construction or where construction has been finalised, are operationalized. This operationalisation is a multi-year process and incorporates the development of exhibition content, which involves research and the conceptualization of the museum exhibition. The exhibition content is considered developed once the museum can be operational.

**Progress reports on resistance and liberation heritage route sites:** The Resistance and Liberation Heritage Route is about the recognition of people, communities, icons, places/sites and the recording of epoch-making stories which had a significant impact on the South Africa's struggle against colonialism and for liberation. The Programme is part of the UNESCO and AU Programme of the African Liberation Heritage Programme "Roads to Independence". The Department together with the Provinces and the National Heritage Council are developing RLHR sites, as part of the RLHR to preserve, protect and promote our liberation heritage for current and future generations to remind ourselves what we had to go through for our liberation.

## NATIONAL ARCHIVE SERVICES

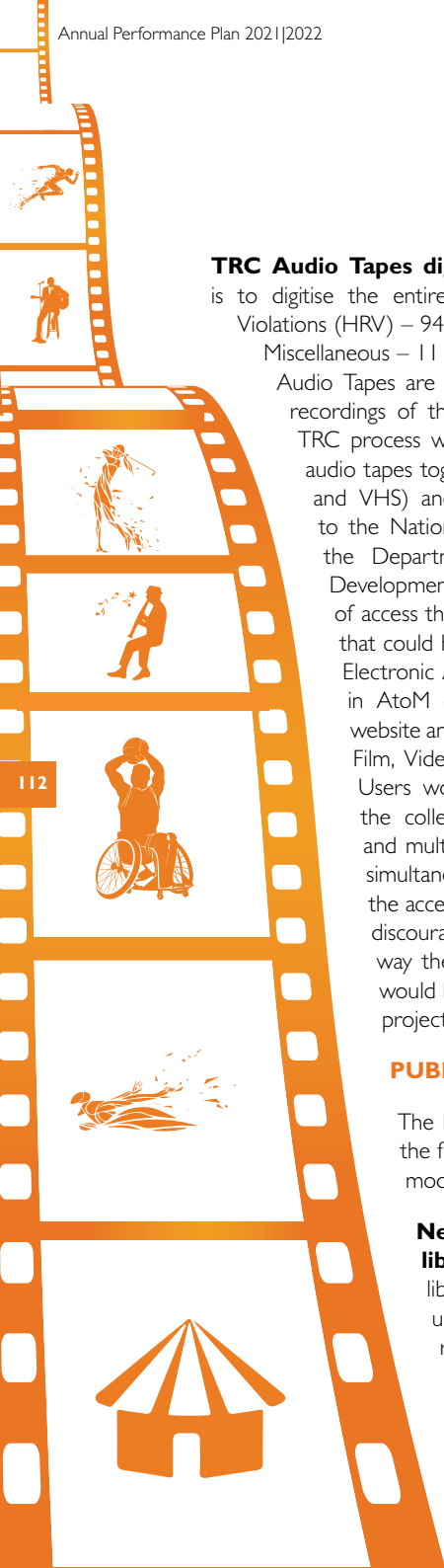
The key output of this sub-programme is the upgrading of national archives infrastructure.

Archives infrastructure upgraded/ maintained: The purpose

of the project is to address infrastructure challenges in relation to space, technology and processes. NARSSA has been experiencing infrastructure challenges for more than a decade and has not been able to receive records from client offices. This forced other government departments to use commercial storage facilities thus incurring costs that could have been capped and the NARSSA has limited control over those records. It also becomes a challenge with regard to access to information and this result in NARSSA not complying with its core mandate of preserving and providing access to information. The National Archives does not have the required ICT infrastructure to receive and preserve born-digital records. Moreover, the film and video collection dating as far back as 1898 is deteriorating rapidly through inadequate storage facilities as well as the real threat of obsolescence and run the risk of being lost forever unless urgent attention is given to the resources required to digitise this collection within the current MTEF. A feasibility study focussing on the upliftment of the National Archives will be tracked in the operational plan.

**Treason Trial Dictabelts digitised:** The purpose of the project is to digitise the collection of the Treason Trial dictabelts for preservation and access. The Treason Trial dictabelts (estimated to 3 200) are part of the records relating to the so called "terrorist" groups/trials under the Apartheid Government document collection that was transferred to the National Archives and Records Service of South Africa by the Department of Justice after 1996. This trial, like most of the court cases of the time, was recorded on dictabelts. In terms of access, the project would provide digital copies that could be accessed via the National Archives' Electronic Archival Management System (EAMS) in AtoM or online via the National Archives website and/ or can be listened to at the National Film, Video and Sound Archives upon request. Users would have the opportunity to access the collection from anywhere in the world and multiple users could access the collection simultaneously. With regard to preservation, the accessing of the original material would be discouraged in favour of the digital copies; this way the usable lives of the original material would be prolonged. This will be a multi-year project.





**TRC Audio Tapes digitised:** The purpose of the project is to digitise the entire 7079 audio tapes (Human Rights Violations (HRV) – 941, Amnesty – 4837; Sector – 189 and Miscellaneous – 1112) TRC audio tapes collection. These Audio Tapes are part of a collection of the verbatim recordings of the public hearing proceedings of the TRC process which was established in 1996. These audio tapes together, with the video tapes (Betacam and VHS) and paper records were handed over to the National Archives and Records Service by the Department of Justice and Constitutional Development in 2002 for safe keeping. In terms of access the project would provide digital copies that could be accessed via the National Archives' Electronic Archival Management System (EAMS) in AtoM or online via the National Archives website and/or can be listened to at the National Film, Video and Sound Archives upon request. Users would have the opportunity to access the collection from anywhere in the world and multiple users could access the collection simultaneously. With regard to preservation, the accessing of the original material would be discouraged in favour of the digital copies; this way the usable lives of the original material would be prolonged. This will be a multi-year project.

### PUBLIC LIBRARY SERVICES

The key output for this sub-programme is the financial support of newly built and/ or modular libraries.

**Newly built and/or modular libraries:** The provision of new public library infrastructure in South Africa is under-pinned by the need to create a reading culture necessary to improve the quality of education and to redress the socio-economic inequalities

of the past. Public libraries promote literacy and support lifelong learning. The purpose of the community library grant is to transform the provision of library infrastructure, facilities and services (primarily targeting previously disadvantaged communities) through a recapitalised programme at provincial level in support of local government and national initiatives. The outcomes of the grant are to ensure equitable access to library and information services to all rural and urban communities with particular emphasis to curriculum and learner support. The Department is cooperating with the provincial departments to implement the Community Library Conditional Grant Programme.

### SOUTH AFRICAN GEOGRAPHICAL NAMES COUNCIL

The key output for this sub-programme, is the transformation and standardisation of geographical names.

Gazette notices on standardised geographical names published: This project is the implementation of the South African Geographical Names Act 118 of 1998. The publishing of government gazettes is the last process in the process that starts at local government levels where communities propose the renaming of our villages, towns and cities in order for them to reflect the heritage and languages of the majority of the people of South Africa. The pace with which the transformation of the naming landscape is very slow given the number of names of towns and cities that still reflect South Africa's colonial and apartheid heritage. The increase in awareness campaigns will assist South Africans and encourage local communities to involve themselves in the process of transforming our naming landscape. The public awareness campaigns will assist to minimise legal challenges against the Minister's decisions to change colonial and apartheid names to indigenous names. These campaigns also educate provincial and local authorities on the consultation and other required processes for name changes.

The work in this part of the Programme is dependent on consultation led by the Provincial Geographical Names Committees (PGNC's). While alternative modes of public

consultations may be undertaken, they carry a risk of court challenges based on claims of insufficient consultation. This indicator is tracked in the operational plan.

## 4.5 PROGRAMME RESOURCE CONSIDERATION – BUDGET AND MTEF ESTIMATES

Table 5: Heritage Promotion and Preservation expenditure trends and estimates by subprogramme and economic classification

Programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2017/18	2018/19	2019/20	2020/21	2017/18 - 2020/21		2021/22	2022/23	2023/24	2020/21 - 2023/24	
Heritage Promotion	54.9	52.5	55.5	50.5	-2.7%	2.3%	59.4	59.6	58.8	5.2%	2.3%
National Archive Services	39.4	41.2	46.6	52.3	9.9%	1.9%	58.8	58.1	58.3	3.7%	2.3%
Heritage Institutions	688.1	545.9	571.8	547.7	-7.3%	24.8%	605.7	621.4	626.3	4.6%	24.2%
National Library Services	145.0	130.0	137.2	195.5	10.5%	6.4%	143.1	146.6	147.1	-9.1%	6.4%
Public Library Services	1 444.9	1 448.8	1 527.9	1 179.9	-6.5%	59.1%	1 524.6	1 582.6	1 599.5	10.7%	59.3%
South African Heritage Resources Agency	57.9	55.7	58.3	73.3	8.2%	2.6%	58.2	59.3	59.5	-6.7%	2.5%
South African Geographical Names Council	3.4	3.8	1.5	2.7	-7.3%	0.1%	5.2	5.3	5.3	25.9%	0.2%
National Heritage Council	64.7	68.5	71.4	67.0	1.2%	2.9%	72.2	73.6	73.9	3.3%	2.9%
<b>Total</b>	<b>2 498.2</b>	<b>2 346.3</b>	<b>2 470.1</b>	<b>2 168.8</b>	<b>-4.6%</b>	<b>100.0%</b>	<b>2 527.2</b>	<b>2 606.5</b>	<b>2 628.6</b>	<b>6.6%</b>	<b>100.0%</b>
Change to 2020				(344.0)			(150.9)	(198.0)	(4.2)		
Budget estimate											

### Economic classification

#### Current payments

Compensation of employees

Goods and services

#### Transfers and subsidies

Provinces and municipalities

Departmental agencies and accounts

Foreign governments and international organisations

Non-profit institutions

Households

#### Payments for capital assets

Machinery and equipment

Payments for financial assets

**Total**

<b>96.4</b>	<b>95.4</b>	<b>98.1</b>	<b>97.2</b>	<b>0.3%</b>	<b>4.1%</b>	<b>111.6</b>	<b>110.5</b>	<b>109.6</b>	<b>4.1%</b>	<b>4.3%</b>
52.2	53.6	58.1	71.5	11.0%	2.5%	68.9	68.6	69.2	-1.1%	2.8%
44.2	41.9	40.0	25.7	-16.5%	1.6%	42.7	42.0	40.4	16.3%	1.5%
<b>2 401.8</b>	<b>2 250.6</b>	<b>2 372.0</b>	<b>2 071.6</b>	<b>-4.8%</b>	<b>95.9%</b>	<b>2 415.6</b>	<b>2 496.0</b>	<b>2 519.0</b>	<b>6.7%</b>	<b>95.7%</b>
1 420.0	1 423.7	1 501.2	1 152.7	-6.7%	58.0%	1 495.8	1 553.8	1 570.8	10.9%	58.1%
964.9	809.8	849.0	894.3	-2.5%	37.1%	894.3	916.1	922.0	1.0%	36.5%
1.0	1.9	2.0	2.1	28.8%	0.1%	2.4	2.4	2.4	4.2%	0.1%
12.5	11.7	14.5	15.9	8.1%	0.6%	16.4	16.8	16.9	2.1%	0.7%
3.4	3.4	5.2	6.6	24.7%	0.2%	6.7	6.9	6.9	1.4%	0.3%
<b>0.0</b>	<b>0.2</b>	<b>0.0</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
0.0	0.2	0.0	-	-100.0%	-	-	-	-	-	-
0.0	0.1	0.0	-	-100.0%	-	-	-	-	-	-
<b>2 498.2</b>	<b>2 346.3</b>	<b>2 470.1</b>	<b>2 168.8</b>	<b>-4.6%</b>	<b>100.0%</b>	<b>2 527.2</b>	<b>2 606.5</b>	<b>2 628.6</b>	<b>6.6%</b>	<b>100.0%</b>

## 4.6 KEY RISKS AND MITIGATIONS

APP Ref	A: Risk Type & Risk Statement	B: Known Contributing Factor	C: Existing Control Measures	D: Key Mitigations Response Plans
16	<b>Capacity/Skill risk:</b> Limitation to absorb graduates into world of work for graduates and skilled heritage professionals/practitioners which may lead to failure to preserve, conserve and protect the heritage of the country	<ol style="list-style-type: none"> <li>1. Skills audit in the heritage identified capacity challenge.</li> <li>2. Increased number of graduates in the Sector</li> <li>3. Unemployed Heritage practitioners not offered work opportunities.</li> <li>4. Heritage &amp; Museum studies are still scarce skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Awarding of heritage bursaries to bridge the skills gap</li> <li>2. Placement Strategy presented to Sector; pending approval.</li> <li>3. Placement Strategy presented to Sector; pending approval.</li> </ol>	<ol style="list-style-type: none"> <li>1. Facilitate the updating of unemployed graduates in the Heritage Sector.</li> <li>2. Finalize and implement Placement Strategy [consider changing the bursary programme to a placement programme]</li> <li>3. Finalize funding for the remaining bursaries awarded.</li> </ol>
17	<b>Infrastructure Risk</b> Inadequate building space to receive new collections which may compromise the primary mandate of the National Archives.	<ol style="list-style-type: none"> <li>1. OLB was renovated as a short to medium term solution to space problems.</li> <li>2. Modular Archives Facility acquired as a short term solution at the National Archives</li> <li>3. Inspection questionnaire to assess the holdings/storage facilities at national departments as part of the National Archives mandate.</li> <li>4. National Archives Digitization Strategy is in place.</li> </ol>	<ol style="list-style-type: none"> <li>1. Established partnerships with other national departments are in place</li> <li>2. Peer Departments arrange for own storage and are subjected to the National Archives compliance oversight</li> <li>3. National Treasury approved budget for the National Archives</li> </ol>	<ol style="list-style-type: none"> <li>1. Alternative Storage capacity to be initiated through the Presidential Economic Stimulus Programmes.</li> <li>2. Finalize the feasibility study to assess key needs towards innovation of systems and upgrading of the current National Archives facilities.</li> <li>3. Initiate the appointment of the implementing agent</li> </ol>
18	<b>Business Continuity Risk</b> Insufficient preparedness for unexpected operational disruption and crisis at the National Archives emanating from the	<ol style="list-style-type: none"> <li>1. Delayed implementation of a failure to migrate to a digital environment at the National Archives</li> <li>2. Outdated and ageing ICT infrastructure</li> <li>3. Inability to ingest or harvest and preserve "born digital" records</li> <li>4. Archaic ICT Infrastructure at the National Archives</li> <li>5. Outdated Legal Deposit Act.</li> </ol>	<ol style="list-style-type: none"> <li>1. National Archives Digitization Strategy is in place.</li> <li>2. Fire &amp; Detection system assessment conducted as a proactive measure to protect paper records.</li> <li>3. Maintenance Plan in place pending the finalization of the feasibility study for the Digitization of the National Archives.</li> <li>4. Roll-out of ATOM and NAAIRS systems</li> <li>5. Donor support to drive digital migration</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop an integrated Business Continuity Strategy for the Department and also the National Archives.</li> <li>2. Training of Business Continuity co-ordinators to manage the National Archives Business Continuity Strategy.</li> <li>3. Finalize the Presidential Digitization Programme at the National Archives</li> </ol>
19	<b>Transformation Risk</b> Delayed transformed heritage landscape resulting in socio-cultural disempowerment [imbalance on the transformation policy implementation.]	<ol style="list-style-type: none"> <li>1. Inadequate legislative and policy interventions to drive transformation of the heritage landscape</li> <li>2. Insufficient consultation</li> <li>3. Unclear guidelines on the "consultative" process.</li> </ol>	<ol style="list-style-type: none"> <li>1. Cabinet approval the interventions to address heritage landscape</li> <li>2. Existing legislation [National Heritage Act, Cultural Institutions Act, White Paper on Arts, Culture and Heritage.]</li> <li>3. Provincial Resource Heritage Resource Agencies in place.</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiate a legislative review process to address gaps.</li> <li>2. Finalize pending reviewed Acts [Heraldry Act; Legal Deposit Act etc], to address historical imbalances and operationalization of new heritage institutions by implementing the Revised White Paper and the Feasibility Study on the Amalgamation of museums'</li> </ol>
20	<b>Information Access Risk</b> Insufficient provision of library infrastructure to South African citizenry may lead to an increase in illiteracy	<ol style="list-style-type: none"> <li>1. Increasing disparities at community level to access libraries</li> <li>2. Inadequate budgets to sustain existing libraries.</li> <li>3. Digital leap brought about by 4IR, may nullify creating structures to access books in libraries</li> </ol>	<ol style="list-style-type: none"> <li>1. Existing structure at National, Province and the DBE to plan, provide oversight and roll-out of library infrastructure</li> <li>2. Delivery oversight by provincial Co-ordinators</li> </ol>	Develop Norms & Standards for Libraries



## 5. PUBLIC ENTITIES

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Annual Budget R '000
Development (Funding) Bodies	1. National Arts Council	<p><b>National Arts Council Act (Act 56 of 1997)</b></p> <p>The objects of the Council are</p> <ul style="list-style-type: none"> <li>(a) to provide, and encourage the provision of, opportunities for persons to practise the arts;</li> <li>(b) to promote the appreciation, understanding and enjoyment of the arts;</li> <li>(c) to promote the general application of the arts in the community;</li> <li>(d) to foster the expression of a national identity and consciousness by means of the arts;</li> <li>(e) to uphold and promote the right of any person to freedom in the practice of the arts;</li> <li>(f) to give the historically disadvantaged such additional help and resources as are required to give them greater access to the arts;</li> <li>(g) to address historical imbalances in the provision of infrastructure for the promotion of the arts;</li> <li>(h) to promote and facilitate national and international liaison between individuals and institutions in respect of the arts;</li> <li>(i) to develop and promote the arts and to encourage excellence in regard to these</li> </ul>	<ul style="list-style-type: none"> <li>• Create a vibrant, inclusive and transformed Arts and Culture Sector</li> <li>• Achieve global recognition for our unique South African arts and culture</li> <li>• Sustainable Arts Capability</li> <li>• Market Access and Enrichment through arts and culture</li> <li>• Increased access to the arts</li> <li>• Development of a credible and catalytic organisation</li> </ul>	<p>National Arts Council R120 137</p> <p>National Arts Council (Capital Transfer) R1 350</p>
	2. National Film and Video Foundation	<p><b>National Film and Video Foundation (Act 73 of 1997.)</b></p> <p>The objects of the NFVF are:</p> <ul style="list-style-type: none"> <li>(a) to develop and promote the film and video industry;</li> <li>(b) to provide and encourage the provision of, opportunities for persons especially from disadvantaged communities to get involved in the film and video industry;</li> </ul>	<ul style="list-style-type: none"> <li>• Provide funding for content development</li> <li>• Transform the ecosystem through Capacity Building, especially for disadvantaged people</li> <li>• Provide Marketing and Policy support to understand, enable and promote the SA Industry</li> </ul>	<p>National Film and Video Foundation - Development of local film industry R90 172</p> <p>National Film and Video Foundation (Subsidy) R55 748</p> <p>National Film and Video Foundation (Capital Transfer) R 1 000</p>

## 5. PUBLIC ENTITIES *(continued)*

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Annual Budget R '000
Development (Funding) Bodies	2. National Film and Video Foundation	(c) to promote the general application of the arts in the community; (d) to foster the expression of a national identity and consciousness by means of the arts; (e) to uphold and promote the right of any person to freedom in the practice of the arts; (f) to give the historically disadvantaged such additional help and resources as are required to give them greater access to the arts; (g) to address historical imbalances in the provision of infrastructure for the promotion of the arts; (h) to promote and facilitate national and international liaison between individuals and institutions in respect of the arts; (i) to develop and promote the arts and to encourage excellence in regard to these	<ul style="list-style-type: none"> <li>Develop and manage local, continental and international partnerships to support our programs</li> <li>The NFVF is a coherent, accountable organization which achieves its mandate</li> </ul>	
Performing Arts Institutions	3. Artscape	<b>Cultural Institutions Act (Act 119 of 1998.)</b>  To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> <li>Operate on a financially sustainable basis</li> <li>Competent and motivated workforce achieving their performance targets</li> <li>Efficient and compliant operations and processes</li> <li>Enhanced Artscape Brand</li> <li>Annual arts programme that serves the entire community</li> <li>Educational programme that serves the entire community</li> <li>Safe, functional, universal design facilities</li> <li>Effective IT systems that supports all business operations</li> </ul>	Artscape (Subsidy) R 65 849  Artscape (Capital Transfer) R10 798

