



sports, arts & culture

Department:  
Sports, Arts and Culture  
REPUBLIC OF SOUTH AFRICA

# Strategic Plan

2020 | 2025



**An active, creative, winning  
and socially cohesive nation**



## General Department Information

**Physical address:** Sechaba House  
202 Madiba Street  
Pretoria

**Postal address:** Private Bag X897  
Pretoria  
0001

**Telephone:** +27 12 441 3000

**Fax:** +27 12 441 3699

**Email address:** [info@dsac.gov.za](mailto:info@dsac.gov.za)

**Website address:** [www.dsac.gov.za](http://www.dsac.gov.za)

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**Mr Nkosinathi Mthethwa (MP)**  
Minister of Sports, Arts and Culture

# Executive Authority Statement

The Strategic Plan of the Department of Sports, Arts and Culture (DSAC), is the culmination of months of consultations and engagement of various stakeholders within and outside the merging Departments of Arts and Culture as well as Sport and Recreation. This had to happen because we acknowledge without doubt that as a Department, 'We are', because 'You, the recipient of our services, are'.

True to the latter, the aforesaid engagements have enabled us to draw a new vision that will see us working towards 'An active, creative, winning and socially cohesive nation'. This vision encapsulates the new broadened mandate of the new Department to provide an enabling environment for the sport, arts and culture sector to thrive thus fostering an active, creative, winning, and socially cohesive nation.

The mandate of our Department is derived from the Constitution of the Republic of South Africa, Act 108 of 1996. It is from the Constitution, that the people we serve are guaranteed the freedom of expression and association that is not limited to them charting a new journey for the sector; but also, freedom of artistic creativity and participation in cultural and sporting activities of their choice. Further, the Constitution further affirms the democratic values of human dignity and equality – the values within which we are assigned the powers and functions

to develop and implement national policies and programmes regarding sport, arts, culture, heritage and recreation in the country.

While our Department is bound by the legislation passed in South Africa; the laws and regulations that regulated the work of the former Departments of Arts and Culture as well as Sport and Recreation, constitute the most frequent dimensions of the legal framework within which DSAC will function. Some of the legislation and policies require reviewing in order to adequately respond to the changing needs of our society; and we already have a few being taken through the parliamentary processes. As we further engage on sector-specific legislation, we will also seek to influence the amendment of external legislations that impacts on our business, especially the acquisition of key heritage objects and access, as well as the protection of intellectual property.

The national call is for all of us to allow the National Development Plan (NDP) to be central in all our efforts. Therefore, everything we do as a sector, must be in pursuance of the vision of the NDP to address the triple challenges of unemployment, poverty and inequality. For this to take shape, we will centre our work mainly around the following government priorities:

- Capable, ethical and developmental state
- Economic transformation and job creation
- Education, skills and health
- Spatial integration, human settlements and local government
- Social cohesion and safe communities

Our work in supporting the above-mentioned government priorities is reflected in the sector-relevant outcomes, of which two are priority and three are enabling outcomes. The priority outcomes are: 'Increased market share of and job opportunities created in sport, cultural and creative industries'; and 'A diverse socially cohesive society with a common national identity'. To catalyse and maximise efforts towards the ideals espoused in the two afore-mentioned priority outcomes, our work is also structured to support these enabling outcomes: 'Transformed, capable and professional sport, arts and culture sector'; 'Integrated and accessible SAC infrastructure and information'; and 'Compliant and responsive governance'.

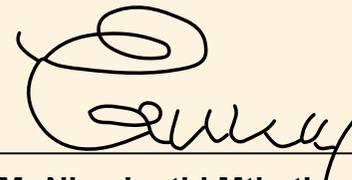
The two above mentioned priority outcomes distil the sector's socio-economic contribution towards creating a better life for all in the effort to build a national democratic society. Ours is to lead efforts towards a socially integrated society, with a shared and inclusive economy, bound together by a common set of values, national symbols and national identity. We are further tasked to lead the aspirations of a nation, whose pride in being South African is inspired by the excellence of the country's athletes and artists.

Priority 6 of our government, talks about social cohesion and safe communities. As a sector, we wish to see our communities being safe as they share common spaces, for it is in a safe environment, that participation in sport, arts and culture, can thrive. When these spaces are safe, we will be able to see women, particularly the girl child, people with disabilities, and the youth in general, feeling comfortable to display their talent and also contributing to the economic development of our country. We must therefore with all we have, prevent and fight any form of abuse and gender-based violence in our sector. The mentors, coaches and other practitioners, who are expected to take young people under their tutelage, cannot be allowed to become their abusers instead. Therefore, as a sector, we cannot allow the call of our government for gender mainstreaming, empowerment and equality, to become a pipedream. It is upon us, to ensure the institutionalisation of gender equality, not only through talk, but through action as well. In all our efforts we must be cognisant that practice is greener than all theory.

The merger of Sport and Recreation and Arts and Culture, brings with it, opportunities of enhancing human capital, project collaboration and best practices. We can therefore not allow our challenges to define us. We will have to respond accordingly to budget constraints and the human resource limitations. We need to find a balance between the demand from sport, arts and culture practitioners for sustainable employment and the available limited resources. Moreover, with government now focusing on the district development model, we cannot continue having a concentration of sport, arts and culture programmes only in Gauteng, Western Cape and KwaZulu-Natal. We will therefore have to create platforms and spaces in the rest of our provinces.

Further, the dependency on third parties as delivery or procuring agents cannot be wished away; these agents must be held accountable if they are seen to be impeding service delivery. The contestations against the transformation agenda we are trying to inculcate, can also not be allowed to go unchallenged.

The Department will also contribute towards building 'A better Africa and world'. This will be done by strengthening sport and cultural diplomacy, where engagement in bilateral cooperation with key strategic partners in Asia, Europe and America, especially the South-South engagements, will be a priority for our cultural diplomacy programme. Through multilateral engagements, we will add the voice of developing countries to global debates at UNESCO and other UN agencies. Furthermore, the Department will promote the Africa agenda and regional integration using sport and culture to advance the work of the African Union, through among others, participation in the activities of the AU Region 5 Sport Council.



**Mr Nkosinathi Mthethwa (MP)**  
Minister of Sports, Arts and Culture



**Ms Nocawe Mafu (MP)**  
Deputy Minister: Sports, Arts and Culture

## Deputy Minister Statement

The 6th administration of Government ushers in a new decade. 2020 marks the 26th year of democracy and 30 years since Nelson Rolihlahla Mandela was released from prison after 27 years of incarceration.

As we reflect on our progress, we know that we have not achieved total redress. There has been, amongst other, little meaningful growth in our economy, unemployment and poverty levels are high and state-owned entities face many challenges that impact negatively on the lives of South African citizens.

We are, however emboldened by the vision of the National Development Plan of a South African society in 2030 that would embrace its diversity rather than observable differences along race, class, gender, religion, culture and other social constructions. Such a society will have a common set of values that it shares, an inclusive economy, increased interaction among South Africans of different social and racial groups, as well as a strong leadership cadre across society supported by a mobilised, active and responsible citizenry.

The Strategic Plan 2020-2025 of the Department of Sports, Arts and Culture seeks to respond to the various constitutional, legislative and electoral mandates, the National Development

Plan, the Medium-Term Strategic Framework, pronouncements of the Executive Authority and those contained in the state of the Nation Address.

Over the next five years, the Department of Sports, Arts and Culture intends to develop and transform sport, arts and culture at all levels and harness their socio-economic contribution towards creating a better life for the citizens of South Africa and to lead the aspirations of a transformed, creative, active and winning nation, whose pride in being South African is inspired by excellence of the country's athletes and artists.

We are mindful that we need to be responsive to the needs of the citizens by providing high quality services within the confines of the limited resources allocated to the Department and that we continue to ensure equity of access and opportunity to services.

We are committed to the priorities of Government with a focus on Social Cohesion and Safe Communities. The Department of Sports, Arts and Culture is responsible for leading and driving the cause for social cohesion, nation building and safer communities. As the lead department in social cohesion the department is responsible for the coordination and reporting



of all social cohesion initiatives across government departments and entities that have contributions to this priority.

In managing the performance and financial oversight the Department brings together a range of administrative and support functions, which work collectively and consistently together to help the Department to plan by offering expert knowledge, professional advice and effective internal controls.

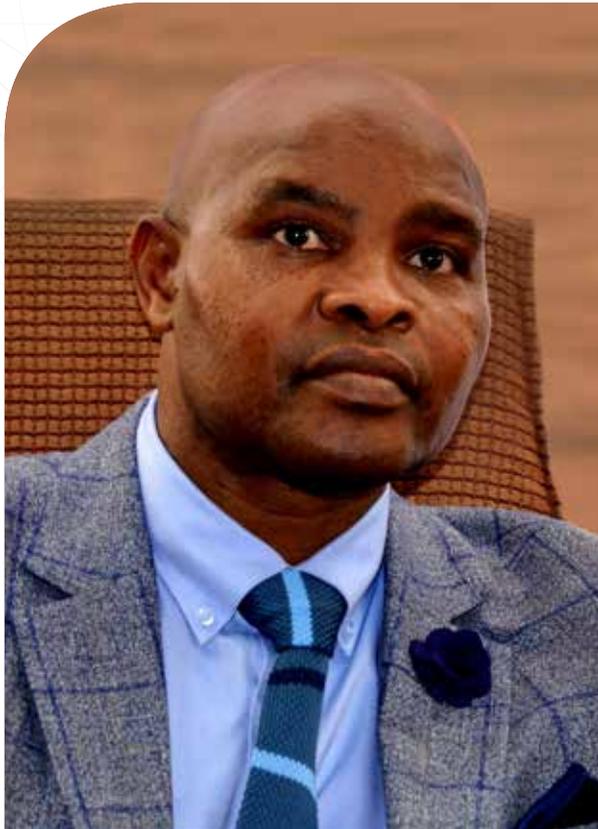
A compliant and responsive governance and administration ensures that there will be controls, and financial as well as disciplined human resources to enable the Department to coordinate and lead work that relates to the primary outcome of a diverse socially cohesive society with a common national identity.

We heed the call made by the President of the Republic, Mr. Cyril Ramaphosa for an urgent response to the scourge of gender-based violence and femicide. The Department will among other responses, rollout the anti-femicide campaigns in selected communities, where there will be targeted programmes and Sport, Arts and Culture events will be used to share messages that speak out against gender-based violence and related ills.

We are committed to realising our vision of an active, creative, winning and socially cohesive nation mindful that: everyone should be treated with respect and have equitable access and opportunities to services; together, we act professionally to deliver value to the South African economy, its people and ourselves; we are accountable to the people of South Africa in our quest to provide them with high-quality services; in our day-to-day activities, act with integrity and as far as possible find solutions to challenges.

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**Ms Nocawe Mafu (MP)**  
Deputy Minister: Sports, Arts and Culture



**Mr Vusumuzi Mkhize**  
Accounting Officer of Sports, Arts and Culture

# Accounting Officer Statement

On 1 June 2019 the President pronounced the new configuration of Government to promote coherence, better coordination and improved efficiency. Sport and Recreation South Africa (SRSA) and the Department of Arts and Culture (DAC) were directed to merge into the Department of Sports, Arts and Culture (DSAC) and to function as a new unified Department as from 1 April 2020. This merger will strengthen the impetus to transform society and unite the country using the effective modalities of sport, arts and culture. The two former Departments are now able to drive and complement each other when implementing Government's Outcome 14 programme of social cohesion and nation building – an outcome that they both previously contributed towards. The merger also brings with it an opportunity to share best practices and leverage on each other's successes to create a Department that is more efficient, responsive and delivers more effectively on its mandate.

DSAC contributes to five government priorities, Capable, ethical and developmental state. Economic transformation and job creation; education, skills and health; Spatial integration, human settlements and local government; and Social cohesion and safe communities; and Capable, ethical and developmental state. To this end, the Department will prioritise outcomes of increased market share and job opportunities created in sport, cultural and creative industries; a diverse, socially cohesive society with a common identity; a transformed, capable and

professional sector; an integrated and accessible sports arts and culture infrastructure and information; and compliant and responsive governance.

Studies have shown that cultural industries contribute 1.7% to the GDP with a steady growth rate of 4.8% annually and 3% of all jobs in the country; on the other hand, sport has an impact of 2% on the GDP. This is proof of the potential of sport, arts and culture in contributing to economic growth and job creation, two of the critical challenges the country is dealing with. There are also huge economic benefits in hosting major sporting events, which include job creation, tourism, regional development, brand equity etc. These events also contribute to needed infrastructure development. Important to note is the negative impact of inactivity in economies and it is thus crucial for the Department to address the burden of inactivity.

Social cohesion and nation building are still an apex priority of government and the Department will therefore continue work in terms of the management of Priority 6: social cohesion and safe communities. Among other responsibilities, these include coordination, support, monitoring and reporting on progress against stated milestones in the Programme of Action as guided by the narrative and the basic architecture of the 2019-2024 Medium Term Strategic Framework.



Social cohesion and nation building permeates all key areas of programmatic activity in the Department. Accordingly, the Department will continue with vigor and determination in its quest of transforming the heritage landscape of this country to reflect the diversity and demographics of the entire South African population.

In promoting a diverse and socially cohesive society, the department has recognised the need for citizens to get into the habit of participating regularly in sport and recreation activities from a young age towards building an active nation that interacts across space, race and class. Events such as the youth camps, the Big Walk, the national recreation day and the national indigenous games festival are but some of the initiatives the Department will continue supporting over this strategic period.

In collaboration with the Department of Cooperative Governance, the South African Local Government Association and municipalities, the Department will ensure that funds earmarked in the municipal infrastructure grant (MIG) for the provision of sport and recreation facilities are used to provide facilities in areas where they are needed the most. The Department's infrastructure development initiatives aim to encourage participation in sport and recreation, contribute to social transformation, and achieve redress for South Africa's historical imbalances. It remains a national imperative of the Department to transform the sector. The Department will continue to audit National Federations against their own transformation targets. Based on this, a comprehensive transformation report will be published annually that reflects the status of transformation as well as a comparative analysis across different federations.

The Department supports school sports leagues in partnership with the Department of Basic Education, and will continue integrating the 16 priority sporting codes and indigenous games, such as morabaraba and jukskei, into the school sports system. The Department's partnership with loveLife will continue to provide youth empowerment programmes at sport and recreation events such as the national youth camps and the national school sport championship.

Young people will have an opportunity to showcase their skills at events such as the national school sport championship, which exposes South African sporting talent to National Federations and talent scouts. Ministerial sports bursaries will be awarded to young, talented athletes to enable them to attend verified schools that focus on sport. At an elite level, athletes will be supported to prepare and participate in international events. This support starts at a district academy level and progresses to the specialised support to be offered at the national training centre. South Africa is well established as an optimal country to host successful international

events. During this strategic period Cape Town will host the 2022 Rugby World Cup Sevens as well as the 2023 Netball World Cup.

The National Flag, being one of the primary national symbols, is the brand image of the country. Flags the world over, evoke a feeling of pride and patriotism amongst their citizens. They are displayed in public with pride. To this extent, some countries have gone as far as the construction of massive monumental flags. Such flags not only display patriotism but also render the national flag a heritage monument. The South African flag is our common identity and a strong binding mechanism effective in advancing nation building and social cohesion. The idea of a monumental South African flag is visionary. So as to inspire and maintain the pride of being a South African, the Department is planning to implement the Monumental Flag project in the coming year.

In its effort to enable creative and cultural industries to continue contributing to job opportunities, the Department will continue supporting the cultural and creative sector through the Mzansi Golden Economy programme.

The audio-visual and film industry will earnestly be moving towards the implementation of the medium-term goals of the 2019 film summit recommendations which include focusing on supporting animation and digital projects, creative hubs, South African stories of historical and cultural significance, and a transformation charter for the sector. Our support to the Department of Labour's announcement on employment conditions and the contribution to the cultural and creative five-year masterplan will be crucial. The Department will continue to support creatives to actively participate in international events including the Venice Biennale, Canada Music Week, and international book fairs.

In promoting and ensuring participation in arts and culture activities by communities, the Department will continue supporting programming for community art centres.

In an endeavor to promote South African language and develop skills in the heritage sector, the Department will continue to provide language and heritage bursaries.

Using the library conditional grant, the Department will contribute to the promotion of the culture of reading and writing through the provision of library infrastructure and library material to communities that previously did not have access to these services. The grant is also used to bridge the gap of inequalities between urban and rural spaces as libraries are built in rural and

township communities and provide internet connectivity for communities to ensure that they have the same kind of access to information as people in urban areas.

National archives are a significant space that houses the collective national memory. As a result of knowledge explosion, the space to accommodate records is gradually becoming a challenge. In responding to this the Department has now undertaken a study reviewing the feasibility of upgrading the old archives building and the possibility of setting up a new archive building. This is not just about increasing space, protection, and preservation of archival collections, but also to ensure that we introduce cutting-edge digital technologies for ease of access.

The Department continues to transform the national heritage landscape through the construction of new museums, monuments and memorials. In the coming years the Department will be implementing the recommendations of the feasibility study on the establishment of Liberation Heritage Museums. Statues of eminent South Africans who played a prominent role in shaping the trajectory of our country will be erected. Amongst leaders whose statues are going to be built are Raymond Mhlaba, Archie Gumede and OR Tambo. In addition, the Department will give recognition to the countries in the SADC region who made supreme sacrifices for our freedom. Work is currently being undertaken with the Governments of Botswana and Angola in conceptualising the monument that will be paying homage to the citizens of those countries. We continue to transform the naming landscape, that will be altered through the transformation and standardisation of names of geographical features. This is part of decolonising the naming landscape that is littered with colonial and apartheid names.

The long and arduous journey of policy review has been concluded with the revision of the White Paper for Arts and Culture. The Department is now geared towards addressing the needs of the creatives, ensuring that they are protected from exploitation and able to earn a decent living using their artistic talents. As a result of the finalisation of the revised White Paper the Department will embark on its implementation with particular focus on a review of all existing legislation and initiatives to address and tighten areas of weakness. This will further provide an opportunity to improve the functioning and governance of the DSAC Public Entities in order to ensure that they are efficient and effective and able to implement their respective mandates.

On the sports front the National Sport and Recreation Bill, once promulgated, will provide for an improvement in the regulation of the sport and recreation industry, by catering for the establishment of a Sport Arbitration Tribunal; appointing inspectors to ensure compliance with

the Act; as well as empowering the Minister to oversee sport and recreation bodies and to facilitate an improvement of their operations.

In the next 5 years, the Department will be driven by its mission of “providing an enabling environment for the sport, arts and culture sector to foster an active, creative, winning and socially cohesive nation”. This will be a pervasive thread throughout all our plans and interventions.



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**Mr Vusumuzi Mkhize**  
Accounting Officer of Sports, Arts and Culture

# Official Sign-Off

It is hereby certified that this Strategic Plan:

- was developed by the management of the Department of Sports, 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 Sports, Arts and Culture is responsible; and
- accurately reflects the impact, outcomes and outputs which the Department of Sports, Arts and Culture will endeavour to achieve over the period 2020 – 2025.

**Mr Makoto Matlala**  
Acting Deputy Director-General  
Programme One: Administration



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



**Mr Charles Mabaso**  
Acting Deputy Director-General  
Programme Three: Arts and Culture  
Promotion and Development



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



**Mr Makoto Matlala**  
Chief Financial Officer



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



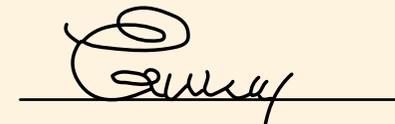
**Mr Vusumuzi Mkhize**  
Accounting Officer



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



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



# PREAMBLE of our 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.

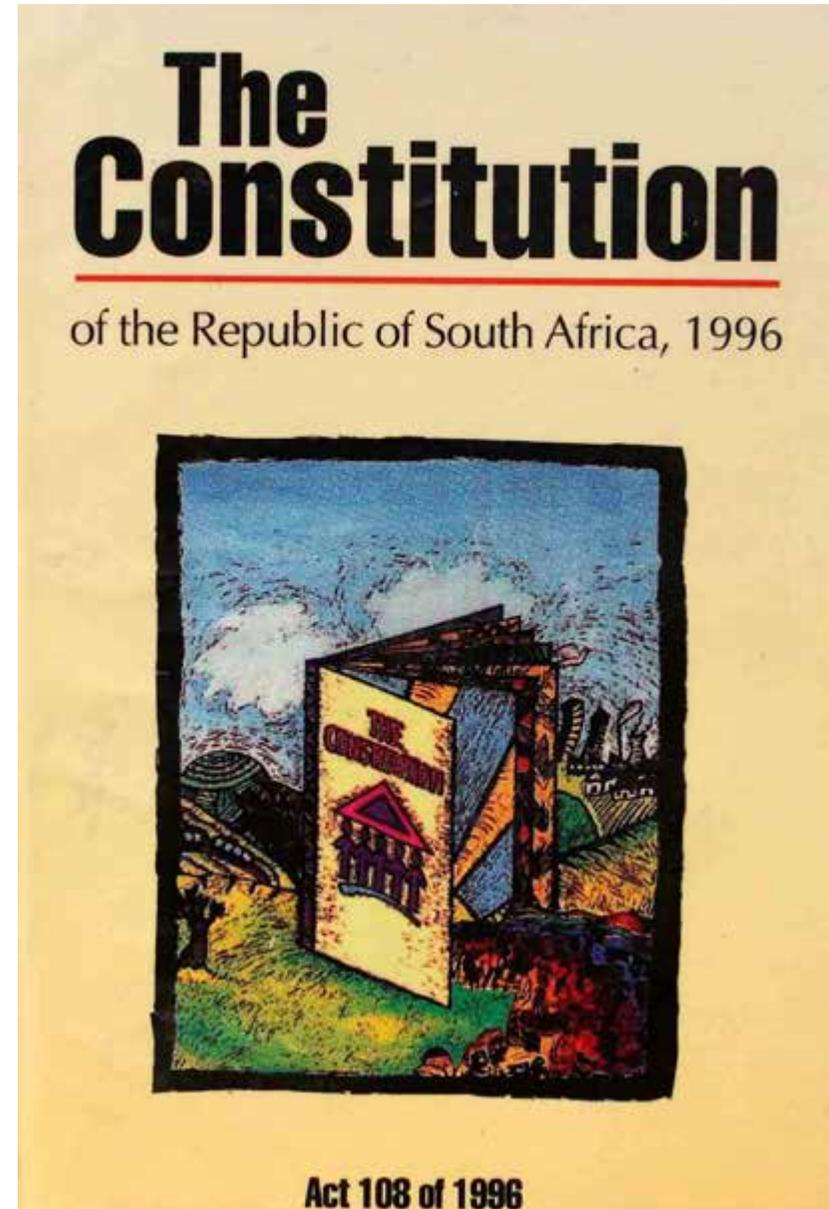
Morena boloka setjhaba sa heso.

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.

## Symbolism of the Coat of Arms

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

## SOUTH AFRICAN 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,  
(Ringing 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 Symbols



**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.



**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.



**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 paradisia*). 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 Contact List

Logo	Name of Institution	Primary Contact
	ArtsCape	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
	The Market Theatre Foundation	CEO: Mr Ismail Mohamed Tel: (011) 832 1641 Fax: (011) 834 4311 Cell: 083 235 8440 Email: Ismailm@markettheatre.co.za
	Performing Arts Center of the Free State	CEO: Mr Peter Pedlar Email: peter@pacofs.co.za Tel: (051) 447 7771 Fax: (051) 430 5523 Cell: 081 8252 568   079 0133 530
	The Playhouse Company	CEO: Ms Linda Bukhosini Tel: (031) 369 9555   369 9479 Fax: (031) 306 2166 Cell: 083 788 7902 Email: ceo@playhousecompany.com
	South Africa State Theatre	CEO: Dr Sibongile Mkhize Tel: (012 ) 392 4283 Fax: (012) 322 3913 Cell: 083 629 6899 Email: Sibongiseni@statetheatre.co.za
	Afrikaans Taalmuseum	Director: Mr Michael Jonas Tel: (021) 872 2018   872 3441 Fax: (021) 872 3642 Cell: 082 228 2188 Email: direkteur@taalmuseum.co.za

Logo	Name of Institution	Primary Contact
	Iziko Museums of South Africa	CEO: Ms Rooksana Omar Tel: (021) 481 3800 Fax: (021) 481 3994 Cell: 083 409 0609 Email: romar@iziko.org.za
	Amazwi South African Museum of Literature	Director: Ms Beverly Thomas Tel: (046) 622-7095/42 Fax: (046) 622 2582 Cell: 082 871 9019 Email: b.thomas@nelm.org.za
	Luthuli Museum	Director: Mr Brian Xaba Tel: (032) 559-6822/3/4 Fax: (032) 559-6806 Cell: 071 895 1256 Email: Xabab@luthulimuseum.org.za
	KwaZulu-Natal Museum	Director: Mr Luthando Maphasa Tel: (033) 341 0554 Fax: (033) 345 0561 Cell: 083 645 3322 Email: lmaphasa@nmsa.org.za
	Msunduzi Museum	Director: Dr Mlungisi Ngubane Tel: (033) 394-6834/5 Fax: (033) 342-4100   394 6797 Cell: 082 296 2499 Email: mngubane@msunduzimuseum.org.za

Logo	Name of Institution	Primary Contact
	National Museum	Director: Ms Sharon Snell Tel: (051) 447-9609 Fax: (051) 447-6273 Cell: 074 244 8877 Email: snell@nasmus.co.za
	Nelson Mandela Museum	CEO: Mr Bonke Tyhulu Tel: (047) 501 9500 Fax: (047) 532 3345   538 0218 Cell: 082 523 4900   082 461 2099   082 312 7817 Email: Mandelamuseum32@intekom.co.za
	Ditsong Museums of South Africa	CEO: Ms Annabell Lebethe Tel: (012) 000 0010 Fax: (012) 323 6598   3237518 Cell: 083 602 1407 Email: annabell@ditsong.org.za
	Robben Island Museum and World Heritage Site	CEO: Mr Mava Dada Tel: (021) 413 4213 Cell: 081 747 3268 Email: mavad@robben-island.org.za
	War Museum of the Boer Republics	Director: Mr Tokkie Pretorius Tel: (051) 447 3447   447 0079 Fax: (051) 447 1322 Cell: 082 802 1698 Email: tokkie@anglo-boer.co.za
	William Humphreys Art Gallery	Director: Ms Ernestine White Tel: (053 ) 831 1724/5 Fax: (053) 832 2221 Cell: 083 260 4821 Email: director@whag.co.za

Logo	Name of Institution	Primary Contact
	South African Library for the Blind	Director: Mr Francois Hendrikz Tel: (046) 622-7226 Fax: (046) 622-4645 Cell: 082 552 4104 Email: director@blindlib.org.za
	National Library of South Africa	CEO: Mr Kepi Madumo Tel: (012) 401 9763   81 401 9717 Fax: (012) 326 7642 Cell: 066 517 5040 Email: kepi.madumo@nlsa.ac.za
	Freedom Park	CEO: Ms Jane Mufamadi Tel: (012) 336 4018 Fax: (012) 336 4021 Cell: 082 568 3504 Email: jane@freedompark.co.za
	National Arts Council	CEO: Ms Rosemary Mangope Tel: (011) 838 1383E XT 106 Fax: (011) 838 6363 Cell: 083 441 2027   083 266 3360 Email: Rosemary@nac.org.za
	National Film and Video Foundation	Acting CEO: Makhosazana Khanyile Tel: (011) 483-0880 Fax: (011) 483 0881 Cell: 083 702 6484 Email: shadrackb@nfvf.co.za
	National Heritage Council	CEO: ADV Sonwabile Mancotywa Tel: (012) 348-1663 Cell: 066 481 1749 Email: s.mancotywa@nhc.org.za

Logo	Name of Institution	Primary Contact
	South African Heritage Resources Agency	CEO: Ms Lungi Malgas Tel: (021) 462 4502 Fax: (021) 462 1753 Cell: 076 011 1905 Email: lmalga@sahra.org.za
	Pan South African Language Board	Act CEO: Dr Tebogo Maahlamela Tel: (012) 341 9638 Fax: (012) 341 5938 Cell: 079 104 3949 Email: chairperson@pansalb.org
	Boxing South Africa	CEO: Mr Tsholofelo Lejaka Tel: (012) 765 9600 Cell: 079 509 9840 Email: mail@boxingsa.co.za
	South African Institute for Drug - Free Sport	CEO: Mr Khalid Galant Tel: 021 686 1634 Cell: 082 466 0629 Email: info@saisds.org.za

## NPOs supported by DSAC

Logo	Name of Institution	Primary Contact
	BlindSA	President: Ms Cathy Donaldson Tel: (011) 839-1793 Fax: (011) 839-1217 Cell: 083 701 4246 Email: president@blindsa.org.za
	Business and Arts South Africa	CEO: Mr Ashraf Johaardien Tel: (011) 447 2295 Fax: (011) 447 2364 Cell: 082 339 5349 Email: ashraf@basa.co.za
	LoveLife	Chairperson: Mr Moss Mashishi Tel: 011 523 100 Cell: 082 990 3595 Email: talk@lovelife.org.za
	South African Sports Confederation and Olympic Committee	President: Mr Gideon Sam Tel: 011 483 3788 Cell: 087 351 2052 Email: admin@sascoc.co.za
	The Sports Trust	Executive Director: Ms Anita Mathews Tel: 011 802 1818 Cell: 083 617 8104 Email: marketing@sportstrust.co.za

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# List of Acronyms/Abbreviations

<b>4IR</b>	Fourth Industrial Revolution	<b>MGE</b>	Mzansi Golden Economy
<b>ACH</b>	Arts, Culture and Heritage	<b>MIG</b>	Municipal Infrastructure Grant
<b>APP</b>	Annual Performance Plan	<b>MTEF</b>	Medium-Term Expenditure Framework
<b>BASA</b>	Business and Arts South Africa	<b>MTSF</b>	Medium-Term Strategic Framework
<b>BBBEE</b>	Broad-Based Black Economic Empowerment	<b>NDP</b>	National Development Plan
<b>CAC</b>	Community Arts Centre	<b>NSRP</b>	National Sport and Recreation Plan
<b>CATHSSETA</b>	Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority	<b>PANSALB</b>	Pan South African Language Board
<b>CCIFSA</b>	Cultural and Creative Industries Federation of South Africa	<b>RLHR</b>	Resistance and Liberation Heritage Route
<b>CCIs</b>	Cultural and Creative Industries	<b>SA</b>	South Africa
<b>DAC</b>	Department of Arts And Culture	<b>SAC</b>	Sport, Arts and Culture
<b>DDG</b>	Deputy Director-General	<b>SACO</b>	South African Cultural Observatory
<b>DPME</b>	Department of Planning, Monitoring and Evaluation	<b>SAHRA</b>	South African Heritage Resources Agency
<b>DSAC</b>	Department of Sports, Arts and Culture	<b>SAPLIS</b>	South African Public Library and Information Services
<b>GBV</b>	Gender-Based Violence	<b>SAPS</b>	South African Police Services
<b>GCIS</b>	Government Communication and Information System	<b>SDIP</b>	Service Delivery Improvement Plan
<b>GDP</b>	Gross Domestic Product	<b>SMMEs</b>	Small, Medium and Micro Enterprises
<b>HLT</b>	Human Language Technologies	<b>SRSA</b>	Sport and Recreation South Africa
<b>ICT</b>	Information and Communication Technology	<b>STATSSA</b>	Statistics South Africa
<b>IJR</b>	Institute for Justice and Reconciliation		

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**PART** *A*

*Our*

**Mandate**

# 1. CONSTITUTIONAL MANDATE

The mandate and/or function of the national Department responsible for sport, arts and culture 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.