## 5. PUBLIC ENTITIES (continued)

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Annual Budget R '000
Performing Arts Institutions	4. The Market Theatre Foundation		<ul style="list-style-type: none"> <li>Enhanced contribution to knowledge production within the theatre and photography sector</li> <li>Photographic archives preserved in accordance with international guideline standards</li> <li>Increased visibility, accessibility and awareness of theatrical productions and photographic exhibitions</li> <li>Improved financial sustainability of MTF</li> <li>Increase opportunities for designated groups provided, supporting the development of future theatre practitioners and entrepreneurs</li> <li>Capable and ethical, technologically enabled and stakeholder-oriented organisation</li> </ul>	Market Theatre (Subsidy) R51 216  Market Theatre (Capital Transfer) R8 268
	5. Performing Arts Centre of the Free State (PACOFs)		<ul style="list-style-type: none"> <li>Improved governance and accountability</li> <li>Shows happening 44 weeks a year</li> <li>Economic empowerment of target groups</li> <li>PACOFs, a hive of entertainment</li> </ul>	Performing Arts Centre of The Free State (Subsidy) R48 823  Performing Arts Centre of The Free State (Capital Transfer) R7 034
	6. The Playhouse Company		<ul style="list-style-type: none"> <li>Produce and present a balanced artistic programme</li> <li>Offer support for development of future theatre productions and arts practitioners</li> <li>Enhanced customer experience through accessible, high-quality and well-managed production and event venues and technical services</li> <li>A well-governed, productive and high-performing organisation</li> </ul>	Playhouse Company (Subsidy) R53 866  Playhouse Company (Capital Transfer) R12 695

## 5. PUBLIC ENTITIES *(continued)*

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Annual Budget R '000
Performing Arts Institutions	7. South African State Theatre		<ul style="list-style-type: none"> <li>Government grant augmented with self-generated revenue from commercial activities to fund operational expenses</li> <li>Theatre facilities maintained and upgraded to ensure its long-term economic sustainability thereby enabling the implementation of the mandate.</li> <li>Applicable Laws, Regulations and Statutory Legislation including the PFMA, the Cultural Institutions Act, Treasury Regulations and the LRA complied with.</li> <li>The very best in-house developed and externally sourced performing arts work presented.</li> <li>Audience attendance, diversity and appreciation for the performing arts improved.</li> <li>Development opportunities for emerging arts practitioners to learn, perform and stage their productions thereby encouraging socio-economic development provided.</li> </ul>	State Theatre (Subsidy) R61 247  State Theatre (Capital Transfer) R10 006
Museums	8. Die Afrikaanse Taalmuseum &-monument	<b>Cultural Institutions Act (No 119, 1998.)</b>  To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith.	<ul style="list-style-type: none"> <li>To build relationships with all South Africans through the medium of Afrikaans and in the context of multilingualism.</li> <li>To ensure the collection, conservation, protection and promotion of heritage in line with international best practices.</li> <li>To contribute to the body of knowledge in order to provide access to information nationwide at all levels of society, stimulating visitor interaction and increasing visitor numbers.</li> <li>To work towards high standards of governance and financial sustainability to ensure service delivery.</li> </ul>	Afrikaanse Taalmuseum R11 512  Afrikaanse Taalmuseum (Capital Transfer) R5 736

## 5. PUBLIC ENTITIES (continued)

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Annual Budget R '000
Museums	9. Freedom Park Trust		<ul style="list-style-type: none"> <li>Improve governance on the implementation of SCM policies</li> <li>Sustainable diversified revenue streams</li> <li>Redress, Inclusivity and Access</li> <li>Increase demand and consumption of product and services</li> </ul>	Freedom Park Trust R96 312  Freedom Park Trust (Capital Transfer) R11 320
	10. Iziko Museums of South Africa		<ul style="list-style-type: none"> <li>Sound Governance and Compliance</li> <li>Improved infrastructure to enhance visitor experience</li> <li>Nation Building through growth and development of collections</li> <li>Knowledge generation through research to contribute to educated, informed and empowered</li> <li>Creation of awareness and promotion of access to history, heritage and culture.</li> </ul>	Iziko Museums of South Africa, Cape Town R96 638  Iziko Museums of South Africa, Cape Town (Capital Transfer) R6 572
	11. Luthuli Museum		<ul style="list-style-type: none"> <li>Increased access to information about the Luthuli Museum</li> <li>Inclusive and empowered communities</li> <li>Increased awareness about Luthuli Museum</li> <li>Effective and efficient organisation</li> </ul>	Luthuli Museum R17 049  Luthuli Museum (Capital Transfer) -
	12. KwaZulu-Natal Museum		<ul style="list-style-type: none"> <li>Improved Audit Outcomes</li> <li>Number of visitors</li> <li>Improved Research Output</li> <li>Preserved Collections</li> <li>Increased cultural and natural heritage awareness</li> <li>Improved participation in the Museum's education and outreach programmes.</li> <li>A diverse socially cohesive society with a common identity.</li> </ul>	KwaZulu-Natal Museum R40 129  KwaZulu-Natal Museum (Capital Transfer) R39 257

## 5. PUBLIC ENTITIES *(continued)*

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Annual Budget R '000
Museums	13. National Museum		<ul style="list-style-type: none"> <li>New knowledge is generated and disseminated on our natural and cultural heritage including ancient environments</li> <li>Museum Exhibitions are inclusive interactive, educational and entertaining</li> <li>Opportunities created for unemployed learners to gain workplace skills and provision of curriculum-based learning support to schools</li> <li>ArtBank becomes financially sustainable to support the visual arts economy</li> <li>Improved governance of the Museum</li> </ul>	National Museum R60 857  National Museum (Capital Transfer) R3 300
	14. Nelson Mandela Museum		<ul style="list-style-type: none"> <li>Improve and maintain heritage development and conservation</li> <li>Improved public profile and access</li> <li>Vibrant programming that promotes the economic opportunities for the community</li> <li>Sound and effective governance</li> </ul>	Nelson Mandela Museum R30 924  Nelson Mandela Museum (Capital Transfer) R5 000
	15. Robben Island Museum		<ul style="list-style-type: none"> <li>To strengthen governance of Robben Island Museum to ensure effective management.</li> <li>To conserve and maintain the natural and cultural heritage of Robben Island.</li> <li>To disseminate information about Robben Island to a broad audience.</li> <li>To develop and promote Responsible Tourist operations.</li> <li>To foster stakeholder relations and partnerships.</li> </ul>	Robben Island Museum R87 080  Robben Island Museum (Capital Transfer) R 9 202
	16. Amazwi - South African Museum of Literature		<ul style="list-style-type: none"> <li>Compliance with the Cultural Institutions Act</li> <li>Compliance with the Public Finance Management Act</li> <li>Museum premises support administrative, curatorial and service delivery needs</li> <li>Expert and capacitated workforce</li> <li>Gender-based violence in the workplace addressed</li> </ul>	Amazwi South African Museum of Literature R14 421  Amazwi South African Museum of Literature (Capital Transfer) R1 555



## 5. PUBLIC ENTITIES (continued)

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Annual Budget R '000
Museums	17. uMsunduzi Museum		<ul style="list-style-type: none"> <li>Effective and efficient administration</li> <li>Innovative, creative and efficient resource management for maximum reach and impact</li> <li>Improved access to information and knowledge</li> <li>Improved audience awareness, engagement and participation in museum programmes and projects</li> <li>Better understanding and delivery of the curriculum by teachers and learners from diverse backgrounds</li> <li>Economically and socially transforming, diverse and cohesive communities</li> </ul>	uMsunduzi Museum R 22 544  uMsunduzi Museum (Capital Transfer) R1 055
	18. War Museum of the Boer Republics		<ul style="list-style-type: none"> <li>Effective and efficiently functioning governance and oversight structures</li> <li>Efficient and skilled staff exhibiting ethical behaviour and conduct</li> <li>Unqualified audit reports with no recurring audit findings</li> <li>90% Satisfaction rating by public visiting the War Museum</li> <li>Good relations and coordination with stakeholders</li> </ul>	War Museum of the Boer Republics R 17 170  War Museum of the Boer Republics (Capital Transfer) R1 000
	19. William Humphreys Art Gallery		<ul style="list-style-type: none"> <li>Improved governance and accountability by obtaining an unqualified audit opinion without findings</li> <li>Transformed and developed WHAG permanent collection</li> <li>Preservation of collections</li> <li>Increased awareness of South Africa's cultural identity</li> <li>Mainstream role of arts, culture and heritage</li> <li>Access and audience development</li> <li>Developed specialist reference library</li> </ul>	William Humphreys Art Gallery R11 671  William Humphreys Art Gallery (Capital Transfer)

## 5. PUBLIC ENTITIES *(continued)*

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Annual Budget R '000
Museums	20. Ditsong Museums of South Africa		<ul style="list-style-type: none"> <li>Enhanced contribution to knowledge production within the heritage sector through disseminated research that is inclusive and relevant</li> <li>Heritage assets preserved in accordance with international guideline standards</li> <li>Increased visibility, accessibility and awareness of heritage assets</li> <li>Increased participation of historically disadvantaged groups in the heritage sector</li> <li>Improved financial sustainability.</li> <li>A compliant and responsive organisation.</li> </ul>	Ditsong Museum R99 005  Ditsong Museum (Capital Transfer) R8 000
Heritage	21. South African Heritage Resources Agency	<b>National Heritage Resources (Act 25 of 1999.)</b>  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	<ul style="list-style-type: none"> <li>Regulated and protected heritage resources</li> <li>Well-governed performing organization</li> <li>Professional and capacitated heritage resources management sector</li> <li>Integrated developmental programmes</li> <li>Financial sustainability</li> <li>Social cohesion and Upliftment</li> <li>Dynamic functional Networks</li> </ul>	South African Heritage Resources Agency R 58 167  South African Heritage Resources Agency (Capital Transfer) R10 815
	22. National Heritage Council	<b>National Heritage Council Act (Act 11 of 1999.)</b>  The objects of the Council are— (a) to develop, promote and protect the national heritage for present and future generations; (b) to co-ordinate heritage management; (c) to protect, preserve and promote the content and heritage which reside in orature in order to make it accessible and dynamic; (d) to integrate living heritage with the functions and activities of the Council and all other heritage authorities and institutions at national, provincial and local level;	An effective, efficient and sustainable institution <ul style="list-style-type: none"> <li>An internationally recognised heritage organisation on the African Continent</li> <li>The leading institution on intangible heritage in South Africa and support for tangible heritage</li> <li>Mainstreaming of Liberation Heritage</li> <li>Increased knowledge and awareness about South Africa's heritage by South Africa's citizens</li> <li>The leading institution on intangible heritage in South Africa</li> <li>Social Cohesion and nation building</li> </ul>	National Heritage Council R72 248  National Heritage Council (Capital Transfer) RLHR R10 000

## 5. PUBLIC ENTITIES (continued)

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Annual Budget R '000
Heritage	22. National Heritage Council	(e) to promote and protect indigenous knowledge systems, including but not limited to enterprise and industry, social upliftment, institutional framework and liberatory processes; and (f) to intensify support for the promotion of the history and culture of all our peoples and particularly to support research and publication on enslavement in South Africa		
	23. National Library of South Africa	<b>National Library of South Africa Act (Act 92 of 1998.)</b>  To provide for the National Library of South Africa; for collecting, preserving, making available and promoting awareness of the national documentary heritage; and to provide for matters connected therewith.	<ul style="list-style-type: none"> <li>Updated and complete register of the national documentary heritage collection</li> <li>Improved culture of reading, writing and publishing in all official languages</li> <li>Functional Research, Innovation and Knowledge Management Unit established</li> </ul>	National Library of South Africa R108 084  National Library of South Africa (Capital Transfer) R19 671
Libraries	24. South African Library for the Blind	<b>The South African Library for the Blind Act (Act 91 of 1998.)</b>  The object of the Library for the Blind is to provide a national library and information service to serve blind and print-handicapped readers in South Africa	<ul style="list-style-type: none"> <li>Compliance with the legislation and regulations as per the legislative mandate/s applicable to the Library and ensuring that controls implemented are aligned to the resources available.</li> <li>To have and nurture a competent and diverse workforce that will deliver on the Library's mandate</li> <li>Job Creation and Youth Empowerment</li> <li>ICT governance and administration - to ensure that IT supports the overall business objectives and mandate of the Library</li> <li>Preparation of playback devices</li> <li>Service and/or replacement of playback devices</li> </ul>	South African Library for the Blind R25 478  South African Library for the Blind (Capital Transfer) R23 547

## 5. PUBLIC ENTITIES<sup>(continued)</sup>

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Annual Budget R '000
Language	25.The Pan South African Language Board	<p><b>Pan South African Language Board Act (Act 59 1995.)</b></p> <p>(a) To promote respect for and ensure the implementation of the following principles referred to in section 3(9) of the Constitution:</p> <ul style="list-style-type: none"> <li>(i) The creation of conditions for the development and for the promotion of the equal use and enjoyment of all the official South African languages;</li> <li>(ii) the extension of those rights relating to language and the status of languages which at the commencement of the Constitution were restricted to certain regions;</li> <li>(iii) the prevention of the use of any language for the purposes of exploitation, domination or division;</li> <li>(iv) the promotion of multilingualism and the provision of translation facilities;</li> <li>(v) the fostering of respect for languages spoken in the Republic other than the official languages, and the encouragement of their use in appropriate circumstances; and</li> <li>(vi) the non-diminution of rights relating to language and the status of languages existing at the commencement of the Constitution;</li> </ul> <p>(b) to further the development of the official South African languages;</p> <p>(c) to promote respect for and the development of other languages used by communities in South Africa, and languages used for religious purposes;</p> <p>(d) to promote knowledge of and respect for the other provisions of and the constitutional principles contained in the Constitution dealing directly or indirectly with language matters;</p> <p>(e) to promote respect for multilingualism in general; and</p> <p>(f) to promote the utilisation of South Africa's language resources.</p>	<ul style="list-style-type: none"> <li>• Finance processes and procedures to support PanSALB mandate</li> <li>• SCM processes and procedures to support PanSALB mandate</li> <li>• Information and Communication Technology Policies, Governance, EA and Strategic Plan</li> <li>• Human Resource Management processes and procedures to support PanSALB mandate</li> <li>• Marketing and Communication processes and procedures to support PanSALB mandate</li> <li>• Strategic Management processes and procedures in support to PanSALB mandate</li> <li>• Languages developed</li> <li>• Equitable use of language</li> <li>• Violations of linguistic human rights addressed</li> </ul>	The Pan South African Language Board (PanSALB) R120 913

## 5. PUBLIC ENTITIES<sup>(continued)</sup>

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Annual Budget R '000
Sports institutions	26.Boxing South Africa	<b>South African Boxing Act (Act 11 of 2001)</b>  To administer professional boxing; recognise amateur boxing; create and ensure synergy between professional and amateur boxing; and promote engagement and interaction between associations of boxers, managers, promoters and trainers.	<ul style="list-style-type: none"> <li>• Governance and Administration</li> <li>• Boxing Development</li> <li>• Boxing Promotion</li> </ul>	Boxing South Africa R19 163
	27. South African Institute for Drug Free Sport	<b>South African Institute for Drug-Free Sport Act (Act 14 of 1997)</b>  To promote participation in sport without the use of prohibited performance enhancing substances and methods, and educate sportspersons on fair play and the harmful effects of the use of prohibited performance enhancing substances and methods.	<ul style="list-style-type: none"> <li>• Credible financial and administration performance data</li> <li>• Compliance certifications</li> <li>• Doping control and investigations programme</li> <li>• Independent results management system</li> <li>• Comprehensive anti-doping education and research programme</li> <li>• Participate and collaborate on anti-doping matters in continental,</li> </ul>	South African Institute for drug-free sport R28 123

## 6. INFRASTRUCTURE PROJECTS

### 6.1 MUNICIPAL INFRASTRUCTURE GRANT

These are all new projects in 2021/22

PROVINCE	MUNICIPALITY	PROJECT NAME	BUDGET (R '000)	DISTRICT
EC	Dr. Beyers Naude	Construction of sport facility in Dr Beyers Naude	7000	Sarah Baartman
EC	Sundays River Valley	Construction of sport facility in Sunday's River Valley	8000	Sarah Baartman
EC	Mbashe	Upgrading of sport facility in Mbashe	4000	Chris Hani
EC	Senqu	Construction of sport facility in Senqu	8000	Joe Gqabi
EC	Nyandeni	Construction of sport field Nyandeni	9000	OR Tambo
<b>Total</b>			<b>36000</b>	
FS	Maluti-a-Phofung	Construction of a sport field in Maluti-a-Phofung	10000	Thabo Mofutsanyana
FS	Matjhabeng	Construction of a sport field in Matjhabeng	7000	Lejweleputswa
<b>Total</b>			<b>17000</b>	
KZN	uMziwabantu	Construction of Harding sport field	8000	Ugu
KZN	IMpendle	Construction of Impendle sport field	8000	uMgungundlovu
KZN	Mkhambathunl	Upgrading of Banqibile sport field in Ward 5	8000	uMgungundlovu
KZN	uMvoti	Construction of Candabuthule sport field	10000	uMzinyathi
KZN	Dannhauser	Construction of Durnacol sport centre	8000	Amajuba
KZN	Maphumolo	Construction of Sakuyaze sport field	8000	iLembe
KZN	Dr. Nkosazana Dlamini Zuma	Construction of Creighton sport centre	8000	Harry Gwala
<b>Total</b>			<b>58000</b>	
LP	Musina	Upgrading of Lesley Manyathela stadium	6500	Vhembe
LP	Thulamela	Construction of indigenous games platforms and outdoor gyms	6000	Vhembe
LP	Blouberg	Construction of Pinkie sport facility	10000	Capricon
LP	Polokwane	Construction of Polokwane softball stadium	15000	Capricon
LP	Fetakgomo Tubatse	Construction of sport facility in Fetakgomo Tubatse	10000	Waterberg
<b>Total</b>			<b>47500</b>	



## 6.1 MUNICIPAL INFRASTRUCTURE GRANT *(continued)*

PROVINCE	MUNICIPALITY	PROJECT NAME	BUDGET (R '000)	DISTRICT
NC	Richtersveld	Construction of sport facility in Richtersveld	7000	Namakwa
NC	Siyancuma	Construction of sport facility in Siyancuma	7000	Pixley Ka Seme
NC	Tsantsabane	Construction of sport field in Tsantsabane	12000	ZF Mgcawu
NC	Kgatelopele	Construction of sport field in Kgatelopele	12000	ZF Mgcawu
NC	Dikgatlong	Construction of sport field in Dikgatlong	8000	Francis Baard
<b>Total</b>			<b>46000</b>	
NW	Moses Kotane	Upgrading of Madikwe sport facility	9000	Dr. Ruth Mompati
NW	Mafikeng	Construction of Mmabatho tennis stadium phase 3	20000	Ngaka Modiri Moleme
NW	Maquassi Hills	Construction of Wolmaranstad ext 13 sports ground	10000	Dr. Kenneth Kaunda
<b>Total</b>			<b>39000</b>	
WC	Witzenberg	Construction of sport field in Witzenberg	1500	Cape Winelands
WC	Theewaterskloof	Upgrading of Pineview sport facility, Grabouw	7858	Overberg
<b>Total</b>			<b>9358</b>	

## 7. PUBLIC PRIVATE PARTNERSHIPS

None





sport, arts & culture

Department:  
Sport, Arts and Culture  
REPUBLIC OF SOUTH AFRICA

# PART D : TECHNICAL INDICATOR DESCRIPTIONS



WEAR MASK



SANITIZE  
HANDS  
REGULARLY



MAINTAIN  
SOCIAL  
DISTANCING  
1.5 metres



AVOID LARGE  
CROWDS

# PROGRAMME I – ADMINISTRATION

There are still projects where the district needs to be determined. These will be updated early in 2021/22 and shared on our website.

Indicator Title	ADMIN 1.1 PERCENTAGE OF INTERNS ENROLLED AGAINST FUNDED POSTS
Definition/Purpose	To equip unemployed graduates with workplace experience in order to contribute towards government imperatives with regards to youth career development.
List of Projects	Not applicable
Source of data	DDG's office: Corporate Service – through "PERSAL SYSTEM"
Evidence/Portfolio of evidence	<ul style="list-style-type: none"> <li>Workforce profile and PERSAL reports signed by DDG:CS</li> <li>Approved Appointment letters of interns by Director: HRM</li> <li>DG approved submission for the implementation of the internship programme for 24 months</li> <li>Database of the appointed interns</li> </ul>
Data Limitation	ICT down-time
Method of Calculation/Assessment	$\frac{\text{Total number of appointed interns}}{\text{Total number of approved funded posts on establishment}} \times 100$
Disaggregation Beneficiaries	Target for Women: 50% Target for Youth: 100% Target for People with disability: (Dependent on the applications received)
Assumptions	Not applicable
Spatial Transformation	National
Calculation Type	Non-cumulative
Reporting of Cycle	Annually
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	DPSA Directive on the employment of persons to developmental programmes
MTSF Indicator	No
Desired Performance	5% (of approved funded establishment posts)
Indicator Responsibility	DDG: Corporate Services

Indicator Title	ADMIN 1.2. NUMBER OF SERVICES MODERNISED (PROCESSES AUTOMATED)
Definition/Purpose	Modernisation of services entails the acceleration of business process automation through the adoption and implementation of new digital platforms in order to derive benefits that include improved end-user (citizen) experience, faster response times and increased uptime.
List of Projects	Geographical Names System Call Centre System
Source of data	DDG's office: Corporate Service
Evidence /Portfolio of evidence	1. Project plan and approved system development reports for Geographical Name System project 2. Project Plan and approved system development report for Call Centre System project
Data Limitation	ICT down-time
Method of Calculation/Assessment	Simple count
Disaggregation Beneficiaries	Not applicable
Assumptions	Provided the appointed service providers deliver.
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting of Cycle	Annually
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	No
MTSF Indicator	No
Desired Performance	2 as follows: <ul style="list-style-type: none"> <li>Geographical Names System</li> <li>Call Centre System</li> </ul>
Indicator Responsibility	DDG: Corporate Services

**PROGRAMME I – ADMINISTRATION** *(continued)*

Indicator Title	ADMIN 1.3 NUMBER OF SAC AWARENESS CAMPAIGNS ACTIVATED TO PROFILE THE WORK OF THE DEPARTMENT
Definition/Purpose	Increasing awareness and visibility of the Department through advertising, mobilisation, media liaison and public relations activities relating to the DSAC programmes. Furthermore, awareness campaigns implemented for each event may have a different combination of the above-mentioned elements.
List of Projects	<ol style="list-style-type: none"> <li>1. Womens' Month communication marketing campaign;</li> <li>2. Heritage Month communication marketing campaign;</li> <li>3. Reconciliation Month communication marketing campaign;</li> <li>4. Human Rights Month communication marketing campaign.</li> <li>5. Freedom Month</li> <li>6. Africa Month</li> <li>7. Youth Month</li> <li>8. Big Walk</li> <li>9. National Recreation Day</li> </ol>
Source of data	DDG's Corporate Service Office.
Evidence /Portfolio of evidence	DDG approved close-out report on awareness campaigns
Data Limitation	None
Method of Calculation/ Assessment	Simple Count
Disaggregation Beneficiaries	Not applicable
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	No
MTSF Indicator	No
Desired Performance	9

Indicator Title	ADMIN 1.3 NUMBER OF SAC AWARENESS CAMPAIGNS ACTIVATED TO PROFILE THE WORK OF THE DEPARTMENT
Indicator Responsibility	DDG: Corporate Services

Indicator Title	ADMIN 1.4 PERCENTAGE OF INVOICES PAID WITHIN 30 DAYS
Definition/Purpose	A useful reflection of the average time taken to pay suppliers who have submitted the required valid documentation for payment
List of Projects	Not applicable
Source of data	Office of the DDG: Corporate Services through BAS System
Evidence Source/ Portfolio of evidence	Report documenting invoices and related payments for the month Exception report from BAS submitted to NT Proof of email correspondence to NT
Data Limitation	ICT down-time Absence of documents required to process payments
Method of Calculation/ Assessment	Invoices paid within 30 days Total invoices received Only payments made in a specific quarter are used for the calculation
Disaggregation Beneficiaries	Not applicable
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	No
MTSF Indicator	No
Desired Performance	100% of invoices paid within 30 days
Indicator Responsibility	Chief Financial Officer

**PROGRAMME I – ADMINISTRATION** *(continued)*

Indicator Title	ADMIN 1.5 PERCENTAGE OF COUNCILS/BOARDS THAT ARE FULLY CONSTITUTED
Definition/Purpose	To strengthen the governance of DSAC public entities and ensure that Councils are capacitated to execute their mandate
List of Projects	Not applicable
Source of data	DDG's Corporate Service Office.
Evidence /Portfolio of evidence	<ul style="list-style-type: none"> <li>• Approved Ministerial submission on the appointment of Council members for Councils expiring during the financial year concerned.</li> <li>• Appointment letters for Councils appointed during the financial year concerned</li> <li>• Acceptance Forms by Councils members appointed during the financial year concerned</li> <li>• Approved Ministerial submission to start the re-constitution process of councils expiring during the financial year concerned.</li> <li>• List of applicants in case the shortlisting proceedings are done virtually or an attendance register</li> </ul>
Data Limitation	None
Method of Calculation/ Assessment	$\frac{\text{Total number constituted}}{\text{Total number of councils/boards}} \times 100$
Disaggregation Beneficiaries	Dependent on the applications received
Assumptions	None
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	No
MTSF Indicator	No
Desired Performance	100%
Indicator Responsibility	Office of the Chief Financial Officer



## PROGRAMME 2: RECREATION DEVELOPMENT AND SPORT PROMOTION

Indicator Title	RDSP 2.1 NUMBER OF ATHLETES SUPPORTED THROUGH THE SCIENTIFIC SUPPORT PROGRAMME PER YEAR.
Definition/Purpose	These athletes receive scientific support to better their performances. e.g., medical support, coaching etc. Support is provided in line with the Athlete Support Policy and Academy Framework These athletes include elite (OPEX) athletes and emerging athletes (non-OPEX)
List of Projects	Not applicable
Source of data	CD: Winning Nation
Evidence Source/ Portfolio of evidence	DG/DDG approved submission Approved reports with a list of athletes supported (either by DSAC or by partner organisation). Request to support athletes on an ad-hoc basis.
Data Limitation	Based on their sport or academic performances or personal circumstances athletes may be dropped from the programme during the year. They will however not be replaced as the implementation of the programme in this format is being phased out. This could result in the target not being maintained throughout the year.
Method of Calculation/ Assessment	Simple count. Each athlete will be counted once in the annual programme even though they may receive numerous interventions
Disaggregation Beneficiaries	Not applicable, selection based on talent. Selected beneficiaries are disaggregated when reporting.
Assumptions	Athletes identified by Federations will stay in the programme for the duration of the agreement.
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	No
MTSF Indicator	Yes
Desired Performance	More athletes developed in high performance sport 80 athletes assisted by means of scientific support programmes

Indicator Title	RDSP 2.1 NUMBER OF ATHLETES SUPPORTED THROUGH THE SCIENTIFIC SUPPORT PROGRAMME PER YEAR.
Indicator Responsibility	CD: Winning Nation

Indicator Title	RDSP 2.2 NUMBER OF ATHLETES SUPPORTED BY SPORTS ACADEMIES
Definition/Purpose	Number of athletes supported through a provincial sports academy programme.  Support includes: medical and scientific support; life skills; seminars and workshops empowering athletes; provision of equipment and attire training camps and other support provided to assist them to compete optimally.
List of Projects	Not applicable
Source of data	CD: Active Nation
Evidence Source/ Portfolio of evidence	Approved/signed quarterly reports received from the provinces detailing the support provided by the academies. Signed Provincial Business Plans (9)
Data Limitation	Dependency on provincial reports
Method of Calculation/ Assessment	Simple count
Disaggregation Beneficiaries	Reporting will provide disaggregation of beneficiaries
Assumptions	Programme is implemented in line with the Academies Framework
Spatial Transformation	Athletes supported in all 9 Provinces
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	No
MTSF Indicator	Yes
Desired Performance	A high number of athletes supported is desirable 3 700 for 21/22

**PROGRAMME 2: RECREATION DEVELOPMENT AND SPORT PROMOTION** *(continued)*

Indicator Title	RDSP 2.2 NUMBER OF ATHLETES SUPPORTED BY SPORTS ACADEMIES
Indicator Responsibility	CD: Winning Nation

Indicator Title	RDSP 2.3 NUMBER OF PEOPLE ACTIVELY PARTICIPATING IN ORGANISED SPORT AND ACTIVE RECREATION EVENTS.
Definition/Purpose	The number of people who participate in organised sport and active recreation events that are implemented to promote healthy lifestyles (at provincial and local level). The number of people excludes spectators.  Participants are counted from reports submitted by Provinces in line with the approved business plans.
List of Projects	Not applicable
Source of data	Provincial department for Sport, Arts and Culture
Evidence/Portfolio of evidence	Approved/signed Provincial report of organised sport and active recreation events (including virtual events). Attendance registers for participants
Data Limitation	Inaccurate data due to rudimentary registration system. Inaccurate data due to the limitations of data control. Duplication. This indicator covers open mass events and it is not feasible to segregate targets into specific numbers. The segregation will however happen during reporting. Dependency on provincial reports
Method of Calculation/ Assessment	Simple count of participants. Each participant is only counted once for participation in a particular sport/ recreation code during a sport or recreation event. A participant may therefore be counted more than once in a single tournament depending on number of codes, he/she participates in.
Disaggregation Beneficiaries	The indicator reaches among others, Women; Youth; and people with disabilities.
Assumptions	None
Spatial Transformation	Provincial and National
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative

Indicator Title	RDSP 2.3 NUMBER OF PEOPLE ACTIVELY PARTICIPATING IN ORGANISED SPORT AND ACTIVE RECREATION EVENTS.
New Indicator	No
Links to other Plans	No
MTSF Indicator	Yes
Desired Performance	330 000
Indicator Responsibility	CD: Active Nation

Indicator Title	RDSP 2.4 NUMBER OF SPORT AND RECREATION PROMOTION CAMPAIGNS AND EVENTS IMPLEMENTED.																
Definition/Purpose	The indicator measures sport and recreation promotion campaigns and events that are hosted by the Department. The events are also used as platforms to share developmental messages through agencies such as loveLife.																
List of Projects	<table> <tr> <td>Move for Health Day</td><td>TBC</td></tr> <tr> <td>Indigenous Games Festival</td><td>TBC</td></tr> <tr> <td>Andrew Mlangeni Golf Development Programme</td><td>TBC</td></tr> <tr> <td>Ministerial Outreach Programme</td><td>TBC</td></tr> <tr> <td>Nelson Mandela Sport and Culture Day</td><td>TBC</td></tr> <tr> <td>National Recreation Day</td><td>TBC</td></tr> <tr> <td>Big Walk</td><td>TBC</td></tr> <tr> <td>National Youth Camp</td><td>All provinces</td></tr> </table>	Move for Health Day	TBC	Indigenous Games Festival	TBC	Andrew Mlangeni Golf Development Programme	TBC	Ministerial Outreach Programme	TBC	Nelson Mandela Sport and Culture Day	TBC	National Recreation Day	TBC	Big Walk	TBC	National Youth Camp	All provinces
Move for Health Day	TBC																
Indigenous Games Festival	TBC																
Andrew Mlangeni Golf Development Programme	TBC																
Ministerial Outreach Programme	TBC																
Nelson Mandela Sport and Culture Day	TBC																
National Recreation Day	TBC																
Big Walk	TBC																
National Youth Camp	All provinces																
Source of data	Project Manager for the events																
Evidence Source/ Portfolio of evidence	DG (or delegated authority) Approved submission CD Approved Close out reports																
Data Limitation	Unsigned reports Segregation of focus groups cannot be anticipated																
Method of Calculation/ Assessment	Simple count																
Disaggregation Beneficiaries	Reporting will provide disaggregation of beneficiaries																
Assumptions	None																

**PROGRAMME 2: RECREATION DEVELOPMENT AND SPORT PROMOTION** (continued)

Indicator Title	RDSP 2.4 NUMBER OF SPORT AND RECREATION PROMOTION CAMPAIGNS AND EVENTS IMPLEMENTED.
Spatial Transformation	National and Provincial
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	No
MTSF Indicator	No
Desired Performance	8
Indicator Responsibility	CD: Active Nation

Indicator Title	RDSP 2.5 NUMBER OF SCHOOLS, HUBS AND CLUBS PROVIDED WITH EQUIPMENT AND/OR ATTIRE AS PER THE ESTABLISHED NORMS AND STANDARDS
Definition/Purpose	<p>This indicator consolidates the number of schools, hubs and clubs supported with equipment and/or attire in an effort to provide opportunities for participation.</p> <p><b>Equipment:</b> sport equipment</p> <p><b>Attire:</b> clothing that is used by participants in the field of sport during practice and/or competition.</p> <p>A club is a private association whose objectives include the promotion of one or more sports, the participation of their members in these modalities and the organization and participation in tournaments and championships. A sports club is affiliated to a recognised National Federation and its focus may be recreational, instructional, competitive, or a combination of these types of activities based on its constitution.</p> <p><b>A hub</b> is essentially a collective of sport clubs and community organisations working together in a local community who want to develop and grow the sporting offering in the community. It is situated around a sports centre, community centre, school, park or a playing field pavilion and is traditionally a multi-use facility. Under the hubs approach it may not be necessary to physically build completely new assets to meet demand.</p>
List of projects	Not applicable
Source of data	Provincial Departments

Indicator Title	RDSP 2.5 NUMBER OF SCHOOLS, HUBS AND CLUBS PROVIDED WITH EQUIPMENT AND/OR ATTIRE AS PER THE ESTABLISHED NORMS AND STANDARDS
Evidence Source /Portfolio of evidence	Consolidated Chief Director draft / Approved Quarterly Report Acknowledgement of receipt from beneficiaries
Data Limitation	Incomplete source documents. The equipment and/or attire is not consistent across schools, hubs and clubs.
Method of Calculation/ Assessment	<p>An aggregation of the following indicators:</p> <ol style="list-style-type: none"> <li>1. Number of schools provided with equipment and/or attire.</li> <li>2. Number of hubs provided with equipment and/or attire.</li> <li>3. Number of clubs provided with equipment and/or attire.</li> </ol> <p>Each school, hub or club is only counted once irrespective of how often they receive equipment and/or attire in a year.</p>
Disaggregation Beneficiaries	Not applicable
Assumptions	Equipment and/or attire is more or less the same across schools, hubs and clubs.
Spatial Transformation	National
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	No
MTSF Indicator	Yes
Desired Performance	Improved sector capacity to deliver sport and recreation. 2 500 for 2021/22
Indicator Responsibility	CD: Active Nation

**PROGRAMME 2: RECREATION DEVELOPMENT AND SPORT PROMOTION** *(continued)*

Indicator Title	<b>RDSP 2.6 NUMBER OF LEARNERS IN THE NATIONAL SCHOOL SPORT CHAMPIONSHIP PER YEAR.</b>	
Definition/Purpose	Number of learners in National School Sport Championships per year measures “number of learners participating in the National School Sport Championships per year” as calculated from any or a combination of the following events: the Autumn Championships; Winter Championships; Summer Championships and school segment of the Indigenous Games Festival.	
List of projects	PROJECT	DISTRICT
	Autumn Championships	TBC
	Winter Championships	TBC
	Summer Championships	TBC
	School segment of the Indigenous Games Festival	TBC
Source of data	DDG's office: Recreation Development and Sports Promotion	
Evidence Source/ Portfolio of evidence	DG (or delegated authority) Approved submission Chief Director's Close-out report for each project that has been implemented. Participant registers	
Data Limitation	None	
Method of Calculation/ Assessment	Simple count of the number of learners who participated in the Autumn Championships; Winter Championships; Summer Championships school and the segment of the Indigenous Games Festival	
Disaggregation Beneficiaries	N/A Target for Woman: Target for Youth: Target for People with disability:	
Assumptions	None	
Spatial Transformation	National	
Calculation Type	Cumulative	
Reporting of Cycle	Quarterly	
Indicator Type	Quantitative	
New Indicator	No	
Links to other Plans	MTSF	
MTSF Indicator	Yes	
Desired Performance	5 000 learners from Autumn Championships; Winter Championships; Summer Championships and the Indigenous Games Festival	

Indicator Title	<b>RDSP 2.6 NUMBER OF LEARNERS IN THE NATIONAL SCHOOL SPORT CHAMPIONSHIP PER YEAR.</b>
Indicator Responsibility	CD: Active Nation
Indicator Title	<b>RDSP 2.7 NUMBER OF LEARNERS PARTICIPATING AT THE DISTRICT SCHOOL SPORT TOURNAMENTS</b>
Definition/Purpose	Number of learners (boys, girls, able-bodied and learners with disabilities) participating in school sport tournaments at a district level. Only learners benefitting from the Mass Participation and Sport Development Grant are counted.
List of projects	School Sport is an all-year round programme taking place in most schools in the Country. All nine provinces, will run school sport activities in their districts. Dates and venues of district tournaments will be included in the Provincial Business Plans. The Activities in districts, will be limited to any of the 16 priority codes of sport i.e. (Football, Netball, Rugby, Cricket, Athletics, Basketball, Volleyball, Goalball, Swimming, Gymnastics, Hockey, Softball, Chess, Table Tennis, Tennis and Indigenous Games)
Source of data	Provincial Departments
Evidence Source/ Portfolio of evidence	Signed Team list of learners participating in tournaments
Data Limitation	Dependency on provincial reports.
Method of Calculation/ Assessment	Simple count of participants extracted from provincial reports
Disaggregation Beneficiaries	Disaggregated performance data will be reported
Assumptions	None
Spatial Transformation	National
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	MTSF
MTSF Indicator	Yes

**PROGRAMME 2: RECREATION DEVELOPMENT AND SPORT PROMOTION** (continued)

Indicator Title	RDSP 2.7 NUMBER OF LEARNERS PARTICIPATING AT THE DISTRICT SCHOOL SPORT TOURNAMENTS
Desired Performance	75 000
Indicator Responsibility	CD: Active Nation

Indicator Title	RDSP 2.8 PERCENTAGE OF NATIONAL FEDERATIONS MEETING 50% OR MORE OF ALL PRESCRIBED CHARTER TRANSFORMATION TARGETS
Definition/Purpose	<p>Status of progress made by 19 National Federations being assessed through the Eminent Persons Group audit reports which cover an individual federations transformation status in selected Transformation Charter categories in scorecard format. The scorecard reflects the federation's transformation status based on:</p> <p>a. The percentage of predetermined, one-size-fits-all Charter targets achieved.</p> <p>b. The percentage of federation self-set and forward projected MoU based 'Barometer' targets achieved. The assessment is based on the achievement of a federation's self-set and forward-looking projected targets that form part of the MoUs entered into with SRSA and SASCO.</p>
List of Projects	National Federations being assessed: Amateur boxing; Athletics; Basketball; Baseball; Bowls; Chess; Cricket; Football; Gymnastics; Hockey; Jukskei; Netball; Rowing; Rugby; Softball; Swimming; Table Tennis; Tennis and Volleyball.
Source of data	DDG: Recreation Development and Sport Promotion
Evidence Source/Portfolio of evidence	EPG Report approved by DDG or DG.
Data Limitation	Accuracy of the data received from Federations
Method of Calculation/Assessment	$\frac{\text{Number of NFs achieving self-set projected target}}{\text{Total number of NFs assessed}} \times 100$
Disaggregation Beneficiaries	Not applicable
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting of Cycle	Annually
Indicator Type	Quantitative

Indicator Title	RDSP 2.8 PERCENTAGE OF NATIONAL FEDERATIONS MEETING 50% OR MORE OF ALL PRESCRIBED CHARTER TRANSFORMATION TARGETS
New Indicator	No
Links to other Plans	No
MTSF Indicator	Yes
Desired Performance	78.9% (15/19)
Indicator Responsibility	CD: Winning Nation