Further, the Constitution affirms the democratic values of human dignity and equality. In line with these Constitutional imperatives, the national Department has been assigned the powers and functions to develop and implement national policies and programmes relating to sport, arts, culture, heritage and recreation in the country.

# 2. LEGISLATIVE AND POLICY MANDATES

The national Department of Sports, Arts and Culture 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 the Department functions:

## 2.1 Acts

- Heraldry Act (No. 18 of 1962)
- Culture Promotion Act (No. 35 of 1983)
- Pan South African Language Board Act (No. 59 of 1995)
- National Archives and Record Service of South Africa Act (No. 43 of 1996)
- South African Institute for Drug-free Sport Act (No. 14 of 1997 as amended)
- Legal Deposit Act (No. 54 of 1997)
- National Arts Council Act (No. 56 of 1997)
- National Film and Video Foundation Act (No. 973 of 1997)
- South African Library for the Blind Act (No. 91 of 1998)
- National Library of South Africa Act (No. 92 of 1998)
- National Sport and Recreation Act (No. 110 of 1998 as amended)
- South African Geographical Names Council Act (No. 118 of 1998)
- Cultural Institutions Act (No. 119 of 1998)
- National Heritage Council Act (No. 11 of 1999)
- National Heritage Resources Act (No. 25 of 1999)
- National Council for Library and Information Services Act (No. 6 of 2001)
- South African Boxing Act (No. 11 of 2001)
- Cultural Laws Amendment Act (No. 36 of 2001)
- Cultural Laws Second Amendment Act (No. 69 of 2001)
- Safety at Sports and Recreational Events Act (No. 2 of 2010)
- Use of Official Languages Act (No. 12 of 2012)
- South African Language Practitioners Council Act (No. 8 of 2014)



## 2.2 Bills

- South African Institute for Drug-free Sport Draft Amendment Bill, 2020
- National Sport and Recreation Draft Amendment Bill, 2020
- Draft Bill on the Ban on Alcohol Advertising.

## 2.3 Regulations

- Bidding and Hosting of International Sport and Recreational Events Regulations, 2010
- Recognition of Sport and Recreation Bodies Regulations, 2011
- Funding of Sport or Recreational Bodies Regulations, 2015
- Safety at Sports and Recreational Events (SASREA) Regulations, 2015

## 2.4 Other Prescripts Governing the Department

- Revised Framework for Strategic Plans and Annual Performance Plans (2019)
- Framework for Managing Programme Performance (2007)
- Government Immovable Asset Management Act, (No. 19 of 2007)
- Government-Wide Monitoring and Evaluation System (GWM&E) (2007)
- Legislation pertaining to provincial library services (including previous provincial ordinances) and related legislation.
- Local Government: Municipal Structures Act, 1998
- Minimum Information Security Standards (MISS), 1998
- Municipal Systems Act, 2002
- National Development Plan - Vision 2030 (2012)
- National Development Plan Five-Year Implementation Plan (2019)
- National Evaluation Policy (2011)
- National Youth Policy, 2015-2020

- Public Audit Act (No. 25 of 2004)
- Public Finance Management Act, 1999
- The Copyright Act, 1978
- The Electronic Communications and Transactions Act, 2002
- The Promotion of Access to Information Act, 2000
- The Promotion of Administrative Justice Act, 2000
- The Protection of Personal Information Act (POPIA), 2013
- The White Paper on Arts, Culture and Heritage, 1996
- The White Paper on Sport and Recreation for the Republic of South Africa, 2011

## 2.5 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. This includes implementation, domestication, reporting and other legally binding obligations. (Cf. Constitution, Chapter 14, sections 231-233).

- 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.

### 3. INSTITUTIONAL POLICIES AND STRATEGIES GOVERNING THE FIVE-YEAR PLANNING PERIOD

Following consultative strategic sessions with officials in the Department of Sports, Arts and Culture, the following policies and strategies were identified as pertinent for the forthcoming strategic period:

- a) Cultural Industries Policy;
- b) Diversity and Transformation Strategy;
- c) Integrated policy framework for the SAC sector;
- d) Integrated SAC funding model;
- e) International Relations Strategy;
- f) Mzansi Golden Economy Strategy;
- g) National Sport and Recreation financial and non-financial Support Policy; and the
- h) Social Cohesion Strategy.

Although some of the policies and strategies may have existed separately in the former Departments of Arts and Culture and/or Sport and Recreation, these will be revised to reflect the strategy of the newly constituted Department of Sports, Arts and Culture.

### 4. RELEVANT COURT RULINGS

Over the past five years, there have been three important Court cases that affect the relationship between the Department and its stakeholders on the one hand, and the Department and its entities on the other hand. These are discussed briefly hereunder.

- a) In the case of CJA Lourens vs The Speaker of the National Assembly and Others, the Applicant, Mr Lourens, an Afrikaans speaking attorney from Brits in the North West Province, had among others, argued that he believed that the current practice of Parliament

in relation to the language used for legislation, and the rules of Parliament in this regard, amount to unfair discrimination against him in that Bills are introduced into Parliament invariably in English, are published in English, and that the official text that is sent to the President for signature is also, invariably in English only. Lourens thus contended that this conduct unfairly discriminated against all non-English speaking people in the country. The Supreme Court of Appeal on 10 March 2016 held that the Rules and practice of Parliament and its failure, and that of the Minister of Sports, Arts and Culture, to publish all statutes in all official languages does not constitute unfair discrimination in terms of the Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000. Consequently, the appeal was dismissed.

- b) Also, in the case of RRM Monareng vs Minister of Arts and Culture, the Johannesburg Labour Court on 06 February 2019 ruled in favour of the Applicant and held that the Minister has no power to institute disciplinary proceedings against the Chief Executive Officer of the Pan South African Language Board and the Minister's powers were in terms of the Pan South African Language Board Act, 1995 limited to the determination of an appeal of the Board's decision.
- c) Solidarity and AfriForum took the South African Rugby Union (SARU), Cricket South Africa (CSA), Athletics South Africa (ASA) and Netball South Africa (NSA) to the Labour Court over sports transformation targets. The Department defended this challenge and won. An appeal has been lodged.



**PART** *B*

*Our Strategic*  
**Focus**

# 1. VISION

An active, creative, winning and socially cohesive nation.

# 2. MISSION

To provide an enabling environment for the Sport, Arts and Culture (SAC) Sector to foster an active, creative, winning and socially cohesive nation.

# 3. VALUES



**Batho Pele: Putting people first.**



**Equality: Everyone should be treated equally and have equal access and opportunities to services.**



**Innovation: Finding creative solutions.**



**Responsiveness: A Department that is quick to react to requests from and provide feedback to the public and other stakeholders.**



**Integrity: In our day-to-day activities, our integrity shines through.**



**Professionalism: Together, we act professionally to deliver value to the South African economy, its people and ourselves.**



**Accountability: We are accountable to the people of South Africa in our quest to provide them with high-quality services.**

# 4. SITUATIONAL ANALYSIS

Over the next five years, the DSAC intends to **develop, transform, preserve, protect and promote** SAC by providing an enabling environment to foster an active, creative, winning and socially cohesive nation. The Department will harness its socio-economic contribution towards creating a better life for all.

Our role is to lead the aspirations of a nation, whose pride in being South African is inspired by the excellence of the country's athletes and artists. Moreover, it 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 impact of the economic slowdown on commodity-dependent countries like South Africa has refocused attention on the urgency of economic diversification, revitalisation and harnessing of human innovation in order to weather the economic storm. 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. Figure 1 indicates that 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. In future the DSAC will consider relevant StatsSA observations when selecting districts for interventions with the possibility to generate economic activity.

## Government Priorities

The Department will mainly contribute to the following government priorities:

- **A capable, ethical, and developmental state**
- **Economic transformation and job creation**
- **Education, skills, and health**
- **Spatial integration, human settlements, and local government**
- **Social cohesion and safe communities**

As a cross-cutting issue the Department is also contributing towards building 'A better Africa and world'. This is done by strengthening sport and cultural diplomacy. Bilateral cooperation with key strategic partners in Asia, Europe and America are a priority for our cultural diplomacy programme, with 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 its multilateral engagements, adding to the voice of developing countries to global debates at UNESCO and other UN agencies. Furthermore, the Department continues to promote the Africa agenda and regional integration using sport and culture to advance the work of the African Union.

In contributing to the above-mentioned priorities, the Department of Sports, Arts and Culture has responded with five sector-relevant outcomes – two priority outcomes and three enabling outcomes. The priority outcomes are:

1. **Increased market share of and job opportunities created in sport, cultural and creative industries.**
2. **A diverse, socially cohesive society, with a common national identity.**

The DSAC has identified the following enabling outcomes to catalyse, and thus maximise efforts, towards the ideals espoused in the two priority outcomes mentioned above:

3. **A transformed, capable, and professional SAC Sector**
4. **Integrated and accessible SAC infrastructure and information**
5. **Compliant and responsive governance.**

The relationship between the seven government priorities and the five DSAC outcomes is illustrated in Figure 2.

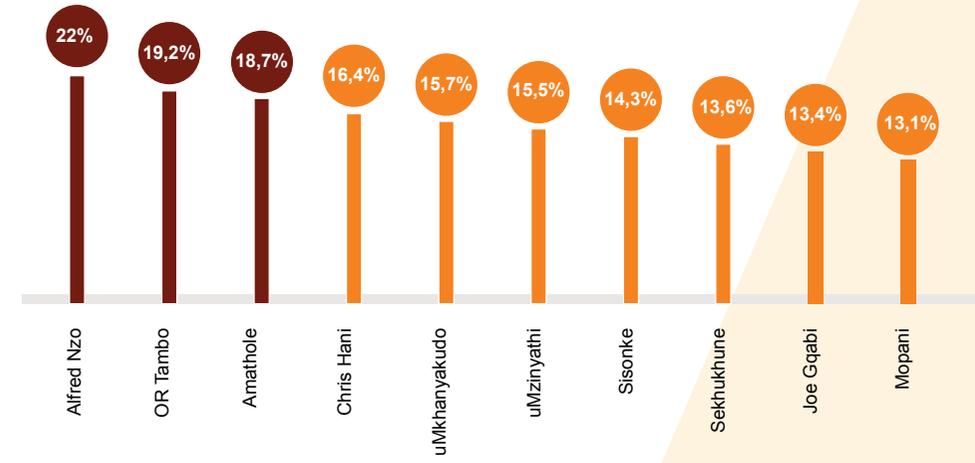
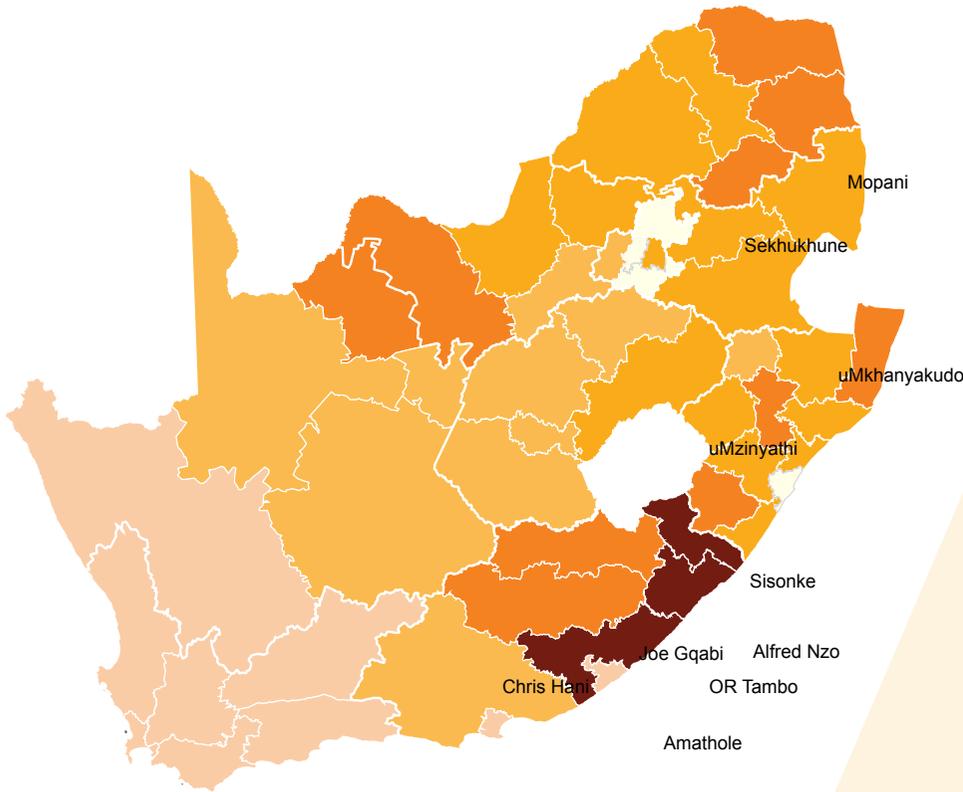
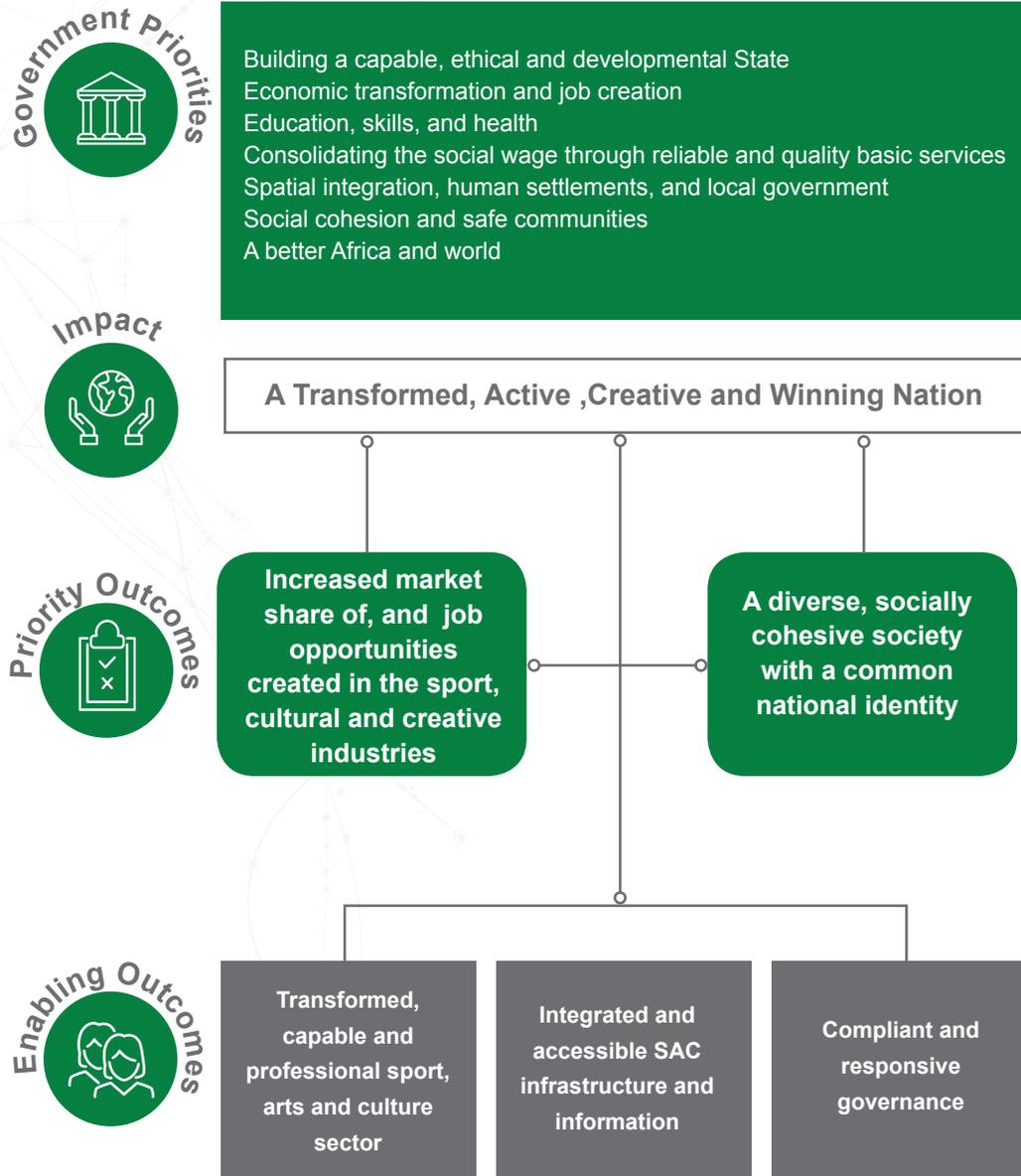


FIGURE 1: RATES OF POVERTY (2016 COMMUNITY SURVEY)



**FIGURE 2: RELATIONSHIP BETWEEN GOVERNMENT PRIORITIES AND DSAC OUTCOMES**

## Outcome 1: Increased market share of, and job opportunities created in sport, cultural and creative industries

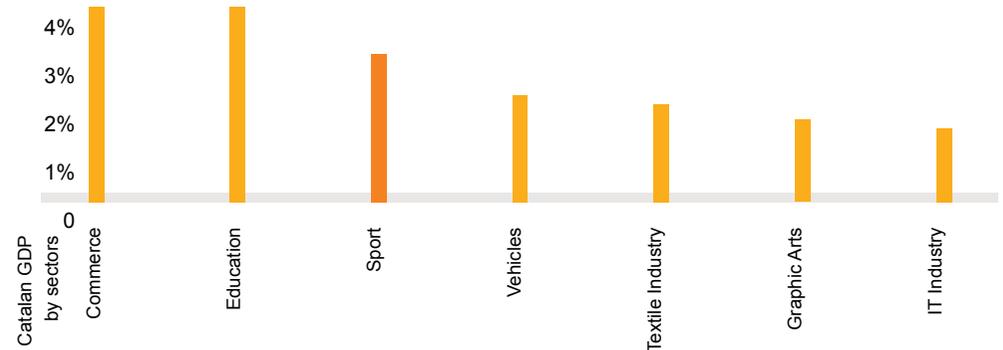
The Creative and Cultural Industries (CCIs) are one of the fastest growing industries and should be at the centre of national strategic priority to unlock wider economic participation and inclusivity in the mainstream economy. Furthermore, there is an urgent need to explore the opportunities presented by sport economy, including the computation and/or quantification of its contribution to the gross domestic product (GDP) and job creation. In order to realise the potential of sport and cultural and creative industries to create growth and jobs, South Africa needs to identify and invest in new sources of smart, sustainable and inclusive growth drivers. Much of our future prosperity will depend on how we use our resources, knowledge and creative talent to spur innovation. For example, there are huge opportunities to use sport and recreation as a medium to attract tourists to South Africa.

### Economic contribution from the sport and recreation sector.

The direct contribution of sport to the GDP varies from country to country, but generally, relevant literature indicates contributions ranging from 1 - 2% of the GDP. South Africa's annual sport-related spending is estimated as being in excess of R3 billion with inevitable spikes during mega sporting events like the 2010 FIFA World Cup.

A case study done in Catalonia illustrated the impact of sport on the economy. The study confirmed that the contribution of sport to a country's GDP was about 2%, also with reference to South Africa.

### Impact on Economy



### Weight of sport in other economies (as per % of GDP)



**FIGURE 3: IMPACT OF SPORT ON THE ECONOMY**

The potential of sport to contribute to economic growth is enormous as numerous studies have shown. However this will be nullified if the increasing burden of inactivity is not addressed. Physical inactivity is draining economies. By 2030, the direct costs of physical inactivity in China and India are estimated to each increase by more than 450%. To put these increases in context, the 2030 annual direct costs are expected to be more than mainland China's current health care budget, and nearly four times what India currently spends on secondary education in a year.

### Hosting major sports events

Sportcal, a leading provider of data and intelligence on the sport industry, found in a study conducted over eight years (2007–2014) that in this period 530 major multi-sport games and world championships were held in 556 cities from 84 countries. These events were attended by about 88 million spectators. More than 400 000 athletes participated in the events with an average of 50 nations being represented per event.

In 2014, major events included the FIFA World Cup in Brazil, the Sochi Winter Olympics, four major multi-sport games and more than 70 major world championships. More than 13 million people bought tickets.

Over 80 world championships and multi-sport games took place in 2015, with 13 million spectators and billions of hours of media coverage. Supported by the major annual events, they had a huge impact on the global economy and host cities benefited significantly.

Notwithstanding all the benefits, one has to realise that the hosting of mega sporting events such as the Olympic Games (summer and winter) and the Football World Cup come at a high cost, especially infrastructure development that involves high levels of financial investment from government. The positive impacts of hosting international sporting events relate to the benefits it may hold for the sport-specific, economic, social and cultural outcomes. Economic spin-offs entail job creation, regional development, tourism, exports, brand equity and image benefits, infrastructure development (sport facilities and urban regeneration), tax revenues and wider economic benefits.

Spin-offs as a result of major sports events can contribute to important infrastructure development and also serve as tourist attractions. Some examples of major sport legacies include:

- The 1992 Olympics brought Barcelona much-needed new transportation infrastructure and the regeneration of coastal areas.
- The 2008 Beijing Olympics brought a new high-speed train connecting Beijing and

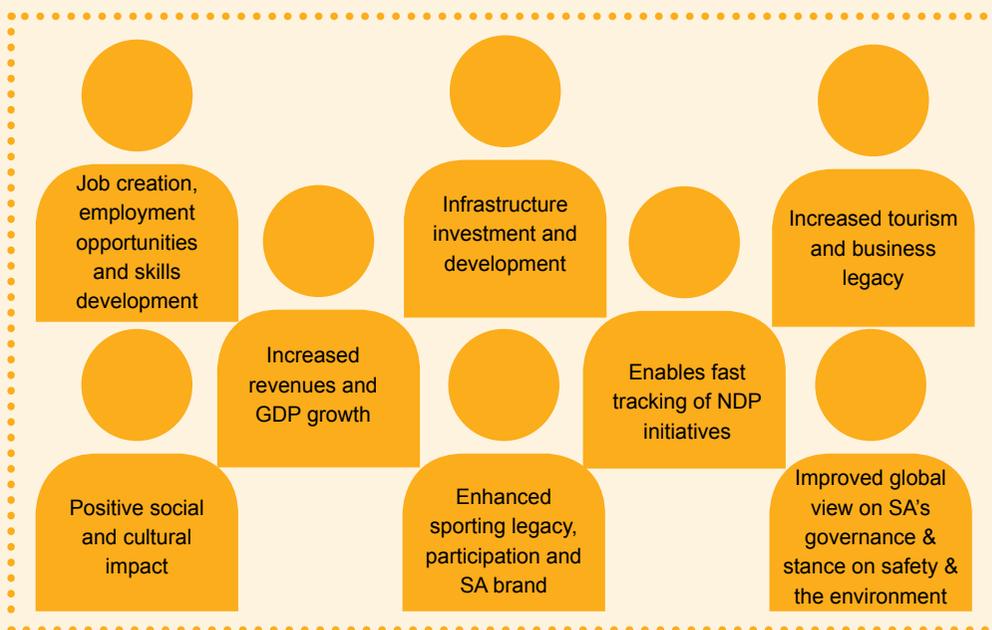
neighbouring Tianjin, and new additions to the city's subway system.

- The 2012 London Olympics ensured the revitalisation of East London and integration of the Olympic and Paralympic Villages that were transformed into thousands of new homes, of which half was made available for low-cost rental – including £7 billion of contracts.

Successful national teams hold high international brand value and not only promote the national brand, but also that of the sponsors. In South Africa, the national rugby team, nicknamed the Springboks, holds the highest brand value.

When South Africa submitted a bid in 2018 to host the 2022 Commonwealth Games in Durban, an economic impact study was commissioned. The study estimated that, in total, international visitors were expected to contribute up to R12 billion in direct expenditure. Furthermore, the Games were expected to deliver up to R20 billion in output to the economy, translating into an estimated R11 billion GDP growth.

The impact on the GDP shows that sport and sporting events have economic benefits, however, there are also important broader benefits that leave a lasting legacy as illustrated in Figure 4.



**FIGURE 4: BENEFITS TO HOST NATION**

Grant Thornton were commissioned to conduct an economic assessment to demonstrate the benefits that could be gained from hosting the Rugby World Cup in South Africa in 2023. These benefits are illustrated in Figure 5 and 6.

**R27.3 Billion**

direct, indirect and induced economic impact

**38 600**

temporary jobs created or permanent jobs sustained

**R5.7 Billion**

flow to flow income households

**R11 Billion**

direct spend

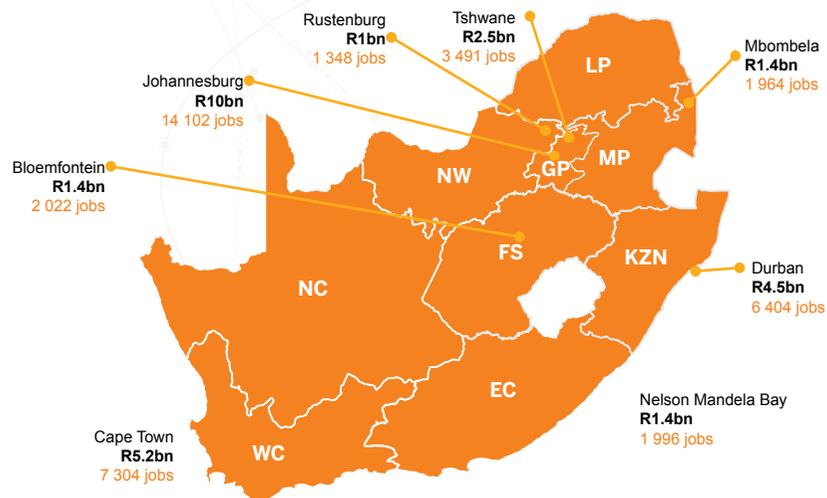
**Almost 200 000**

foreign tourists estimated to visit South Africa

**R1.4 Billion**

estimated tax benefit for government coffers

**FIGURE 5: POTENTIAL ECONOMIC BENEFITS FROM HOSTING THE 2023 RUGBY WORLD CUP**



Key: Contribution to GDP | Contribution to employment

**FIGURE 6: POTENTIAL EMPLOYMENT FIGURES FROM HOSTING THE 2023 RUGBY WORLD CUP**

## Sports Tourism

‘Sport tourism is the sleeping giant of the global travel and tourism industry.’ (Tim Coles, Journalist, Business Day.)

Sport tourism has become a prevalent and growing global phenomenon and an increasingly significant niche tourism market. The growth of sport tourism has been driven by increased global interest in sporting events on the back of the massive expansion in satellite and digital television coverage. With more leisure time, more disposable income and relatively cheap travel, sport is no longer just an add-on for travellers – in many instances it is the sole reason for travelling in the first place.

The magnitude of the impact of sport on the tourism, hospitality and employment industries are astounding. The hosting of mega sporting events has turned into a billion-dollar industry – spending vast sums of money and reaping billions in return through tourism, ticketing, merchandising, television rights and sponsorship revenue.

The essence of sport tourism relates to attracting visitors living outside the host city or region to attend sporting events as spectators and/or participants in broader tourism activities. Depending on the destination, tourists may also engage in recreational activities, such as mountain climbing, cycling or skiing.

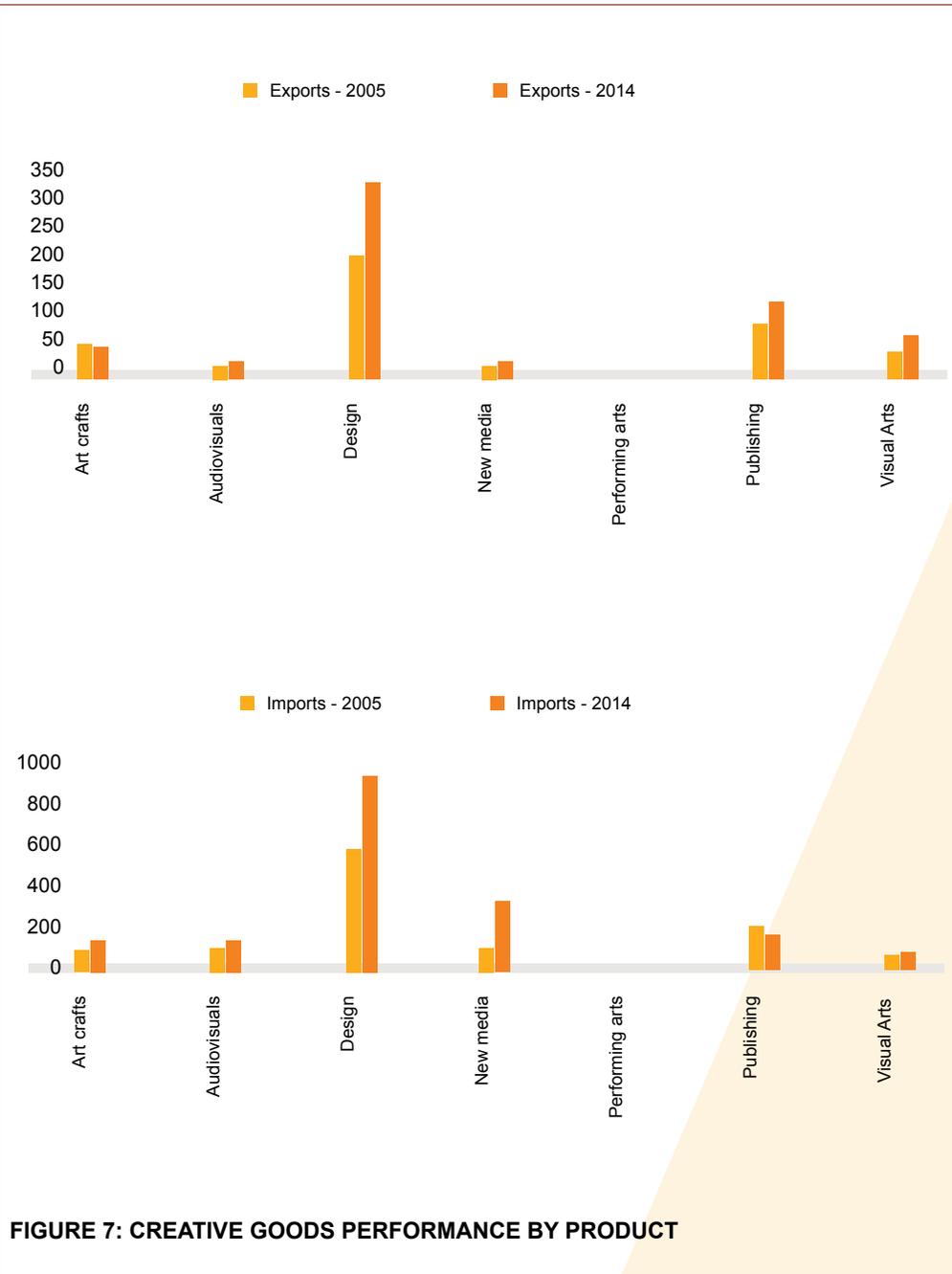
According to a presentation by the Department of Tourism on the revised National Tourism Sector Strategy in 2017, the main reason by far for foreign tourists visiting South Africa is leisure activities including sport and recreation. Between 2013 and 2015, an average of approximately 68% of tourists indicated that the purpose of their visit was leisure; the average for business purposes was 22%, medical reasons 3%, religion 1% and other 6%.

## Cultural and Creative Industries Contribution to Job Creation

Currently, the CCIs cultural and creative industries account for 1,7% of GDP in South Africa and the industry is demonstrating consistent growth. Within this context, the biggest export growth within the CCIs has been in the areas of:

- Design
- New media
- Publishing, and
- Visual arts.

Refer to Figure 7.



**FIGURE 7: CREATIVE GOODS PERFORMANCE BY PRODUCT**

While the CCIs accounted for 1,7% of GDP (2016, direct impact), a South African Cultural Observatory (SACO) mapping study has shown that the sector can move faster, on average, than the rest of the economy, with the CCI growth rate of 4,9% (2011-2016) compared to 1,6% for the whole economy. The largest sectors in terms of the GDP contribution of the CCIs, and those with the fastest growth rates are:

- Audio-visual and interactive media (film and video; TV and radio; podcasting and video games), makes up 20% of the CCIs' contribution to GDP.
- Design and creative services (fashion, graphic, interior and landscape design; architectural and advertising services), make up 45% of the CCIs' contribution to GDP.

### Occupation in Cultural and Creative Industries

People in cultural occupations make up about 3% of all jobs in South Africa, rising to nearly 7% (1 million jobs) when people working in creative industry support occupations are included. The domains that offer most jobs in the cultural sector include:

- Visual Arts and Crafts (44,3%)
- Intangible Cultural Heritage (23,3%). This includes traditional chiefs and heads of villages, religious professionals, traditional medicine practitioners, faith healers and religious associate professionals
- Design and creative services (12,8%), and
- Books, Information and Press (12,8%).

As found internationally, cultural workers tend to cluster in some provinces, especially those with larger cities (urban logic), although smaller clusters may be identified individually in provinces that are more rural.

The cultural and creative sectors (in South Africa, as well as internationally) are characterised by a high proportion of people working in informal and freelance markets. This makes the sector quite volatile in terms of both GDP contribution and employment. When the rest of the economy is in a business cycle downswing, the creative sector tends to suffer disproportionately. When the economy is growing, however, the CCIs also respond quickly and can grow jobs at a faster rate than the rest of the economy.

There is evidence that cultural employment is becoming more transformed, but some sectors are still lagging behind in terms of racial and gender equity. Some of this may have to do with the perception of many people that CCI jobs are not viable career paths (in terms of earning a

sustained income). Another challenge is that a large proportion of cultural occupations require higher education and training qualifications, especially those that produce industry-ready graduates with practical skills.

Zooming into youth employment in cultural and creative occupations, 35% of those employed are younger than 35 years old. This is slightly less than non-cultural occupations, where 39% of those employed are youth.

The majority (86%) of those in cultural occupations in South Africa are black (including black Africans, coloured people and people of Indian/Asian origin), although white people are still over-represented when comparing the demographic make-up of the country. It is also noteworthy that the youth in cultural occupations are more transformed than older workers, 87% being black people. The increasingly diverse make-up of younger workers indicates that the cultural sector is transforming and is likely to become more representative over time.

Refer to Figure 8.

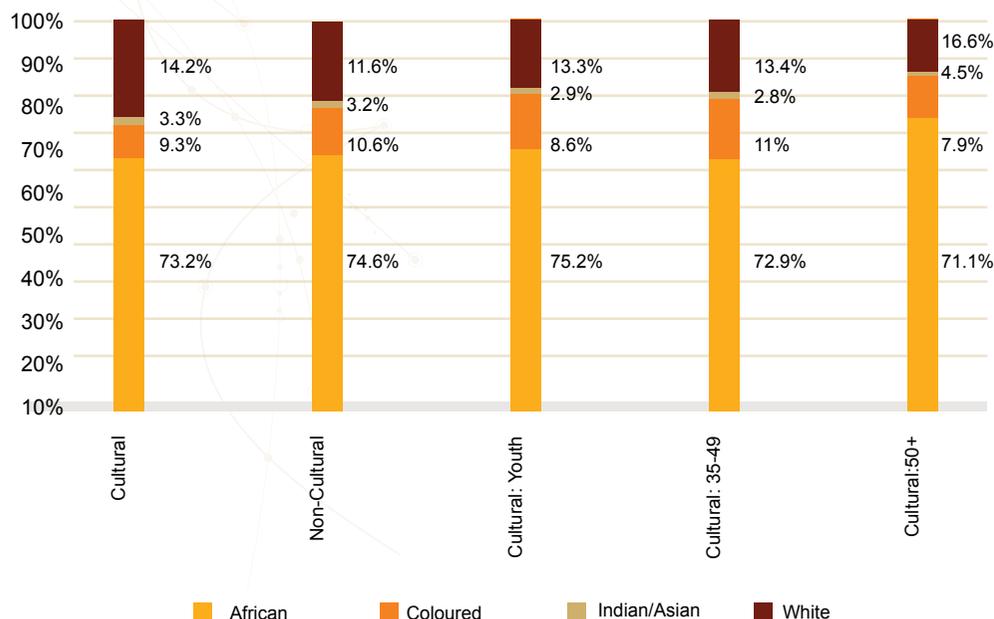


FIGURE 8: CULTURAL WORKERS BY RACE GROUP AND AGE.

As depicted in Figure 9, the percentage of women in cultural occupations is considerably lower than that of men.



FIGURE 9: THE INTERSECTION OF AGE AND GENDER FOR CULTURAL WORKERS

A greater percentage of women (40,4%) than men (31,6%) work as freelance operators in cultural jobs. In general, a far higher percentage of cultural workers (50,5%) than non-cultural workers (32,4%) are employed informally in South Africa, although the gender differential in terms of formal versus informal sector employment is low, about 51,2% of men and 49,6% of women in cultural occupations work in the informal sector. The disaggregation of data will continue to be monitored to track the progress made with gender equity.

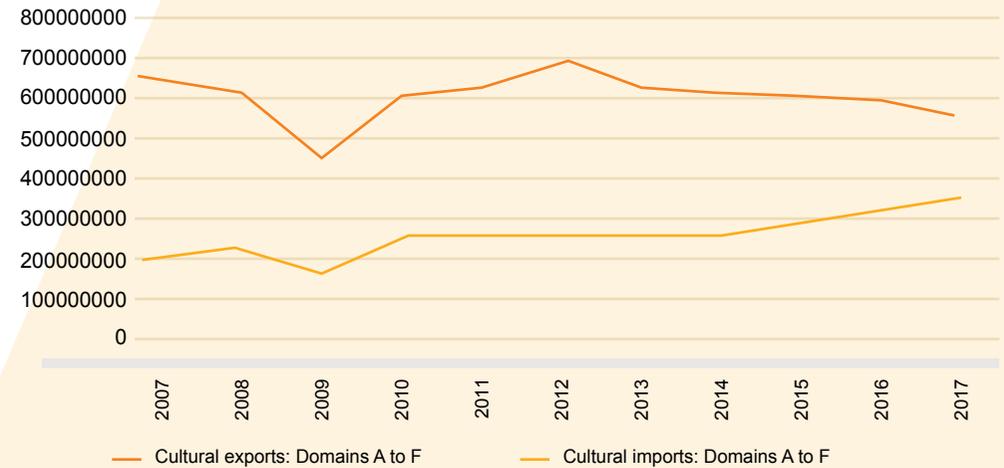
Given that 35% of cultural jobs are held by those younger than 35, this means that the cultural economy provides employment for nearly 380 000 youth. Young people working in cultural occupations are mostly found in the Visual Arts and Crafts domain (43,1%), with the next most popular being the Design and Creative Services domain (19,6%).

**TABLE I: YOUTH EMPLOYMENT IN THE CULTURAL ECONOMY**

Cultural Trident as Percentages of total employment	% of total employment	Number of jobs	Number of Youth Jobs
A. Cultural occupations in Cultural Industries	0.52%	82 056	28 391
B. Cultural occupations in Non-Cultural Industries	2.13%	336 114	116 295
C. Non-Cultural occupations in Cultural Industries	4.29%	676 962	234 229
Cultural occupations (A + B)	2.65%	418 170	144 687
Cultural industries employment (A + C)	4.81%	759 018	262 620
The Creative Economy (A + B + C)	6.94%	1 095 132	378 916

**Balance of Trade**

Like all smaller, open economies, South Africa imports more cultural goods than it exports (referred to as a trade imbalance), but this has reduced markedly in recent years, both because of an increase in the value of South African cultural exports and a fall in cultural goods imports. Overall, the value of the cultural goods that South Africa imports from the rest of the world is more than the value of the cultural goods it exports (a trade deficit).



**FIGURE 10: SOUTH AFRICA'S TOTAL CULTURAL TRADE: ALL DOMAINS (CURRENT US\$) (BASED ON DATA FROM UN COMTRADE, 2018)**

The United Nations Conference on Trade and Development (UNCTAD) Creative Economy Outlook report shows that South Africa is among the top 10 developing country exporters of visual arts. Design goods (including interior design, jewellery and fashion) were the largest cultural goods export category in 2014. The trade balance is positive for Cultural and Natural Heritage, that is a strength that South Africa should focus on. See Figure 10.

It should, however, be noted that the contribution of the CCIs is not only limited to these sectors, as the CCI also provides transversal economic enablers to the tourism and sports sectors. It is in this transversal nature of the CCIs that the opportunities for future growth and increased economic contribution is located.

Now that the Departments of Arts and Culture, and Sport and Recreation South Africa (SRSA) have merged into the DSAC, the scope of the work of the SACO will have to be extended to include the computation of sport economics. This is a necessary exercise to provide a more comprehensive depiction of the contribution of the new Department to economic development and job creation.

## Outcome 2: A diverse, socially cohesive society with a common national identity

The National Development Plan (NDP) envisions a South African society in 2030 that will embrace its diversity rather than highlight observable differences along the contours of race, class, gender, religion, culture and other social constructions. Such a society will have a common set of values that it shares, an inclusive economy, increased interaction among South Africans of different social and racial groups, and a strong leadership cadre across society supported by a mobilised, active and responsible citizenry. Added to this is a group of leaders across all levels and sectors of society that is ethically and morally upright.

Underpinning the NDP vision outlined above are social cohesion and nation building, which are critical to the objectives of the developmental state. This requires the collective participation of the social actors in the common national vision ascribed by the South African Constitution as non-racialism, non-sexism, democracy, equality before the law, and prosperity for all. At the heart of social cohesion is the extent to which there is social integration and inclusion among people and within communities. Social cohesion, as part of policy discourse, reflects the imperative of building a democratic post-apartheid nation, as it is the bond, bridge and linkage that binds people together.

The social cohesion ideal seeks to rally all social actors to work towards transformation through a social compact. The Constitution, NDP and all policies and strategies for nation building and social cohesion call for a commitment to work together to eradicate the divisions and injustices of the past, to foster unity and to promote a countrywide consciousness of being proudly South African. All human societies at both local and national level require sets of shared values, norms, visions, and goals to secure cooperation and foster bonds of belonging.

Various initiatives, plans, and policies are being pursued in order to manifest a sense of belonging and affiliation to the community and larger South African society. These plans and policies are aimed at inclusion on an equal basis in all social activities and rights, and to have equal access to all life opportunities; participation and active involvement in civic activities; recognition; acknowledgment and value of differences without discrimination; and social legitimacy of public bodies and leaders representing the diverse society of South Africa.

In forging a country that embraces its diversity, Gender-Based Violence (GBV) programmes have been elevated to address the scourge of violence that has been happening to women and children throughout the country, using sport, arts and culture. The eradication of GBV requires a comprehensive and systematic DSAC sector-wide response including the DSAC Public Entities, NGOs, and the private sector.

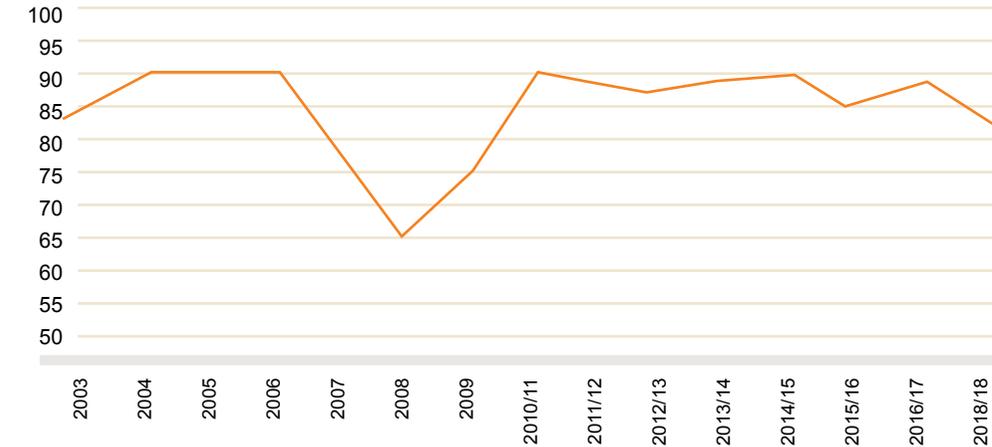
The President of South Africa, Mr Cyril Ramaphosa, launched a Declaration in March 2019, and in September 2019, the Presidency announced an Emergency Response to GBV. Weekly reports are submitted to the Presidency outlining mitigation interventions against GBV. These initiatives provide an opportunity for DSAC to focus on using sports, arts and culture to implement programmes towards the eradication of GBV and female empowerment.

The industrial theatre model takes theatre to the people and uses productions, dialogue, media interviews, and social media platforms to convey messages of “No Violence”. Legends and Divas are ambassadors of the campaign within the arts to change the mind set of communities on issues of how to take care of and to respect women and children.

The programmes are being implemented in the communities, especially where GBV is rife. Learners from primary and secondary schools, boys, girls, women, men, and religious groups are targeted. Community engagements offer a sense of hope and encouragement, and initiatives tap into existing structures within the community for support.

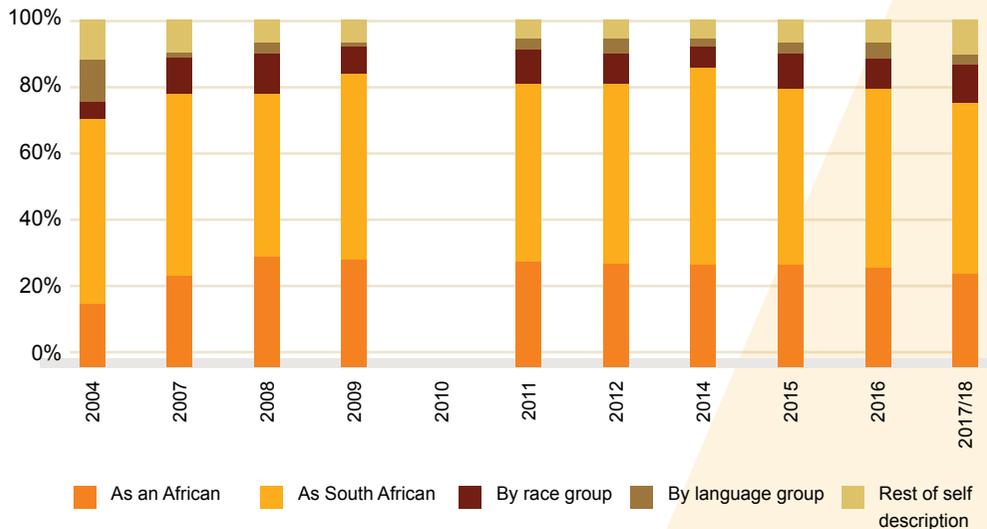
In order to gauge our progress on nation building and social cohesion, proxy indicators that aim to measure the impact of various initiatives are used. Those focussing on identity formation include: pride in being a South African; identity based on self-description (first self-descriptors by South Africa’s adult population); and public opinion on race relations. These indicators are measured through various surveys.

According to Brand South Africa (BrandSA) and the Government Communication and Information System (GCIS), the national pride index was at its highest between 2004 and 2006, with above 90% of the population taking pride in being South African. However, there was a steep decline in 2007 with the lowest level (65%) in 2008. This has since improved to 81% in the 2017/18 financial year. The trend suggests that the sense of belonging mirrors the economic growth trajectory, highest when the economy is growing, and lowest when there are economic crises, such as the financial and economic crisis in 2008. These trends are reflected in Figure 11.



**FIGURE 11: NATIONAL PRIDE INDEX – PRIDE IN BEING SOUTH AFRICAN, MEASURED AS A PERCENTAGE OF THE POPULATION, (DPME 2018)**

With regard to trends in self-descriptors by South African adults, as a form of primary identity, the majority of the population describe themselves as South Africans first. There is a decline in the number of people who identify themselves based on language group and an increase in those who describe themselves as Africans or based on race as reflected in Figure 12.



**FIGURE 12: FIRST SELF-DESCRIPTORS BY SOUTH AFRICA'S ADULT POPULATION AS A FORM OF PRIMARY IDENTITY (DPME 2018)**

Data for 2010 and 2013 is not available since the self-description questions were not part of the survey in these years.

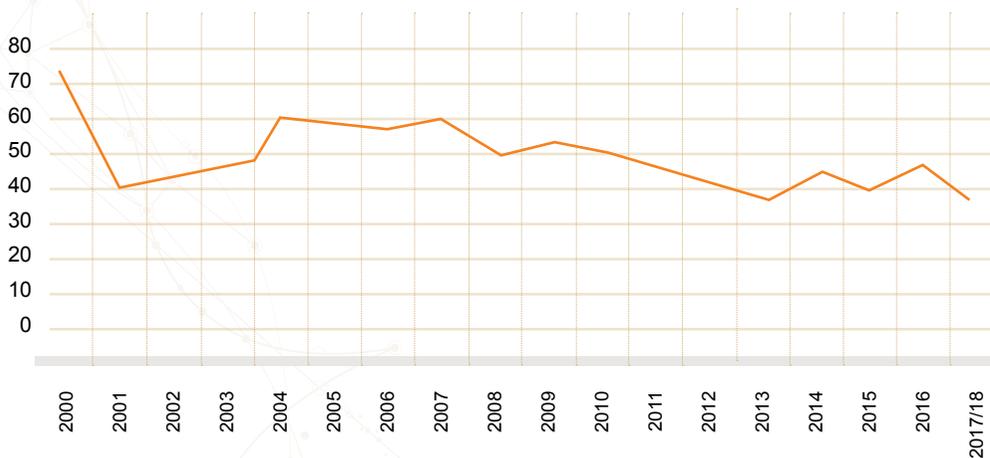
About 68% of South Africans are confident of a happy future. This is an improvement from the early 2000's with the highest confidence level between 2005 and 2006. The nation experienced a decline around 2008 with the confidence level below 60% during the year of the economic crises. The lowest level (46%) was experienced in 2016 due to lacklustre economic growth prospects and government scandals such as the Passenger Rail Agency of South Africa (PRASA) scandal that saw R620 million being wasted on unsuitable locomotives. See Figure 13.



**FIGURE 13: PROPORTION OF SOUTH AFRICA'S ADULT POPULATION WHO EXPRESS CONFIDENCE IN A HAPPY FUTURE FOR ALL RACES (DPME 2018).**

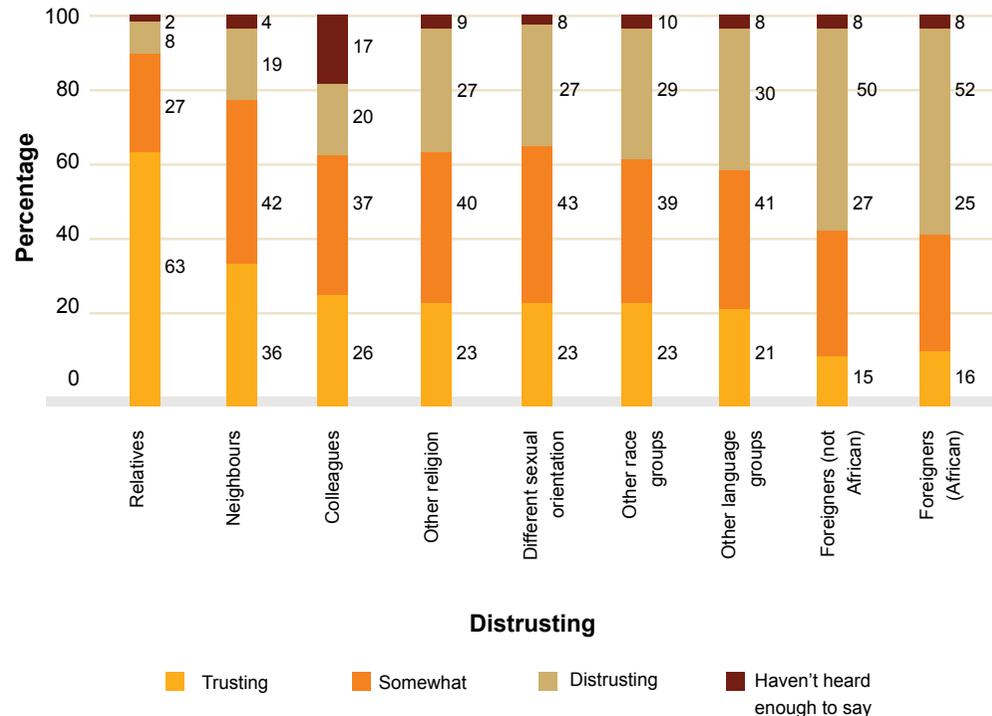
Race is still a divider in South Africa. It is a dominant variable in terms of the high levels of distrust in society. In terms of the baseline survey, 44% of adults have no trust, none whatsoever, in people of other race groups. Only 56% indicated some level of trust in people of other race groups and even here, 28% of adults can be classified in the low trust category, with 15% in the medium trust category. Those that indicated unreserved trust of the other were only a mere 13% of the sample. This high level of distrust by race is further corroborated by the research findings from the "general mood in the country" question. When asked whether things were

getting better or worse, 47% indicated that things were getting worse, while 53% thought that things were getting better or remaining the same. Further, 45% of those that indicated that they had experienced some kind of discrimination cited racism as the sole reason. In 2017 only 38% of the population were of the opinion that race relations were improving. The country experienced the lowest (36%) race relations in 2013, which is the lowest in the post-apartheid era. Slow economic transformation, poor service delivery, poor quality of public good such as education and health, and campaigns such as the “white monopoly capital” campaign could have contributed to further divide a society that was already divided. See Figure 14



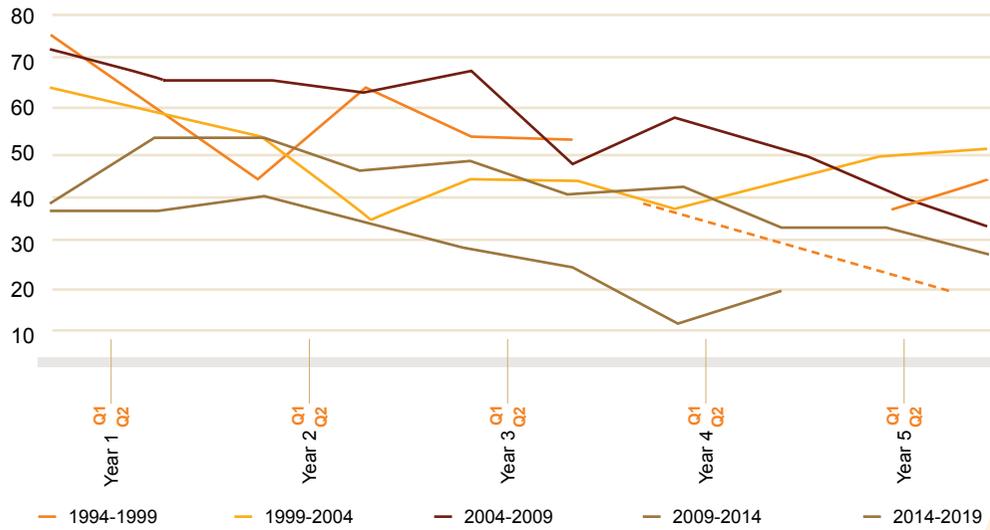
**FIGURE 14: PUBLIC OPINION ON RACE RELATIONS (DPME 2018)**

Correlated with the proxy for race relations, South Africans trust in various groups indicates foreigners as the least trusted groups, i.e. foreigners not from African countries (15%) and foreigners from African countries (16%), as reflected in the South African Reconciliation Barometer report reflected in Figure 15.