Indicator Title	RDSP 2.9 NUMBER OF MUNICIPALITIES PROVIDED WITH TECHNICAL AND /OR MANAGEMENT SUPPORT DURING CONSTRUCTION																																
Definition/Purpose	To ensure that municipalities design, construct sport facilities that are compliant with the Technical Norms and Standards for Provision of Sport and Recreation Facilities, with the budget allocated by the Department from the ring-fenced Municipal Infrastructure Grant.																																
List of Projects	<table> <tr> <td>PROJECT (35 of the 50 can be identified upfront. The remaining 15 will be on a request basis)</td><td>DISTRICT</td></tr> <tr> <td>Dr Beyers Naude Local Municipality</td><td>Sarah Baartman</td></tr> <tr> <td>Sunday's River Valley Local Municipality</td><td>Sarah Baartman</td></tr> <tr> <td>Mbhashe Local Municipality</td><td>Amathole</td></tr> <tr> <td>Senqu Local Municipality</td><td>Joe Gqabi</td></tr> <tr> <td>Nyandeni Local Municipality</td><td>O.R Tambo</td></tr> <tr> <td>Matjhabeng Local Municipality</td><td>Lejweleputswa</td></tr> <tr> <td>Maluti a Phofong Local Municipality</td><td>Thabo Mofutsanyane</td></tr> <tr> <td>Umuziwabantu Local Municipality</td><td>Ugu</td></tr> <tr> <td>Impendle Local Municipality</td><td>Umgungundlovu</td></tr> <tr> <td>Mkhambathini Local Municipality</td><td>Umgungundlovu</td></tr> <tr> <td>UMvoti Local Municipality</td><td>UMzinyathi</td></tr> <tr> <td>Dannhauser Local Municipality</td><td>Amajuba</td></tr> <tr> <td>Maphumulo Local Municipality</td><td>ILembe</td></tr> <tr> <td>Dr Nkosazana Dlamini Zuma Local Municipality</td><td>Harry Gwala</td></tr> <tr> <td>Musina Local Municipality</td><td>Vhembe</td></tr> </table>	PROJECT (35 of the 50 can be identified upfront. The remaining 15 will be on a request basis)	DISTRICT	Dr Beyers Naude Local Municipality	Sarah Baartman	Sunday's River Valley Local Municipality	Sarah Baartman	Mbhashe Local Municipality	Amathole	Senqu Local Municipality	Joe Gqabi	Nyandeni Local Municipality	O.R Tambo	Matjhabeng Local Municipality	Lejweleputswa	Maluti a Phofong Local Municipality	Thabo Mofutsanyane	Umuziwabantu Local Municipality	Ugu	Impendle Local Municipality	Umgungundlovu	Mkhambathini Local Municipality	Umgungundlovu	UMvoti Local Municipality	UMzinyathi	Dannhauser Local Municipality	Amajuba	Maphumulo Local Municipality	ILembe	Dr Nkosazana Dlamini Zuma Local Municipality	Harry Gwala	Musina Local Municipality	Vhembe
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**PROGRAMME 2: RECREATION DEVELOPMENT AND SPORT PROMOTION (continued)**

Indicator Title	RDSP 2.9 NUMBER OF MUNICIPALITIES PROVIDED WITH TECHNICAL AND /OR MANAGEMENT SUPPORT DURING CONSTRUCTION	
List of Projects	Thulamela Local Municipality	Vhembe
	Blouberg Local Municipality	Capricon
	Polokwane Local Municipality	Capricon
	Fetakgomo Tubatse Local Municipality	Sekhukhune
	Richtersveld Local Municipality	Namakwa
	Siyancuma Local Municipality	Pixley Ka Seme
	Tsantsabane Local Municipality	Z.F Mgcawu
	Kgatelopele Local Municipality	Z.F Mgcawu
	Dikgatlong Local Municipality	Frances Baard
	Mosses Kotane Local Municipality	Bojanala Platinum
	Mafikeng Local Municipality	Ngaka Modiri Molemo
	Maquassi Hill Local Municipality	Dr Kenneth Kaunda
	Witzenberg Local Municipality	Cape Wine Lands
	Theewaterskloof Local Municipality	Overberg
	Thabazimbi Local Municipality	Waterberg
	Midvaal Local Municipality	Sedibeng
	Dihlabeng Local Municipality	Thabo Mofutsanyana
	Mbombela Local Municipality	Ehlanzeni
	Mosel Bay	Garden Route
	Dipaleseng Local Municipality	Gert Sibande
Source of data	Beneficiary Local Municipalities	
Evidence Source/ Portfolio of evidence	<u>Technical support:</u> <ul style="list-style-type: none"> <li>Approved site inspection or technical report (field-based)   Design Review (desktop-based and applicable where the sports facility has a design review)</li> <li>Attendance register (applicable when a meeting was held)</li> </ul> <u>Management support:</u> Attendance registers and Minutes of Meeting (applicable when a meeting was held), or when a meeting was not held, a Progress Report from the municipality and the resultant Analysis Report from DSAC, will suffice as evidence of management support provided.	
Data Limitation	Delayed reports from municipalities. Reliability of progress reports provided by municipalities	

Indicator Title	RDSP 2.9 NUMBER OF MUNICIPALITIES PROVIDED WITH TECHNICAL AND /OR MANAGEMENT SUPPORT DURING CONSTRUCTION	
Method of Calculation/ Assessment	Simple count	
Disaggregation Beneficiaries	N/A	
Assumptions	None	
Spatial Transformation	Provincial/District/ Local	
Calculation Type	Non-Cumulative	
Reporting of Cycle	Quarterly	
Indicator Type	Quantitative	
New Indicator	No	
Links to other Plans	No	
MTSF Indicator	No	
Desired Performance	50	
Indicator Responsibility	CD: Infrastructure Support	
Indicator Title	RDSP 2.10 NUMBER OF COMMUNITY OUTDOOR GYMS AND CHILDREN'S PLAY PARKS CONSTRUCTED.	
Definition/Purpose	The community outdoor gym/children play-park is one facility providing service for exercising and recreational activity for children	
List of projects	PROJECT	DISTRICT
	1 Nyandeni Local Municipality	O.R Tambo DM
	2 Ingquza Hill Local Municipality	O.R Tambo DM
	3 City of Tshwane Metro Municipality, Hammernskraal	City of Tshwane Metro Municipality
	4 Mbombela Local Municipality	Ehlanzeni DM
	4 Mbombela Local Municipality	Ehlanzeni DM
	5 Matshabeng Local Municipality	Lejweleputswa DM
	6 City of Johannesburg (Orange Farm)	City of Johannesburg Metro
	7 Rustenburg Local Municipality	Gert Sibande DM



**PROGRAMME 2: RECREATION DEVELOPMENT AND SPORT PROMOTION** (continued)

Indicator Title	<b>RDSP 2.10 NUMBER OF COMMUNITY OUTDOOR GYMS AND CHILDREN'S PLAY PARKS CONSTRUCTED.</b>	
List of projects	8 Collins Chabane Local Municipality	Vhebe DM
	9 Kopanong Local Municipality	Xhariep DM
	10 Steve Tshwete Local Municipality	Nkangala DM
Source of data	DDG: Recreation Development and Sport Promotion	
Evidence Source/ Portfolio of evidence	Close out reports, and completion certificates. List of Community Gyms and Children's Play Parks constructed. Approved submission/ business plan for these projects. Expenditure Reports and supporting invoices/proof of payment	
Data Limitation	None	
Method of Calculation/ Assessment	Simple count	
Disaggregation Beneficiaries	Not applicable	
Assumptions	None	
Spatial Transformation	District/ Local	
Calculation Type	Cumulative	
Reporting of Cycle	Annually	
Indicator Type	Quantitative	
New Indicator	No	
Links to other Plans	No	
MTSF Indicator	No	
Desired Performance	10 outdoor gyms and children play parks	
Indicator Responsibility	CD: Infrastructure Support	

Indicator Title	<b>RDSP 2.11 NUMBER OF HERITAGE LEGACY FACILITIES (INCLUDING THE RESISTANCE AND LIBERATION HERITAGE ROUTE [RLHR] SITES) DEVELOPED AND/OR MAINTAINED TO TRANSFORM THE NATIONAL HERITAGE LANDSCAPE.</b>	
Definition/Purpose	To transform the heritage landscape by implementing multi- year heritage infrastructure projects through implementing agents. The legacy projects are cabinet approved projects to transform the heritage landscape. The legacy projects include provincial RLHR sites approved by cabinet for inclusion in the resistance and liberation heritage route.	
List of Projects	PROJECT	DISTRICT
	Isibhubhu Cultural Arena (Enyokeni)	Zululand
	Sarah Bartmann Centre of Remembrance	Sarah Baartman
	Dr John L Dube House	eThekwini
Source of data	DDG's office: Recreation Development and Sport Promotion	
Source of data/ Portfolio of evidence	Contractor appointment letter Service level agreements Site progress and expenditure report Construction completion certificate	
Data Limitation	Third party dependency	
Method of Calculation/ Assessment	Simple Count	
Disaggregation Beneficiaries	Not applicable	
Assumptions	Third parties will achieve targets within the applicable timelines	
Spatial Transformation	Not applicable	
Calculation Type	Cumulative	
Reporting of Cycle	Annually	

PROGRAMME 2: RECREATION DEVELOPMENT AND SPORT PROMOTION *(continued)*

Indicator Title	RDSP 2.11 NUMBER OF HERITAGE LEGACY FACILITIES (INCLUDING THE RESISTANCE AND LIBERATION HERITAGE ROUTE [RLHR] SITES) DEVELOPED AND/OR MAINTAINED TO TRANSFORM THE NATIONAL HERITAGE LANDSCAPE.
Indicator Type	Quantitative
New Indicator	Revised
Links to other Plans	NDP
MTSF Indicator	Yes
Desired Performance	3 heritage legacy projects developed and/or maintained Isibhubhu Cultural Arena (Enyokeni); the Sarah Bartmann Centre of Remembrance and the Dr John L Dube House
Indicator Responsibility	CD: Infrastructure Support

# PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT

Indicator Title	ACPD 3.1 NUMBER OF MULTI-YEAR HUMAN LANGUAGE TECHNOLOGY PROJECTS SUPPORTED	
Definition/Purpose	To support projects that collect multilingual text and speech data to develop language software	
List of projects	PROJECT	DISTRICT
	E-book augmentation system	City of Tshwane
	Digital dictionary resources for N uu	Siyancuma
	Endangered South African Languages Application and Archive	City of Cape Town
	English-isiXhosa Medical Bilingual Dictionary	Makana
Source of data	DDG's office: Arts and Culture Promotion and Development	
Evidence source /Portfolio of evidence	<ul style="list-style-type: none"> <li>One approved managerial report by Chief Director detailing progress on all projects</li> <li>Memorandum of Agreement (MoA)</li> <li>Payment stubs as per the MoA.</li> <li>Progress reports as per the MoA.</li> </ul>	
Data Limitation	Dependency on beneficiaries	
Method of Calculation/ Assessment	Simple Count	
Disaggregation Beneficiaries	Not applicable	
Assumptions	Not applicable	
Spatial Transformation	Not applicable	
Calculation Type	Cumulative	
Reporting of Cycle	Quarterly	
Indicator Type	Quantitative	
New Indicator	No	
Links to other Plans	No	
MTSF Indicator	Yes	

Indicator Title	ACPD 3.1 NUMBER OF MULTI-YEAR HUMAN LANGUAGE TECHNOLOGY PROJECTS SUPPORTED
Desired Performance	4 projects
Indicator Responsibility	CD: National Language Service

Indicator Title	ACPD 3.2 PERCENTAGE OF OFFICIAL RECEIVED DOCUMENTS THAT ARE TRANSLATED AND EDITED
Definition/Purpose	The Translation and Editing Directorate provides a translation and/or editing service to DSAC, all other government departments and their entities and institutions, amongst others. The service is demand driven and not commissioned by the Directorate. The translation and/or editing of official documents into and from the official and foreign languages facilitates access to government information and services in the citizens' languages of choice, and, enables government to transact with other countries. Requests for translation and/or editing are received on an ongoing basis throughout the financial year, resulting in completion dates sometimes overlapping quarters or financial years. The documents received also differ with regard to size and technicality. The percentage for the estimated performance target is made up of the denominator, which is the total number of documents accepted and recorded, and the numerator, which is the number of documents completed within the quarter.
List of Projects	Documents received that are translated and edited
Source of data	DDG's office: Arts and Culture Promotion and Development- Document registers
Evidence /Portfolio of evidence	Approved document registers, Chief Director-approved quarterly activity reports
Data Limitation	Dependency on beneficiaries
Method of Calculation/ Assessment	$\frac{\text{No of documents completed within the quarter}}{\text{Total number of documents accepted and recorded within the quarter}} \times 100$
Disaggregation Beneficiaries	Not applicable
Assumptions	Not applicable
Spatial Transformation	Not applicable

**PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT** *(continued)*

Indicator Title	ACPD 3.2 PERCENTAGE OF OFFICIAL RECEIVED DOCUMENTS THAT ARE TRANSLATED AND EDITED
Calculation Type	Non- Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	Old
Links to other Plans	No
MTSF Indicator	Yes
Desired Performance	100%
Indicator Responsibility	CD: National Language Services

Indicator Title	ACPD 3.3 NUMBER OF BURSARIES AWARDED FOR THE DEVELOPMENT OF QUALIFIED LANGUAGE PRACTITIONERS PER YEAR.
Definition/Purpose	Financial support provided to qualified students in institutions of higher learning to enable them to pursue language studies in order to have capable and professional language practitioners.
List of Projects	Not applicable
Source of data	Language bursaries awarded
Evidence/Portfolio of evidence	DDG's office: Arts and Culture Promotion and Development
Data Limitation	MoAs with universities, payment stubs, contracts between universities and students, progress reports from universities, academic records; proof of registration, proof of payment of student fees, CD-Approved list of students from Universities; and BAS Payment Report
Method of Calculation/ Assessment	Dependency on beneficiaries
Disaggregation Beneficiaries	Simple Count
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Not applicable
Reporting of Cycle	Non- Cumulative
Indicator Type	Annually
New Indicator	Quantitative

Indicator Title	ACPD 3.3 NUMBER OF BURSARIES AWARDED FOR THE DEVELOPMENT OF QUALIFIED LANGUAGE PRACTITIONERS PER YEAR.
Links to other Plans	No
MTSF Indicator	No
Desired Performance	Yes
Indicator Responsibility	250 bursaries
Indicator Responsibility	CD: National Language Services

Indicator Title	ACPD 3.4 NUMBER OF LOCAL AND INTERNATIONAL MARKET ACCESS PLATFORMS FINANCIALLY SUPPORTED	
Definition/Purpose	This indicator refers to initiatives that expose creative products to markets and audiences to promote artists and create access to opportunities for networking, skills exchange, partnerships development and income generation opportunities. Projects can be identified from the sector strategies and engagements with partners before approval by the DG. The Market Access platforms are identified by the department and where the budget is more than R500 000, the tender process is followed where TORs are developed and approved by the BSC, BAC and the DG before being advertised. A suitable service provider is then appointed. For projects under R500 000 task directives are developed and approved by the DDG before a call is made to service providers to submit quotes.	
List of projects	PROJECT	DISTRICT
	1. Lagos Fashion Week	n/a Continental
	2. Craft Competition & Awards (Virtual Exhibition)	n/a National
	3. Beautiful Things Craft Exhibition	National
	4. SA Fashion Industry Awards	National recognition drawing from all districts
	5. Africa Rising International Film Festival	Africa Focus
	6. Moshito Music Market & Exhibition	Gauteng – City of Johannesburg
	7. South African Music Awards (SAMA)	Bojanala District
	8. Crown Gospel Awards	KZN

**PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT** (continued)

Indicator Title	ACPD 3.4 NUMBER OF LOCAL AND INTERNATIONAL MARKET ACCESS PLATFORMS FINANCIALLY SUPPORTED	
List of projects	9. Artbank	Nationally
	10. South African Literary Awards	Gauteng
	11. Choral Music Awards	eThekweni
	12. Africa Book and Design Fair	City of Johannesburg & City of Tshwane
	In the event that a specific project cannot take place a project with a similar objective will replace it. This must be communicated by the unit.	
Source of data	DDG's office: Arts and Culture Promotion and Development	
Evidence /Portfolio of evidence	<u>Transfer Payments</u> Approved submission by CD/ DDG/DG, MoA, reports as per requirements of MoA, payment stubs as per MoA tranches, grant letter: BAS Report  <u>SCM Process:</u> Approved submission by CD/DDG/DG, appointment letter; TOR, order number; report/s and payment stubs BAS Report	
Data Limitation	Accurate, reliable and complete data provided by service provider/beneficiary	
Method of Calculation/ Assessment	Simple Count	
Disaggregation Beneficiaries	Not Applicable	
Assumptions	Not applicable	
Calculation Type	Cumulative	
Reporting of Cycle	Quarterly	
Indicator Type	Quantitative	
New Indicator	No	
Links to other Plans	No	
MTSF Indicator	No	
Desired Performance	12	
Indicator Responsibility	CD: Cultural Development	

Indicator Title	ACPD 3.5 NUMBER OF CAPACITY BUILDING PROJECTS FINANCIALLY SUPPORTED	
Definition/Purpose	This indicator refers to financial support of training/skills development projects geared towards building capacity in the cultural and creative sector. The beneficiaries are identified through the MGE application process or as unsolicited proposals received that are identified as having merit for funding and contributing to the sector. Capacity building programs are programs where there are aspects of training or skills development involved for non-professional and professional artists, crafters and designers. These projects can have the ability to move a participant from non-formal into the formal sector. Professional human capital refers to the measurable actual skills of the people working in the sector.	
List of projects	PROJECT	DISTRICT
	Africa Fashion International (AFI) Development Programme (online program)	Designers will be drawn from 9 provinces & districts. Showcase: City of Johannesburg; City of Cape Town
	Craft Explore	National & Chris Hani District. Eastern cape Provincial
	National Craft Incubator	Beneficiaries will be drawn from 9 provinces and various districts.
	Market Theatre Incubator	Johannesburg
	State Theatre Incubator	Tshwane
	Playhouse company Incubator	eThekweni
	PACOFIS Incubator	Bloemfontein
	Arts Cape Incubator	Cape Town
	Reading Incubator projects	Western Cape
	Training program (Amambazo Mobile Academy)	KZN
	INDONI SA	KZN
	DSAC Publishing and Reading Hub	n/a (National)
	South African Roadies Association Emerging Creatives	Beneficiaries will be drawn from 9 Provinces and various districts.
	Eersterust Visual arts Incubator	Gauteng, Tshwane
	Nomsa Manaka Dance Studios	Gauteng
	Ingoda Incubator	eThekweni

**PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT** *(continued)*

Indicator Title	ACPD 3.5 NUMBER OF CAPACITY BUILDING PROJECTS FINANCIALLY SUPPORTED	
List of projects	Casterbridge Academy	Mpumalanga-Enhlazeni
	Reading promotion and African colloquia programme	Durban; eThekweni, KwaDlangezwa, uThulugulu District Municipality KZN, Umlazi local municipality in King Cetshwayo District, KZN, possibly Umzinyathi as well.
	African Women Writers Network	City of Johannesburg, Modimolle Municipality in Waterberg District, Limpopo and Secunda Govan Mbeki Local municipality in the Gert Sibande District of Mpumalanga
	The Creative and Technology hub	Mpumalanga: Mbombela, Nkangala, Gert Sibande- Kimberley. Uppington, East London- Umtata
Source of data	DDG's office: Arts and Culture Promotion and Development	
Data Limitation	Accuracy of beneficiary reporting	
Evidence Source /Portfolio of evidence	Performing Arts Institutions incubator projects - Approved submission by delegated authority, MoA, Grant letter, report and payment stub as per requirements of MoA.; BAS Report	
	Cultural and creatives Industry Projects - Approved submission by delegated authority, MoA/SLA, report and payment stub as per requirements of MoA/SLA, Grant letter/Appointment letter; Purchase Order (PO)	
Method of Calculation/ Assessment	Simple Count	
Disaggregation Beneficiaries	Not applicable	
Assumptions	Continuation of strategic partnerships	
Spatial Transformation	Not applicable	
Calculation Type	Cumulative	
Reporting of Cycle	Annually	
Indicator Type	Quantitative	
New Indicator	No	
Links to other Plans	No	
MTSF Indicator	No	