**FIGURE 15: TRUST IN VARIOUS GROUPS ( IJR, 2017)**

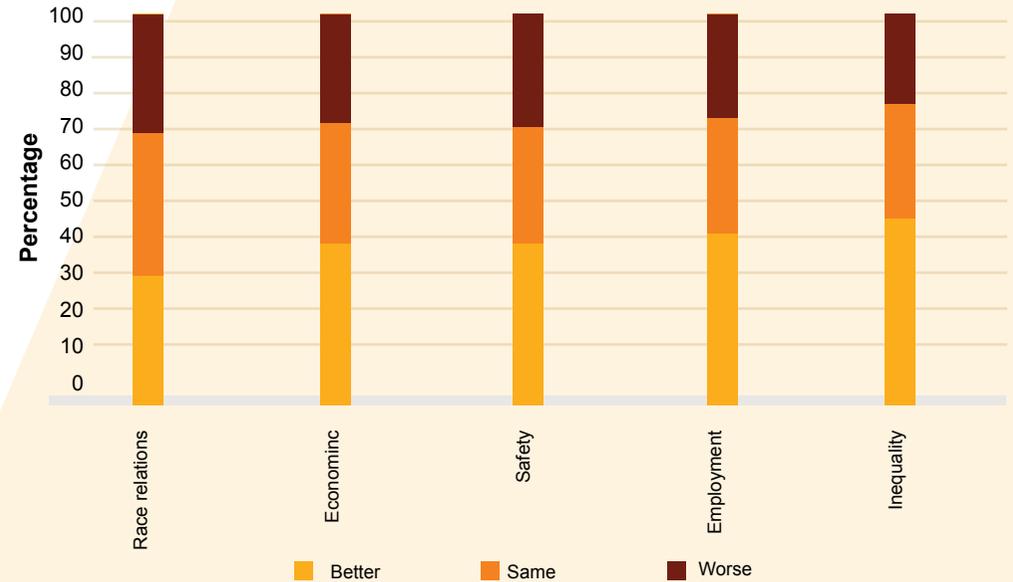
Trends analysis in 1994 indicated that 76% of the respondents felt that the country was going in the right direction. This trend has been declining since then. At the beginning of the medium-term strategic framework (MTSF) term, the majority (more than 60%) of respondents perceived that the country was going in the right direction. However, this has decreased since 2009 - only 42,8 % of respondents felt that the country was going in the right direction, as reflected in Figure 16. By 2017, less than 30% of the respondents felt that the country was going in the right direction (DPME 2018).



**FIGURE 16: COUNTRY GOING IN THE RIGHT DIRECTION (DPME 2018)**

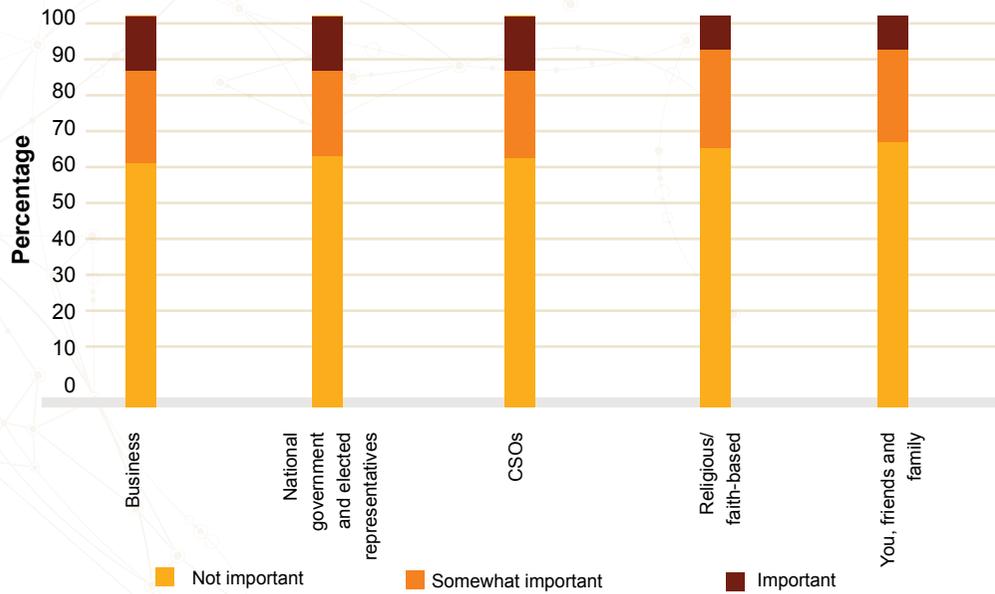
The IJR 2017 survey also confirms this decline, and further states that progress towards reconciliation requires opportunities for, and willingness to, engage in meaningful connection and interaction between different racial groups with the guidance and involvement of institutions and leadership.

Figure 17 attempts to depict the population’s perceptions on the advancement, connected to the concept and the articulation of the meaning of reconciliation as their own lived experiences in regard to race relations, economic situations, safety, employment, and inequality. Inequality remains the worst when correlated with the change in economic conditions and employment opportunities, which are perceived to have stagnated.

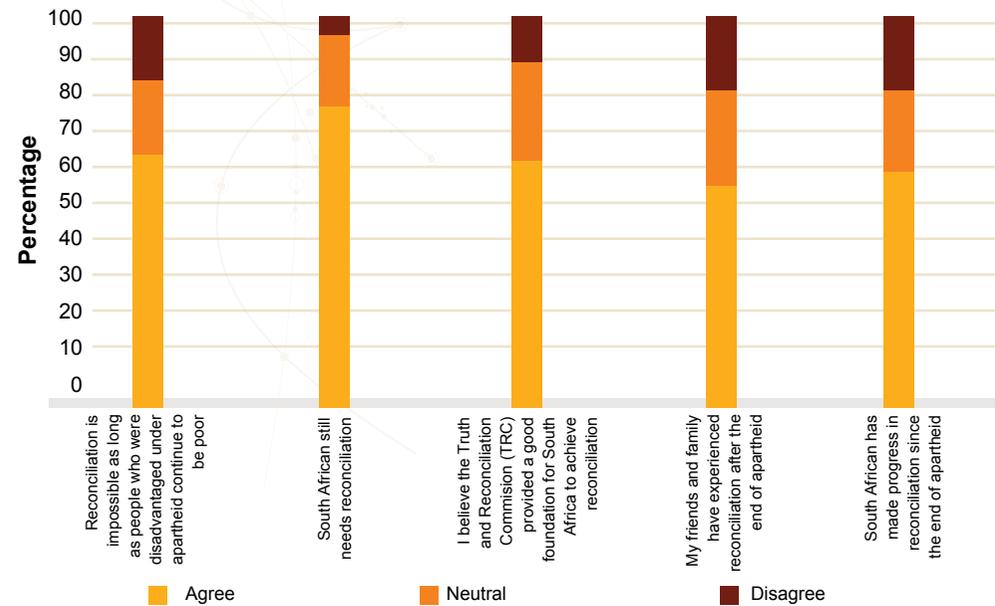


**FIGURE 17: PERCEPTIONS OF CHANGE SINCE 1994 (IJR 2017 SURVEY)**

Although milestones have been realised in reconstructing the social fabric through reconciliation, most South Africans feel that reconciliation is still needed and that the involvement of institutions remains critical in creating opportunities for, and willingness to, engage in meaningful connections and interactions between race groups as reflected in the survey results of the South African Reconciliation Barometer report (IJR, 2017). See Figures 18, 19 and 20.

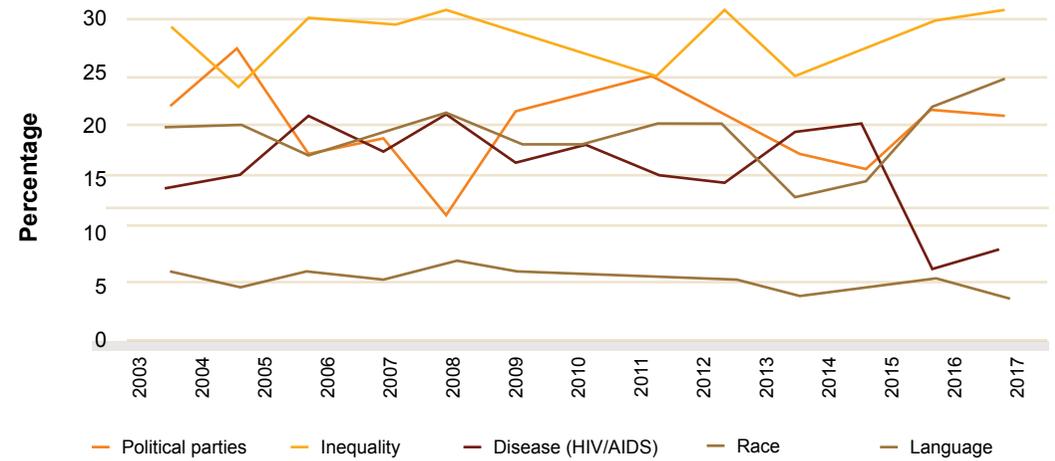


**FIGURE 18: IMPORTANCE OF THE INVOLVEMENT OF INSTITUTIONS IN RECONCILIATION PROCESSES (IJR 2017)**



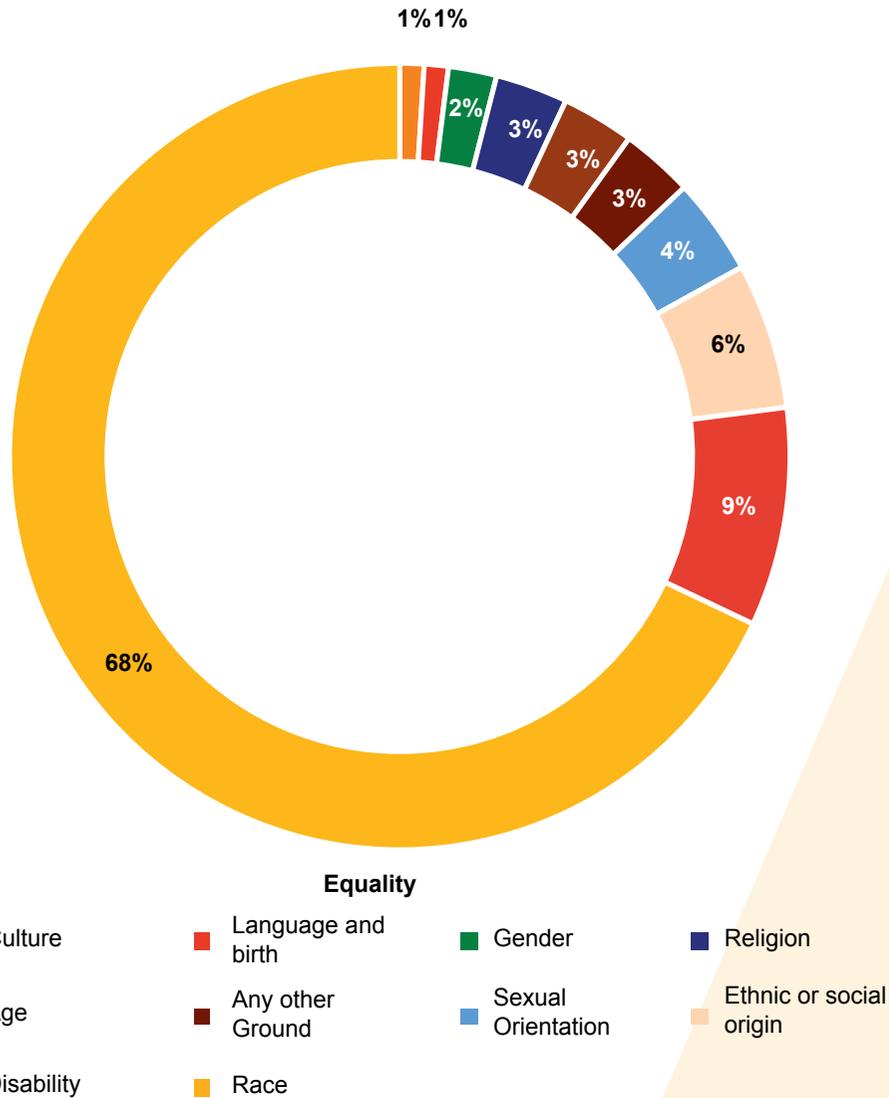
**FIGURE 19: RECONCILIATION PROGRESS IN SOUTH AFRICA (IJR 2017)**

Twenty-five years since democracy, inequality, race, politics and language are still the primary sources of social division stemming from the structural legacies from colonial and apartheid rule.



**FIGURE 20: PRIMARY SOURCE OF DIVISION (IJR 2017)**

In terms of equality-related complaints received by the South African Human Rights Commission (April to March 2016), the majority are linked to racial inequality and racism. Refer to Figure 21.



**FIGURE 21: EQUALITY-RELATED COMPLAINTS (EQUALITY COURT 2018)**

In terms of exclusion and discrimination by disability, South Africa was an early adopter of the United Nations Convention on the Rights of Persons with Disabilities, which was ratified in 2007. After 1994, the democratic movement, working with civil society, particularly the disability rights movements, ensured that disability rights were entrenched in the Constitution and equal opportunities were created for people with disabilities.

### Evaluation Findings

In 2016, an implementation evaluation of the South African National School Sport Championship programme evaluated the programme from its inception in 2012 up to the December 2015 Championship. The objectives of the evaluation were to assess:

- how well the programme is being implemented;
- whether the programme is being implemented as planned;
- to what extent outcomes are being achieved; and
- how operational constraints can be addressed.

The evaluation made, among others, the following recommendations:

- Review the implementation procedure of the school sport strategy as well as structures that are implementing the programme from local to national levels.
- Improve collaboration between the SRSA (now part of DSAC) and the Department of Basic Education, especially at provincial, district and local level, as the articulation of the national strategy and the roll-out plan is not implemented consistently across provinces.
- Conduct talent identification at district, provincial and national level, and ensure that the identified learners are supported by the respective national federations and provincial academies.
- Lobby national federations to assist in the delivery of tournaments, and to be fully involved from local to national level in the coordination of sport programmes, capacity building, and coach education.
- Confirm the Culture, Arts, Tourism, Hospitality and Sports Sector Education and Training Authority (CATHSSETA) as the quality assurance body for all training in sport and recreation skills, and education programmes, as there are very few accredited service providers that can deliver these services.
- Support loveLife to continue to serve as the implementing partner to train youth, including learners, in life skills related matters.

- vii. Strengthen the Ministerial Sports Bursary programme's monitoring systems and their implementation.

An external client satisfaction survey assessing the efficiency and effectiveness of SRSA was conducted in 2018. Although the survey was conducted on a small scale, it identified important challenges that the DSAC has to improve on when serving its clients, and relating to its stakeholders.

## 5. External Environment Analysis

Implementation of the strategic plan is set to happen within an environment characterised by a variety of challenges.

- i. Legislation that does not fully support our strategy: efforts to amend and/or introduce legislation, such as the National Sport and Recreation Amendment Act, 2007 (Act No. 18 of 2007), the Combat Sports Bill and the South African Institute for Drug-Free Sport Act, 1997, and related regulations are moving at a slow pace because of other national legislative priorities. This needs to be fast-tracked going forward.
- ii. Financial constraints and uneven distribution of resources remain a major challenge. The global economic crisis and the weakening South African economy may lead to stricter measures to contain spending. This does not augur well for delivery agents that are dependent of the DSAC for funding. Furthermore, reprioritisation and the related shifting of funds may unintentionally help profile certain delivery agents as more important than others. Compounding the funding problem is the anticipated ban on alcohol advertising that is set to have a negative impact on the funding of SAC in the country. It is clear that other avenues to access funding need to be explored.
- iii. Infrastructure: in some instances, the DSAC operates in ageing buildings and infrastructure. There is also a risk of land invasions that may lead to the occupation of space earmarked for SAC facilities. Once constructed, facilities have to be accessible in terms of location and affordability. The policy incongruence between the NDP and the Municipal Infrastructure Grant (MIG) in terms of building to support social cohesion initiatives seems to be a barrier to infrastructure development.
- iv. Political factors: changes in the political landscape, be it change of government (including reshuffling of political principals), or global and/or national leadership uncertainty, is bound to affect projects' continuity. While programming may be in response to

community needs, there is a risk that there may be a diversion of resources for political relevance. Similarly, political stability within the Arts, Culture and Heritage (ACH) Sector has improved and this has a positive impact on delivery of services. Political support has also improved entities' service delivery. Furthermore, the 6<sup>th</sup> administration, and the reorganisation of government departments creates opportunities that may make the SAC Sector more united and value adding to the growth of the country.

- v. The risk of undervaluing the role played by the DSAC in the growth of South Africa and in bettering the lives of its people needs to be managed. In the past, the role of SAC has been seen more as that of entertainment. It is thus going to be very vital to profile the mandate of the two departments as that which extends far beyond just entertainment. Concerted efforts should be made to reposition and bring to the fore the elements of the mandate that seek to instil pride, give hope, and bring people from diverse backgrounds together in a socially cohesive manner. For an ordinary member of the public to understand the DSAC's role, it requires that the staff working for the Department and its delivery agents, also understand the importance of the DSAC in the bigger scheme of things.
- vi. There is currently a lack of policy and strategy implementation for cultural diplomacy in arts and culture. As such, there is no uniformity in the design, meaning, application, objectives, and execution of the Seasons and the overall cultural diplomatic work. This lack of policy means that the Seasons mean different things to different people.
- vii. The DSAC is heavily reliant upon third parties and stakeholders to deliver many of its projects. These include national federations, public entities, other national departments, and provinces. Although there is the advantage of extended reach of implementation and the sharing of resources, this situation simultaneously places the Department in an unstable position of dependence.

Other noteworthy challenges include:

- Contestations of the transformation agenda that the Department is trying to inculcate.
- Inadequate information and communication technology (ICT) infrastructure that inhibits digitisation and related preservation.
- Imbalance between the need to satisfy norms and standards, such as GRAP 103, and our capacity to update information technology at the required rate, or to complete inventory of our collections.
- Lack of storage space as the collections grow.

- Demands from artists for sustainable employment far outweigh available resources.
- Rising cost of compliance, where increasing compliance requirements are not supported by associated increases in budgets to the institutions.
- Public entities' council members becoming involved in the operations of the institution, thus leading to conflicts between management and the Council that consequently derail operations.

These challenges will be prioritised and solutions will be collectively explored to prevent these challenges from hindering the successful implementation of the 2020-2025 strategic plan.

## 6. Internal Environment Analysis

The merging Departments of Arts and Culture and Sport and Recreation are backed by separate human resource structures and both have a support-to-line function imbalance. The imbalance is skewed in favour of the support function. This situation is unlikely to change with the interim structure. In the medium to long term, this may require reskilling of certain employees for purposes of absorption into line function units. For this purpose, the Department can utilise its bursary programme.

While the merger may bring more positives than negatives, it poses the risk of job displacements as employees may find themselves in unfamiliar roles. Furthermore, early retirement of employees, as offered by the Department of Public Service and Administration and the National Treasury, may result in the loss of institutional memory and skilled employees.

While there is a need to restructure the human resources of the Department to adequately implement the expectations of the strategic plan, there is confidence as evidenced by the strengths, weaknesses, opportunities and threats (SWOT) analysis that the DSAC will be able to carry out its mandate. Where the Department may have a skills gap, there is already experience in employing an innovative multi-unit task team delivery model to implement projects.

When positions become vacant, the Department will have to fill them faster and as members of staff exit the Department, exit interviews have to be analysed to improve the organisational weaknesses. The incorrect placement of some support units needs to be corrected so that units such as Policy and Research are placed where they can properly help improve the functioning of the Department. Where it is necessary, there needs to be exposure to national and international best practices for staff members.

The SWOT analysis that was conducted for the DSAC showed results that are in keeping with the internal staff satisfaction survey that was conducted in 2018 by the SRSA to assess the perception of staff on the Department's processes, management, and overall efficiency and effectiveness. Although internal surveys can be influenced by the environment existing at the time it is conducted, the survey identified important challenges that the new Department has to improve on towards serving and engaging its employees better.

In terms of governance, the new Department will inherit relatively sound governance structures that are characterised by the sport segment of the DSAC having acquired six consecutive clean audits, and the arts and culture segment having obtained an unqualified audit with matters of emphasis. The merger will enable the sharing of best practices and increase good governance capacity, backed by good controls such as policies, norms and standards.

In terms of various reports submitted by the Department's internal auditors, there are clear indications that although the system of internal control was adequate in most instances, it was not fully effective in some instances. Certain matters reported on indicated internal control deficiencies, deviations from business rules/policies, and delays in either implementing the corrective action or ensuring accountability. The Audit Committee also noted that there were recurring deficiencies from prior years. Some of the findings also came forth in the Auditor-General's report, including:

- Effective and appropriate steps were not taken to prevent unauthorised and irregular expenditure as required by section 38(1)(c)(ii) of the Public Finance Management Act (No. 1 of 1999), and Treasury Regulation 9.1.1.
- Inadequate Procurement and Contract Management.
- Some of the goods and services with a transaction value below R500 000 were procured without obtaining the required price quotations, as required by Treasury Regulation 16A6.1.
- Leadership did not investigate irregular and fruitless expenditures reported in prior year and for investigations done in prior years, evidence of actions taken against the official, as required by legislation, could not be produced.
- Poor record keeping by the Department.
- The Department's leadership did not have adequate controls in place to ensure oversight monitoring and reviews of compliance with laws and regulations.

The new Department also inherits the challenge of not making all payments to service providers within 30 days or an agreed period after receipt of an invoice, as required by Treasury Regulation 8.2.3. While the Departments can claim that the number of invoices not paid within 30 days is insignificant, the fact of the matter is that even one invoice is one too many, considering the impact it may have on a small business.

The Service Delivery Improvement Plan (SDIP) is compulsory in terms of the Public Service Regulations, 2001. Part III.C.1 states that an executing authority must establish and sustain an SDIP for his/her department. Part III.C.2 states that the executing authority must publish an annual statement of public service commitment which will set out the department's service standards that citizens and service beneficiaries can expect and, which will also explain how the department will meet each of the standards. The SDIP directive stipulates that an SDIP must be submitted every 5 years, before 31 March, with 2009 as baseline. The SDIP is the last step in the service delivery value chain, and as such needs to feed into the first step of the value chain by making inputs into the strategic planning process and the service delivery model design step. A service delivery component will ultimately develop a service charter for the Department. The charter will support the delivery of services and the conduct of employees in delivering such services.

Where delivery agents are required, the Department has good linkages to strategic partners at local, provincial, national and international level. For better impact, the DSAC will need to work and collaborate with all relevant partners to harness synergies. Linked to this is the need to coordinate and integrate transversal projects. This will improve broader project management in the Department.

For improved access to information, the DSAC requires adequate ICT infrastructure that enables speedy and uninterrupted communication with its delivery agents, strategic partners, oversight structures, service providers and members of the public.

One of the weaknesses identified during the SWOT analysis is that the DSAC's programmes are not informed by research. This is an area that requires urgent attention so that the plans for the new Department are based on a scientific footing. On the sport side, there have been a few programme evaluations to assess if the continued implementation of the programmes was required. Similarly, the Arts and Culture Sector has established the SACO to strengthen its research capacity. The scope of the SACO needs to be expanded to include research and evaluations relating to sport.

## Medium- and long-term policy and legislative programme

To be able to take advantage of the aforesaid opportunities, the Sector needs to decide if the White Paper on Sport and Recreation and the White Paper on Arts and Culture will be used as separate policies or a combined policy document for the SAC Sector. The long and arduous journey of policy review has been concluded with the revision of the White Paper for Arts and Culture. The Department is now geared towards addressing the needs of the creatives, ensuring that they are protected from exploitation and able to earn a decent living using their artistic talents. As a result of the finalisation of the revised White Paper the Department will embark on its implementation with particular focus on a review of all existing legislation and initiatives to address and tighten areas of weakness. This will further provide an opportunity to improve the functioning and governance of the DSAC Public Entities in order to ensure that they are efficient and effective and able to implement their respective mandates. The two White Papers will have to be checked to ensure that they do not contradict in any way the extension of the mandate of the Ministry of Sports, Arts and Culture.

Finalisation of critical policies and legislations was prioritised during the 5<sup>th</sup> administration in view of their potential effect on, among other things, the economy of the country. However, not all the legislation that was in the pipeline for processing and/or approval was concluded. The National Sport and Recreation Plan (NSRP) is one policy that was prioritised. The principal Act needed to be amended following approval of the NSRP to extend the powers of the Minister, particularly in terms of speedy resolution of disputes. However, the process could not be concluded before the end of the fifth administration. The approval process will thus have to undergo parliamentary processes during the 6<sup>th</sup> administration.

The NSRP is a twenty-year sustainable implementation plan for the sport and recreation policy framework as captured in the White Paper on sport and recreation. The NSRP was endorsed by Cabinet on 4 May 2012 and is focussed on reconstructing and revitalising the sport and recreation on sector for an active and winning nation whilst improving the quality of lives of all South Africans. It is due for review during 2020.

The Combat Sports Bill and the Fitness Industry Regulatory Bill have been placed on hold until the promulgation of both the National Sport and Recreation Amendment Bill, 2020, and the South African Institute for Drug-Free Sport Amendment Bill, 2020. The Recognition of Sport or Recreation Bodies Amendment Regulations and the Bidding and Hosting of International Sport and Recreational Events Amendment Regulations have been put on hold until the

promulgation of the National Sport and Recreation Amendment Bill, 2020.

The current debates surrounding alcohol advertising and the Draft Bill on the Ban on Alcohol Advertising will negatively affect the revenue streams to sport, arts and culture. DSAC believe that the Bill should be converted into a Money Bill where a 2.5% levy is imposed that will constitute a fund to support health promotion campaigns, sport, arts and culture as well as educational programmes relating to the dangers of alcohol abuse. If the Draft Bill proceeds in its current form it is inevitable that there will be devastating consequences for the sport, arts and culture sector. The alcohol industry, which has historically been very supportive of sports programmes through generous sponsorship initiatives, will undoubtedly withdraw this support when the marketing benefits associated with sponsoring sport cease with the sponsorship deals. This happened when the ban on tobacco advertising was instituted and it would be naive to assume that the effect with the ban of alcohol advertising would be any different. The outcome of the submission to the Davis Tax Committee is being awaited.

The DSAC will remain steadfast in enforcing policy decisions. Stakeholders within the SAC Sector not adhering to policy will not be entertained. To this effect, SAC bodies/structures that fail to submit the required documentation will end up losing out on the allocated funding for the year, and funds will be rerouted to complying beneficiaries. Similarly, provinces that do not comply with the grant framework will lose out on their transfers until they have corrected the non-compliance within a financial year. This has become an imperative if the objectives of the DSAC's Strategic Plan are to be achieved within a limited timeframe and with limited resources.