Indicator Title	ACPD 3.5 NUMBER OF CAPACITY BUILDING PROJECTS FINANCIALLY SUPPORTED	
Desired Performance	20 projects	
Indicator Responsibility	CD: Cultural Development	
Indicator Title	ACPD 3.6 NUMBER OF PROVINCIAL COMMUNITY ARTS DEVELOPMENT PROGRAMMES IMPLEMENTED PER YEAR	
Definition/Purpose	<p>Department-defined intervention of MGE outlined in the MGE strategy as one of the programmes to address community arts development. It is a Department-driven program designed to reach out to communities in district and local Municipalities in partnership with provincial government departments and forums and community arts centres.</p> <p>The Provincial Community arts development programmes can be delivered in any of the forms below:</p> <ol style="list-style-type: none"> <li>1. Provincial CAC strategy including access and utilisation of community arts centres</li> <li>2. Management Training and Capacity Building</li> <li>3. Multi-Disciplinary enhancement arts projects - is Arts development programmes including performing arts, crafts, visual arts, fashion design, photography etc. and the arts, culture and heritage programming/ community arts offerings. Every programme that is offered through the means of arts/ artistic.</li> </ol>	
List of Projects	9 X Provincial Community Arts Development Programmes (one in each Province)	
Source of data	DDG's office: Arts and Culture Promotion and Development	
Evidence /Portfolio of evidence	Approved submission by delegated authority, Business plans, MoA/SLA, report and payment stub as per requirements of MoA/SLA, BAS report	
Data Limitation	Not applicable	
Method of Calculation/ Assessment	Simple Count	
Disaggregation Beneficiaries	Not applicable	
Assumptions	Not applicable	
Spatial Transformation	Community Art Centres are located in all the provinces	
Calculation Type	Cumulative	



**PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT** (continued)

Indicator Title	ACPD 3.6 NUMBER OF PROVINCIAL COMMUNITY ARTS DEVELOPMENT PROGRAMMES IMPLEMENTED PER YEAR
Reporting of Cycle	Annually
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	MTSF
MTSF Indicator	Yes
Desired Performance	9 Provincial Community Arts Development Programmes
Indicator Responsibility	CD: Cultural Development

Indicator Title	ACPD 3.7 NUMBER OF INTERNATIONAL ENGAGEMENTS COORDINATED
Definition/Purpose	To develop, maintain and strengthen bilateral and multilateral relations for the sport, arts, culture and heritage sector. Through coordination we bring together different stakeholders and partners to develop, maintain and strengthen bilateral and multilateral relations for the sport, arts, culture and heritage sector.
List of Projects	<p><u>Quarter 1</u></p> <ol style="list-style-type: none"> <li>1. G20 Ministers of Culture meeting (Q1)</li> <li>2. Conference of Parties of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions (Q1)</li> <li>3. Africa Month Programme (Q1)</li> <li>4. African Union Sports Council Region 5 Executive Committee which happen twice a year (Q1)</li> <li>5. Technical/Benchmarking Exercise on skills with Cuba (Q1)</li> </ol> <p><u>Quarter 2</u></p> <ol style="list-style-type: none"> <li>6. The Commonwealth Advisory Body on Sports (Cabos) (Q2)</li> <li>7. BRICS Ministers of Sport (Q2).</li> <li>8. Bilateral cultural engagement between SA and Western Sahara (Q2)</li> <li>9. BRICS Ministers of Culture (Q2)</li> <li>10. Online/ virtual cultural manifestations with Russia (Q2)</li> </ol>

Indicator Title	ACPD 3.7 NUMBER OF INTERNATIONAL ENGAGEMENTS COORDINATED
List of Projects	<p><u>Quarter 3</u></p> <ol style="list-style-type: none"> <li>11. WIPO Assembly of Member States(Q3)</li> <li>12. UNESCO General Conference (Q3)</li> <li>13. AUSEC Region 5 Ministers of Sport meeting (Q3)</li> <li>14. UN international Day of Solidarity with Palestine (Q3)</li> <li>15. Africa Cultural Seasons (Q3)</li> <li>16. Online/ virtual cultural manifestations with Argentina (Q3)</li> <li>17. People to People Exchange Mechanism with China (Q3)</li> <li>18. African Union Sports Council Region 5 Executive Committee</li> </ol> <p><u>Quarter 4</u></p> <ol style="list-style-type: none"> <li>19. Inter-governmental Committee on the 2005 Convention (Q4)</li> <li>20. Implementation of Dubai Expo 2020 in (Q4)</li> </ol> <p>In the event that a specific project cannot take place a project with a similar objective will replace it. This must be communicated by the unit.</p>
Source of data	CD: International Relations
Evidence /Portfolio of evidence	<p>For online Seminars/ Experts meetings</p> <ul style="list-style-type: none"> <li>• Invitation and/or Ministers remarks/speech For online and physical participation in cultural and sport manifestations</li> <li>• Approved DG submission and Draft or DG approved reports</li> </ul>
Data Limitation	None
Method of Calculation/ Assessment	Simple Count
Disaggregation Beneficiaries	30% will be allocated for targeted groups (Women, youth and people with disability)
Assumptions	Not applicable
Spatial Transformation	International
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	No

**PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT** *(continued)*

Indicator Title	ACPD 3.7 NUMBER OF INTERNATIONAL ENGAGEMENTS COORDINATED
MTSF Indicator	No
Desired Performance	20
Indicator Responsibility	CD: International Relations

Indicator Title	ACPD 3.8 NUMBER OF MORAL REGENERATION PROJECTS SUPPORTED BY GOVERNMENT
Definition/purpose	Reflection of government's support to the moral regeneration programme. DSAC provides financial support to the moral regeneration programme, itself one of the strategic interventions in promoting social cohesion and nation building, with broad societal participation
List of projects	<ol style="list-style-type: none"> <li>1. Workshops and panel discussions on promotion of the Charter of Positive Values</li> <li>2. Ethical Leadership</li> <li>3. Youth Month Dialogues</li> <li>4. MRM/Mandela Month Public Lectures</li> <li>5. The anti-femicide campaign and GBV</li> </ol>
Source of data	CD: Social Cohesion, Nation Building & Target Groups
Evidence /portfolio of evidence	<ul style="list-style-type: none"> <li>• 5 Chairperson-approved reports from MRM</li> <li>• Memorandum of Agreement (MoA)</li> <li>• Payment stubs as per the MoA</li> <li>• BAS report</li> </ul>
Data limitation	Dependency on beneficiary
Method of calculation/ assessment	Simple Count
Disaggregation beneficiaries	Not applicable
Assumptions	Not applicable
Spatial transformation	Not applicable
Calculation type	Non-Cumulative
Reporting of cycle	Quarterly
Indicator type	Quantitative

Indicator Title	ACPD 3.8 NUMBER OF MORAL REGENERATION PROJECTS SUPPORTED BY GOVERNMENT
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	5 projects
Indicator responsibility	CD: Social Cohesion, Nation Building & Target Groups

Indicator Title	ACPD 3.9 NUMBER OF COMMUNITY CONVERSATIONS / DIALOGUES IMPLEMENTED TO FOSTER SOCIAL INTERACTION PER YEAR.
Definition/Purpose	Community conversations/dialogues implemented in diverse communities to foster social integration and inclusion. This, with the objective of enhancing social cohesion and nation building in the country. Community conversations are social dialogues across all communities meant to bridge existing divisions, among others, along race, class, gender, religion, culture, and other contours of human difference.
List of Projects	Not applicable
Source of data	CD: Social Cohesion, Nation Building & Target Groups
Evidence /Portfolio of evidence	<ul style="list-style-type: none"> <li>• 20 DDG-approved quarterly reports on community conversations/dialogues</li> <li>• List of community conversations/dialogues implemented to foster social interaction</li> <li>• DDG or DG-approved submission for community conversations/dialogues implemented</li> </ul>
Data Limitation	Dependency on partners
Method of Calculation/ Assessment	Simple Count
Disaggregation Beneficiaries	Not applicable
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative

**PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT** *(continued)*

Indicator Title	ACPD 3.9 NUMBER OF COMMUNITY CONVERSATIONS / DIALOGUES IMPLEMENTED TO FOSTER SOCIAL INTERACTION PER YEAR.
New Indicator	No
Links to other Plans	MTSF
MTSF Indicator	Yes
Desired Performance	20
Indicator Responsibility	CD: Social Cohesion, Nation Building & Target Groups

Indicator Title	ACPD 3.10 NUMBER OF YOUTH FOCUSED ARTS DEVELOPMENT PROGRAMMES
Definition/Purpose	Programmes that financially support arts, culture and heritage development for the inclusion of Youth (including young women). The programmes are implemented in partnership with various national and provincial departments, government entities/agencies as well as with sector organisations/civil society. The funding is given through the departmental Funding Framework for Target Groups, Cultural Development Funding Policy and Departmental Transfers and Subsidies policy. There are programmes that have a similar focus (on youth inclusion) that we support in collaboration, through MoUs, with Departments of Basic Education, Correctional Services and the National Youth Development Agency (NYDA). We intend to extend collaborations with Departments of Human Settlements and Cooperative Governance & Traditional Affairs. Each of the Programmes have projects listed under them, below and these projects are often reflected in the Annual Operational Plans document.

Indicator Title	ACPD 3.10 NUMBER OF YOUTH FOCUSED ARTS DEVELOPMENT PROGRAMMES	
List of Projects	PROJECT	DISTRICT
	1. Arts Education & Training (AET) Programme. <ul style="list-style-type: none"> <li>Curriculum Assessment Policy Statement (Arts &amp; Culture Learning Area - CAPS)</li> <li>DBE collaboration projects</li> <li>Schools Arts Festival</li> </ul>	Beneficiaries will be targeted from 9 provinces and various Districts.
	2. Arts Access Programme – an Arts & Culture in Juvenile Correctional Facilities <ul style="list-style-type: none"> <li>Rehabilitation programme of Juvenile Offenders through arts and culture,</li> <li>Programme implemented and supported in collaboration with Dept. of Correctional Services as part of MoU between them and DSAC</li> </ul>	Beneficiaries will be targeted from 9 provinces and various Districts.
List of Project	3. Youth Enrichment Programme <ul style="list-style-type: none"> <li>Targeted Open Call for Proposals for the arts, culture &amp; heritage sector to apply for financial support</li> <li>Arts and culture programme that gives youth access to participate in arts, culture &amp; heritage, through partnerships with government entities, private sector and civil society</li> </ul>	Beneficiaries will be targeted from 9 provinces and various Districts.
	4. The Young Patriots Programme <ul style="list-style-type: none"> <li>This is the National Youth Service Programme (NYSP) of the DSAC</li> <li>Young people are placed in the programme from all nine provinces.</li> <li>They receive training in National Symbols and other relevant training as participants</li> </ul>	Beneficiaries will be targeted from 9 provinces and various Districts.

**PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT** *(continued)*

Indicator Title	ACPD 3.10 NUMBER OF YOUTH FOCUSED ARTS DEVELOPMENT PROGRAMMES
Source of data	DDG's office: Arts and Culture Promotion and Development
Evidence /Portfolio of evidence	<ul style="list-style-type: none"> <li>DDG Approved submission and MoA</li> <li>Payment Stubs as per the requirements of MoA;</li> <li>Report as per requirements of MoA</li> </ul>
Data Limitation	Dependency on 3rd Party reports for the submission of final external reports
Method of Calculation/ Assessment	Simple Count
Disaggregation Beneficiaries	Not applicable
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	Youth Development Priority Agenda & ENE
MTSF Indicator	No
Desired Performance	4
Indicator Responsibility	Chief Director: Cultural Development

Indicator Title	ACPD 3.11 NUMBER OF ADVOCACY PLATFORMS ON SOCIAL COHESION IMPLEMENTED BY SOCIAL COHESION ADVOCATES
Definition/Purpose	Advocacy platforms implemented by social cohesion advocates meant to promote social cohesion and nation building. This is about platforms created to promote social cohesion, by social cohesion advocates.
List of Projects	20 advocacy platforms that cover a range of areas such as gender-based violence and patriarchy, racism, xenophobia, alcohol and drug abuse, violent crime and many other related social skills
Source of data	CD: Social Cohesion, Nation Building & Target Groups

Indicator Title	ACPD 3.11 NUMBER OF ADVOCACY PLATFORMS ON SOCIAL COHESION IMPLEMENTED BY SOCIAL COHESION ADVOCATES
Evidence /Portfolio of evidence	<ul style="list-style-type: none"> <li>20 DDG-approved reports on advocacy platforms</li> <li>Appointment letters for Social Cohesion Advocates</li> <li>Notes of acceptance of appointment</li> <li>List of Advocacy Platforms on social cohesion by Social Cohesion Advocates.</li> <li>Approved submission for advocacy platforms held (NB. The approval is either Director, Chief Director or DDG, depending on the delegations)</li> </ul>
Data Limitation	Dependency on social cohesion advocates
Method of Calculation/ Assessment	Simple Count
Disaggregation Beneficiaries	Not applicable
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	No
MTSF Indicator	Yes
Desired Performance	20
Indicator Responsibility	CD: Social Cohesion, Nation Building & Target Groups

Indicator Title	ACPD 3.12 A SOCIAL COMPACT FOR SOCIAL COHESION AND NATION BUILDING.
Definition/Purpose	A social contract affording and committing all key social partners to make a contribution to social cohesion and nation building These social partners to the social compact are in 3 broad categories – (1) civil society, (2) business and (3) labour.
List of Projects	1 social compact signed off by Minister and leaders of key sectors as shall be determined by the Minister
Source of data	CD: Social Cohesion, Nation Building & Target Groups

**PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT** (continued)

Indicator Title	ACPD 3.12 A SOCIAL COMPACT FOR SOCIAL COHESION AND NATION BUILDING.
Evidence /Portfolio of evidence	I signed social compact Approved Ministerial submission
Data Limitation	None
Method of Calculation/ Assessment	Simple count
Disaggregation Beneficiaries	Not applicable
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting of Cycle	Annually
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	MTSF
MTSF Indicator	Yes
Desired Performance	A social compact for social cohesion and nation building
Indicator Responsibility	CD: Social Cohesion, Nation Building & Target Groups

Indicator Title	ACPD 3.13 NUMBER OF MONITORING REPORTS ON THE IMPLEMENTATION OF A SOCIAL COMPACT FOR SOCIAL COHESION AND NATION BUILDING
Definition/Purpose	Monitoring and support work with the different sectors in the implementation of sector-specific commitments on the social compact. A social compact in this regard refers to an agreement among the sectors of South African society, particularly Business, Labour, Media, Civil Society, Women, Youth, Persons with disability and Traditional Authorities, to cooperate in the advancement and promotion of social cohesion and nation building.
List of Projects	Not applicable
Source of data	CD: Social Cohesion, Nation Building & Target Groups

Indicator Title	ACPD 3.13 NUMBER OF MONITORING REPORTS ON THE IMPLEMENTATION OF A SOCIAL COMPACT FOR SOCIAL COHESION AND NATION BUILDING
Evidence /Portfolio of evidence	2 DG-approved reports on sector engagements in the implementation of the social compact.
Data Limitation	Dependency on sector in implementing their sector specific commitments / milestones
Method of Calculation/ Assessment	Simple Count
Disaggregation Beneficiaries	Not applicable
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting of Cycle	Bi-annual
Indicator Type	Quantitative
New Indicator	New
Links to other Plans	MTSF
MTSF Indicator	Yes
Desired Performance	2 Reports
Indicator Responsibility	CD: Social Cohesion, Nation Building & Target Groups

Indicator Title	ACPD 3.14 NUMBER OF GENDER-BASED VIOLENCE AND FEMICIDE PROGRAMMES FINANCIALLY SUPPORTED								
Definition/Purpose	Funding of the 'Gender-Based Violence and Femicide' Programme. The Programme will be implemented through 3 projects as listed below								
List of Projects	<table border="1"> <tr> <th>PROJECT</th><th>DISTRICT</th></tr> <tr> <td>1. Project focusing on boys</td><td>Garden Route</td></tr> <tr> <td>2. Project focusing on young men and young women</td><td>Joburg Ekurhuleni Metro</td></tr> <tr> <td>3. Project focusing on Customary Initiation Schools</td><td>Chris Hani and OR Tambo</td></tr> </table>	PROJECT	DISTRICT	1. Project focusing on boys	Garden Route	2. Project focusing on young men and young women	Joburg Ekurhuleni Metro	3. Project focusing on Customary Initiation Schools	Chris Hani and OR Tambo
PROJECT	DISTRICT								
1. Project focusing on boys	Garden Route								
2. Project focusing on young men and young women	Joburg Ekurhuleni Metro								
3. Project focusing on Customary Initiation Schools	Chris Hani and OR Tambo								
Source of data	DDG's office: Corporate Services								

**PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT** *(continued)*

Indicator Title	ACPD 3.14 NUMBER OF GENDER-BASED VIOLENCE AND FEMICIDE PROGRAMMES FINANCIALLY SUPPORTED
Evidence /Portfolio of evidence	<ul style="list-style-type: none"> <li>• DDG-Approved submission and MoA</li> <li>• Payment stubs as per the requirements of MOA</li> <li>• BAS Payment Report</li> <li>• Reports as per the requirement of MOA</li> </ul>
Data Limitation	Dependency on 3rd Party for the submission of reports
Method of Calculation/ Assessment	Simple Count
Disaggregation Beneficiaries	Applicable
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting of Cycle	Annually
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	No
MTSF Indicator	Yes
Desired Performance	1 Programme comprised of 3 projects
Indicator Responsibility	Chief Director: Social Cohesion, Nation Building and Target Groups

Indicator Title	ACPD 3.15 NUMBER OF PROJECTS IN THE CREATIVE INDUSTRY SUPPORTED THROUGH THE MZANSI GOLDEN ECONOMY PROGRAMME
Definition	<p><b>Flagships</b> (23): Strategic partnerships and special projects within the Department's programmes that have a high impact on a national level. These events support the mandate and objectives of the Department in terms of stimulating the economy through job creation at national, provincial and local levels and further celebrating the African continent. Special projects are unsolicited strategic programmes based on various MGE workstreams that have an impact on a national level and support the mandate and objectives of the Department. These may include projects initiated by Sector organisations, those emanating from commissioned Sector strategies and research, and recommendations from various stakeholders' consultative processes.</p> <p><b>Cultural events:</b> (15) With these events, the projects are geared at the creation, development and promotion of local content. The objectives are to contribute to local economic development, job creation and the development of audiences. The work stream creates platforms to developmental artists at a local level so that they mature to Provincial and National level.</p> <p><b>Touring ventures:</b> (10) Touring Ventures project are geared at increasing mobility and access of South African arts practitioners to the local and international market. The project must heighten local and or international consumption of south African products thus creating job opportunities for artists with the resultant effect of economic growth of our country. The support extends to invitations received by artists to participate in arts related engagements outside or within the borders of South Africa.</p> <p><b>Public Art</b> (10) Public Art programme supports artists, art organisations and communities in accessing arts and culture freely where they live. It aims to create job opportunities at a district, provincial and national levels for artists, designers, storytellers, crafters, performance artists and a range of other practitioners' in the cultural and creative sectors. It seeks to create artworks that cross-cuts public spaces, where the general public is most times involved in the realisation and presentation of the public artworks, thereby developing new audiences.</p> <p><b>Africa Month:</b> (9) Africa Month Projects are projects that have a focus on Africa continent during the Africa Month of May annually.</p>



**PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT** *(continued)*

Indicator Title	ACPD 3.15 NUMBER OF PROJECTS IN THE CREATIVE INDUSTRY SUPPORTED THROUGH THE MZANSI GOLDEN ECONOMY PROGRAMME
List of Projects	<p>The list of projects is contained in Annexure D: District Development Model</p> <p><b>17 Provincial Flagships:</b></p> <p>GP:</p> <ol style="list-style-type: none"> <li>1. Vaalriver Jazz Carnival Festival</li> <li>2. Go West Music Festival</li> <li>3. Pale Ya Rona Carnival</li> </ol> <p>WC:</p> <ol style="list-style-type: none"> <li>4. Cape Town carnival</li> <li>5. SuidOoste Fees</li> </ol> <p>KZN:</p> <ol style="list-style-type: none"> <li>6. Spirit of Praise</li> </ol> <p>NW:</p> <ol style="list-style-type: none"> <li>7. Mahika Mahikeng</li> <li>8. Taung Cultural calabash</li> </ol> <p>MP:</p> <ol style="list-style-type: none"> <li>9. Mpumalanga Cultural Experience</li> </ol> <p>10. Innibos</p> <p>LP:</p> <ol style="list-style-type: none"> <li>11. Mapungubwe Arts Festival</li> </ol> <p>EC:</p> <ol style="list-style-type: none"> <li>12. Isinqisethu Cultural Festival</li> <li>13. PE Opera House</li> </ol> <p>NC:</p> <ol style="list-style-type: none"> <li>14. Kalahari Desert</li> <li>15. Diamonds &amp; Dorings</li> </ol> <p>FS:</p> <ol style="list-style-type: none"> <li>16. Macufe</li> <li>17. Famo Cultural Mine Dance Festival</li> </ol>

Indicator Title	ACPD 3.15 NUMBER OF PROJECTS IN THE CREATIVE INDUSTRY SUPPORTED THROUGH THE MZANSI GOLDEN ECONOMY PROGRAMME
List of Projects	<p><b>6 National flagships:</b></p> <ol style="list-style-type: none"> <li>1. Cape Town Jazz International</li> <li>2. Joy of Jazz</li> <li>3. National Arts Festival</li> <li>4. Moretele Tribute Concert</li> <li>5. We Can Festival</li> <li>6. Buyela E'Khaya</li> </ol> <p><b>15 Cultural events:</b> TBC</p> <p><b>10 Touring ventures:</b> TBC</p> <p><b>10 Public Art:</b> TBC</p> <p><b>9 Africa Month:</b> TBC</p>
Source of data	DDG's office: Arts and Culture Promotion and Development
Evidence /Portfolio of evidence	<p><b>Flagships:</b> Provincial / National</p> <p>Approved submission by delegated authority, MoA for direct grant funding /Z59 interdepartmental transfers,</p> <p>Reports/as per requirements where a MoA is applicable; close out report for Z59 projects, payment stub/s as per MoA.</p> <p><b>Open call projects: (Public Art, Touring Ventures, Cultural events; Africa Month):</b></p> <p>Register of open call MGE applications received; Approved submission by delegated authority, MoA, reports as per requirements of MoA, payment stubs as per MoA,</p>
Data limitation	Dependency on response to open calls.
Method of Calculation/ Assessment	Simple Count

**PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT** *(continued)*

Indicator Title	ACPD 3.15 NUMBER OF PROJECTS IN THE CREATIVE INDUSTRY SUPPORTED THROUGH THE MZANSI GOLDEN ECONOMY PROGRAMME
Disaggregation Beneficiaries	Not applicable
Assumptions	It is assumed that response to open call will equate to the number of planned targets for the open call.
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Links to other Plans	No
MTSF Indicator	Yes
Desired Performance	To financially support 67 cultural & creative industries projects by end of the financial year: 23 Flagships 15 Cultural events 0 Touring ventures 10 Public art projects 9 Africa Month projects
Indicator Responsibility	CD: Cultural Development

Indicator Title	ACPD 3.16 NUMBER OF ARTISTS PLACED IN SCHOOLS PER YEAR
Definition/Purpose	Arts practitioners placed in schools to promote and support arts education in schools
List of Projects	Not applicable
Source of data	DDG's office: Arts and Culture Promotion and Development
Evidence /Portfolio of evidence	Approved submission by DG Proposals MoA/SLA with service provider Payment stubs Contracts and Copy of ID documents of arts practitioners. List of schools List of artists Reports Confirmation letters from schools

Indicator Title	ACPD 3.16 NUMBER OF ARTISTS PLACED IN SCHOOLS PER YEAR
Data Limitation	Dependency on third parties for submission of reports. Accuracy of beneficiary reporting
Method of Calculation/ Assessment	Simple Count
Disaggregation Beneficiaries	Beneficiaries will be disaggregated when reporting.
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting of Cycle	Annually
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	No
MTSF Indicator	Not applicable
Desired Performance	300 Artists placed in schools
Indicator Responsibility	CD: Cultural Development

Indicator Title	ACPD 3.17 NUMBER OF REPORTS PRODUCED BY SACO
Definition/Purpose	Production of all research reports relevant to the sector as defined in the SLA produced by SACO. The report is deemed produced and therefore final after it is received by the Department and signed off by the DDG. SACO – South African Cultural Observatory.
List of Projects	Research agenda decided by the Department informs the choice of research reports to be produced in particular. Steering committee meets quarterly to plan for the implementation of the research agenda. Reports are classified into Key Performance Indicator (M&E) Reports, Commissioned reports, youth, women and people with disability report, Policy research report, Mapping studies and Country brief reports.
Source of data	DDG's office: Arts and Culture Promotion and Development through SACO

**PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT** *(continued)*

Indicator Title	ACPD 3.17 NUMBER OF REPORTS PRODUCED BY SACO
Evidence /Portfolio of evidence	Approved research agenda revised annually. Chief Director-Approved quarterly progress report. Approved research reports. Reports are considered to be produced when they have been approved and signed off by the DDG.
Data Limitation	Dependency on third party for submission of reports
Method of Calculation/ Assessment	Simple Count
Disaggregation Beneficiaries	Not applicable
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting of Cycle	Annually
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	No
MTSF Indicator	No
Desired Performance	21 reports
Indicator Responsibility	CD: Books & Publishing

Indicator Title	ACPD 3.18 NUMBER OF FILMS AND DOCUMENTARIES SUPPORTED TELLING STORIES OF THE HISTORY OF LIBERATION, CULTURAL AND HERITAGE IMPORTANCE.
Definition/Purpose	Providing support towards the development and production of film projects and documentaries that focus on the history of liberation and stories of cultural and historical importance.
List of Projects	Not applicable
Source of data	DDG's office: Arts and Culture Promotion and Development

Indicator Title	ACPD 3.18 NUMBER OF FILMS AND DOCUMENTARIES SUPPORTED TELLING STORIES OF THE HISTORY OF LIBERATION, CULTURAL AND HERITAGE IMPORTANCE.
Evidence /Portfolio of evidence	Approved submission by DDG or DG, Proposals MOA with the beneficiaries Reports as per MOA Grant letters Payments as per MOA
Data Limitation	Accuracy of beneficiary reporting
Method of Calculation/ Assessment	Simple Count
Disaggregation Beneficiaries	Not applicable
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting of Cycle	Annually
Indicator Type	Quantitative
New Indicator	Yes
Links to other Plans	MTSF
MTSF Indicator	Yes
Desired Performance	10 film/documentaries projects
Indicator Responsibility	CD: Cultural Development

## PROGRAMME 4: HERITAGE PROMOTION AND PRESERVATION

Indicator Title	HPP 4.1 NUMBER OF STUDENTS AWARDED WITH HERITAGE BURSARIES PER YEAR
Definition/Purpose	Financial support provided to students to further their heritage studies at institutions of higher learning
List of Projects	65 bursaries awarded for the development of qualified heritage practitioners
Source of data	DDG's office: Heritage Promotion and Preservation
Evidence /Portfolio of evidence	MoAs with universities, payment stubs (payment to universities), proof of registration, proof of payment of student fees (from universities), Academic reports
Data Limitation	Accurate, reliable and complete data provided by universities.
Method of Calculation/ Assessment	Simple Count
Disaggregation Beneficiaries	Beneficiaries will be disaggregated during reporting
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-Cumulative
Reporting of Cycle	Annually
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	NDP & ENE
MTSF Indicator	No
Desired Performance	65
Indicator Responsibility	Chief Director: Heritage Preservation and Promotion

Indicator Title	HPP 4.2 NUMBER OF BOOKS DOCUMENTING LIVING HUMAN TREASURES PUBLISHED.
Definition/Purpose	To identify, promote and safeguard, for transmission to the next generations, the knowledge and skills of specialist practitioners. Living human treasures are selected in accordance with the criteria and processes in the Living Heritage Policy. They are defined by UNESCO as "a person who possesses to a high degree the knowledge and skills required for performing or re-creating specific elements of the intangible cultural heritage" "Document" means record in writing, photography, film the life and work of living human treasures. Drafted means data for the chapters of the books are researched, compiled into chapters, edited, quality assessed and the draft publication is designed.
List of Projects	5 Books documenting living human treasures: <ol style="list-style-type: none"> <li>1. Don Mattera</li> <li>2. Peter Magubane</li> <li>3. Abigail Khubeka</li> <li>4. James Mathews</li> <li>5. Thomas Chauke</li> </ol>
Source of data	DDG's office: Heritage Promotion and Preservation
Evidence /Portfolio of evidence	5 Books documenting living human treasures DG-approved submission Appointment letter SLA Payment stubs as per MOA
Data Limitation	Availability and access to data
Method of Calculation/ Assessment	Simple Count
Disaggregation Beneficiaries	Not applicable

**PROGRAMME 4: HERITAGE PROMOTION AND PRESERVATION** *(continued)*

Indicator Title	HPP 4.2 NUMBER OF BOOKS DOCUMENTING LIVING HUMAN TREASURES PUBLISHED.
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting of Cycle	Annually
Indicator Type	Quantitative
New Indicator	Revised Indicator
Links to other Plans	ENE
MTSF Indicator	No
Desired Performance	5 Books documenting living human treasures
Indicator Responsibility	Chief Director: Heritage Preservation and Promotion

Indicator Title	HPP 4.3 NUMBER OF PUBLIC AWARENESS ACTIVATIONS ON THE “I AM THE FLAG” CAMPAIGN
Definition/Purpose	Conducting public awareness activations to promote the national flag – the activations will include information sharing sessions, media activations (on radio, television and print) and workshops in all the 9 provinces and in selected districts
List of Projects	20 Public awareness activations to promote the national flag: <ul style="list-style-type: none"> <li>• 10 pop up exhibitions (2 in KZN and 1 in each province)</li> <li>• 10 digital activities (through departmental website, twitter, Facebook, video hosting platforms).</li> </ul>
Source of data	DDG's office: Heritage Promotion and Preservation
Evidence /Portfolio of evidence	20 DDG-approved reports on public awareness activations (incl. exhibitions) to promote the national flag.

Indicator Title	HPP 4.3 NUMBER OF PUBLIC AWARENESS ACTIVATIONS ON THE “I AM THE FLAG” CAMPAIGN
Data Limitation	Dependency on external partners
Method of Calculation/ Assessment	Simple count
Disaggregation Beneficiaries	Not Applicable
Assumptions	Not Applicable
Spatial Transformation	Not Applicable
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	MTSF
MTSF Indicator	Yes
Desired Performance	20
Indicator Responsibility	Chief Director: Heritage Preservation and Promotion

Indicator Title	HPP 4.4 NUMBER OF FLAGS PROVIDED TO SCHOOLS
Definition/Purpose	Measures number of South African national flags provided to schools as part of the Flag in every school project.
List of Projects	Not Applicable
Source of data	DDG's office: Heritage Promotion and Preservation

**PROGRAMME 4: HERITAGE PROMOTION AND PRESERVATION** *(continued)*

Indicator Title	HPP 4.4 NUMBER OF FLAGS PROVIDED TO SCHOOLS
Evidence /Portfolio of evidence	Flag provision acknowledgement note signed by school representative. List of schools that benefited (including Province and Municipality)
Data Limitation	Accurate, reliable and complete data provided by school
Method of Calculation/ Assessment	Simple count
Disaggregation Beneficiaries	Not Applicable
Assumptions	Not Applicable
Spatial Transformation	Not Applicable
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	MTSF
MTSF Indicator	Yes
Desired Performance	100
Indicator Responsibility	Chief Director: Heritage Preservation and Promotion

Indicator Title	HPP 4.5 NUMBER OF HERITAGE POLICIES DEVELOPED
Definition/Purpose	To guide transformation and redress in the heritage sector of the country by developing national policy on repatriation and restitution of human remains and heritage objects. In the development of a policy, it should be noted that the policy will remain a draft until adopted or approved by cabinet, as opposed to legislation development which becomes a bill until assented to by the President. Alternatively, different stages of a policy can be referred to in terms of first, second and third drafts until approval.
List of Projects	1. Repatriation and restitution of human remains & heritage objects policy. 2. Digitisation of the arts, culture and heritage sector policy.
Source of data	DDG's office: Heritage Promotion and Preservation

Indicator Title	HPP 4.5 NUMBER OF HERITAGE POLICIES DEVELOPED
Evidence/Portfolio of evidence	Copy of the draft policy and the presentation meant for Cabinet clusters i.e. TWG and SPCHD  Ministerial submission on the draft heritage policies
Data Limitation	None
Method of Calculation/ Assessment	Simple Count
Disaggregation Beneficiaries	Not applicable
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	ENE
MTSF Indicator	No
Desired Performance	2 Draft policies developed
Indicator Responsibility	Chief Director: Heritage Promotion and Preservation

Indicator Title	HPP 4.6 NUMBER OF WORKSHOPS HOSTED TO ADVANCE KNOWLEDGE OF NATIONAL SYMBOLS.
Definition/Purpose	The objective of the National Symbols Workshop is to advance knowledge on National Symbols so as to: <ul style="list-style-type: none"> <li>• promote South African National Symbols.</li> <li>• highlight how National Symbols express our common national identity as people of South Africa</li> <li>• use National Symbols to cultivate a patriotic spirit</li> <li>• advance nationhood and social cohesion.</li> </ul>



**PROGRAMME 4: HERITAGE PROMOTION AND PRESERVATION** (continued)

Indicator Title	HPP 4.6 NUMBER OF WORKSHOPS HOSTED TO ADVANCE KNOWLEDGE OF NATIONAL SYMBOLS.
List of Projects	10 Workshops to advance knowledge on National Symbols, including the Flag, undertaken:  (2 Workshops in KZN province and 1 workshop in each of the remaining provinces)
Source of data	DDG's office: Heritage Promotion and Preservation
Evidence/Portfolio of evidence	DG/DDG approved submission Workshop attendance registers or list of attendees (depending on the form of the workshop), DDG-approved Reports on the workshops held
Data Limitation	Not Applicable
Method of Calculation/ Assessment	Simple Count
Disaggregation Beneficiaries	Not Applicable
Assumptions	Not Applicable
Spatial Transformation	Not Applicable
Calculation Type	Cumulative Year End
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	Yes
Links to other Plans	No
MTSF Indicator	No
Desired Performance	10 workshops hosted
Indicator Responsibility	Chief Director: Heritage Preservation and Promotion

Indicator Title	HPP 4.7 NUMBER OF HERITAGE LEGACY PROJECTS WHERE EXHIBITION CONTENT IS DEVELOPED.	
Definition/Purpose	The Department has a mandate to transform the national heritage landscape of South Africa to be inclusive by developing new monuments and heritage sites to preserve, protect and promote our heritage for current and future generations to remind ourselves where we come from. Although the Department developed a number of monuments and heritage sites, not enough has been done and the landscape still does not reflect and is still not inclusive of all South Africa's heritage, histories and people and a lot still needs to be done to correct this. Heritage legacy projects, which are either under construction or where construction has been finalised, are operationalized. This operationalisation is a multi-year process and incorporates the development of exhibition content, which involves research and the conceptualization of the museum exhibition. The exhibition content is considered developed once the museum can be operational.	
List of Projects	PROJECT	DISTRICT
	Sarah Bartmann Centre of Remembrance content development (4th Q). Multi-year project due for completion in 2023/24.	Sarah Baartman
	Winnie Mandela Brandfort House Memorial exhibition content development (4th Q). Multi-year project due for completion in 2022/23.	Lejweleputswa
	OR Tambo Garden of Remembrance exhibition content development (4th Q). Multi-year project due for completion in 2022/23.	Alfred Nzo
Source of data	DDGs office: HPP	
Evidence/Portfolio of evidence	DDG-approved progress reports	
Data Limitation	Third party dependency	
Method of Calculation/ Assessment	Simple Count	
Disaggregation Beneficiaries	Not applicable	
Assumptions	Third parties will achieve targets within the applicable timelines	

**PROGRAMME 4: HERITAGE PROMOTION AND PRESERVATION (continued)**

Indicator Title	HPP 4.7 NUMBER OF HERITAGE LEGACY PROJECTS WHERE EXHIBITION CONTENT IS DEVELOPED.
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting of Cycle	Annually
Indicator Type	Quantitative
New Indicator	Revised
Links to other Plans	ENE
MTSF Indicator	No
Desired Performance	3 projects where content is developed.
Indicator Responsibility	Chief Director: Heritage Preservation and Promotion

Indicator Title	HPP 4.8 NUMBER OF PROGRESS REPORTS ON RESISTANCE AND LIBERATION HERITAGE ROUTE SITES.
Definition/Purpose	The Resistance and Liberation Heritage Route is about the recognition of people, communities, icons, places/sites and the recording of epoch-making stories which had a significant impact on the South Africa's struggle against colonialism and for liberation. The Programme is part of the UNESCO and AU Programme of the African Liberation Heritage Programme "Roads to Independence". The Department together with the Provinces and the National Heritage Council (NHC) are developing RLHR sites, as part of the RLHR to preserve, protect and promote our liberation heritage for current and future generations to remind ourselves what we had to go through for our liberation.
List of Projects	Not applicable
Source of data	DDGs office: HPP
Evidence/Portfolio of evidence	DDG or DG approved annual progress report on the Resistance and Liberation Heritage Route
Data Limitation	Third party dependency
Method of Calculation/ Assessment	Simple Count
Disaggregation Beneficiaries	Not applicable
Assumptions	Third parties will achieve targets within the applicable timelines

Indicator Title	HPP 4.8 NUMBER OF PROGRESS REPORTS ON RESISTANCE AND LIBERATION HERITAGE ROUTE SITES.
Spatial Transformation	Provincial
Calculation Type	Non-cumulative
Reporting of Cycle	Annually
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	No
MTSF Indicator	No
Desired Performance	1 Annual progress report on the Resistance and Liberation Heritage Route
Indicator Responsibility	Chief Director: Heritage Preservation and Promotion

Indicator Title	HPP 4.9 NUMBER OF RECORDS DIGITISED
Definition/Purpose	To reformat archival records that are on analogue format to digital format for easy online access.
List of Projects	1. 100 Treason Trial Dictabelts 2. 80 TRC Audio Tapes
Source of data	DDG's office: Heritage Promotion and Preservation
Evidence/Portfolio of evidence	Project report approved by CD or DDG List of digitised records
Data Limitation	Digitised records can be viewed only on the system of the National Archives
Method of Calculation/ Assessment	Simple Count
Disaggregation Beneficiaries	Not applicable
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No

**PROGRAMME 4: HERITAGE PROMOTION AND PRESERVATION** (continued)

Indicator Title	HPP 4.9 NUMBER OF RECORDS DIGITISED
Links to other Plans	No
MTSF Indicator	No
Desired Performance	100 Dictabelts & 80 Audio Tapes
Indicator Responsibility	Chief Director: National Archives and Libraries

Indicator Title	HPP 4 .10 NUMBER OF NEWLY BUILT AND/OR MODULAR LIBRARIES SUPPORTED FINANCIALLY PER YEAR	
Definition/Purpose	<p>The national department coordinates the planning and implementation of the Conditional Grant in order to promote a culture of reading and writing through access to newly built or modular (customised prefabricated structures) libraries. The national department transfers an allocation to provinces as per the payment schedule.</p> <ul style="list-style-type: none"> <li>The role of the national department is also to provide oversight over provincial projects through site visits, including the monitoring and evaluation of performance as per the approved provincial business plans.</li> <li>Provincial departments are primarily responsible for the implementation of all grant projects as per the approved business plans.</li> <li>The role of the municipalities in this regard is dependent on provincial strategies or policy.</li> </ul>	
List of Projects	PROJECT	DISTRICT
	Cookhouse Library	Sarah Baartman District: Blue Crane Route Local Municipality
	Mango Modular Library	Alfred Nzo District: Umzimvubu Local Municipality
	Van Stadenrus Library	Xhariep District: Naledi Local Municipality
	Zuurbekom Library	Westonaria District: West Rand Municipality
	Kocksoord Library	West Rand District: Randfontein Municipality
	Mullerstein Library	Sedibeng District: Emfuleni Local Municipality
	Dukuduku Library	Umkhanyakude District: Mtubatuba Local Municipality
	KwaMdakane Library	Amajuba District: Dannhauser Local Municipality
	Nquthu Library	Umzinyathi District: Nquthu Local Municipality
	Endaleni Library	Umgungundlovu District: Richmond Local Municipality
	KwaDlangezwa Library	Uthungulu District: Umhlathuze Local Municipality