**TABLE II: RELEVANT STAKEHOLDERS THAT CONTRIBUTE TO THE DEPARTMENT'S ACHIEVEMENT OF ITS OUTCOMES.**

Stakeholder	Primary and envisaged projects
Department of Basic Education	Sport in schools Artists in schools National flag installed at schools Schools provided with equipment and attire Ministerial Sports Bursary Heritage bursary programme
Department of Defence, South African Police Service (SAPS) and Department of Correctional Services	Peace and development Sport against crime Safety at sport and recreation events Signing of guarantees for the hosting of major sporting events
Department of Environmental Affairs	Sport and the environment Signing of guarantees for the hosting of major sporting events
Department of Health	Recreation programme Move for Health Day Signing of guarantees for the hosting of major sporting events
Department of Home Affairs	Visas (incoming athletes/teams/officials) Work permits for sportspersons Assistance with foreign members of the sporting fraternity entering the country to participate in major sporting events Signing of guarantees for the hosting of major sporting events
Department of International Relations and Cooperation	Payment of affiliation fees to international anti-doping agencies International exchanges International visits Cultural seasons Note Verbales/Liaison with foreign missions in South Africa for official international travel of the DSAC Ministry and staff Protocol services at major international events Signing of guarantees for the hosting of major sporting events Africa Month Co-production treaties Capacitation of Mission personnel to advocate for sport matters in their respective countries African Union (AU) Region 5 projects
Department of Science and Innovation	NSRP implementation support
Department of Social Development	Golden Games Youth camps
Department of Tourism	Sports tourism Heritage tourism

Stakeholder	Primary and envisaged projects
Department of Trade, Industry and Competition	Lottery funding Cultural industries policy
Department of Transport	"Cycle for life" Signing of guarantees for the hosting of major sporting events
Departments of Cooperative Governance, Traditional Affairs, Human Settlements and Rural Development and Land Reform	Facilities MIG Indigenous games Community gyms Children's play parks
loveLife	Provide youth empowerment programmes at sport and recreation events, such as national youth camps and national school sport championships.
National sports federations	Sports development Transformation Education and training
SACO	Research
South African Institute for Drug-Free Sport	Testing for performance enhancing drugs Technical support and content to the Central Drug Authority Working relationship through a project team with the SAPS (Directorate: Priority Crimes and Investigations) to address manufacturing and trafficking of illicit performance enhancing drugs, e.g. steroids and erythropoietin
South African Sports Confederation and Olympic Committee	High performance sport Team preparation Coordination of federations work
State Security Agency	Security clearance of personnel Identifying security risks Providing security services at major sporting events and to Team South Africa at multi-coded sports events
The Sports Trust	Multipurpose sports courts



**PART** @

*Measuring our*  
**PERFORMANCE**

# 1. INSTITUTIONAL PERFORMANCE INFORMATION

The NDP five-year implementation plan is comprised of a targeted set of focused priorities for the period 2019 to 2024. The implementation of these seven priorities will put the country on a positive trajectory towards the achievement of the NDP 2030 vision. The implementation and monitoring of the NDP 2020 finds expression in the 2019–2024 medium-term strategic framework (MTSF). In essence, the new MTSF is now defined as the combination of an NDP five-year implementation plan for the priorities outlined in the electoral mandate and an integrated monitoring framework.

The DSAC is mandated to develop and implement national policies and programmes relating to SAC in the country. In delivering on this mandate, the Department’s strategic focus over the 2020-2025 financial period will be premised on the priorities derived from the Electoral Mandate as well as the 2020 State of the Nation Address. The NDP Five-Year Implementation Plan is comprised of a targeted set of focused priorities for the period 2019 to 2024.

## 2. IMPACT STATEMENT

**IMPACT STATEMENT** A transformed, active, creative and winning nation

The impact of a transformed, active, creative and winning nation will be achieved through the successful attainment of the following five DSAC outcomes:

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

## 3. MEASURING OUTCOMES

### 3.1 OUTCOME 1: Increased market share of and job opportunities created in sport, cultural and creative industries.

MTSF PRIORITY	Economic transformation and job creation			
Outcome indicator	Baseline	Five-year target	Source of information	Lead DSAC programme
Out. 1.1 CCI growth index	4.9% <sup>1</sup>	5% <sup>2</sup>	SACO StatsSA – Annual Financial Statistics Updated Social Accounting Matrix	3
Out. 1.2 Exports of cultural goods and services as a percentage of all exports.	-0.45%	0.6%	SACO SARS Customs and Excise Database	3
Out. 1.3 Percentage of Gross Domestic Product attributable to private and formal cultural production.	1.7% <sup>3</sup>	2%	SACO StatsSA	3
Out. 1.4 Number of people employed in the cultural and creative sectors and cultural occupations as a percentage of overall employment for the latest year.	2.52%	4%	SACO Employment Survey - StatsSA	3

<sup>1</sup>2011-2016-SACO

<sup>2</sup> In the light of the poor current economic situation a large increase in this index is unrealistic

<sup>3</sup>2016 (direct impact)

<sup>4</sup> This is the minimum expected. A larger BBBEE spend is more favourable

MTSF PRIORITY	Economic transformation and job creation			
Outcome indicator	Baseline	Five-year target	Source of information	Lead DSAC programme
Out. 1.5 Percentage of Broad-Based Economic Empowerment (BBBEE) procurement spend	78%	70% <sup>4</sup>	DSAC Annual Report	1
Out. 1.6 Percentage employment equity	45% woman at senior management service (SMS) level. 2.1% people with disabilities	50% <sup>5</sup> woman at senior management service (SMS) level. 2% people with disabilities	DSAC Annual Report	1

<sup>5</sup>This is the minimum expected a higher percentage equity is more favorable

### Explanation of planned performance over the five-year planning period

There is a growing urgency for economic diversification, revitalisation and harnessing of human innovation in order to weather the prevailing economic storm. The CCIs are one of the fastest growing industries, and should be at the centre of national strategic priorities to unlock wider economic participation and inclusivity in the mainstream economy. To do so, the Department must identify and invest wisely in sustainable and inclusive SAC growth drivers, as illustrated in Figure 22.

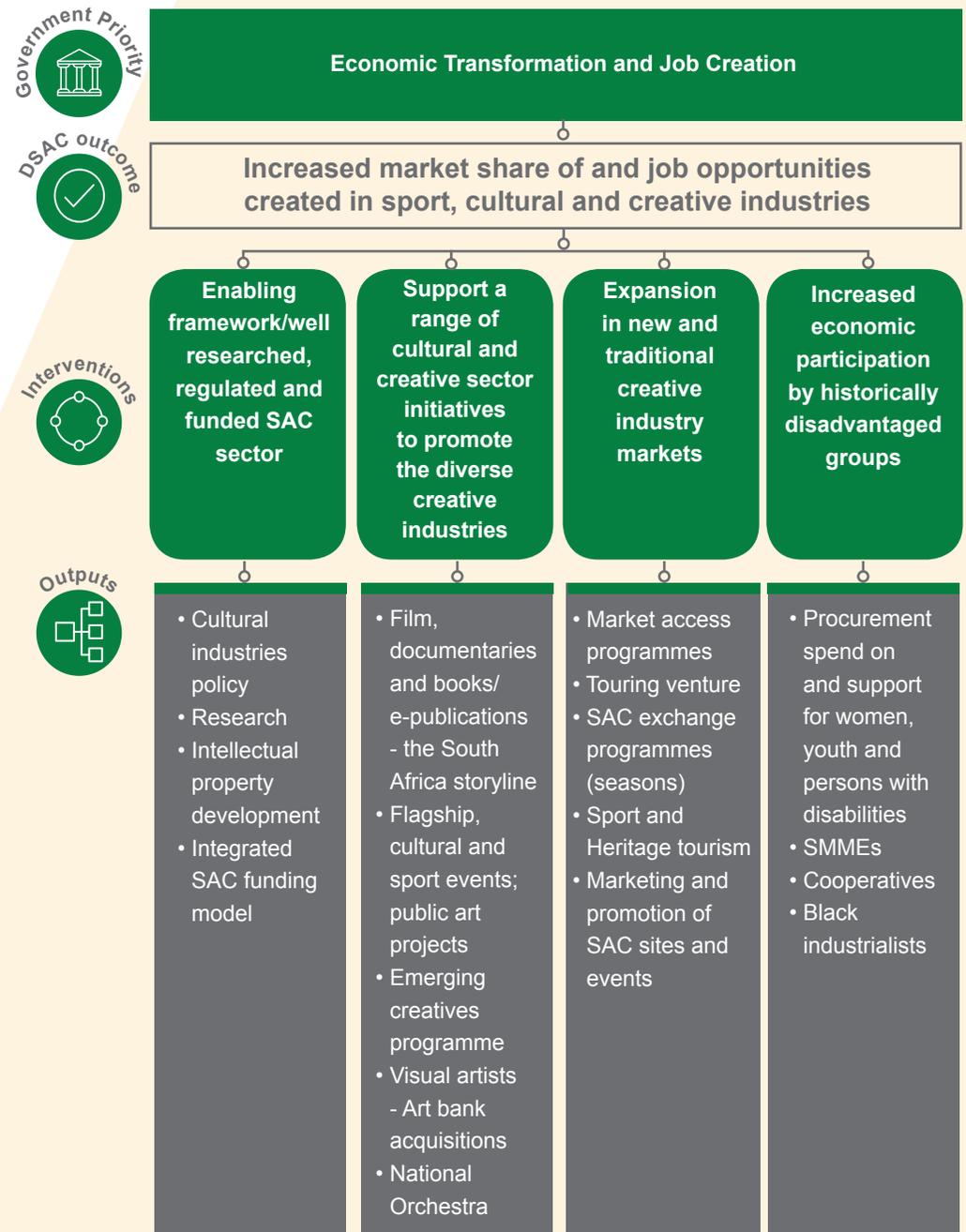


FIGURE 22: DSAC INTERVENTIONS RESPONDING TO GOVERNMENT PRIORITY TWO

- **A well-researched, regulated and funded SAC Sector** – In order to strengthen the research capacity of the Sector, which has lacked evidence-based outcomes, the Department has launched the SACO. This is the research arm of the Sector, which supports the collection and analysis of data to champion evidence, influence policy, share insight, disseminate information, and build intellectual capacity.

Various studies on cultural and creative sectors highlight the fact that access to finance is a core barrier to further development. The problem of access to finance is closely linked to the fact that small, medium and micro enterprises (SMMEs) in SA suffer from a lack of middle-sized firms (the missing middle phenomenon). Small organisations have difficulty growing into medium-sized firms. Good access to loans and grants is critical for SAC organisations which have the potential to grow across South Africa.

Due to high levels of novelty and risk, the Department will explore a blend of financial instruments, including business support and equity investment. Further, the Department will intensify the support to current funding instruments that include the Sports Trust; BASA, through the Debut Fund Programme; and the National Empowerment Fund, through the Venture Capital Fund, to ensure export market development and promotion, and entrepreneur and local content development. It is envisaged that an integrated SAC funding model will be developed. This funding model will clarify how beneficiaries can access resources.

Technology is changing and this will impact how we work, produce and live. The Department will focus on the needs of athletes and artists and establish how these new technologies might open up new and more efficient solutions. The 4IR, with the blurring of so-called cyber-physical boundaries, has the potential to radically reshape the way society, state and citizens interact. Early signs of increased polarisation, alienation and digital anti-social behaviour can already be seen globally and as such it is vital that the South African response acknowledges these shifts and proactively positions South Africa “ahead of the game”, rather than being reactive and lethargic.

- **Support a range of sport, cultural and creative sector initiatives** – The SAC Sector produces a range of goods, events, heritage sites and cultural experiences that are at the core of local content production, enabling tourism’s contribution of 9,8% to employment. The packaging of the sport, arts, culture and heritage experience results in benefits accrued downstream.

Visual artists are supported through Art Bank acquisitions; emerging creatives are nurtured; national and international events, including the Netball World Cup in 2023, are hosted; and films and documentaries narrating the South African story are

produced, all in an effort to boost economic initiatives in the Sector

Through the Mzansi Golden Economy (MGE) programme, the Department will continue to support both national and provincial flagship projects throughout the country. Flagship projects play a significant role in job creation, content creation and development, skills development and capacity building. The Department is diversifying and adding flagships that will address targeted groups like women and children, and include a range of arts disciplines.

- **Expansion in new and traditional creative industry markets** – the Department will pursue expansion and coordination of supply and demand of South African sport, cultural and creative products and services. This will be strengthened through enhancing cultural diplomacy, trade promotion and market access initiatives. Securing access to markets will be built on a consolidated cultural diplomacy intervention with a strategic focus on the emerging African market. This would require the implementation of Cultural Seasons as a means of accessing African and other global markets. Co-production treaties with countries within the continent and abroad will be established to open new markets.
- **Increased economic participation by historically disadvantaged groups** – More still needs to be done to diversify participation in economic activities by practitioners from historically disadvantaged backgrounds, thus contributing more rigorously to inclusive growth, changing ownership patterns and economic transformation. There is also great potential for youth employment in the creative sector. Focussed procurement spend will increase economic participation by women, youth and people with disabilities; SMMEs; cooperatives; and black industrialists.

#### High-impact projects responding to Outcome 1:

1. Integrated SAC funding model (SAC Sector levy income, National Lotteries Commission funding for SAC, Venture Capital Fund, Davis Tax Committee, Debut Fund Programme, royalties, and offsets)
2. Films, documentaries and books/e-publications that narrate the South African storyline
3. Flagships, cultural events, touring ventures and sport events (including major international events like the Netball World Cup)
4. Support for visual artists through Art Bank acquisitions
5. National orchestra.

## 3.2 OUTCOME 2: A diverse, socially cohesive society with a common identity

across society and a mobilised active and responsible citizenry. To realise this ideal, the interventions highlighted in Figure 23 will be prioritised over the next five years.

MTSF PRIORITY	Social cohesion and safe communities			
Outcome indicator	Baseline	Five-year target	Source of information	Lead DSAC programme
Out 2.1 Pride in being South African	83% <sup>1</sup>	90%	GCIS National Tracker Survey	2&3&4
Out 2.2 Public opinion on race relations	42% (2018/19)	60%	GCIS based on Ipsos data	2&3
Out 2.3 Social Cohesion Index	61.4% <sup>2</sup>	70%	BrandSA Annual National Omnibus Survey	2 & 3
Out 2.4 Percentage of citizens who show a strong devotion to their country	82%	95%	STATSSA: Governance, Public Safety and Justice Survey  Institute of Justice and Reconciliation SA Reconciliation Barometer	2 & 3 & 4

<sup>1</sup>2018 - (Government Communication and Information System Quantitative Tracker Social Cohesion Report - (Aug-Sep 2019)

<sup>2</sup>Brand South Africa, 2019 (2018 Omnibus Survey)

### Explanation of planned performance over the five-year planning period

The National Development Plan (NDP) 2030 focuses on a sustainable and inclusive development path, and envisions a South African society that will embrace its diversity rather than highlight observable differences along the contours of race, class, gender, religion, culture and other social constructions. Such a society will have a common set of values, an inclusive economy, increased interaction across different social and racial groups, strong leadership



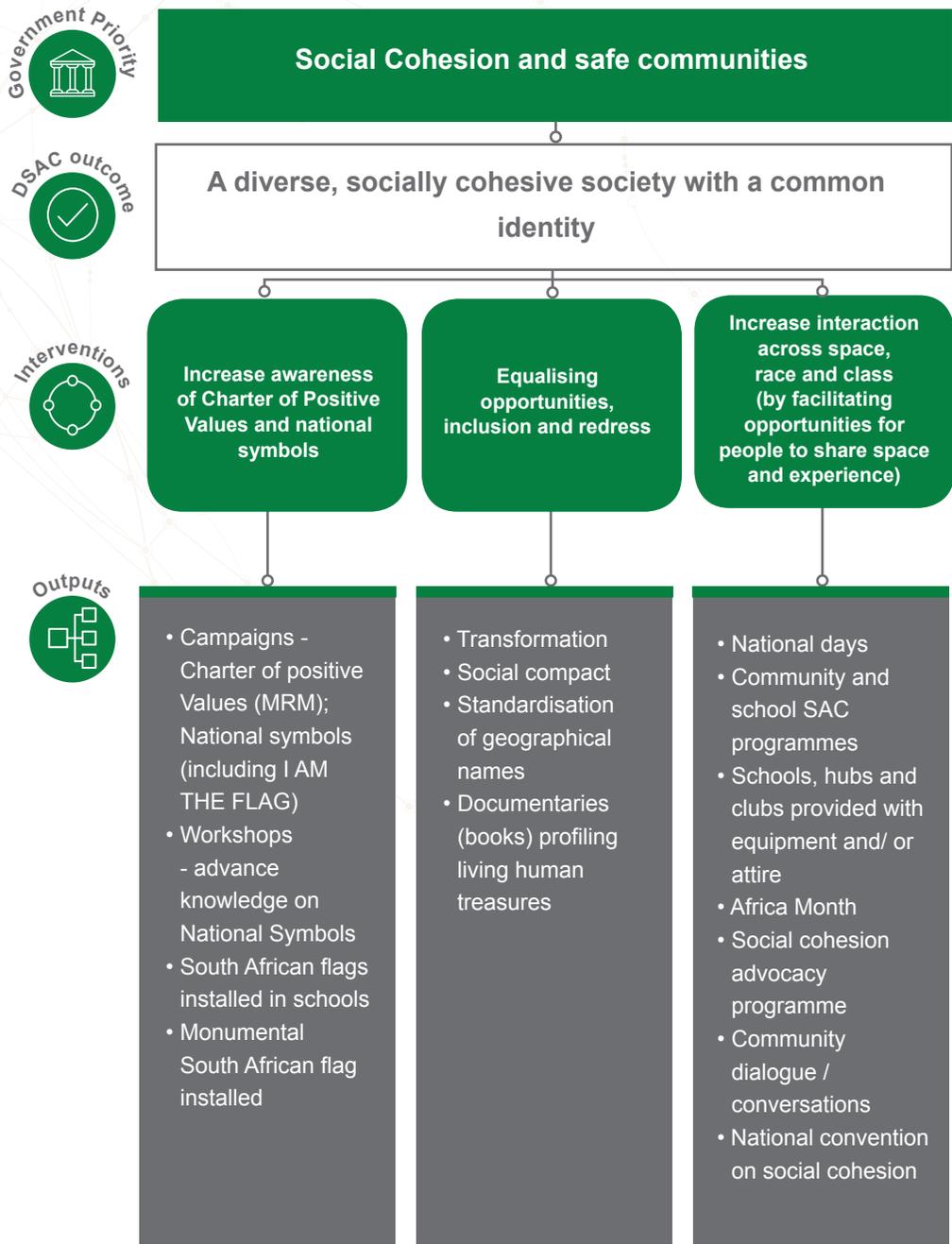


FIGURE 23: DSAC INTERVENTIONS RESPONDING TO GOVERNMENT PRIORITY SIX.

- Increase awareness of Charter of Positive Values and national symbols** – The values of the Constitution provide a basis for a new South African identity and enables South Africans to have a common bond, providing normative principles that ensure ease of life, lived side by side. The founding values of the Constitution underpin the country's sovereignty and require everybody within the country's borders, irrespective of their race, gender or nationality, to live up to these values in promoting peaceful and mutual existence. The promotion of the Charter of Positive Values, including our national symbols, will form part of fostering the constitutional values and forging one national identity. Preparations are in place to establish the feasibility of erecting a monumental flag.
- Equalising opportunities, inclusion and redress** – This will entail interventions that seek to tackle factors that sustain inequality of opportunity and outcomes, including building capabilities and redressing the wrongs of the past. Despite positive and reasonable measures taken by the democratic government since the advent of democracy, the privileges attached to race, gender, class and other extraneous factors have not been adequately reversed. In some circles, there is even a worrying perception that the gap has widened further. Heritage projects will be implemented to transform the heritage landscape and support will be provided to the creative industry through the MGE programme. Furthermore, official languages will be promoted and developed and multi-year human language technology (HLT) projects will be supported. The Department will advocate for transformation in the Sector and sports federations will continue to be held accountable for meeting prescribed transformation targets in a concerted effort to equalise opportunities, and to achieve inclusion and redress. Work towards recognising sign language as the 12th official language will start in earnest through PanSALB. The Department will advocate for transformation in the sector and sports federations will continue to be held accountable for meeting prescribed transformation targets in a concerted effort to equalise opportunities, inclusion and redress.
- Increase interaction across space, race and class** – Increase interaction between South Africans from different social and racial groups by facilitating opportunities for people to share space and experiences. Apartheid spatial patterns have apportioned limited space for black people in particular, with little access to urban land for residential purposes. In addition, the spatial patterns of apartheid deliberately ensured that people of different racial backgrounds were segregated. This segregation ensured that there was little social contact between people of different racial backgrounds, thus resulting in a high level of mistrust. Various initiatives to promote social cohesion through increased interactions will be pursued. These include promoting access to cultural facilities,



community arts centres (CACs) and participation in ACH programmes. Structured community conversations/dialogues will be held and social cohesion advocates will implement advocacy platforms on social cohesion. A diverse range of sport and recreation events will be facilitated to increase opportunities for people to share common spaces. These events include the Big Walk, the Indigenous Games Festival, Youth Camps and National Recreation Day.

**High-impact projects responding to Outcome 2:**

1. Campaigns on the Charter of Positive Values (Moral Regeneration Movement)
2. Campaigns to popularise national symbols (including #I am the flag and the Passport of Patriotism)
3. Installation of Monumental South African flag
4. National convention on social cohesion – Development of social compact(s)
5. Africa Month
6. Promotion of participation in sport and recreation – school sport, community gyms, National Youth Camp and the Indigenous Games Festival.

### 3.3 ENABLING OUTCOMES

MTSF PRIORITY		Education, skills and health Spatial integration, human settlements and local government Capable, ethical and developmental State			
Outcome	Outcome indicator	Baseline	Five-year target	Source	Lead DSAC programme
Transformed, capable and professional SAC Sector	Out 3.1 Arts and Culture Sector organised into councils affiliated under the CCIFSA	Councils not affiliated under the CCIFSA	Councils for sector genres established	DSAC	3
	Out 3.2 Improvement in Olympic and Paralympic medal status	Total number of 2020 Olympic and Paralympic medals	An increase of 10 medals	DSAC	2
Integrated and accessible SAC infrastructure and information	Out 4.1 Number of sport and recreation facilities compliant with norms and standards	137	175	DSAC	2
Compliant and responsive governance	Out 5.1 Audit outcome	Unqualified	Clean	DSAC Annual Report	1

**Explanation of planned performance over the five-year planning period**

### 3.3.1 TRANSFORMED, CAPABLE AND PROFESSIONAL SAC SECTOR

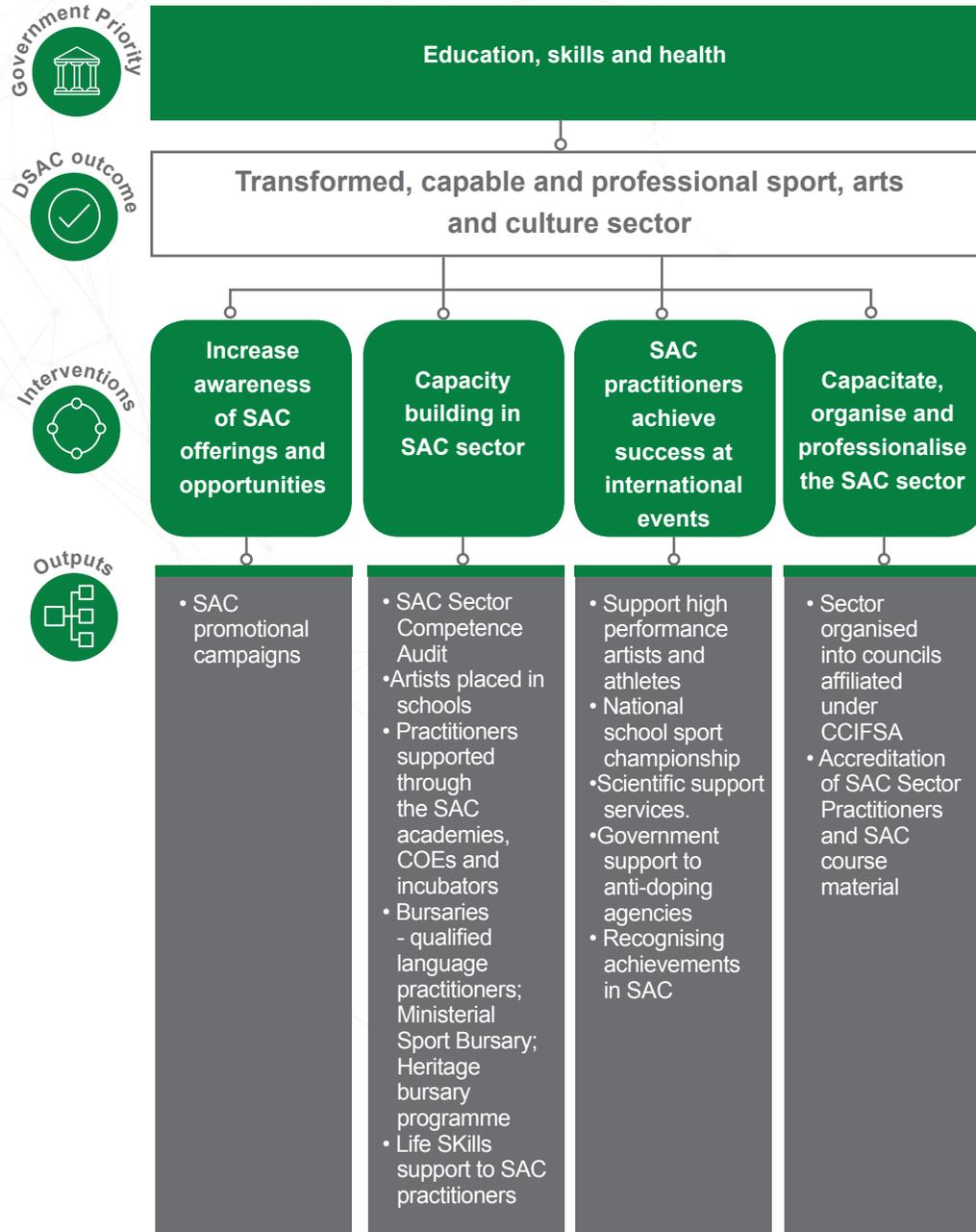


FIGURE 24: DSAC INTERVENTIONS RESPONDING TO GOVERNMENT PRIORITY THREE

- **Increase awareness of SAC offerings and opportunities** - Campaigns to promote SAC will be implemented over the five-year planning period to increase awareness of the opportunities provided by SAC.
- **Capacity building in the SAC Sector** – Interventions in capacity building and skills development will be intensified, including raising awareness regarding the Sector to position it more strategically in the national, continental and global agenda. The goal is to stimulate the creative capacities of all South Africans, mainly young people of school-going age, to innovate and compete with their counterparts around the world in the 21st century economy. Artists will be placed in schools to encourage and nurture talented young artists. Furthermore, SAC practitioners will be supported through academies, centres of excellence and incubators. The heritage bursary programme, Ministerial Sports Bursary and bursaries for the development of qualified language practitioners will be awarded to encourage a continuous flow of capacitated practitioners.

The diversity of the SAC Sector is evident in the classifications provided in the CATHSSETA skills plan

- o The ACH subsector encompasses the production of arts, crafts, designer goods and souvenirs; casting for film, television and theatre; the dramatic arts and entertainment; museum activities, monuments and the preservation of historical sites and buildings; the management and operation of museums; cultural and heritage activities; music and theatre; and arts councils and their activities.
- o The sport, recreation and fitness subsector includes sporting activities; sport federations; the operation and management of sporting facilities, clubs and sports academies; the promotion and management of sporting events and activities, both motorised and non-motorised; amusement parks; recreational and cultural activities; the operation and management of recreation parks, beaches, fairs, shows and facilities; and the operation and management of health and wellbeing centres, including hydros, spas and fitness centres.

- **SAC practitioners achieve success at international events** – Talented and elite athletes and professional artists will be supported as they rise to succeed on the international stage, thereby uniting us as a nation behind a shared goal. The development continuum for young athletes is supported by hosting national school sport championships where talent is identified and nurtured. Scientific services are on offer for these athletes to further support their development. The Department, on behalf of government, will continue to support anti-doping agencies and ensure that athletes complete in an ethical



environment free from banned substances. SAC practitioners at the pinnacle of their careers will be acknowledged through an excellence awards programme. There are currently a few sports codes that are on the cusp of international success. With further interventions and integrated assistance from government and corporate sponsors, these codes can make significant breakthroughs on the international arena. There are also codes that despite their large participation numbers and corporate sponsorships still fail to perform as expected. The Department will engage with these sports codes to determine where the challenges lie and how they can be addressed so that the country performs at a level consistent with its population size and economic status.

The delivery methodology of the support to develop and nurture talent is largely informed by the South African Sport Academy Strategic Framework and Policy Guideline. In an endeavour to provide a holistic multidimensional support service, the sport academies serve as a catalyst for development and the nurturing of talent. The first layer of sport academies is the sport focus schools, which are identified in consultation with the national federations, provinces and the Department of Basic Education. It is important to note that the sport focus schools are not only limited to Ministerial Sports Bursary recipients but also serve as feeders to the district academies of sport, which form the second layer of the sports academy system in the country.

The district academies of sport are an integral part of sport development, as their scope is directly linked with community sport and the school sport programme. These academies play a key role in talent identification, selection and development. They facilitate access to communities' sport facilities and to specific scientific and medical support. The Department aims to expand the reach of the district academies to where they currently do not exist, as they are a crucial conduit to accessing the provincial academies of sport - a third layer of the academy system.

The provincial academies of sport serve as a reservoir of talent for the development of high-performance elite athletes. The provincial academies nurture these athletes and accelerate their readiness for competition by employing advanced scientific and medical interventions. The provincial academies of sport also provide support and capacity building to empower the district academies and the sport focus schools. This fosters synergy and linkages to the national sport academy system.

The National Training and Olympic Preparatory Centre, based in Bloemfontein, will be at the core of high-performance sport. Once completed, this academy will be responsible for athlete and team preparation.

- **Capacitate, organise and professionalise the SAC Sector** – South Africa's future cultural and creative entrepreneurs need the necessary educational structures, legal systems and investments to professionalise their sectors. The current limitations of the local cultural and creative scene, which often lead to a brain drain of young creative talent, need to be transformed into new opportunities for access to local and international markets. Further, the Sector needs to be organised into councils that affiliate under the CCIFSA. Practitioners and training course material must be accredited if the Sector is to be considered professional.

### 3.3.2 INTEGRATED AND ACCESSIBLE SAC INFRASTRUCTURE AND INFORMATION

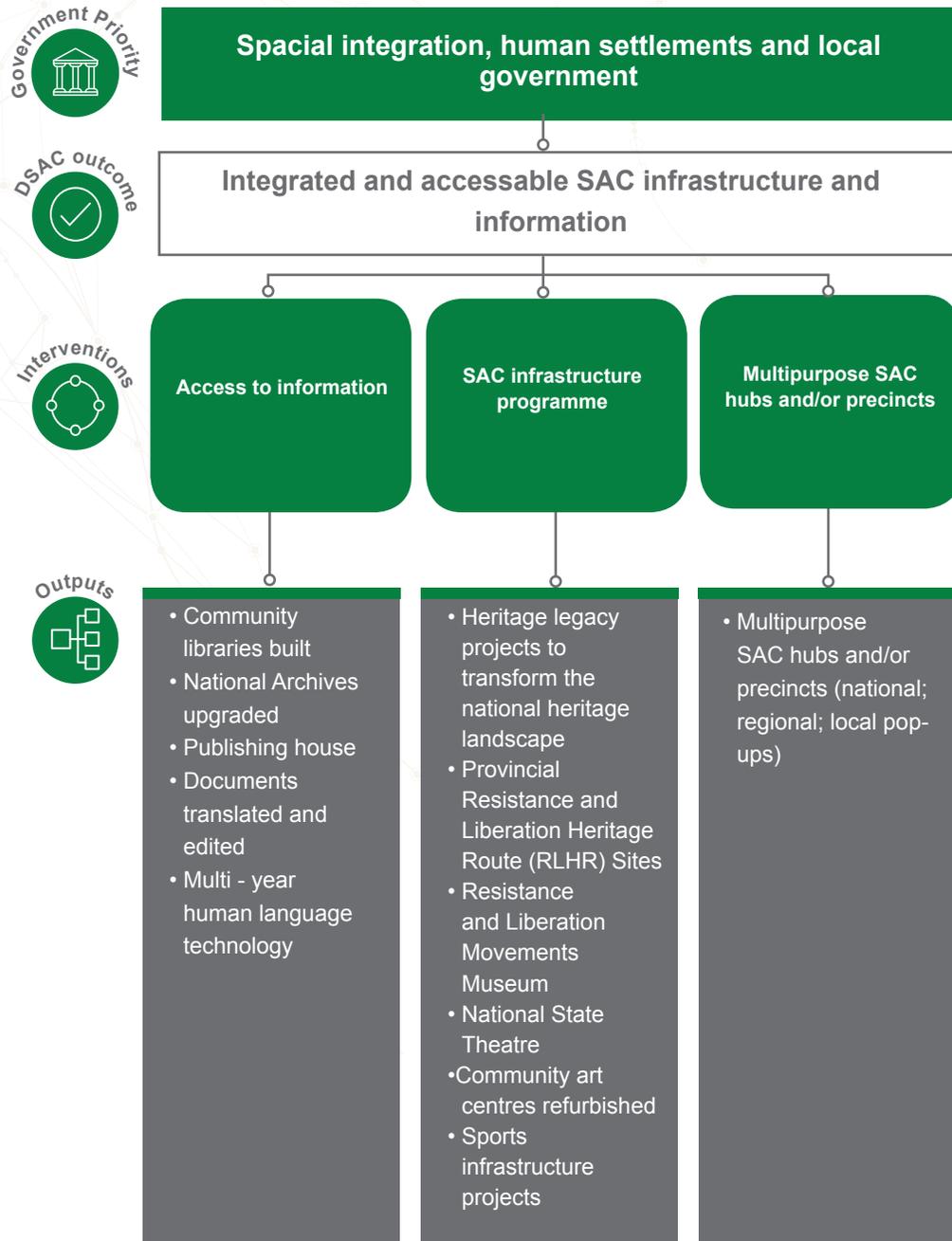


FIGURE 25: DSAC INTERVENTIONS RESPONDING TO GOVERNMENT PRIORITY FIVE

- Access to information** – The drive towards digitalisation will, as demonstrated in other countries, effectively create access to global and local opportunities and increase the ease of transacting within the industry. It will also create the ability to by-pass existing monopolies. Essentially, digitalisation will assist in developing new and innovative products while making it easier for users to purchase these products. Furthermore, an investment is needed in one-stop shops that are also publishing hubs where community members who are writers can come to write, edit, design and print their work with the support of technicians, and be trained in the process. Multi-year HLT projects, translation services and domains in which terminology will be developed are some of the initiatives the Department will pursue in improving access to information. Archival information will be more accessible once the National Archives are upgraded and communities can access information through the community libraries being built by the Department.
- SAC infrastructure programme** – The elements of the infrastructure programme include the development of new sport, arts, culture and heritage infrastructure; renovation, upgrading and restoration; and maintenance programmes. CACs need to be refurbished and sports facilities will be built to ensure that infrastructure is accessible and in close proximity to communities who wish to participate in sport and recreation programmes. The national heritage landscape will be transformed through heritage legacy projects; provincial resistance and liberation heritage route (RLHR) sites will be developed and managed; and a Resistance and Liberation Movements Museum will be established, all as part of the DSAC’s infrastructure programme offerings. Currently, policy incongruence between the intentions of the NDP and the MIG framework in terms of building to support social cohesion initiatives seems to be a barrier to infrastructure development. This concern will be raised when there is an opportunity to input on the framework.
- Multipurpose SAC hubs and/or precincts** – The establishment of multipurpose SAC precincts will be explored as potential areas of rapid growth that can attract high footfall and create jobs.

3.3.3 COMPLIANT AND RESPONSIVE GOVERNANCE/ADMINISTRATION

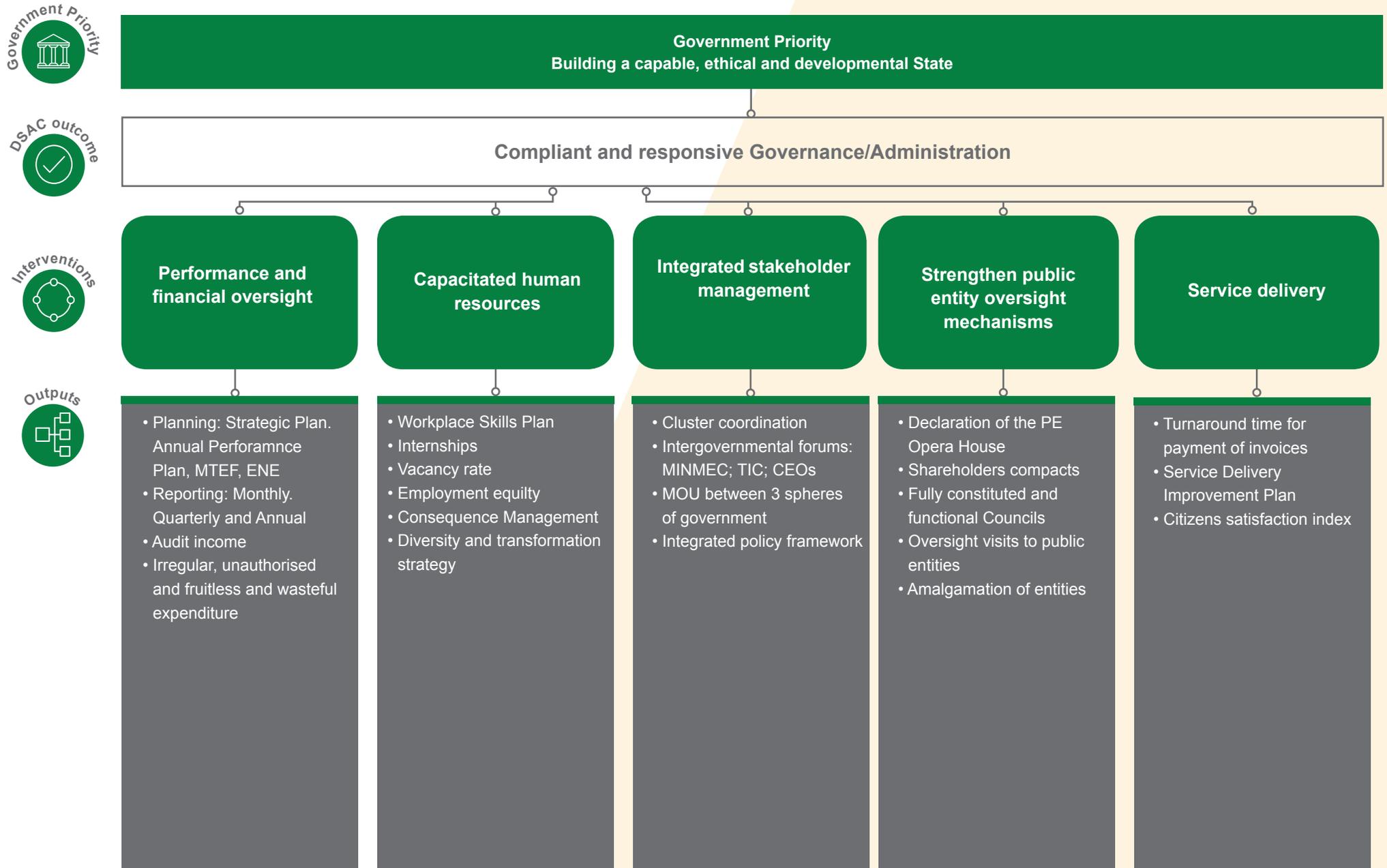


FIGURE 26: DSAC INTERVENTIONS RESPONDING TO GOVERNMENT PRIORITY ONE

**Performance and financial oversight** will be strengthened to eliminate irregular, unauthorised, fruitless and wasteful expenditure. Monthly, quarterly and annual reporting against strategic, annual performance and operational plans needs to accurately reflect progress towards achieving set outcomes, ultimately culminating in a clean audit outcome. The internship programme, workplace skills plan and consequence management will all contribute towards a capacitated workforce. Integrated stakeholder management will be tightened by coordinating clusters, chairing intergovernmental forums and distributing an integrated policy framework. As key delivery agents, public entities will be subjected to strengthened oversight and expected to have fully constituted and functional councils. The amalgamation of public entities will be managed in accordance with the recommendations of the feasibility study conducted. A Service Delivery Improvement Plans, that highlights the service that requires intensified focus, needs to be put in place. The payment of service providers within 30 days may be one such service. To get this and other services right, a citizen satisfaction index will be undertaken.

**High-impact projects responding to Outcomes 3, 4 and 5:**

1. Organisation of Arts and Culture Sector into councils affiliated under the CCIFSA
2. Support to practitioners through the SAC academies, centres of excellence and incubators
3. Accreditation of SAC Sector practitioners
4. Transformation within the SAC Sector
5. Support high-performance athletes to achieve success at international events (National Training and Olympic Preparatory Centre)
6. Provision of Government support to anti-doping agencies
7. Acknowledgement of achievements in SAC (excellence awards programme).
8. Establishment of multipurpose SAC hubs and/or precincts
9. Upgraded National Archives
10. Establishment of publishing house
11. Development and management of provincial RLHR sites
12. Establishment of Resistance and Liberation Movements Museum
13. Support for National State Theatre
14. Improved Audit outcomes

15. Application of consequence management
16. Improvement of turnaround time for payment of invoices
17. Amalgamation of entities
18. Declaration of the Port Elizabeth Opera House

## 4 KEY RISKS AND MITIGATIONS

Outcome 01- Increased market share of and job opportunities created in sport, cultural and creative industries				
PROGRAMME	SUB-PROGRAMME	KEY RISK	CONTRIBUTING FACTORS	RISK MITIGATION
PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT	PRG3-International Cooperation	1. Socio-Political Risk - Global political, economic, environmental and technological changes may limit the full implementation of international relations programme.	1. Slow economic growth and recession, trade wars and changing economic dynamics with trading partners, unrest, conflicts and civil wars have an adverse impact on the roll-out of the international programme.	1. Activate alternative interventions to detect and address potential instability and re-prioritisation of projects.
Outcome 02- A diverse, socially cohesive society with a common national identity				
PROGRAMME	SUB-PROGRAMME	KEY RISK	CONTRIBUTING FACTORS	RISK MITIGATION
PROGRAMME 2: RECREATION DEVELOPMENT AND SPORT PROMOTION	PRG2-Winning Nation	1. Planning Risk - Unforeseen need and demand for the support of athletes may adversely impact the planning and funding allocation towards strategic initiative.	1. Sport is a positive reputation enhancer to South Africa's national brand equity, however if not managed well by DSAC stakeholders it will adversely impact social cohesion and the national brand. 2. Inequality in the delivery of sports infrastructure prevents access to sporting facilities. 3. Policy currently not responsive to unsolicited support.	1. Revise the athlete support policy. 2. Formulate an athlete support plan and align to priorities outlined in the National Sports and Recreation Plan (NSRP).
PROGRAMME 2: RECREATION DEVELOPMENT AND SPORT PROMOTION	PRG2-Infrastructure Support	2. Infrastructure Access Risk- Inequitable access and delays in the delivery of developed infrastructure may result in inadequate community access and usage to planned and established infrastructure.	1. Budget pressures and technical expertise. 2. Uniqueness of heritage infrastructure which requires specific designs and aesthetics.	1. Leverage on partnerships with cognate Departments [DBE, Tourism, COGTA, Transport] in the development of heritage infrastructure.
PROGRAMME 4: HERITAGE PROMOTION AND PRESERVATION	PRG4-Heritage Promotion	3. Socio-Economic Risk - Changing social and cultural trends at a country level impact poorly on patriotism and self-identification with the national flag.	1. Inadequate consultation and participation by South Africans. 2. Fractured national identity.	1. Conduct intensive and extensive consultation. 2. Conduct international benchmarking. 3. Conduct feasibility study.

Outcome 03- Transformed, capable and professional sport, arts and culture sector

PROGRAMME	SUB-PROGRAMME	KEY RISK	CONTRIBUTING FACTORS	RISK MITIGATION
PROGRAMME 1: ADMINISTRATION	PRG1-Corporate Services	1. Unemployment Risk: Increased levels of unemployment and under-employment within the sports, arts, and culture sector threatens the Department's capability to contribute to the country's economy; and to position the sector as viable through long-term employment.	<ol style="list-style-type: none"> <li>1. Unknown demand and supply of skills within the sports, arts, culture and heritage sector.</li> <li>2. The sports, arts and culture is historically under-funded to enable the placement of unemployed professionals in the workplace.</li> <li>3. Qualified arts and culture practitioners not pulled into the sector work-streams.</li> <li>4. Migration of skilled sports, arts and culture practitioners to other sectors within the economy.</li> <li>5. Increasing country forecasts on unemployment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop cohesive strategies on employment creation for the sports, arts and culture sector between the Department, its' Public Entities, Federations and the Provincial Government.</li> <li>2. Develop a sector job placement strategy for unemployed but qualified artisans; arts practitioners; sports practitioners and other professionals within the sector.</li> </ol>
PROGRAMME 2: RECREATION DEVELOPMENT AND SPORT PROMOTION	PRG2-Winning Nation	2. Funding Risk : Budget pressures on the Programme including unmet demands delay the transformation agenda in sport.	<ol style="list-style-type: none"> <li>1. Limited financial and human resources to reach the number of athletes to make a difference in the transformation status of identified federations</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased financial resources in order to increase the number of athletes on the programme.</li> <li>2. Formulation of a resources requirement to support the programme financially and with human capital.</li> <li>3. Review the Athletes Support Policy.</li> <li>4. Finalise the Bursary Framework</li> <li>5. Review the current programme and assess its viability</li> </ol>
PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT	PRG3-Cultural and Creative Industries Development	3. 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	<ol style="list-style-type: none"> <li>1. Fragmentation within the Sector</li> <li>2. Lack of fluidity within the creative sector</li> <li>3. Undefined entry levels for artists within the creative Sector leading to barriers to entry.</li> <li>4. Non-formalized professional standards in place to guide the recognition and validation of artists in the Sector</li> </ol>	<ol style="list-style-type: none"> <li>1. Facilitate the implementation of the White Paper within the creative Sector.</li> <li>2. Formalize and standards the various sectors within the creative industry through CCIFSA.</li> <li>3. Finalize the Sector specific frameworks and strategies.</li> </ol>

Outcome 03- Transformed, capable and professional sport, arts and culture sector

PROGRAMME	SUB-PROGRAMME	KEY RISK	CONTRIBUTING FACTORS	RISK MITIGATION
PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT	PRG3-Cultural and Creative Industries Development	4. Regulatory Reform - Delayed implementation of the National Policy on copyright may adversely impact the creative industries reform agenda.	1. Adverse global implications on trade relations emanating from the proposed National Policy on copyright. 2. The delayed implementation of the national policy on copy rights may have adverse impact on creatives	1. Further consultations with key stakeholders to remedy deficiencies within the recommended national policy.

Outcome 04- Integrated and accessible SAC infrastructure and information

PROGRAMME	SUB-PROGRAMME	KEY RISK	CONTRIBUTING FACTORS	RISK MITIGATION
PROGRAMME 2: RECREATION DEVELOPMENT AND SPORT PROMOTION	PRG2-Infrastructure Support	1. 3rd Party/ Stakeholder Relation Risk-Poor cooperation from stakeholders threaten effective provision of infrastructure and potential underspending. 2. Inadequate internal capacity to offer management and technical support in all stages of each active project leading to delays to deliver infrastructure to communities. 3. Delayed commencement of construction and completion of projects.	1. Conflict/Incoherence between MIG Conditional Framework and DSAC Social Cohesion priorities leading to decline to register priority projects identified by sport sector.	1. Appointment of technical officials [ Built Environment Specialists] for sport infrastructure projects and related matters (review of Norms and Standards, Facility Audit etc). 2. Joint project planning between all project stakeholders. 3. Enforce contractual remedies between DSAC and benefitting municipalities [negotiation; cancellation, penalty; penalty or acceleration clause. 4. Establish a database [with prescribed minimum requirements] of consultants and contractors, and enforce implementation by beneficiary municipalities in the MIG Conditional Framework and Memorandum of Agreement.

Outcome 04- Integrated and accessible SAC infrastructure and information

PROGRAMME	SUB-PROGRAMME	KEY RISK	CONTRIBUTING FACTORS	RISK MITIGATION
PROGRAMME 2: RECREATION DEVELOPMENT AND SPORT PROMOTION	PRG2-Infrastructure Support	4. Partnership Risk - Over reliance on the provinces to delivery on infrastructure projects.	<ol style="list-style-type: none"> <li>1. Lack of technical expertise in built environment from both National and Provincial levels.</li> <li>2. Inadequate capacity of implementing agencies.</li> <li>3. Poor planning.</li> <li>4. Non-compliance to DSAC infrastructure policy towards delivery by implementing agencies and entities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase technical capacity to conduct oversight to monitor progress on infrastructure projects to oversee projects.</li> <li>2. Fast track the appointment of the PMO</li> <li>3. Conduct an impact analysis of emerging technologies on the current and required skills within the sports, arts and culture sector.</li> <li>4. Conduct workshops on the policies</li> </ol>
PROGRAMME 4: HERITAGE PROMOTION AND PRESERVATION	PRG4-National Archives Services	5. Knowledge Management Risk: Existing platforms and legacy systems may lead to the loss and failure to preserve national memory (archival collections).	<ol style="list-style-type: none"> <li>1. Inadequate space to receive new collections.</li> <li>2. Poor preservation condition (archival building).</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct feasibility study to assess key needs towards innovation of systems and upgrading of the current National Archives facilities.</li> <li>2. Implement the recommendations of the feasibility study.</li> </ol>
PROGRAMME 4: HERITAGE PROMOTION AND PRESERVATION	PRG4-Public Library Services	6. Service Delivery Risk: Insufficient provision of library infrastructure to South African citizenry may lead to an increase in illiteracy	<ol style="list-style-type: none"> <li>1. Underspending on capital expenditure for library infrastructure.</li> <li>2. Delays in the appointment of implementing agencies at provincial level.</li> <li>3. Dependency on provincial to deliver library infrastructure.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct site visits. Appoint and use the PMO to monitor the implementation and delivery of library infrastructure.</li> </ol>



Outcome 05- Compliant and responsive governance

PROGRAMME	SUB-PROGRAMME	KEY RISK	CONTRIBUTING FACTORS	RISK MITIGATION
PROGRAMME 1: ADMINISTRATION	PRG1-Corporate Services	1. Technology & Innovation Risk: Inability to leverage emerged and advanced technologies towards efficient delivery of the Departments services and projects.	1. Limited ICT fund / budget. 2. Department of Sports, Arts and Culture services are not accessible to all South Africans	1. New facilities [sports, libraries] built are wi-fi enabled. 2. Promote an integrated approach towards accessing sports, arts and culture facilities. 3. Conduct an impact analysis of emerging technologies on the current and required skills within the sports, arts and culture sector. 4. Employ youth/woman/ people living with disabilities and historically disadvantaged individuals with qualifications in the technology industry to reduce unemployment and expedite ICT strategies in the sector. 5. Upskilling & reskilling to officials who will be impacted by emerging technologies 6. Channel new training initiatives towards digitisation.

Outcome 05- Compliant and responsive governance

PROGRAMME	SUB-PROGRAMME	KEY RISK	CONTRIBUTING FACTORS	RISK MITIGATION
		<p>2. Fraud &amp; Corruption Risk - Unmanageable/increasing/ pervasive fraud &amp; corruption within the Department impacting the sector</p>	<ol style="list-style-type: none"> <li>1. Increasing cost of fraud resolution is high [ litigation, outsourcing for professional services]</li> <li>2. Falsified price claims in the delivery of planned capital projects.</li> <li>3. Unethical behaviour including existing opportunities to commit corruption e.g. [bribes, collusive behaviour or over quoting]</li> <li>4. Conflict of interest and lack of disclosure.</li> </ol>	<ol style="list-style-type: none"> <li>1. Create an independent hotline for the Department and sector.</li> <li>2. Partner with other state organs e.g. [Public Service Commission] to increase awareness levels within and outside the Department.</li> <li>3. Accelerate the turn-around time for all investigations emanating from fraud &amp; corruption/ misconduct.</li> <li>4. Utilise internal website to provide update the public on successful implementation of consequence management on resolved allegations/ investigations.</li> <li>5. Consolidate effort and funding at a sector level to create awareness at Izimbizo's, community dialogues, national days etc.</li> <li>6. Enforce vetting and screening of employees and suppliers.</li> </ol>

## 5 PUBLIC ENTITIES

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Current Annual Budget (R '000)
Development (Funding) Bodies	National Arts Council	<p>National Arts Council Act 1997.</p> <p>To establish a juristic person to be known as the National Arts Council; to determine its objects, functions and method of work; to prescribe the manner in which it is to be managed and governed; to regulate its staff matters and financial affairs; and to provide for matters connected therewith</p>	<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>	120 329
	National Film and Video Foundation	<p>National Film and Video Foundation 1997.</p> <p>To establish a juristic person to be known as the National Film and Video Foundation; to determine its objects, functions and method of work; to prescribe the manner in which it is to be managed and governed; to regulate its staff matters and financial affairs; and to provide for matters connected therewith</p>	<ul style="list-style-type: none"> <li>• Provide funding for content development</li> <li>• Transform the ecosystem through Capacity Building, especially for disadvantage people</li> <li>• Provide Marketing and Policy support to understand, enable and promote the SA Industry</li> <li>• Develop and manage local, continental and international partnerships to support our programs</li> <li>• The NFVF is a coherent, accountable organisation which achieves its mandate</li> </ul>	145 940

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Current Annual Budget (R '000)
<b>Performing Arts Institutions</b>	Artscape	<p>Cultural Institutions Act 1998.</p> <p>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.</p>	<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>	66 275
	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>	50 420
	Performing Arts Centre of the Free State	-	<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>	49 121

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Current Annual Budget (R '000)
Performing Arts Institutions	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> <li>• Development opportunities for emerging arts practitioners to learn, perform and stage their productions thereby encouraging socio-economic development provided.</li> </ul>	53 862
	Die Afrikaanse Taalmuseum	<p>Cultural Institutions Act No 119, 1998.</p> <p>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.</p>	<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>	10 995

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Current Annual Budget (R '000)
<b>Museums</b>	Freedom Park	Sustainable Arts Capability Development of a credible and catalytic organisation	<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>	99 700
	Iziko Museums		<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>	96 901
	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>	16 415
	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> </ul>	38 150



Sector Focus	Name of Institution	Founding Mandate	Outcomes	Current Annual Budget (R '000)
	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>	59 464
	Nelson Mandela Museum		<ul style="list-style-type: none"><li>• Functional, operational and successful NMM</li><li>• Well preserved collection and heritage of NMM</li><li>• Improved infrastructure programme of NMM</li><li>• Increased number of off-site, on-site and digital visitors.</li><li>• Educated, informed oriented citizenry.</li><li>• Implemented research and evaluation outcome for decision-making.</li><li>• Good corporate governance and financial management systems.</li><li>• A highly capable work force with an enabling work-place environment.</li></ul>	29 542

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Current Annual Budget (R '000)
Museums	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 Tourism operations.</li> <li>To foster stakeholder relations and partnerships.</li> </ul>	87 768
	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>	13 641
	Msunduzi 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>	20 882

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Current Annual Budget (R '000)
<b>Museums</b>	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 behavior 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>	16 270
	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>	11 334
	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>	97 160

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Current Annual Budget (R '000)
Heritage	South African Heritage Resources Agency	National Heritage Resources 1999.  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 organisation</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>	60 868
	National Heritage Council	National Heritage Council Act, 1999.  To establish a juristic person to be known as the National Heritage Council; to determine its objects, functions and method of work; to prescribe the manner in which it is to be managed and governed; to regulate its staff matters and financial affairs; and to provide for matters connected therewith.	<ul style="list-style-type: none"> <li>An effective, efficient and sustainable institution</li> <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>	74 172
Libraries	National Library of South Africa	National Library of South Africa Act 1998.  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>	108 460



Sector Focus	Name of Institution	Founding Mandate	Outcomes	Current Annual Budget (R '000)
<b>Libraries</b>	South African Library for the Blind	<p>The South African Library for the Blind Act 1998.</p> <p>The South African Library for the Blind's mandate is subject to and in accordance with the South African Constitution and the South Africa Library for the Blind Act 91 of 1998. It is legally committed to the values upon which the democratic South African state is founded and in particular to those of equality, human dignity, the advancement of human rights and freedoms, non-racialism, non-sexism, accountability and democracy. In addition, it strives to make a contribution to Africa by being an available resource of advice and expertise on library matters relating to blind and print-handicapped readers</p>	<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>	24 188
<b>Language</b>	The Pan South African Language Board	<p>Pan South African Language Board Act 1995.</p> <p>In terms of Section 8 of the Pan South African Language Board Act No. 59 of 1995 (as amended), the organisation is mandated to execute the following: Make recommendations with regard to any proposed or existing legislation, practice or policy dealing directly or indirectly with language matters at any level of government, and with regard to any proposed amendments to. or the repeal, or replacement of such legislation, practice or policy.</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>	125 540

Sector Focus	Name of Institution	Founding Mandate	Outcomes	Current Annual Budget (R '000)
<b>Professional Boxing</b>	Boxing South Africa	<p>Boxing Act (2001)</p> <p>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.</p>	<ul style="list-style-type: none"> <li>• Governance and Administration</li> <li>• Boxing Development</li> <li>• Boxing Promotion</li> </ul>	18 425
<b>Drug-Free Sport</b>	South African Institute for Drug-Free Sport	<p>South African Institute for Drug-Free Sport Act (1997)</p> <p>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.</p>	<ul style="list-style-type: none"> <li>• Credible financial and administration performance data 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, national and international forums</li> </ul>	26 657