Indicator Title	HPP 4 .10 NUMBER OF NEWLY BUILT AND/OR MODULAR LIBRARIES SUPPORTED FINANCIALLY PER YEAR	
List of Projects	Sankotshe Modular Library	eThekweni Metro
	Seleteng Library	Capricorn District: Lepelle Nkumpi Local Municipality
	Mavalani Library	Mopani District: Greater Giyani Local Municipality
	Botshabelo Library	Waterberg District: Lephalale Local Municipality
	Vleifontein Library	Vhembe District: Makhado Local Municipality
	Tshaulu Library	Vhembe District: Makhado Local Municipality
	Newtown Library	Nkangala District: Steve Tshwete Local Municipality
	Schoemansdal Library	Ehlanzeni District: Nkomazi Local Municipality
	Provincial Depot Library	Francis Baard District: Sol Plaatje Municipality
	Lethabong Library	Bojanala District: Rustenburg Local Municipality
	Dinokana Library	Ngaka Modiri Molema District: Ramotshere Moiloa Local Municipality
	Moshana Modular Library	Ngaka Modiri Molema District: Ramotshere Moiloa Local Municipality
	Wolmaranstad ext 15 Library	Dr Kenneth Kaunda District: Maquassi Hills Local Municipality
	Bereaville Modular Library	Overberg District: Theewaterskloof Municipality
Source of data	DDG's office: Heritage Promotion and Preservation	
Evidence/Portfolio of evidence	Payment stubs DDG approved Progress Report	
Data Limitation	Not applicable	
Method of Calculation/ Assessment	Simple Count	
Disaggregation Beneficiaries	Not applicable	

**PROGRAMME 4: HERITAGE PROMOTION AND PRESERVATION** *(continued)*

Indicator Title	HPP 4 .10 NUMBER OF NEWLY BUILT AND/OR MODULAR LIBRARIES SUPPORTED FINANCIALLY PER YEAR
Assumptions	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non- Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	ENE
MTSF Indicator	No
Desired Performance	26 newly built and/or modular libraries financially supported
Indicator Responsibility	Chief Director: National Archives and Libraries

Indicator Title	HPP 4.11 NUMBER OF GAZETTE NOTICES ON STANDARDISED GEOGRAPHICAL NAMES PUBLISHED
Definition/Purpose	This refers to Gazette notice issued by Government Printers with a list of standardised geographical names, aims to promote transformation of heritage landscape through geographical names standardisation.
List of Projects	Drafting and publishing of 3 Government Gazette notices
Source of data	DDG's office: Heritage Promotion and Preservation
Evidence/Portfolio of evidence	List of gazetted names (including Province and Municipality) Government Gazette Notices.
Data Limitation	Not Applicable
Method of Calculation/ Assessment	Simple count
Disaggregation Beneficiaries	Not Applicable
Assumptions	Not Applicable
Spatial Transformation	Not Applicable
Calculation Type	Cumulative Year -End
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No

Indicator Title	HPP 4.11 NUMBER OF GAZETTE NOTICES ON STANDARDISED GEOGRAPHICAL NAMES PUBLISHED
Links to other Plans	ENE
MTSF Indicator	No
Desired Performance	3 Government Gazette notices
Indicator Responsibility	Chief Director: Heritage Promotion and Preservation



sport, arts & culture

Department:  
Sport, Arts and Culture  
REPUBLIC OF SOUTH AFRICA

# PART E: ANNEXURES



WEAR MASK



SANITIZE  
HANDS  
REGULARLY



MAINTAIN  
SOCIAL  
DISTANCING  
1.5 metres



AVOID LARGE  
CROWDS

# ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

None

## ANNEXURE B: CONDITIONAL GRANTS

Name of Grant	Purpose	Outputs	Current Annual Budget		Period of Grant
			Province	Allocation R'000	
Mass Participation and Sport Development Grant	To facilitate sport and active recreation participation and empowerment in partnership with relevant stakeholders	<ul style="list-style-type: none"><li>- School sport</li><li>- Community Sport</li><li>- Siyadlala</li><li>- Club development</li><li>- Sport Academies</li><li>- National Training Centre</li></ul>	Eastern Cape	69 310	Grant continues until 2022/23 subject to review
			Free State	41 155	
			Gauteng	102 018	
			Kwazulu-Natal	94 208	
			Limpopo	63 148	
			Mpumalanga	50 864	
			North West	46 424	
			Northern Cape	35 038	
			Western Cape	88 884	
Mass Participation and Sport Development Grant total allocation					R591 049 000.00
Community Library and Service Grant	To transform urban and rural community library infrastructure, facilities and services (primarily targeting previously disadvantaged communities) through a recapitalised programme at provincial level in support of local government and national initiatives	<ul style="list-style-type: none"><li>- Library Information Communication Technology (ICT) infrastructure and systems software installed and maintained in all provinces</li><li>- New services established or the visually impaired a identified community libraries in all provinces</li><li>- existing contract library staff maintained in all provinces</li><li>- Capacity building programmes</li></ul>	Province	Allocation R'000	Grant continues until 2022/23 subject to review
			Eastern Cape	169 310	
			Free State	168 771	
			Gauteng	167 899	
			Kwazulu-Natal	185 572	
			Limpopo	140 606	
			Mpumalanga	165 056	
			North West	140 905	
			Northern Cape	168 855	
Western Cape	188 862				
Community Library and Service Grant total allocation					R1 495 836 000.00



# ANNEXURE C: STANDARDISED INDICATORS

INDICATORS AS THEY APPEAR IN THE DSAC APP	DEPENDENCIES Is delivery solely by provinces or is it joint (with DSAC?)	WHAT ARE WE SHARING?	CONTROLS IN PLACE	BUDGET Show who is funding the indicator and from what source
<b>PROGRAMME 2</b>				
1. NUMBER OF PEOPLE ACTIVELY PARTICIPATING IN ORGANISED SPORT AND ACTIVE RECREATION EVENTS.	<ul style="list-style-type: none"> <li>Full delivery by all provinces</li> <li>DSAC reliant on provinces reporting as required</li> </ul>	Provinces report on participants reached and DSAC (Prog 2) reports on the consolidated numbers.	Conditional Grant Framework adopted by HeadCom and approved by DG. Provincial Business Plans give detail to what the Framework requires. Indicators appear in provincial departments' APPs + in DSAC APP, verbatim M&E of performance Site visits	Fully funded by DSAC from the Mass Participation Conditional Grant
2. NUMBER OF SCHOOLS, HUBS AND CLUBS PROVIDED WITH EQUIPMENT AND/OR ATTIRE AS PER THE ESTABLISHED NORMS AND STANDARDS.	<ul style="list-style-type: none"> <li>Partial delivery by provinces (More than 75% delivery by all provinces).</li> <li>DSAC contribute additional beneficiaries through Ministerial Outreaches.</li> <li>DSAC reliant on provinces reporting as required</li> </ul>	Provinces report on participants reached and DSAC (Prog 2) reports on consolidated numbers (including those reached through DSAC-initiated Ministerial Outreaches).	Conditional Grant Framework adopted by HeadCom and approved by DG. Provincial Business Plans give detail to what the Framework requires. Indicators appear in provincial departments' APPs + in DSAC APP, verbatim M&E of performance Site visits Handover certificates signed by beneficiaries	Fully funded by DSAC from the Mass Participation Conditional Grant
3. NUMBER OF ATHLETES SUPPORTED BY THE SPORTS ACADEMIES.	<ul style="list-style-type: none"> <li>Full delivery by all provinces</li> <li>DSAC reliant on provinces reporting as required</li> </ul>	Provinces report on participants reached and DSAC (Prog 2) reports on the consolidated numbers.	Conditional Grant Framework adopted by HeadCom and approved by DG. Provincial Business Plans give detail to what the Framework requires. Indicators appear in provincial departments' APPs + in DSAC APP, verbatim M&E of performance Site visits	Fully funded by DSAC from the Mass Participation Conditional Grant
<b>PROGRAMME 4</b>				
4. NUMBER OF NEWLY BUILT AND/OR MODULAR LIBRARIES SUPPORTED FINANCIALLY PER YEAR	<ul style="list-style-type: none"> <li>Full delivery by provinces</li> <li>DSAC reliant on provinces reporting as required</li> </ul>	Provinces report expenditure on funds transferred and progress on projects financially supported financially per year	Provincial Business Plans Site visits M&E of performance Indicators appear in provincial departments' APPs + in DSAC APP, verbatim	Fully funded by DSAC from the Libraries Conditional Grant.

## ANNEXURE C: STANDARDISED INDICATORS *(continued)*

Indicator Title	I. NUMBER OF PEOPLE ACTIVELY PARTICIPATING IN ORGANISED SPORT AND ACTIVE RECREATION EVENTS.
Definition/Purpose	The number of people who participate in organised sport and active recreation events that are implemented to promote healthy lifestyles (at provincial and local level). The number of people excludes spectators. Participants are counted from reports submitted by Provinces in line with the approved business plans.
List of Projects	Not applicable
Source of data	Provincial department for Sport, Arts and Culture
Evidence/Portfolio of evidence	Approved/signed Provincial report of organised sport and active recreation events (including virtual events). Attendance Registers for participants
Data Limitation	Inaccurate data due to rudimentary registration system. Inaccurate data due to the limitations of data control. Duplication. This indicator covers open mass events and it is not feasible to segregate targets into specific numbers. The segregation will however happen during reporting. Dependency on provincial reports
Method of Calculation/ Assessment	Simple count of participants. Each participant is only counted once for participation in a particular sport/ recreation code during a sport or recreation event. A participant may therefore be counted more than once in a single tournament depending on number of codes, he/she participates in.
Disaggregation Beneficiaries	The indicator reaches among others, Women; Youth; and people with disabilities.
Assumptions	None
Spatial Transformation	Provincial and National
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	No
MTSF Indicator	Yes
Desired Performance	330 000
Indicator Responsibility	CD: Active Nation

Indicator Title	2. NUMBER OF SCHOOLS, HUBS AND CLUBS PROVIDED WITH EQUIPMENT AND/OR ATTIRE AS PER THE ESTABLISHED NORMS AND STANDARDS
Definition/Purpose	This indicator consolidates the number of schools, hubs and clubs supported with equipment and/or attire in an effort to provide opportunities for participation. <b>Equipment:</b> sport equipment <b>Attire:</b> clothing that is used by participants in the field of sport during practice and/or competition. A club is a private association whose objectives include the promotion of one or more sports, the participation of their members in these modalities and the organization and participation in tournaments and championships. A sports club is affiliated to a recognised National Federation and its focus may be recreational, instructional, competitive, or a combination of these types of activities based on its constitution. <b>A hub</b> is essentially a collective of sport clubs and community organisations working together in a local community who want to develop and grow the sporting offering in the community. It is situated around a sports centre, community centre, school, park or a playing field pavilion and is traditionally a multi-use facility. Under the hubs approach it may not be necessary to physically build completely new assets to meet demand.
List of Projects	Not applicable
Source of data	Provincial Departments
Evidence/Portfolio of evidence	Consolidated Chief Director draft / Approved Quarterly Report Acknowledgement of receipt from beneficiaries
Data Limitation	Incomplete source documents. The equipment and/or attire is not consistent across schools, hubs and clubs.
Method of Calculation/ Assessment	An aggregation of the following indicators: 1. Number of schools provided with equipment and/or attire. 2. Number of hubs provided with equipment and/or attire. 3. Number of clubs provided with equipment and/or attire. Each school, hub or club is only counted once irrespective of how often they receive equipment and/or attire in a year
Disaggregation Beneficiaries	Not applicable
Assumptions	Equipment and/or attire is more or less the same across schools, hubs and clubs.
Spatial Transformation	National

**ANNEXURE C: STANDARDISED INDICATORS** (continued)

Indicator Title	2. NUMBER OF SCHOOLS, HUBS AND CLUBS PROVIDED WITH EQUIPMENT AND/OR ATTIRE AS PER THE ESTABLISHED NORMS AND STANDARDS
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	No
MTSF Indicator	Yes
Desired Performance	Improved sector capacity to deliver sport and recreation. 2 500 for 2021/22
Indicator Responsibility	CD: Active Nation

Indicator Title	3. NUMBER OF ATHLETES SUPPORTED BY SPORTS ACADEMIES
Definition/Purpose	Number of athletes supported through a provincial sports academy programme. Support includes: medical and scientific support; life skills; seminars and workshops empowering athletes; provision of equipment and attire training camps and other support provided to assist them to compete optimally.
List of Projects	Not applicable
Source of data	CD: Active Nation
Evidence Source/ Portfolio of evidence	Approved/signed quarterly reports received from the provinces detailing the support provided by the academies. Signed Provincial Business Plans (9)
Data Limitation	Dependency on provincial reports
Method of Calculation/ Assessment	Simple count
Disaggregation Beneficiaries	Reporting will provide disaggregation of beneficiaries
Assumptions	Programme is implemented in line with the Academies Framework
Spatial Transformation	Athletes supported in all 9 Provinces
Calculation Type	Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No

Indicator Title	3. NUMBER OF ATHLETES SUPPORTED BY SPORTS ACADEMIES
Links to other Plans	No
MTSF Indicator	Yes
Desired Performance	A high number of athletes supported is desirable 3 700 for 21/22
Indicator Responsibility	CD: Winning Nation

Indicator Title	4. NUMBER OF NEWLY BUILT AND/OR MODULAR LIBRARIES SUPPORTED FINANCIALLY PER YEAR	
Definition/Purpose	The national department coordinates the planning and implementation of the Conditional Grant in order to promote a culture of reading and writing through access to newly built or modular (customised prefabricated structures) libraries. The national department transfers an allocation to provinces as per the payment schedule. <ul style="list-style-type: none"><li>The role of the national department is also to provide oversight over provincial projects through site visits, including the monitoring and evaluation of performance as per the approved provincial business plans.</li><li>Provincial departments are primarily responsible for the implementation of all grant projects as per the approved business plans.</li><li>The role of the municipalities in this regard is dependent on provincial strategies or policy.</li></ul>	
List of Projects	PROJECT	DISTRICT
	Cookhouse Library	Sarah Baartman District: Blue Crane Route Local Municipality
	Mango Modular Library	Alfred Nzo District: Umzimvubu Local Municipality
	Van Stadenrus Library	Xhariep District: Naledi Local Municipality
	Zuurbekom Library	Westonaria District: West Rand Municipality
	Kocksoord Library	West Rand District: Randfontein Municipality
	Mullerstein Library	Sedibeng District: Emfuleni Local Municipality
	Dukuduku Library	Umkhanyakude District: Mtubatuba Local Municipality
	KwaMdakane Library	Amajuba District: Dannhauser Local Municipality
	Nquthu Library	Umkhanyakude District: Nquthu Local Municipality
	Endaleni Library	Umgungundlovu District: Richmond Local Municipality
	KwaDlangezwa Library	Uthungulu District: Umhlathuze Local Municipality
	Umzumbe Library	Ugu District: Umzumbe Local Municipality

## ANNEXURE C: STANDARDISED INDICATORS *(continued)*

Indicator Title	4. NUMBER OF NEWLY BUILT AND/OR MODULAR LIBRARIES SUPPORTED FINANCIALLY PER YEAR	
List of Projects	Sankotshe Modular Library	eThekweni Metro
	Seleteng Library	Capricorn District: Lepelle Nkumpi Local Municipality
	Mavalani Library	Mopani District: Greater Giyani Local Municipality
	Botshabelo Library	Waterberg District: Lephalale Local Municipality
	Vleifontein Library	Vhembe District: Makhado Local Municipality
	Tshaulu Library	Vhembe District: Makhado Local Municipality
	Newtown Library	Nkangala District: Steve Tshwete Local Municipality
	Schoemansdal Library	Ehlanzeni District: Nkomazi Local Municipality
	Provincial Depot Library	Francis Baard District: Sol Plaatjie Municipality
	Lethabong Library	Bojanala District: Rustenburg Local Municipality
	Dinokana Library	Ngaka Modiri Molema District: Ramotshere Moiloa Local Municipality
	Moshana Modular Library	Ngaka Modiri Molema District: Ramotshere Moiloa Local Municipality
	Wolmaranstad ext 15 Library	Dr Kenneth Kaunda District: Maquassi Hills Local Municipality
	Bereaville Modular Library	Overberg District: Theewaterskloof Municipality
Source of data	DDG's office: Heritage Promotion and Preservation	
Evidence/Portfolio of evidence	Payment stubs DDG approved Progress Report	
Data Limitation	Not applicable	
Method of Calculation/ Assessment	Simple Count	
Disaggregation Beneficiaries	Not applicable	
Assumptions	Not applicable	
Spatial Transformation	Not applicable	

Indicator Title	4. NUMBER OF NEWLY BUILT AND/OR MODULAR LIBRARIES SUPPORTED FINANCIALLY PER YEAR
Calculation Type	Non- Cumulative
Reporting of Cycle	Quarterly
Indicator Type	Quantitative
New Indicator	No
Links to other Plans	ENE
MTSF Indicator	No
Desired Performance	26 newly built and/or modular libraries financially supported

# ANNEXURE D: DISTRICT DEVELOPMENT MODEL

There are still projects where the district needs to be determined. These will be updated early in 2021/22 and shared on our website.

## PROGRAMME 2

No	Project Name	District Municipality	Province	Project Start Date	Project completion date	Total Estimated Cost (R 000)
<b>COMMUNITY GYMS AND CHILDREN'S PLAYPARKS</b>						
1.	Nyandeni Local Municipality	O.R Tambo DM	Eastern Cape	31/May/2021	28/Feb/2022	450 000.00
2.	Ingquza Hill Local Municipality	O.R Tambo DM	Eastern Cape	31/May/2021	28/Feb/2022	450 000.00
3.	City of Tshwane Metro Municipality, Hammernskraal	City of Tshwane Metro Municipality	Gauteng	31/May/2021	28/Feb/2022	450 000.00
4.	Mbombela Local Municipality	Ehlanzeni DM	Gauteng	31/May/2021	28/Feb/2022	450 000.00
5.	Matshabeng Local Municipality	Lejweleputswa DM	Free State	31/May/2021	28/Feb/2022	450 000.00
6.	City of Johannesburg (Orange Farm)	City of Johannesburg Metro	Gauteng	31/May/2021	28/Feb/2022	450 000.00
7.	Rustenburg Local Municipality	Gert Sibande DM	North West	31/May/2021	28/Feb/2022	450 000.00
8.	Collins Chabane Local Municipality	Vhebe DM	Limpopo	31/May/2021	28/Feb/2022	450 000.00
9.	Kopanong Local Municipality	Xhariep DM	Free State	31/May/2021	28/Feb/2022	450 000.00
10.	Steve Tshwete Local Municipality	Nkangala DM	Mpumalanga	31/May/2021	28/Feb/2022	450 000.00

## PROGRAMME 3

No	Project Name	District Municipality	Province	Project Start Date	Project completion date	Total Estimated Cost Budget for 2021/22 (R)
<b>ARTISTS IN SCHOOLS PROJECT</b>						
1	TLZ Development Project	Makhado, Vhembe, Mogalakwane, Mopani	Limpopo	June 2020	31 March 2023	1 800 000
2	Wushini Arts Centre	eThekweni, umgungundlovu, Ugu, uMkhayakude	KwaZulu-Natal	June 2020	31 March 2023	1 800 000
3	Nyanga arts Development Centre	Cape Winelands City of Cape Town- (Nyanga, Gugulethu, Philippi, Crossroads, Langa, Khayalitsha	Western Cape	June 2020	31 March 2023	1 800 000
4	Free State Arts and Culture Council	Mangaung, Motheo, Lejweleputswa, Fezili Dabi, Xhariep	Free State	June 2020	31 March 2023	1 800 000
5	Emthonjeni Rural Development	Ehlanzeni, Nkangala, Mjindini	Mpumalanga	June 2020	31 March 2023	1 800 000
6	East London Guild Theatre	Chris Hani, Buffalo City, Mthata, Nelson Mandela, Sarah Baartman, Joe Gqabi, Alfred Nzo	Eastern Cape	June 2020	31 March 2023	1 800 000
7	Sibikwa Arts Centre	West Rand, Ekurhuleni, City of Johannesburg, Tshwane Sedibeng	Gauteng	June 2020	31 March 2023	1 800 000
8	Tswelopele ka Lekgotla la Botaki le Setso	Bojanala, Ngaka Modiri Molema, Ruth Mompati Kenneth Kaunda	North West	June 2020	31 March 2023	1 800 000
9	Galeshewe Theatre Organization	Francis Baard, John Taole, Pixley ka Seme, ZF Mgcawu	Northern Cape	June 2020	31 March 2023	1 800 000
<b>COMMUNITY ARTS CENTRE DEVELOPMENT PROGRAMMES</b>						
1	Infrastructure Development Mthatha Community Arts Centre	OR Tambo	E Cape	1 June 2021	30 March 2023	1 500 000
2	Infrastructure Development Tombo Arts centre	OR Tambo	E Cape	1 June 2021	30 March 2023	2 100 000
3	Infrastructure Development Dakawa Arts Centre	Sarah Baartman	E Cape	1 June 2021	30 March 2023	5 000 000
4	Infrastructure Development Lebokwagomo Arts Centre	Capricorn District	Limpopo	1 June 2021	30 March 2023	3 000 000
5	Infrastructure Development Nyanga Arts Centre	City of Cape Town	W Cape	1 June 2021	30 March 2023	5 000 000
<b>HUMAN LANGUAGE TECHNOLOGY (HLT) PROJECTS</b>						
1	EBook Augmentation System	Tshwane	Gauteng	01 April 2019	30 June 2022	3 900 000
2	Endangered South African Language Application and Archive Project	City of Cape Town	Western Cape	07 July 2020	30 August 2023	1 000 000
3	English-isiXhosa Medical Bilingual Dictionary	Makana	Eastern Cape	07 July 2020	August 2023	1 190 000