# PART *D*

## Technical Indicator DESCRIPTION

<b>Indicator Title</b>	<b>OUT1.1 CCI growth index</b>
	Measures the market value of the goods and services produced by the cultural and creative industries. (UNESCO Culture 2030 Indicator 6)
<b>Source of data</b>	South African Cultural Observatory StatsSA – Annual Financial Statistics Updated Social Accounting Matrix
<b>Method of Calculation/ Assessment</b>	$\frac{GDP_{CCI t} - GDP_{CCI t-1}}{GDP_{CCI t-1}} \times 100$
<b>Assumptions</b>	South African Cultural Observatory contracted to measure index
<b>Disaggregation of Beneficiaries</b>	Not applicable
<b>Spatial Transformation</b>	National
<b>Desired Performance</b>	5%
<b>Indicator Responsibility</b>	DDG: Programme 3

<b>Indicator Title</b>	<b>OUT 1.2 Exports of cultural goods and services as a percentage of all exports.</b>
<b>Definition</b>	Assesses the degree to which products as expressions of culture are exported reflecting both the economic demand, the international profile of the country's cultural products and services, and the regulatory environment to enable this. (UNESCO Culture 2030 Indicator 10)
<b>Source of data</b>	South African Cultural Observatory SARS Customs and Excise Database
<b>Method of Calculation/ Assessment</b>	$\frac{X_{CCI}}{X_{total}} \times 100$ X = exports
<b>Assumptions</b>	South African Cultural Observatory contracted to measure percentage
<b>Disaggregation of Beneficiaries</b>	Not applicable
<b>Spatial Transformation</b>	National
<b>Desired Performance</b>	0.6%
<b>Indicator Responsibility</b>	DDG: Programme 3

<b>Indicator Title</b>	<b>OUT 1.3 Percentage of Gross Domestic Product attributable to private and formal cultural production.</b>
<b>Definition</b>	This indicator aims to assess the overall contribution of the culture sector to the economy. (UNESCO Culture 2030 Indicator 6)
<b>Source of data</b>	South African Cultural Observatory StatsSA
<b>Method of Calculation/ Assessment</b>	$CGDP = \frac{\sum_{i=1}^n GVA_{isoc\ codes}}{GDP}$ Where GVA is (GDP + subsidies - (direct, sales) taxes) ISIC codes – International Standard Industry Classification GVA – Gross Value Add CGDP – Cultural Gross Domestic Product
<b>Assumptions</b>	South African Cultural Observatory contracted to measure index. A limitation of this indicator is that it is not able to take into account all cultural activities including those that are informal and unpaid.
<b>Disaggregation of Beneficiaries</b>	Not applicable
<b>Spatial Transformation</b>	National
<b>Desired Performance</b>	2%
<b>Indicator Responsibility</b>	DDG: Programme 3

<b>Indicator Title</b>	<b>OUT 1.4 Number of people employed in the cultural and creative sectors and cultural occupations as a percentage of overall employment for the latest year.</b>
<b>Definition</b>	Assesses the role of culture as an “employer” at the national and local level as well as the vitality of the culture sector and its potential in improving the material welfare of those employed in it. (UNESCO Culture 2030 Indicator 7)
<b>Source of data</b>	South African Cultural Observatory Employment Survey - StatsSA
<b>Method of Calculation/ Assessment</b>	$CEP_0 = \frac{\sum_{i=1}^n CE_{isoc\ codes}}{EP}$ <small>CEP<sub>0</sub> is the percentage of people engaged in cultural occupations: isico codes is the total number of people employed in culture occupations according to the selected international Standard Classification of Occupation (ISCO) codes, (or ISIC codes - see below - where occupation data is not available)</small>
<b>Assumptions</b>	South African Cultural Observatory contracted to measure index
<b>Disaggregation of Beneficiaries</b>	Not applicable



<b>Spatial Transformation</b>	National
<b>Desired Performance</b>	4%
<b>Indicator Responsibility</b>	DDG: Programmes 3 & 4
	DDG: Programme 1

<b>Indicator Title</b>	<b>OUT 1.5 Percentage of BBBEE Procurement spend</b>
<b>Definition</b>	Measures our contribution to the transformation agenda
<b>Source of data</b>	DSAC Annual Report
<b>Method of Calculation/ Assessment</b>	$\frac{\text{BBBEE Procurement Spend}}{\text{Total Procurement Spend}} \times 100$
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries</b>	Not applicable
<b>Spatial Transformation</b>	National
<b>Desired Performance</b>	70% or higher
<b>Indicator Responsibility</b>	DDG: Programme 1

<b>Indicator Title</b>	<b>OUT 1.6 Percentage employment equity</b>
<b>Definition</b>	Measures our contribution to the transformation agenda
<b>Source of data</b>	DSAC Annual Report
<b>Method of Calculation/ Assessment</b>	$\frac{\text{Women employees in DSCA senior management}}{\text{DSAC senior management employees}} \times 100$ $\frac{\text{DSCA employees with disability}}{\text{DSAC employees}} \times 100$
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries</b>	Women People with disability
<b>Spatial Transformation</b>	Not applicable
<b>Desired Performance</b>	50% Women employees in DSCA senior management (or higher) 2% DSAC employees with disability (or higher)
<b>Indicator Responsibility</b>	DDG: Programme 1

<b>Indicator Title</b>	<b>OUT 2.1 Pride in being South African</b>
<b>Definition</b>	Collective consciousness in terms of who we are as a people. Foster unity and promotes a countrywide conscious sense of being proudly South African
<b>Source of data</b>	Government Communications' (GCIS) National Tracker Survey

<b>Method of Calculation/ Assessment</b>	Close-ended questions with pre-determined responses asked of South Africans. The response percentage is based on the number of people who selected a certain response. E.g. 90% of South Africans are very proud to be South African – 90% of the representative sample chose the response 'very proud to be South African'.
<b>Assumptions</b>	Government Communications' (GCIS) publish the National Tracker Survey
<b>Disaggregation of Beneficiaries</b>	Not applicable
<b>Spatial Transformation</b>	National
<b>Desired Performance</b>	90%
<b>Indicator Responsibility</b>	DDG: Programmes 2,3, & 4

<b>Indicator Title</b>	<b>OUT 2.2 Public opinion on race relations</b>
<b>Definition</b>	Race is still a divider in South Africa. Race is a dominant variable in terms of the high levels of distrust in society. There is a positive relation between confidence in happy future, and better race relations and prevailing economic performance.
<b>Source of data</b>	Government Communication and Information System (GCIS) based on Ipsos data
<b>Method of Calculation/ Assessment</b>	Close-ended questions with pre-determined responses asked of South Africans. The response percentage is based on the number of people who selected a certain response
<b>Assumptions</b>	Government Communication and Information System (GCIS) conduct survey
<b>Disaggregation of Beneficiaries</b>	Not applicable
<b>Spatial Transformation</b>	National
<b>Desired Performance</b>	60%
<b>Indicator Responsibility</b>	DDG: Programmes 2 & 3

<b>Indicator Title</b>	<b>OUT 2.3 Social Cohesion Index</b>
<b>Definition</b>	To promote social cohesion while building the nation
<b>Source of data</b>	Brand South Africa – Annual National Omnibus Survey Service Provider: African Response & Markdata Social Cohesion Index data collected through: <ul style="list-style-type: none"> <li>- National Omnibus Survey</li> <li>- 2500 Respondents (fully nationally representative sample)</li> <li>- Conducted annually (Q3)</li> <li>- The Social Cohesion Index is a construct measured through a set of predetermined variables included in the survey.</li> </ul>
<b>Method of Calculation/ Assessment</b>	Quantitative survey

<b>Assumptions</b>	BrandSA commission survey annually
<b>Disaggregation of Beneficiaries</b>	Not applicable
<b>Spatial Transformation</b>	National
<b>Desired Performance</b>	70%
<b>Indicator Responsibility</b>	DDG: Programmes 2 & 3

<b>Indicator Title</b>	<b>OUT 2.4 Percentage of citizens who show a strong devotion to their country</b>
<b>Definition</b>	To promote social cohesion and national identity
<b>Source of data</b>	StatsSA: Governance, Public Safety and Justice Survey Institute of Justice and Reconciliation SA Reconciliation Barometer
<b>Method of Calculation/ Assessment</b>	Barometer findings
<b>Assumptions</b>	StatsSA: Governance, Public Safety and Justice Survey and the Institute of Justice and Reconciliation SA Reconciliation Barometer conduct surveys
<b>Disaggregation of Beneficiaries</b>	Not applicable
<b>Spatial Transformation</b>	National
<b>Desired Performance</b>	95%
<b>Indicator Responsibility</b>	DDG: Programme 3

<b>Indicator Title</b>	<b>OUT 3.1 Arts and culture sector organised into councils affiliated under CCIFSA</b>
<b>Definition</b>	The ideal is to organise the arts and culture into councils that are affiliated under CCFISA for better regulation and targeted programming
<b>Source of data</b>	DSAC
<b>Method of Calculation/ Assessment</b>	Affiliation statistics
<b>Assumptions</b>	Entire sector is represented
<b>Disaggregation of Beneficiaries</b>	Not applicable
<b>Spatial Transformation</b>	National
<b>Desired Performance</b>	Councils for sector genres established
<b>Indicator Responsibility</b>	DDG: Programme 3

<b>Indicator Title</b>	<b>OUT 3.2 Improvement in Olympic and Paralympic medal status</b>
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<b>Definition</b>	The outcome of all successful high-performance initiatives is success on the international arena.
<b>Source of data</b>	International Olympic Committee International Paralympic Committee
<b>Method of Calculation/ Assessment</b>	Simple count Total medals received at Paris events (2024) – Total medals received at Tokyo events (2020) =
<b>Assumptions</b>	The Olympic and Paralympic results provide a good indication of high-performance sport in the country. It is recognised that not all sports codes take part in the Olympic and Paralympic Games.
<b>Disaggregation of Beneficiaries</b>	Women
<b>Spatial Transformation</b>	Not applicable
<b>Desired Performance</b>	An increase of 10 medals
<b>Indicator Responsibility</b>	DDG: Programme 2

<b>Indicator Title</b>	<b>Out 4.1 Number of sport and recreation facilities compliant with norms and standards</b>
<b>Definition</b>	A measure of the standard of facilities constructed
<b>Source of data</b>	IDSAC
<b>Method of Calculation/ Assessment</b>	Simple count of the number of DSAC facilities provided with technical assistance that comply with the norms and standards
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries</b>	Not applicable
<b>Spatial Transformation</b>	National
<b>Desired Performance</b>	175 (2020-2025)
<b>Indicator Responsibility</b>	DDG: Programme 2

<b>Indicator Title</b>	<b>OUT 5.1 Audit Outcome</b>
<b>Definition</b>	Improved governance
<b>Source of data</b>	DSAC Annual Report
<b>Method of Calculation/ Assessment</b>	The opinion of the Auditor-General as documented in the DSAC Annual Report
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries</b>	Not applicable
<b>Spatial Transformation</b>	Not applicable
<b>Desired Performance</b>	Clean audit report
<b>Indicator Responsibility</b>	DDG: Programme 1



# Annexures

To the *Strategic*  
Plan

# ANNEXURE A: DISTRICT DEVELOPMENT MODEL

## PROGRAMME 2

Areas of intervention (examples)	Medium Term (3 years - MTEF)					
	Project description	Budget allocation 2020/21	District Municipality	Location: GPS Coordinates	Project leader	Social partners
1. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Nelson Mandela Metropolitan	Office 35, Ground Floor, High Performance Complex, Protea Road, NMMU South Campus, Summerstrand, Port Elizabeth	Mr Hermann Terblanche	Nelson Mandela University Provincial sport confederation Provincial Academy commission National Federations Municipality
2. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Sarah Baartman	Makana Indoor Sports Centre, Joza Location, Makhanda	Mr Hermann Terblanche	Nelson Mandela University Provincial sport confederation Provincial Academy commission National Federations Municipality
3. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Amathole District	Hamilltons Club Number 5 Cleavedon Road, Selborne, East London, 5201	Mr Hermann Terblanche	Nelson Mandela University Provincial sport confederation Provincial Academy commission National Federations Municipality
4. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Buffalo City	Hamilltons Club Number 5 Cleavedon Road, Selborne, East London, 5201	Mr Hermann Terblanche	Nelson Mandela University Provincial sport confederation Provincial Academy commission National Federations Municipality



Areas of intervention (examples)	Medium Term (3 years - MTEF)					
	Project description	Budget allocation 2020/21	District Municipality	Location: GPS Coordinates	Project leader	Social partners
5. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Chris Hani	Office 6, Department of Sport, Recreation, Arts and Culture, 6 Ebden Street, Queenstown	Mr Hermann Terblanche	Nelson Mandela University Provincial sport confederation Provincial Academy commission National Federations Municipality
6. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Joe Gqabi	Maclear High School, 1 Murray Street, Maclear	Mr Hermann Terblanche	Nelson Mandela University Provincial sport confederation Provincial Academy commission National Federations Municipality
7. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	OR Tambo	Office 53, 6th Floor, Botha Sigcawu Building, Corner Leyds and Owen Street, Mthatha	Mr Hermann Terblanche	Nelson Mandela University Provincial sport confederation Provincial Academy commission National Federations Municipality
8. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Alfred Nzo	Noliitha Special School, Dundee Administrative Area, Elubaleko Road, Mt Aylif	Mr Hermann Terblanche	Nelson Mandela University Provincial sport confederation Provincial Academy commission National Federations Municipality
9. District Sport Academy Programme	Support to emerging and high-performance athletes	Total budget for Eastern Cape R7 704,000	Nelson Mandela Metropolitan	Office 35, Ground Floor, High Performance Complex, Protea Road, NMMU South Campus, Summerstrand, Port Elizabeth.	Mr Hermann Terblanche	Nelson Mandela University Provincial sport confederation Provincial Academy commission National Federations Municipality

Areas of intervention (examples)	Medium Term (3 years - MTEF)					
	Project description	Budget allocation 2020/21	District Municipality	Location: GPS Coordinates	Project leader	Social partners
10. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Mangaung Metro	4 President Brand Str, Oranjesig, Bloemfontein	Ms Erika Calitz	Free State Sport Science Institute Provincial sport confederation Provincial Academy commission National Federations Municipality
11. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Mangaung Metro	FS Rugby Stadium, At Horak Str, Bloemfontein	Ms Erika Calitz	Free State Sport Science Institute Provincial sport confederation Provincial Academy commission National Federations Municipality
12. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Lejweleputswa	In process - no formal agreement in place – athletes in the District are serviced at their Clubs or Schools with mobile units and staff from the FSSSI.	Ms Erika Calitz	Free State Sport Science Institute Provincial sport confederation Provincial Academy commission National Federations Municipality
13. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Thabo Mofutsanyana	Bethlehem Voortrekker H/School, Wesweg, Bethlehem	Ms Erika Calitz	Free State Sport Science Institute Provincial sport confederation Provincial Academy commission National Federations Municipality
14. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Fezile Dabi	In process - no formal agreement in place – athletes in the District are serviced at their Clubs or Schools with mobile units and staff from the FSSSI.	Ms Erika Calitz	Free State Sport Science Institute Provincial sport confederation Provincial Academy commission National Federations Municipality



Areas of intervention (examples)	Medium Term (3 years - MTEF)					
	Project description	Budget allocation 2020/21	District Municipality	Location: GPS Coordinates	Project leader	Social partners
15. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Provincial Academy	University of Johannesburg (HPC) University of Pretoria (TuksSport)	Mr Hugh Draai Mr Dumisani Mqolomba	University of Johannesburg (HPC) University of Pretoria (TuksSport) Provincial sport confederation Provincial Academy commission National Federations Municipality
16. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Sedibeng	Cecil Oldridge Park (COP), 23 Hallwatch str, Vanderbijlpark, 1900	Mr Hugh Draai Mr Dumisani Mqolomba	University of Johannesburg (HPC) University of Pretoria (TuksSport) Provincial sport confederation Provincial Academy commission National Federations Municipality
17. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	West Rand	Simunye Gym, Tumelo Drive, Simunye, Westonaria	Mr Hugh Draai Mr Dumisani Mqolomba	University of Johannesburg (HPC) University of Pretoria (TuksSport) Provincial sport confederation Provincial Academy commission National Federations Municipality
18. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Joburg Metro	Johannesburg Stadium, UJ Human Movement Studies, Dora str, JHB stadium, Doorfontein, 2094	Mr Hugh Draai Mr Dumisani Mqolomba	University of Johannesburg (HPC) University of Pretoria (TuksSport) Provincial sport confederation Provincial Academy commission National Federations Municipality

Areas of intervention (examples)	Medium Term (3 years - MTEF)					
	Project description	Budget allocation 2020/21	District Municipality	Location: GPS Coordinates	Project leader	Social partners
19. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Ekhureleni District	Germiston Stadium, Delville N rd, Delville, Germiston, 1401	Mr Hugh Draai Mr Dumisani Mqolomba	University of Johannesburg (HPC) University of Pretoria (TuksSport) Provincial sport confederation Provincial Academy commission National Federations Municipality
20. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	-	TuksSports (HPC), High Performance Centre, Burnett str, Pretoria 0026	Mr Hugh Draai Mr Dumisani Mqolomba	University of Johannesburg (HPC) University of Pretoria (TuksSport) Provincial sport confederation Provincial Academy commission National Federations Municipality
21. District Sport Academy Programme	Support to emerging and high-performance athletes	R10 14 5000	-	Moses Mabhida Stadium, Durban	Mr Jay Mannikam	Prime Provincial sport confederation Provincial Academy commission National Federations Municipality
22. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Ethekwini Metro Prime Sports	Natal Canoe Club, Camps Drift, Pietermaritzburg	Mr Jay Mannikam	Prime Provincial sport confederation Provincial Academy commission National Federations Municipality
23. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Pietermaritzburg Midlands	5 Thornton Place, Eastwood, Pietermaritzburg	Mr Jay Mannikam	Prime Provincial sport confederation Provincial Academy commission National Federations Municipality



Areas of intervention (examples)	Medium Term (3 years - MTEF)					
	Project description	Budget allocation 2020/21	District Municipality	Location: GPS Coordinates	Project leader	Social partners
24. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Majuba District Athletics	Emadlangeni Municipality, 11 Utrecht, 2980	Mr Jay Mannikam	Prime Provincial sport confederation Provincial Academy commission National Federations Municipality
25. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Ethekwini Metro	Kingsmead Cricket Stadium, 2 Kingsmead Way, Durban	Mr Jay Mannikam	Prime Provincial sport confederation Provincial Academy commission National Federations Municipality
26. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Pietermaritzburg Midlands	Woodburn Rugby Stadium, Pietermaritzburg	Mr Jay Mannikam	Prime Provincial sport confederation Provincial Academy commission National Federations Municipality
27. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Ethekwini Metro	Kings Park Athletics Stadium, 41 Isaiah Ntshangase Road, Durban 4001	Mr Jay Mannikam	Prime Provincial sport confederation Provincial Academy commission National Federations Municipality
28. District Sport Academy Programme	Support to emerging and high-performance athletes	Total Budget for KZN R 10 491,000	Ethekwini Metro	Kingsmead Cricket Stadium, 2 Kingsmead Way, Durban	Mr Jay Mannikam	Prime Provincial sport confederation Provincial Academy commission National Federations Municipality

Areas of intervention (examples)	Medium Term (3 years - MTEF)					
	Project description	Budget allocation 2020/21	District Municipality	Location: GPS Coordinates	Project leader	Social partners
29. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Capricorn	101 Potgieter Ave Polokwane	Mr Slate Shiluvane	Provincial sport confederation Provincial Academy commission National Federations Municipality
30. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Capricorn	Ga-Mothapo Community Hall	Mr Slate Shiluvane	Provincial sport confederation Provincial Academy commission National Federations Municipality
31. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Waterburg	Settlers Agricultural High School	Mr Slate Shiluvane	Provincial sport confederation Provincial Academy commission National Federations Municipality
32. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Sekhukhune	Maleoskop Stadium, Groblersdal	Mr Slate Shiluvane	Provincial sport confederation Provincial Academy commission National Federations Municipality
33. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Mopani	Youth camp, Tom Village, Giyani	Mr Slate Shiluvane	Provincial sport confederation Provincial Academy commission National Federations Municipality
34. District Sport Academy Programme	Support to emerging and high-performance athletes	Total Budget for Limpopo R6 841000	Vhembe	Makhado college, Dzanani	Mr Slate Shiluvane	Provincial sport confederation Provincial Academy commission National Federations Municipality

Areas of intervention (examples)	Medium Term (3 years - MTEF)					
	Project description	Budget allocation 2020/21	District Municipality	Location: GPS Coordinates	Project leader	Social partners
35. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Mbombela	Building No.5 Government Boulevard Riverside Park Mbombela 1200	Ms Keke Mofokeng	Provincial sport confederation Provincial Academy commission National Federations Municipality
36. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Ehlanzeni	Building No.5 Government Boulevard Riverside Park Mbombela 1200	Ms Keke Mofokeng	Provincial sport confederation Provincial Academy commission National Federations Municipality
37. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Nkangala	Solomon Mahlangu Drive KwaMhlanga Government Complex Building No.2	Ms Keke Mofokeng	Provincial sport confederation Provincial Academy commission National Federations Municipality
38. District Sport Academy Programme	Support to emerging and high-performance athletes	Total Budget for Mpumalanga R5 367,000	Gert Sibande	20A De Clerq Street Mutual and Federal Building Ermelo 2350	Ms Keke Mofokeng	Provincial sport confederation Provincial Academy commission National Federations Municipality
39. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Frances Baard	Cnr.Hulana and Shaka Street, Kimberly 8301	Mr John Coetzee	Provincial sport confederation Provincial Academy commission National Federations Municipality
40. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Namaqua District	Freddy Karsten Straat Bergsig 8240	Mr John Coetzee	Provincial sport confederation Provincial Academy commission National Federations Municipality

Areas of intervention (examples)	Medium Term (3 years - MTEF)					
	Project description	Budget allocation 2020/21	District Municipality	Location: GPS Coordinates	Project leader	Social partners
41. District Sport Academy Programme	Support to emerging and high-performance athletes	Total Budget for Northern Cape R6 841,000	ZF Mgcawu	81 Dr.Nelson Mandela Drive,Upington 8801	Mr John Coetzee	Provincial sport confederation Provincial Academy commission National Federations Municipality
42. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Tlokwe	NWU – Potchefstroom Campus Institute for Sport Science & Development	Mr Maurice Robertson	Northwest University Northwest University Provincial sport confederation Provincial Academy commission National Federations Municipality
43. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	DR RSM	Gert Lubbe Sport Grounds, Vryburg	Mr Maurice Robertson	Northwest University Northwest University Provincial sport confederation Provincial Academy commission National Federations Municipality
44. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Dr Kenneth Kauanda	Wolmaransstad High School	Mr Maurice Robertson	Northwest University Northwest University Provincial sport confederation Provincial Academy commission National Federations Municipality
45. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Ngaka MM	NWU – Mafikeng Campus Soccer Institute Mafikeng	Mr Maurice Robertson	Northwest University Northwest University Provincial sport confederation Provincial Academy commission National Federations Municipality



Areas of intervention (examples)	Medium Term (3 years - MTEF)					
	Project description	Budget allocation 2020/21	District Municipality	Location: GPS Coordinates	Project leader	Social partners
46. District Sport Academy Programme	Support to emerging and high-performance athletes	Total Budget North West R 4 820,000	Bojanala	Impala Rugby Club, Rustenburg	Mr Maurice Robertson	Northwest University Northwest University Provincial sport confederation Provincial Academy commission National Federations Municipality
47. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	City of Cape Town	Cape Town (BCAS, Protea Assurance 5th Floor Greenmarket Street)	Mr Phelisile Cengani 0828481107 Mr Wayne Weitz	Sport Science institute Provincial sport confederation Provincial Academy commission National Federations Municipality
48. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Eden	Oudtshoorn De Jagers Sports Complex 82 Voortrekker Road	Mr Phelisile Cengani 0828481107 Mr Wayne Weitz	Sport Science institute Provincial sport confederation Provincial Academy commission National Federations Municipality
49. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	West Coast	Saldanha Bay Sports Complex	Mr Phelisile Cengani 0828481107 Mr Wayne Weitz	Sport Science institute Provincial sport confederation Provincial Academy commission National Federations Municipality
50. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Cape Winelands	Paarl Dal Josafat Stadium Paarl	Mr Phelisile Cengani Mr Wayne Weitz	Sport Science institute Provincial sport confederation Provincial Academy commission National Federations Municipality

Areas of intervention (examples)	Medium Term (3 years - MTEF)					
	Project description	Budget allocation 2020/21	District Municipality	Location: GPS Coordinates	Project leader	Social partners
51. District Sport Academy Programme	Support to emerging and high-performance athletes	Still to be determined	Central Karoo	Beaufort West Glaskastel Sports Complex Bredasdorp	Mr Phelisile Cengani Mr Wayne Weitz	Sport Science institute Provincial sport confederation Provincial Academy commission National Federations Municipality
52. District Sport Academy Programme	Support to emerging and high-performance athletes	Total Budget Western Cape R 6 167 000	Overberg	Bredasdorp Glaskasteel Sports Complex Bredasdorp	Mr Phelisile Cengani Mr Wayne Weitz	Sport Science institute Provincial sport confederation Provincial Academy commission National Federations Municipality
53. National Recreation Day	The Day is a mass-based recreation event where participants engage in various active recreation activities that encourage active living. It is open to all ages as there are modified sport activities to accommodate children as well.	R 7 500 000	City of Tshwane	-	Ms I. Masisi	City of Tshwane Gauteng Department for Sport, Arts and Culture
54. Big Walk	The Day is a mass-based recreation event where participants engage in Walks of different distances. Focus groups walk for different causes such as eradication of gender-based violence, cancer, and so forth. In addition, there are various recreation activities after the walk so that families can be together for the day in a relaxed outdoor atmosphere.	R 17 000 000	City of Tshwane	-	Ms I. Masisi	City of Tshwane Gauteng Department for Sport, Arts and Culture



Areas of intervention (examples)	Medium Term (3 years - MTEF)					
	Project description	Budget allocation 2020/21	District Municipality	Location: GPS Coordinates	Project leader	Social partners
55. National Youth Camp		R3 000 000 R3 000 000 R3 000 000 R3 000 000 R3 000 000	Sarah Baartman Xhariep City of Tshwane King Cetshwayo Vhembe Gert Sibande Frances Baard Dr Ruth Mompoti Cape Winelands	-	Ms I. Masisi	Northern Cape Department for Sport, Arts and Culture

## Municipal Infrastructure Grant (MIG) Facilities

Project Name	Project Estimated Budget (R )	Municipality	Mun. Code	Project Description
Construction of Pepeni Sports Facility	10 000 000,00	Umzivubu Local Municipality	EC442	The project will include the construction of a soccer/rugby field with gravel athletic track, spectator grandstand, concrete palisade wall fencing, electrification, installation of floodlights, turf irrigation system, combi court, tennis field and security/ ticket booth.
Upgrading of MarselleSportsfield Kenton on Sea Phase 2	9 400 000,00	Ndlambe Local Municipality	EC105	The project will include the construction of a soccer pitch, spectator grandstand, electrification and netball court.
Upgrading of Magwala Sports Facility Stadium	10 000 000,00	IntsikaYethu Local Municipality	EC135	The project will include the constuction of a football field, steel spectator grandstand, athletic track, clearview fence, multipurpose courts, security/cricket booth, club house, external gym facilities and the installation of floodlights.
	29 400 000,00			
Construction of KoeKoe village sport facility	10 000 000,00	Moqhaka Local Municipality	FS201	Construction of indoor sport facility (phase 1)
Construction of Fateng-Tse-Ntso Sport Facility	9 000 000,00	Dihlabeng Local Municipality	FS192	Construction of an indoor sport facility
Upgrading of Winnie Mandela Museum and Recreation Precinct	6 728 000,00	Masilonyane Local Municipality	FS181	Upgrade of Winnie Mandela Cultural and Sport Hub
	25 728 000,00			
Construction of the Dondotha Sports field	13 000 000	Umfolozi Local Municipality	KZN281	The project will include the construction of a grassed athletic track, soccer field, a practice field, combo court, civil works, change rooms and ablution facilities, guard house, grand stand with canopy.

Project Name	Project Estimated Budget (R )	Municipality	Mun. Code	Project Description
Construction of Ndumo Sport Complex phase 4	9 600 000	Jozini Local Municipality	KZN272	The project will include the construction of a synthetic soccer field, re-grassing of the athletic track and kerbing around, re-grassing of 105 x 50 practice fields, pedestrian path around the athletic track, repairs to existing courts, additional combo court with grandstand, practice cricket field with 3 nets, BMX/cycling track, repairs to existing grandstand and public changerooms, new gate house, paved access road with parking area, pedestrian walkway along sports facilities, irrigation system and borehole supply, repairs to concrete palisade fencing including additional new fence, concrete apron around courts, paving to existing outdoor gym area & new play area, off site public parking, new play area, electrification
Construction of Khethani Sports Field - Ward 01	10 000 000	Okhahlamba Local Municipality	KZN235	The project will include the construction of football and rugby field, spectator grandstand, gravel athletic track, softball diamond, cricket nets, steel palisade/clearvu fencing, security ticket booth, combi court, electrification, irrigation system.
Upgrade of Wembezi Sports Field Ward 9	10 000 000	Inkosi Langalibalele Local Municipality	KZN237	The project will include the construction of football field, spectator grandstand, gravel athletic track, outdoor chess, softball diamond, cricket nets, clearvu fencing, security ticket booth, combi court, electrification, irrigation system.
	42 600 000,00			
Upgrading of sports and recreation facilities in Raphuti (ward 4)	11 000 000,00	Thabazimbi Local Municipality	LIM361	The project will include the construction of a soccer field with a athletic track, ablution facilities, a multi-purpose court and a change room, spectator grandstands.
Construction of Moletjie field and Softball field	30 000 000,00	Polokwane Local Municipality	LIM341	The project will include the construction of a soccer/rugby field, Athletic track, combi-courts, Construction of a Netball court, Construction of a Basketball Court, Construction of a Volleyball Court, automated irrigation system, installation of high mast lights and Construction of a Tennis court and construction of 4 soft ball pitch at peter mokaba
Completion of Harper Sport Facility	5 000 000,00	Musina Local Municipality	LIM354	The project will include the construction of a rugby field, grading of a gravel athletic track, repairs of the concrete palisade wall fencing, outdoor gym and kids play area.
	46 000 000,00			
Construction of Kwazamokuhle Stadium	10 000 000,00	Steve Tshwete Local Municipality	MP313	The project will include the construction of a football field, spectators pavilion, surfacing of athletic track, fencing, and electrification of the facility.
	10 000 000,00			
Upgrading of Vanderkloof Sport Facility	1 500 000	Renosterberg Local Municipality	NC075	Construction of football, grandstand, security/ticket booth, outdoor gym, upgrading of fencing, ablution and change rooms, and combi court
Development of Steynville Sport Facility	11 500 000	Thembelihle Local Municipality	NC076	Construction of football, spectator grandstand, multipurpose courts, fencing and clubhouse, abltions and change rooms, tickets and security booth
Development of Grootdrink Sport Facility	9 330 000	!Kheis Local Municipality	NC084	Construction of steel grandstand with ablutions and change rooms, soccer pitch, athletic track and combi courts. Refurbishment of administration block and netball courts, ticket/security booth and repair of existing fencing
Buffelsrivier Sport Facility	7 500 000	Nama Khoi Local Municipality	NC062	Construction of fencing, spectator grandstand, renovations of ablution and change rooms, upgrading of athletic track, soccer/rugby pitch and multi-purpose courts
	39 830 000			



Project Name	Project Estimated Budget (R )	Municipality	Mun. Code	Project Description
Refurbishment of Iketleng Sports Facility	10 300 000,00	Disobotla Local Municipality	NW384	The project will include the construction of a rugby/soccer/athletic field with a 400m grass surfaced athletic track, combi-courts (tennis, basketball, volleyball and netball) , demolition and construction of a new spectator grandstand/pavilion with underneath change rooms , ablution facilities, office, storeroom, installation of floodlights, installation of irrigation system, face-brick wall fencing with barbed wire, construction of the vendor stalls and the ticket office/guardhouse.
Construction of Tennis Courts at Mmabatho Stadium	20 000 000,00	Mahikeng Local Municipality	NW383	The project will include the construction of tennis courts and ablution facilities.
Construction of Reagile Sports Ground	10 000 000,00	Kgetlengrivier Local Municipality	NW374	The project will include the construction of a football/rugby field, spectator grandstand, asphalt athletic track, multi-purpose courts, security/ticket booth: refurbishment of concrete palisade wall fencing, electrification of the facility and installation of a turf irrigation system.
	40 300 000			
New soccer facility for Wolwadans	9 000 000,00	Mossel Bay Local Municipality	WC034	The project will include construction of football field, seating for spectators, cloakrooms, security fence, mast lights and area lighting.
Upgrading of existing and construction of new sport facilities in Klaver (Ward 6)	10 000 000,00	Matzikama Local Municipality	WC011	The project will include the construction of a new soccer/cricket field, change rooms and ablution facilities, rugby/hockey field, combined netball and tennis court, new flood lights, multi-purpose hall with table tennis and Judo facilities, practice cricket nets, paved footpaths, ticket buildings.
	19 000 000,00			

## Outdoor Gyms and Children's Play Parks

N.	Project Name	Programme	Project Description	Outputs	Project Start Date	Project End Date	Project completion Date	Total Estimated Cost (R 000)	Current Year Expenditure (R 000)
1.	Installation of Outdoor Gym at Tromsburg	Outdoor Gyms and children's play park	Installation of Outdoor Gym at Tromsburg	Access to gym equipment – active lifestyle	15/04/2019	30/04/2020	30/04/2020	450	0
2.	Installation of Outdoor Gym at East London	Outdoor Gyms and children's play park	Installation of Outdoor Gym at East London	Access to gym equipment – active lifestyle	15/04/2019	30/04/2020	30/04/2020	450	0
3.	Installation of Outdoor Gym at Butterworth	Outdoor Gyms and children's play park	Installation of Outdoor Gym at Butterworth	Access to gym equipment – active lifestyle	15/04/2019	30/04/2020	30/04/2020	450	0
4.	Installation of Outdoor Gym at Tugela Ferry Town	Outdoor Gyms and children's play park	Installation of Outdoor Gym at Tugela Ferry Town	Access to gym equipment – active lifestyle	15/04/2019	30/04/2020	30/04/2020	450	0
5.	Installation of Outdoor Gym at Mosinqobile Kagiso,	Outdoor Gyms and children's play park	Installation of Outdoor Gym at Mosinqobile Kagiso, 1542 Domillicium	Access to gym equipment – active lifestyle	15/04/2019	30/04/2020	30/04/2020	450	0
6.	Installation of Outdoor Gym at Hammanskraal	Outdoor Gyms and children's play park	Installation of Outdoor Gym at Hammanskraal	Access to gym equipment – active lifestyle	15/04/2019	30/04/2020	30/04/2020	450	0
7.	Installation of Outdoor Gym at Middelburg – Mhluzi	Outdoor Gyms and children's play park	Installation of Outdoor Gym at Middelburg – Mhluzi	Access to gym equipment – active lifestyle	15/04/2019	30/04/2020	30/04/2020	450	0
8.	Installation of Outdoor Gym at Polokwane – Gamamabolo Mentz Village	Outdoor Gyms and children's play park	Installation of Outdoor Gym at Polokwane – GaMamabolo Mentz Village	Access to gym equipment – active lifestyle	15/04/2019	30/04/2020	30/04/2020	450	0
9.	Installation of Outdoor Gym at Flamingo	Outdoor Gyms and children's play park	Installation of Outdoor Gym at Flamingo	Access to gym equipment – active lifestyle	15/04/2019	30/04/2020	30/04/2020	450	0
10	Installation of Outdoor Gym at Vruburg – Huhudi Village	Outdoor Gyms and children's play park	Installation of Outdoor Gym at Vruburg – Huhudi Village	Access to gym equipment – active lifestyle	15/04/2019	30/04/2020	30/04/2020	450	0

## PROGRAMME 3

Areas of Intervention (Examples)	Project Description	Budget Allocation	District Municipality	Location: Gps Coordinates	Project Leader	Social Partners
National Days: Promote the celebration of national days on an intercultural basis, fully inclusive of all South Africans	National days celebrated or commemorated as per Public Holidays Act, through mass participation, debates, panel discussions, among others, to bring people of diverse backgrounds together in fostering national unity and patriotism.	2020-21: R30,576,000 2021-22: R30 576,000 2022-23: R30 576,000 2023-24: R30,576,000,000 2024-25: R30, 576,000	District TBC	-	M Zilindile	Presidency GCIS SAPS SSA Provinces District and Local Municipalities Health Private Sector
Disability Arts	Disability Campaigns in the Arts  The Legends with disabilities host workshops and events at special schools nationally. Attention is also given to the Blind and deaf community, people with albinism in both rural and urban areas. Topics such as economic development, entrepreneurship and social ill e.g. substance abuse and GBV will be addressed	2020-21: R800,000 2021-22: R800,000 2022-23: R800,000 2023-24: R800,000 2024-25: R800,000	Districts TBC	-	Matsie Ratsaka-Mothokoa	Department of Youth, Women and People with Disability Department of Basic Education
Disability Arts	Deaf Awards  The project empowers persons with disabilities and people with albinism to express their artistic abilities, liberation from stigma and rejection. E.g. Some of the programmes such as Deaf TV have been affected by the configuration of the SABC, leaving the deaf community without a dedicated TV Channel.	2020-21: R750,000 2021-22: R750,000 2022-23: R750,000 2023-24: R750,000 2024-25: R750,000	-	-	Matsie Ratsaka-Mothokoa	Department of Youth, Women and People with Disability Department of Basic Education

Areas of Intervention (Examples)	Project Description	Budget Allocation	District Municipality	Location: Gps Coordinates	Project Leader	Social Partners
Youth Month Programme: DAC Youth Unit support government National Youth Day and Month by commemorating and celebrating through engendering active citizenship and civic engagement thus committing to nation building.	National Youth Day and Month – project raises awareness on importance of Youth Day and creates platforms for youth to participate in Youth Month programme.	2020-21: R900,000 2021-22: R900,000 2022-23: R900,000 2023-24: R900,000 2024-25: R900,000	TBC (Host province, suggested province: Mpumalanga)	-	Abram Lekalakala	NYDA
	Youth Month History and Heritage Tour – creates site visits to heighten awareness	2020-21: R630,000 2021-22: R630,000 2022-23: R630,000 2023-24: R630,000 2024-25: R630,000	-	-	Abram Lekalakala	TBC
	Arts & Culture Youth Festival – is to popularise Youth Day and Month among the youth through self-expression	2020-21: R660,000 2021-22: R660,000 2022-23: R660,000 2023-24: R660,000 2024-25: R660,000	TBC	-	Abram Lekalakal	TBC
Arts Education & Training: The programme is about implementation of schools-based arts education programmes are geared towards achieving Social Cohesion and National Identity. It is done in collaboration with DBE	SASCE (SA Schools Chorale Eisteddfod): The project promotes mass participation in Choral Music and Music Operatic Performance among learners throughout the country and is currently implemented in collaboration with DBE. The project also promotes local content, and audience development whilst promoting participation in the arts, self-discipline among the 5000 learners at National Championships.	2020-21: R1000,000 2021-22: R1000,000 2022-23: R1000,000 2023-24: R1 000,000 2024-25: R1 000,000	Districts TBC	-	Mpho Mabule	DBE, DCS and civil society
	CAPS (Curriculum Assessment Policy Statement -A&C): This is a Curriculum Assessment Policy Statement project that assists Educators in delivering arts and culture learning area and includes Learners in accessing enriched curriculum. The programme is run for educators from all over the country and is implemented in collaboration with DBE.	2020-21: R600,000 2021-22: R600,000 2022-23: R600,000 2023-24: R600,000 2024-25: R600,000	District TBC	-	Mpho Mabule	DBE, various Sectors including tertiary institutions.



Areas of Intervention (Examples)	Project Description	Budget Allocation	District Municipality	Location: Gps Coordinates	Project Leader	Social Partners
	Spelling Bee; The project promotes use of language, comprehension and promotion of local learning among learners throughout the country. The project is implemented in collaboration with DBE	2020-21: R500,000 2021-22: R500,000 2022-23: R500,000 2023-24: R500,000 2024-25: R500,000	District TBC	-	Mpho Mabule	DBE, various Sectors including tertiary institutions.
	Inner City Schools Drama & Theatre: The programme promotes Drama and theatre among learners and build new audiences when parents and general public attends the festival. This National project also promotes local content and audience development. The Department delivers this with civil society partners (NPOs)	2020-21: R400,000 2021-22: R400,000 2022-23: R400,000 2023-24: R400,000 2024-25: R400,000	District TBC	-	Mpho Mabule	Various developmental NPOs including tertiary institutions.
Youth Enrichment Programme: This programme supports small and medium youth initiatives that strive to create jobs and eradicate poverty through the skills development and civic participation. It supports the quest for youth development and optimises the contribution of arts, culture and heritage sector	Youth Social Cohesion Dialogue – the project creates safe space for young people to engage in social cohesion and arts, culture and heritage dialoguing.	2020-21: R416,000 2021-22: R416,000 2022-23: R416,000 2023-24: R416,000 2024-25: R416,000	District TBC	-	Abram Lekalakala	Various Sectors including tertiary institutions.
	Youth Skills & Career development support – the project creates awareness and imparts introductory skills on arts, culture and heritage careers to out-of-school-youth	2020-21: R560,000 2021-22: R560,000 2022-23: R560,000 2023-24: R560,000 2024-25: R560,000	District TBC	-	Moleleki Ledimo	Various Sectors including tertiary institutions.
	Support National Field Bands – this mass participation programme uses brass band and dance to create national platforms for young people to participate in arts and culture.	2020-21: R330,000 2021-22: R330,000 2022-23: R330,000 2023-24: R330,000 2024-25: R330,000	District TBC	-	Moleleki Ledimo	Various Sectors including tertiary institutions.
	Arts Access programme- this project uses arts, culture and heritage as a rehabilitation tool for juvenile offenders in Correctional Services	2020-21: R2 400,000 2021-22: R2 400,000 2022-23: R2 400,000 2023-24: R2 400,000 2024-25: R2 400,000	-	-	Abram Lekalakala	DBE, various Sectors, Civil society organisations and selected tertiary institutions.

Areas of Intervention (Examples)	Project Description	Budget Allocation	District Municipality	Location: Gps Coordinates	Project Leader	Social Partners
The Young Patriots Programme	The Young Patriots Programme - a National Youth Service Programme of the DAC. It seeks to create a nationwide movement of 300 of proud, active and caring Young South African citizens, TYPP will also be used to promote social cohesion and nation building among young people of South Africa.	2020-21: R10,578,000 2021-22: R10 578,000 2022-23: R10 578,000 2023-24: R10 578,000 2024-25: R10 578,000	Districts TBC	-	Moleleki Ledimo	NYDA
Sector Organisation Supported – a trade association that represents the collective interests of producers of music sound recordings, major and independent record labels in South Africa, also responsible for awards which offer opportunities to expand musicians talents, and exposure.	RISA - South African Music Awards (SAMA)	2020-21 R3,500,000 2021-22 R3,500,000 2022-23 R3,500,000 2023-24: R3,500,000 2024-25: R3,500,000	Bojanala	-	Zwelakhe Mbiba	Northwest provincial Dept of Sport, Arts & Culture
A strategy to promote music products or services to potential consumers, encourage business interaction and exchange amongst various business players.	Old Mutual National Choir Festival	2020-21: R3,000,000 2021-22: R3,000,000 2022-23: R3,000,000 2023-24: R3,000,000 2024-25: R3,000,000	District TBC	-	Zwelakhe	Old Mutual Financial Services
Training	Craft Development	2020/21: R810,000 2021/22: R810,000 2022/23: R810,000 2023-24: R810,000 2024-25: R810,000	District TBC	-	Training	Craft Development



Areas of Intervention (Examples)	Project Description	Budget Allocation	District Municipality	Location: Gps Coordinates	Project Leader	Social Partners
Cultural & Creative Sector projects supported through MGE work streams	Isingqisethu Cultural Festival	2020-21: R2,000,000 2021-22: R2,000,000 2022-23: R2,000,000 2023-24: R2,000,000 2024-25: R2,000,000	OR Tambo	-	Dunisani Chabalala	Provincial and National Department of Sport Arts and Culture
	Mpumalanga Cultural experience	2020-21: R2,000,000 2021-22: R2,000,000 2022-23: R2,000,000 2023-24: R2,000,000 2024-25: R2,000,000	Enhlazeni	-	Dunisani Chabalala	Provincial and National Department of Sport Arts and Culture
	Children's festival	2020-21: R1,500,000 2021-22: R1,500,000 2022-23: R1,500,000 2023-24: R1,500,000 2024-25: R1,500,000	Fezile Dabi District	-	Tsakani Sithole	Provincial Department of Sport Arts and Culture
	Innibos	2020-21: R2,000,000 2021-22: R2,000,000 2022-23: R2,000,000 2023-24: R2,000,000 2024-25: R2,000,000	Enhlazeni	-	Vusi Ngobeni	Provincial Department of Sport Arts and Culture
	Vaalriver Jazz Festival	2020-21: R750,000 2021-22: R750,000 2022-23: R750,000 2023-24: R750,000 2024-25: R750,000	Sedibeng	-	Busi Dlamini	Provincial Department of Sport Arts and Culture
	Kalahari Desert Festival	2020-21: R1,500,000 2021-22: R1,500,000 2022-23: R1,500,000 2023-24: R1,500,000 2024-25: R1 500,000	ZF Mgcawu	-	Vusi Ngobeni	Provincial Department of Sport Arts and Culture

## PROGRAMME 4

PROJECT TYPE (DESCRIPTION)	PROJECT TYPE (DESCRIPTION)	PROJECT STATUS	ESTIMATED NUMBER OF BENEFICIARIES OF THE PROJECT BENEFICIARIES	FIN. YEAR	SECTOR	LOCAL MUNICIPALITY	DISTRICT MUNICIPALITY	LATITUDE	LONGITUDE	TOTAL PROJECT COST	EXPENDITURE 2019/20
Alice Library	Construction of a new library facility	90% complete. Internal finishing including furniture and electrical work underway	15 143	2020/21	Arts and Culture: Library and Information Services	Raymond Mhlaba	Amathole	32.7901° S	26.8330° E	R24 600 000	R21 410 000
Cookhouse Library	Construction of a new library facility	Awaiting procurement plan approval	7500	2020/21	Arts and Culture: Library and Information Services	Sarah Baartman	Blue Crane	32.44'43"S	25.48'17"E	R25 000 000	R0
Van Stadensrus library	Construction of a new library facility	88% complete. The cession disputed by the contractor and the Province forwarded a dispute to State Law Advisors for assistance	1 745	2020/21	Arts and Culture: Library and Information Services	Naledi	Xhariep	29.9848° S	27.0029° E	R21 601 000	R0
Mullerstine Library	Construction of a new library facility	Project initiation reports compiled and submitted to Gauteng Provincial Treasury.	2000	2020/21	Arts and Culture: Library and Information Services	Emfuleni	Sedibeng	26.7071° S	27.7520° E	R32 845 000	R2 000 000

PROJECT TYPE (DESCRIPTION)	PROJECT TYPE (DESCRIPTION)	PROJECT STATUS	ESTIMATED NUMBER OF BENEFICIARIES OF THE PROJECT BENEFICIARIES	FIN. YEAR	SECTOR	LOCAL MUNICIPALITY	DISTRICT MUNICIPALITY	LATITUDE	LONGITUDE	TOTAL PROJECT COST	EXPENDITURE 2019/20
Zuurbekom Library	Construction of a new library facility	Project initiation reports compiled and submitted to Gauteng Provincial Treasury.	3449	2020/21	Arts and Culture: Library and Information Services	Westonaria	West Rand	26.3043° S	27.7536° E	R32 373 000	R2 000 000
Kocksoord Library	Construction of a new library facility	Project initiation reports compiled and submitted to Gauteng Provincial Treasury.	2300	2020/21	Arts and Culture: Library and Information Services	Randfontein	West Rand	26.2232° S	27.6479° E	R31 573 000	R2 000 000
Impumelelo Library	Construction of a new library facility	45% complete. The structure is at window level and plastering is underway.	8 223	2020/21	Arts and Culture: Library and Information Services	Emfuleni	Sedibeng	26.3591° S	28.7927° E	R18 484 000	R0
Dukuduku Library	Construction of a new library facility	Contractor took over site in September 2019. Contractor doing preliminary task- setting up and establishment of sites.	5 329	2020/21	Arts and Culture: Library and Information Services	Mtubatuba	Umkhanyakude	28.0989° S	32.3504° E	R32 000 000	R6 000 000

PROJECT TYPE (DESCRIPTION)	PROJECT TYPE (DESCRIPTION)	PROJECT STATUS	ESTIMATED NUMBER OF BENEFICIARIES OF THE PROJECT BENEFICIARIES	FIN. YEAR	SECTOR	LOCAL MUNICIPALITY	DISTRICT MUNICIPALITY	LATITUDE	LONGITUDE	TOTAL PROJECT COST	EXPENDITURE 2019/20
KwaMdakane Library	Construction of a new library facility	Finalisation of confirmation of site.	6500	2020/21	Arts and Culture: Library and Information Services	Dannhauser	Amajuba	26.2821° S	28.3929° E	R32 000 000	R0
Runnymede Library	Construction of a new library facility	The project is 55% complete. Roofing has commenced on top of steel structure. Inspection pending	3900	2020/21	Arts and Culture: Library and Information Services	Tzaneen	Mopani	23.6543° S	30.4502° S	R24 000 000	R10 994 000
Mavalani Library	Construction of a new library facility	The project is 25% complete. Concrete slab had just commenced. Inspection pending.	2800	2020/21	Arts and Culture: Library and Information Services	Greater Giyani	Mopani	22.2047° S	30.7012° E	R19 000 000	R6 816 000
Dumela Library	Construction of a new library facility	The project is 15% complete. Earth works underway.	4600	2020/21	Arts and Culture: Library and Information Services	Collins Chabane	Vhembe	22.9982° S	30.6961° E	R17 000 000	R4 481 000
Seleteng Library	Construction of a new library facility	The project is 22% complete. Bed and steel structure are underway.	3700	2020/21	Arts and Culture: Library and Information Services	Makhuduthamakga	Sekhukhune	24.3043° S	29.6405° E	R18 000 000	R5 265 000

PROJECT TYPE (DESCRIPTION)	PROJECT TYPE (DESCRIPTION)	PROJECT STATUS	ESTIMATED NUMBER OF BENEFICIARIES OF THE PROJECT BENEFICIARIES	FIN. YEAR	SECTOR	LOCAL MUNICIPALITY	DISTRICT MUNICIPALITY	LATITUDE	LONGITUDE	TOTAL PROJECT COST	EXPENDITURE 2019/20
Newtown Library	Construction of a new library facility	Procurement stage.	2 426	2020/21	Arts and Culture: Library and Information Services	Emalahleni	Nkangala	25°44'13.2"S	29°25'11.4"E	R11 900 000	R2 637 000
Emalahleni Library	Construction of a new library facility	Concept and viability delayed due to site verification	108 673	2020/21	Arts and Culture: Library and	Emalahleni	Nkangala	25.8728° S	29.2553° E	R7 000 000	R0
Schoemansdal Library	Construction of a new library facility	Procurement stage.	23 257	2020/21	Arts and	Nkomazi	Ehlanzeni	25.6929° S	31.4971° E	R11 900 000	R1 368 000
Carolina	Construction of a new library facility	Inception and initiation stage. Preparation of BoQ in progress	16 846	2020/21	Arts and Culture: Library and Information Services	Chief Albert Luthuli	Gert Sibande	26.0731° S	30.1070°E	R7 000 000	R0
Mmametlake Library	Construction of a new library facility	Inception and initiation stage. Preparation of BoQ in progress	7 8000	2020/21	Arts and Culture: Library and Information Services	Dr JS Moroka	Nkangala	25.1051° S	28.5578° E	R17 000 000	R500 000
Warburton Library	Construction of a new library facility	Inception and initiation stage. Preparation of BoQ in progress	3847	2020/21	Arts and Culture: Library and Information Services	Msukalikwa	Gert Sibande	26.2291° S	30.4764° E	R17 000 000	R500 000

PROJECT TYPE (DESCRIPTION)	PROJECT TYPE (DESCRIPTION)	PROJECT STATUS	ESTIMATED NUMBER OF BENEFICIARIES OF THE PROJECT BENEFICIARIES	FIN. YEAR	SECTOR	LOCAL MUNICIPALITY	DISTRICT MUNICIPALITY	LATITUDE	LONGITUDE	TOTAL PROJECT COST	EXPENDITURE 2019/20
Provincial Library Depot Kimberly	Construction of a new library facility	Designs and Cost estimates are complete. Bill of Quantity and tender documents are finalised	225 160	2020/21	Arts and Culture: Library and Information Services	Sol Plaatjie	Frances Baard	28.7282° S	24.7499° E	R42 000 000	R3 000 000
Colesburg Library	Construction of a new library facility	Consultants were appointed and final designs and costs estimates approved.	16 869	2020/21	Arts and Culture: Library and Information Services	Umsobomvu	Pixley ka Seme	30.6913° S	25.0703° E	R27 000 000	R3 000 000
Lethabong Library	Construction of a new library facility	Tender to be re-advertised again on 9 August 2019. Tender was advertised and closed in April 2019. Validity expired and went on a cooling off period. Contractor is expected to be appointed in quarter 3	49 292	2020/21	Arts and Culture: Library and Information Services	Madibeng	Bojanala	24.4320° S	27.8355° E	R18 790 000	R5 000 000

PROJECT TYPE (DESCRIPTION)	PROJECT TYPE (DESCRIPTION)	PROJECT STATUS	ESTIMATED NUMBER OF BENEFICIARIES OF THE PROJECT BENEFICIARIES	FIN. YEAR	SECTOR	LOCAL MUNICIPALITY	DISTRICT MUNICIPALITY	LATITUDE	LONGITUDE	TOTAL PROJECT COST	EXPENDITURE 2019/20
Dinokana Library	Construction of a new library facility	Tender closed on 23 May 2019. Tender reached evaluation stage but had to be re-advertised to comply with requirements for local contents	26 409	2020/21	Arts and Culture: Library and Information Services	Ramotshere Moiloa	Ngaka Modiri Molema	25.4432° S	25.8640° E	R18 790 000	R4 500 000
Tsweleng Library	Construction of a new library facility	Planning stage.	33 492	2020/21	Arts and Culture: Library and Information Services	Ramotshere Moiloa		27.2278° S	25.9793° E	R18 790 000	R4 500 000
Southey Library	Construction of a new library facility	Contractor on site and busy with laying the foundation.	1 898	2020/21	Arts and Culture: Library and Information Services	Kagisano Molopo	Ruth Segomotsi Mompoti	26.469458	24,352692	R17 422 000	R3 752 000
Swellendam Library	Construction of a new library facility	Architect presented draft plans to the project committee	17 537	2020/21	Arts and Culture: Library and Information Services	Swellendam	Overberg	34.0257° S	20.4381° E	R12 000 000	R3 000 000
Bersig Library	Construction of a new library facility	Awaiting final plans from the Architect.	5 371	2020/21	Arts and Culture: Library and Information Services	Kannaland	Garden Route	25.6847° S	27.2243° E	R1 600 000	R0

# STRATEGIC ALIGNMENTS

## Government Priorities

Priority 1: Capable, Ethical and Developmental State

Priority 2: Economic Transformation and Job Creation

Priority 3: Education, Skills and Health

Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services

Priority 5: Spatial Integration, Human Settlements and Local Government

Priority 6: Social Cohesion and Safer Communities

Priority 7: A Better Africa and World

## DSAC Outcomes

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

## Sector Indicators

1. Number of community conversations/dialogues held to foster social interaction
2. Number of public awareness activations on the “I am the flag” campaign
3. Number of people actively participating in organised sport & active recreation events.
4. Number of job opportunities created through arts, culture and heritage programmes.
5. Number of practitioners benefiting from capacity building opportunities
6. Number of athletes supported by the sport academies
7. Number of artists placed in schools per year
8. Number of Provincial Resistance and Liberation Heritage Route (RLHR) sites developed and managed
9. Number of new libraries built
10. Number of schools, hubs and clubs provided with equipment and/or attire as per the established norms and standards.
11. Proportion of total budget spend set aside for youth, women and people with disability.
12. Clean audit outcomes





## sports, arts & culture

Department:  
Sports, Arts and Culture  
REPUBLIC OF SOUTH AFRICA



Physical address: Sechaba House  
202 Madiba Street  
Pretoria

Telephone: +27 12 441 3000

Fax: +27 12 441 3699

Email address: [info@dsac.gov.za](mailto:info@dsac.gov.za)

Website address: [www.dsac.gov.za](http://www.dsac.gov.za)