**PROGRAMME 3 (continued)**

No	Project Name	District Municipality	Province	Project Start Date	Project completion date	Total Estimated Cost Budget for 2021/22 (R)
4	Digital Dictionary for the Nluu languages	Siyancuma	Northern Cape	01 October 2020	30 November 2022	2 140 000
<b>LANGUAGE BURSARY PROJECT</b>						
1	University of the Western Cape	City of Cape Town	Western Cape	1 April 2021	31 March 2024	913 000
2	University of Venda	Vhembe District Municipality	Limpopo	1 April 2021	31 March 2024	913 000
3	University Free State	Motheo District Thabo Mofutsanyana	Free State	1 April 2021	31 March 2024	913 000
4	University of Fort Hare	Amathole Buffalo City	Eastern Cape	1 April 2021	31 March 2024	913 000
5	North West University	Sedibeng Ngaka Modiri Molema Kenneth Kaunda	North West	1 April 2021	31 March 2024	913 000
6	University of Witwatersrand, Johannesburg	City of Johannesburg	Gauteng	1 April 2021	31 March 2024	913 000
<b>MGE PUBLIC ART PROGRAMME</b>						
1.	MGE Public Art Programme	City of eThekweni, Umzinyathi District	KZN	1 July 2021	30 March 2023	2 000 000
		Others: Districts to be determined after applications are submitted	TBD (According to received successful applications)	1 May 2021	30 March 2023	5 000 000
<b>ARTS &amp; YOUTH –FOCUSED DEVELOPMENT PROGRAMMES</b>						
1.	Arts Education & Training Programme (Arts Curriculum Enrichment programme)	Districts to be determined after applications are submitted	TBD (According to received successful applications)	1 July 2021	31 March 2023	1 800 000
2.	Youth Enrichment Programme	Districts to be determined after applications are submitted	TBD (According to received successful applications)	1 June 2021	31 March 2023	3 540 000
3.	The Young Patriots Programme ((A National Youth Service Programme of the DSAC)	Most Districts, it depends on successful applicants recruited to the programme.	All provinces	30 April 2021	31 March 2023	10 000 000

**PROGRAMME 3** *(continued)*

No	Project Name	District Municipality	Province	Project Start Date	Project completion date	Total Estimated Cost Budget for 2021/22 (R)
1.	Umlilo We Afrika	Ekurhuleni	Gauteng	April 2021	March 2022	600 000
2.	Emzansi intercultural Tour	Ugu	KZN	April 2021	March 2022	300 000
3.	Performance & Educative Tour	Cape Town	Western Cape	April 2021	March 2022	455 950
4.	Visionarie poets tour	Lejweleputswa	Free State	April 2021	March 2022	500 000
5.	Highveld Ridge Regional Mpumalanga: Euro Disney and Mozart International Choral Festival	Emalahleni	Mpumalanga	April 2021	March 2022	500 000
6.	The Rise and fall	Emalahleni	Mpumalanga	April 2021	March 2022	250 000
<b>NATIONAL FLAGSHIPS</b>						
1	Buyelekhaya Pan African Festival	Buffalo City	Eastern Cape	December 2020	December 2020	5 000 000
2	Ebubeleni Music Festival	Nelson Mandela Bay Municipality	Eastern Cape	December 2020	December 2020	5 000 000
3	Suidoosterfees	City of Cape Town	Western Cape	October 2020	December 2020	3 000 000
4	Johannesburg International Comedy Festival	City of Johannesburg	Gauteng	September 2020	October 2020	3 000 000
5	Abantu Book Festival	City of Johannesburg	Gauteng			2 000 000
6	Cape Town Jazz International	City of Tshwane	Western Cape	March 2021	April 2021	5,000,000
7	Joy of Jazz	City of Johannesburg	Gauteng	September 2021	October 2021	3 000 000
8	National Arts Festival	Makanda	Eastern Cape	June 2021	July 2021	3 500 000
9	Moretele Tribute Concert	City of Tshwane, Mamelodi	Gauteng	August 2021	December 2021	2 500 000
10	We Can Festival	eThekweni	KZN	November 2021	March 2022	2 500 000
<b>PROVINCIAL FLAGSHIPS</b>						
1	Vaalriver Jazz Carnival Festival	Ekurhuleni	Gauteng	August 2021	October 2021	750 000
2	Go West Music Festival	City of Johannesburg	Gauteng	August 2021	October 2021	750 000

**PROGRAMME 3** (continued)

No	Project Name	District Municipality	Province	Project Start Date	Project completion date	Total Estimated Cost Budget for 2021/22 (R)
3	Pale Ya Rona Carnival	City of Tshwane	Gauteng	July 2021	September 2021	2 500 000
4	Cape Town carnival	City of Cape Town	Western Cape	September 2021	March 2022	2 500 000
5	Suid-Ooste Fees	City of Cape Town	Western Cape	April 2021	June 2021	1 500 000
6	Spirit of Praise	eThekweni	KwaZulu Natal	August 2021	October 2021	4 000 000
7	Mahika Mahikeng	Ngaka Modiri Molema	Northwest	November 2021	January 2022	1 500 000
8	Taung Cultural Calabash	Dr Ruth Segomotso Mompati	Northwest	August 2021	October 2021	2 500 000
9	Mpumalanga Cultural Experience	Mbombela,	Mpumalanga	November 2021	January 2022	2 000 000
10	Innibos	Mbombela	Mpumalanga	May 2021	July 2021	2 000 000
11	Mapungubwe Arts Festival	Capricorn	Limpopo	October 2021	January 2022	4 000 000
12	Isinqisethu Cultural Festival	OR Tambo	Eastern Cape	October 2021	January 2022	2 000 000
13	PE Opera House	Nelson Mandela Bay	Eastern Cape	April 2021	March 2022	2 000 000
14	Kalahari Desert	NF Mgcawu	Northern Cape	August 2021	October 2021	1 500 000
15	Diamonds & Dorings	Sarah Baartman	Northern Cape	April 2021	May 2021	2 500 000
16	Macufe	Manguang	Free State	August 2021	November 2021	3 000 000
17	Famo Cultural Mine Dance Festival	Lejweleputswa	Free State	May 2021	August 2021	1 000 000
<b>CAPACITY BUILDING PROJECTS</b>						
1	Fashion Heritage Social Entrepreneur Capacity Building (online program)	NW: Bojanala; Dr Kenneth Kaunda FS: Mangaung NC: Frances Baard; Pixley ka Seeme	Northwest Free State Northern Cape	April 2021	31 March 2022	1 000 000
2	Africa Fashion International (AFI) Development Programme (online program)	Designers will be drawn from 9 provinces & districts. Showcase: City of Johannesburg; City of Cape Town	All 9 Provinces	April 2021	31 March 2022	800 000
3	Igoda design incubator	All 9 provinces and various districts.	All 9 Provinces	April 2021	31 March 2022	2 000 000
4	Design Bursary Scheme	Beneficiaries will be drawn from 9 provinces and various districts.	All 9 Provinces	April 2021	March 2022	T.B.C
5	Emerging Creatives Capacity Building Program	All 9 provinces and various districts. Showcase: City of Cape Town	All 9 Provinces	April 2021	March 2022	1 200 000

**PROGRAMME 3** *(continued)*

No	Project Name	District Municipality	Province	Project Start Date	Project completion date	Total Estimated Cost Budget for 2021/22 (R)
6	Market Theatre Incubator	Johannesburg	Gauteng,	April 2021	March 2022	1 500 000
7	State Theatre Incubator	Tshwane	Gauteng	April 2021	March 2022	1 500 000
8	Playhouse company Incubator	Durban, eThekweni	KZN	April 2021	March 2022	1 500 000
9	PACOFIS Incubator	Bloemfontein	Free State	April 2021	March 2022	1 500 000
10	Arts Cape Incubator	City of Cape Town	Western Cape	April 2021	March 2022	1 500 000
11	Reading Incubator project	City of Cape Town and Ngwathe, Fezile Dabi District Municipality and Mangaung Metropolitan Municipality	Western Cape and Free State	April 2021	March 2022	1 500 000
12	Amambazo The Musical Productions	eThekweni	KZN	November 2020	March 2022	12 000 000
13	INDONI SA	TBC	KZN	April 2021		10 000 000
14	DSAC Publishing and Reading Hub	Support for authors residing in KwaZulu Natal, Gauteng, Free State, Eastern Cape. Pilot reading hub to be located in Pretoria with dedicated programmes	Nationally	April 2021	March 2022	5 000 000
15	South African Roadies Association (SARA)	International	Internationally	April 2021	March 2022	1 265 000
16	Eersterust Visual arts Incubator	City of Tshwane, Eersterust	Gauteng	May 2021	March 2022	750 000
17	Noma Manaka Dance Studio		Gauteng	May 2021	March 2022	750 000
18	Alex Theatre Academy	City of Johannesburg	Gauteng	May 2021	March 2022	750 000
19	Casterbridge Academy	White River	Mpumalanga	April 2021	March 2022	1 500 000
20	Reading promotion and African colloquia programme	eThekweni Municipality (JL DUBE INSTITUTE, UKZN) Umhlathuze Municipality (UNIZULU), KwaDukuza Municipality (TBA)	KZN	April 2021	July 2021	1 500 000
21	African Women Writers Network	City of Johannesburg and KwaDukuza Municipality Modimolle-Mookgophong Local Municipality, Waterberg District	Gauteng, KwaZulu-Natal, Limpopo	August 2021	December 2021	900 000

**PROGRAMME 3** (continued)

No	Project Name	District Municipality	Province	Project Start Date	Project completion date	Total Estimated Cost Budget for 2021/22 (R)
<b>MARKET ACCESS PROJECTS</b>						
1	Lagos Fashion Week	Continental	All 9 Provinces	April 2021	31 March 2022	1 500 000
2	Craft Market Access Program	National	All 9 Provinces	April 2021	31 March 2022	1 000 000
3	Beautiful Things Craft Exhibition	National	All 9 Provinces	April 2021	31 March 2022	3 000 000
4	SA Fashion Industry Awards	National recognition drawing from all districts	All 9 Provinces	April 2021	31 March 2022	800 000
5	Africa Rising International Film Festival	Africa Focus	All 9 Provinces	April 2021	31 March 2022	1 500 000
6	Artbank	National	All 9 Provinces	April 2021	31 March 2022	3 000 000
7	African Book and Design Fair	City of Johannesburg & City of Tshwane	KZN	August 2021	August 2021	1 000 000
8	Moshito Music Market & Exhibition	Johannesburg City	Gauteng	September 2021	September 2021	2 000 000
9	South African Music Awards (SAMA)	Bojanala District	North West	May 2021	June 2021	2 000 000
10	Crown Gospel Awards	eThekwini	KZN	Nov 2021	Nov 2021	2 000 000
11	South African Literary Awards	Johannesburg / Pretoria	Gauteng	November 2021	February 2022	2 000 000
12	Choral Music Awards	eThekwini	Gauteng	June 2021	March 2022	1 450 000

# PROGRAMME 4

## NATIONAL MONUMENTAL FLAG PROJECT

No	Project Name	District Municipality	Province	Project Start Date	Project completion date	Total Estimated Cost Budget for 2021/22 (R)
	National Monumental Flag Project	Tshwane Metro	Gauteng	2022	2024	R20m



## NEWLY BUILT AND/OR MODULAR LIBRARIES SUPPORTED FINANCIALLY PER YEAR

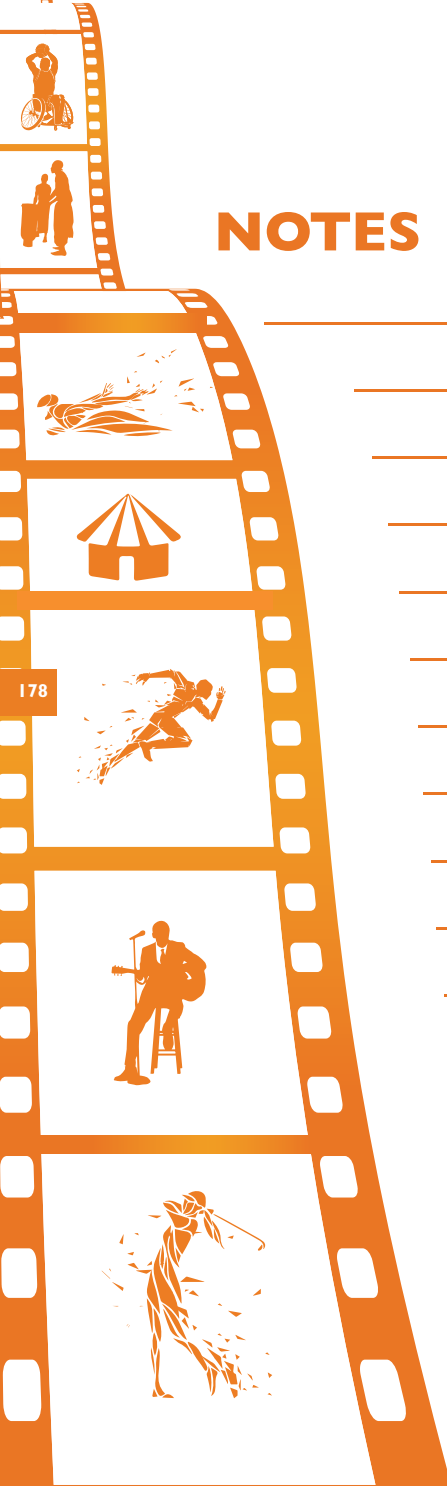
No.	Project name	Province	District: Municipality	Programme	Project Description	Outputs	Project start Date	Project End Date	Total Estimated Cost	2021/22 Budget Allocation
1.	Cookhouse Library	Eastern Cape	Sarah Baartman: Blue Crane Route local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	April 2023	R 36 million	R 11 million
2.	Mango Modular Library	Eastern Cape	Alfred Nzo Umzimvubu Local Municipality	Community Library Services Grant	Construction of a new library facility	Newly established modular library	April 2021	March 2022	R2 million	R2 million
3.	Van Stadenrus Library	Free State	Xhariep District: Naledi Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2017	October 2021	R17 million	R 5 million
4.	Zuurbekom Library	Gauteng	Westonaria District: West Rand Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2022	R27 million	R7 million
5.	Kocksoord Library	Gauteng	West Rand District: Randfontein Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2022	R27 million	R7 million
6.	Mullerstein Library	Gauteng	Sedibeng District: Emfuleni Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2022	R27 million	R7million
7.	Dukuduku Library	KwaZulu-Natal	Umkhanyakude District: Mtubatuba Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2022	R32 million	R7 million
8.	KwaMdakane Library	KwaZulu-Natal	Amajuba District: Dannhauser Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2022	R36 million	R9 million
9.	Nquthu Library	KwaZulu-Natal	Umkhanyakude District: Nquthu Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2022	R29 million	R5 million
10.	Endaleni Library	KwaZulu-Natal	Umgungundlovu District: Richmond Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	2021	March 2023	R15 million	R3 million
11.	KwaDlangezwa Library	KwaZulu-Natal	Uthungulu District: Umhlathuze Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	2021	March 2023	R29 million	R5 million

**NEWLY BUILT AND/OR MODULAR LIBRARIES SUPPORTED FINANCIALLY PER YEAR (continued)**

No.	Project name	Province	District: Municipality	Programme	Project Description	Outputs	Project start Date	Project End Date	Total Estimated Cost	2021/22 Budget Allocation
12.	Umzumbe Library	KwaZulu-Natal	Ugu District: Umzumbe Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	2021	March 2023	R29 million	R5 million
13.	Sankotshe Modular Library	KwaZulu-Natal	eThekweni Metro	Community Library Services Grant	Construction of a new library facility	Newly established modular library	April 2021	March 2022	R4 million	R4 million
14.	Seleteng Library	Limpopo	Capricorn District: Lepelle Nkumpi Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	2018/19	March 2022	R24 million	R1 million
15.	Mavalani Library	Limpopo	Mopani District: Greater Giyani Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	2018/19	March 2022	R24 million	R1 million
16.	Botshabelo Library	Limpopo	Waterberg District:	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R20 million	R8 million
17.	Vleifontein Library	Limpopo	Vhembe District: Makhado Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R20 million	R8 million
18.	Tshaulu Library	Limpopo	Vhembe District: Thulamela Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R20 million	R8 million
19.	Newtown Library	Mpumalanga	Nkangala: Steve Tshwete Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2020	March 2022	R18 million	R12 million
20.	Schoemansdal Library	Mpumalanga	Ehlanzeni District: Nkomazi Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2020	March 2022	R17 million	R12 million
21.	Provincial Depot Library	Northern Cape	Francis Baard District: Sol Plaatjie Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2023	R60 million	R21 million
22.	Lethabong Library	North West	Bojanala District: Rustenburg Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	March 2020	March 2021	R19 million	R8 million

**NEWLY BUILT AND/OR MODULAR LIBRARIES SUPPORTED FINANCIALLY PER YEAR** *(continued)*

No.	Project name	Province	District: Municipality	Programme	Project Description	Outputs	Project start Date	Project End Date	Total Estimated Cost	2021/22 Budget Allocation
23.	Dinokana Library	North West	Ngaka Modiri Molema District: Ramotshere Moiloa Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2021	March 2022	R19 million	R9 million
24.	Moshana Modular Library	North West	Ngaka Modiri Molema District: Ramotshere Moiloa Local Municipality	Community Library Services Grant	Construction of a new library facility	Newly established modular library	April 2021	March 2022	R2 million	R2 million
25.	Wolmaranstad ext 15 Library	North West	Dr Kenneth Kaunda District: Maquassi Hills Local Municipality	Community Library Services Grant	Construction of a new library facility	New library built	April 2022	March 2023	R19 million	R9 million
26.	Bereaville Modular Library	Western Cape	Overberg District: Theewaterskloof Municipality	Community Library Services Grant	Construction of a new library facility	Newly established modular library	April 2021	March 2022	R800 thousand	R800 thousand



# NOTES

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1. The Department of Sport, Arts and Culture (DSAC) is committed to the development of the sports sector in South Africa. This is achieved through the implementation of the National Sports Policy and the National Arts and Culture Policy. The Department's mandate is to promote and support the development of the sports and arts sectors, and to ensure that they are accessible to all South Africans.

2. The Department's strategic focus areas are: (a) the development of the sports sector, (b) the development of the arts sector, and (c) the promotion of the cultural heritage of South Africa. The Department's activities are guided by the following principles: (a) the promotion of the values of democracy, human rights, and the rule of law; (b) the promotion of the values of diversity, inclusion, and equality; and (c) the promotion of the values of sustainability, innovation, and excellence.

3. The Department's activities are implemented through a number of programmes and projects. These include: (a) the National Sports Development Programme, (b) the National Arts and Culture Programme, and (c) the National Cultural Heritage Programme. The Department also provides support to a number of sports and arts organisations, and to a number of cultural heritage sites.

4. The Department's activities are funded through a number of sources. These include: (a) the national budget, (b) the private sector, and (c) international organisations. The Department's activities are also supported by a number of volunteers and donors.

5. The Department's activities are evaluated on a regular basis. This is done through a number of mechanisms, including: (a) the annual performance plan, (b) the annual report, and (c) the annual budget. The Department's activities are also evaluated through a number of external mechanisms, including: (a) the public, (b) the media, and (c) the international community.

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sport, arts & culture

Department:  
Sport, Arts and Culture  
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